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Working for the greater good

Inspiring people, designing jobs and leading organizations for a more inclusive society



Abstract Book

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KEYNOTE LECTURES

The Work-life Interface: A Contemporary Perspective

Prof. Dr. Evangelia Demerouti

Eindhoven University of Technology

Dept. Industrial Engineering & Innovation Sciences

Human Performance Management Group

Eindhoven, The Netherlands

Our modern way of working and living has changed our experience and understanding of the work-life interface. Nowadays, technology enables people to be constantly occupied with work or leisure activities through their smartphone, creating challenges for recovery activities and experiences. Individuals are triggered to engage in and proactively arrange for themselves worthwhile and meaningful activities that may promote their sense of flourishing, but simultaneously they need to be goal-oriented and perform adequately in different life domains, including work and personal life. Therefore, the work-life interface seems to evolve into a work-life integration process, in which characteristics of and performance in work, family, and personal lives are closely related. In this presentation, I will give an overview of recent research highlighting the link between the work-life interface on the hand and issues like recovery, proactivity, performance, personal time, and technology use on the other hand. The main message is that we need to see work and other life domains more in relation to each other, rather than separated. Moreover, I will show that individuals are proactive agents who strive for meaningful experiences, well-being, and goal achievement in all life domains and that they do this by using key strategies and resources.

Work-Team Climate: a Three-Property Perspective

Prof. Vicente González-Romá

University of Valencia

Institute for Research in Psychology of Human Resources

Organizational Development and Quality of Working Life (IDOCAL)

Valencia, Spain

Work-team climate is a relevant construct to understand how work-teams function. Previous research has shown that work-team climate has influences on key work-team processes (e.g., communication) and outcomes (e.g., performance). In this talk, I will propose that in order to describe and characterize a work-team's climate in a more complete and detailed way, we should consider three different properties: climate uniformity (the pattern of climate perceptions within the team), climate strength (the agreement of the existing coherent subgroupings of climate perceptions within the team), and climate level (operationalized as the aggregated climate score for the aforementioned subgroupings). I will review recent research about these three properties, and present new findings about the antecedents and consequences of climate uniformity. Finally, I will suggest a number of questions and research lines that can contribute to improving our understanding of work-team climate.

Job redesign interventions: insights from a practice-based theory of job design

Prof. David Holman

Professor of Organisational Psychology

Alliance Manchester Business School

University of Manchester – UK

My talk will focus on job redesign interventions (JDIs), which are important tools for organisational and employee development that seek to modify job characteristics as a means of enhancing employee outcomes. I will start by providing an overview of the strengths and limitations of our current understanding of JDIs. From this, I will then suggest that our understanding of JDIs can be advanced by using what I term a “practice-based theory of job design” that details the key practices (enacting, crafting and embedding) that organisational actors use to create, sustain and alter the content and characteristics of a job, and which highlights individual, organisational and institutional factors that shape the practice of job design. My talk will then show how a practice-based theory of job design can be used to provide a better understanding of, for example, the nature of JDIs (e.g., are they more enacting or crafting-focused) and the processes through which JDIs modify job characteristics, and how it can be used to point to the ways in which the design and implementation of JDIs could be developed to enhance the sustainability of their effects on employee practice and outcomes.

How Subtle Biases Can Profoundly Influence our Workplaces

Prof. Michelle “Mikki” Hebl

Martha and Henry Malcolm Lovett Professor of Psychology, Professor of Management

Rice University - Department of Psychology

Houston, TX – United States of America

In this talk, Dr. Hebl will provide an overview of her 20 year research career examining issues related to diversity and discrimination in the workplace. She will discuss the ways in which powerful people “gatekeep” or prevent others from reaching their full workplace potential. Her work specifically focuses on subtle (as opposed to more overt) forms of discrimination, and her talk will focus on many gender- and race-related research findings. She will close with suggestions for how we can individually and organizationally remediate biases and enhance our diversity-related efforts.

Exciting Times for Work Design Theory and Research: Some New Discoveries and Directions

Prof. Sharon K. Parker

ARC Laureate Fellow

Centre for Transformative Work Design

Faculty of Business and Law

Curtin University – Australia

The importance of designing work to mitigate against psychosocial risks and to enhance performance has been of considerable interest for a long time. But with digitalization, new organisational forms, an ageing workforce, increases in mental ill health in the population, as well as other changes, the topic of work design is arguably more important than ever. In this presentation, I will recap on what we know about work design already, and introduce the SMART work design model as a way to summarize key work characteristics. I will then identify several emerging research agendas and provide illustrative studies, including the need to adapt theory to meet contemporary challenges; the neglected long-term effects of work quality; and the antecedents of work design. Finally, I conclude with an introduction to the Centre for Transformative Work Design (transformativeworkdesign.com).

Science, Translation, and Policy Impact

Prof. Steve Kozlowski

Special EAWOP President's keynote

Work and organizational psychology is an empirical science and evidence-based practice that has been in existence for over a century. Work and organizational psychology is well-established in the developed world and has made rapid advances in the developing world over the last couple of decades. The field has developed a substantial empirical foundation and a wide range of well-developed applications that are routinely used to enhance organizational effectiveness. Yet, with few exceptions, work and organizational psychology has had relatively limited direct impact on government policies relevant to workforce well-being and effectiveness. My presentation will discuss the many challenges that have to be surmounted to change this state of affairs, ongoing efforts for work and organizational psychology to have a more tangible policy impact, and things that each of us can do to more directly shape workforce policies.

Enhancing Scientific Impact: Publishing Psychology Research in Top Management Journals

Prof. Jason Shaw

Special EAWOP President's keynote

Most Work and Organizational Psychologists (WOPs) are trained to publish their research in the leading disciplinary journals (e.g., JAP, PPsych, JOOP, EJWOP). However, increasingly, WOPs are also seeking to publish their work in broader management and business journals (AMJ, Org Science, JOM). These journals often have a broader audience and allow WOPs to communicate their findings and perspectives beyond their own discipline to other scholars in the organizational sciences, thus potentially increasing the scientific impact of Work and Organizational Psychology. However, publishing in management journals often requires a different emphasis in terms of theory, methods and focus. Professor Jason Shaw, Editor of Academy of Management Journal, will share his experiences with publishing psychology research in AMJ and will provide tips for WOPs seeking to do so.

STATE OF ART LECTURES

Management and leadership: essential factors for employee health and well-being

Emma Donaldson-Feilder

Occupational psychologist, Affinity Health at Work

United Kingdom

There is now a large literature showing that the way people are managed and led has an impact on their health and wellbeing. Emma will share insights into her colleagues' and her research looking at how managers can prevent and reduce stress in their team. Funded by the UK Health and Safety Executive, Chartered Institute of Personnel and Development, and others, this research: created a behavioural framework to help managers and employers understand what competencies managers need in order to prevent and reduce employee stress at work; tested a training intervention that aimed to support managers to develop their skills; and explored how employer organisations implemented the framework and intervention in practice. While this work showed that managers were able to change their behaviour, particularly when given upward feedback, it also found that behaviour change is hard and is influenced by the organisational environment. Emma and her colleagues' further research has therefore looked both at potential mechanisms for manager/leadership behaviour change, and at how to create an organisational context that is conducive to management/leadership development for enhancing employee wellbeing. Emma will share their latest findings in these areas, including the potential for interpersonal mindfulness as a leadership development methodology.

The psychology of the internet @ work: current insights and future research opportunities

Guido Hertel

Professor of Organizational and business psychology

University of Münster, Germany

The Internet as global interconnection of computer systems is causing fundamental changes in the way we work, and how work is organized. Online-recruiting, virtual teamwork, e-leadership, and e-learning are by now established as the new normal, and innovative technologies such as virtual and augmented reality, machine learning, and interconnected objects (Internet of Things) are already at the doorstep. However, psychological research only slowly embraces these developments, and often focuses on discrete technologies instead of work dimensions that might be better connected with existing theories of work and organizational psychology. Based on a conceptual framework to structure the various psychological implications of Internet-based work (including new developments), this presentation reviews potential opportunities and risks of Internet-based work from the perspectives of the individual worker, the work organization, and the social society. Internet-based tools (e.g., Management Information Systems, Virtual Reality) and work environments (e.g., virtual teams, flexible offices) are discussed both as single interventions (main effect) and as context conditions (moderator) that might qualify workers' experiences and behavior. Moreover, research opportunities are derived within psychology and beyond, as well as strategies to disseminate the findings outside the academic field. In addition to reacting to current technological trends, psychology can provide conceptual guidance for the development of technologies, designing jobs and work environments for a more sustainable and inclusive society.

When you can't be who you are: career transitions of migrants and refugees

Jelena Zikic

Professor of Human Resources

York University, Toronto, Canada

Many migrant receiving countries are increasingly more concerned about integrating migrants and refugees into the local workplace but also into their societies and culture overall. In our literature, migrants and refugees are often discussed as the 'new form of diversity' who experience many challenging forms of career and life transitions. Their experiences require us to reflect on our current understanding of coping with transitions, diversity of their experiences in and out of organizations and the meaning of successful integration. This State-of-the-Art presentation will introduce the audience to what we currently know about the challenges as well as facilitators of skilled migrant and refugee career transitions and integration. Specifically, by focusing on over 10 years of qualitative and quantitative studies in the area, I will describe my work on the individual, relational as well as organizational level perspective based on research conducted both in Europe and North America. The Individual perspective will focus on professional identity struggles, as well as coping with foreign career capital translation in and out of organizations. The Relational perspective will focus on mentoring relationships between migrants and local professionals as well as the value of local vs. foreign social capital in local job search. Finally, the organizational perspective will capture the ongoing debate on integration challenges vs. diversity facilitators, and propose an overarching model focusing on the value of high-quality connections between local and migrant workforce. The presentation will conclude with avenues for future research and some of the critical questions still facing researchers in this area.

Current research and practice on fairness and discrimination in personnel selection

Dragos Iliescu

Professor of Work and organizational psychology

University of Bucharest, Romania

Fairness in personnel selection is an important category of research drawing both from fundamental assessment literature, and from labor relations and personnel psychology. When drawing from assessment literature, research and practice tends to follow the precepts of the AERA-APA-NCME Standards for Educational and Psychological Assessment, focusing on the quality of measures (reliability, validity, equivalence etc.) and of the assessment process. When drawing from personnel psychology and labor relations, research and practice tends to focus rather on the legal implications and protection against liability in the selection process. These two lines of research will be discussed, as well as a number of outcomes related to fairness in the personnel selection process, such as test-taker mood and future attitudes, with an impact on longer-term phenomena such as employer branding, population attitude towards testing and more generally towards employment selection.

Burnout and engagement: About advances and annoyances

Wilmar B. Schaufeli

Professor of Occupational Health Psychology

Belgium and Utrecht University, The Netherlands

The concepts of burnout and work engagement have sparked a lot of research in occupational health psychology and beyond. From the outset I have been actively involved in this endeavor. Meanwhile, since the late 1980s tens of thousands scholarly publications have appeared on the subject. This has resulted in an impressive body of knowledge, which not only significantly advanced our understanding of employee health and wellbeing but is also successfully applied in organizations, particularly in Europe. Nevertheless, there are also personal annoyances about failures, flaws and lapses that obstruct the accumulation of valuable and relevant knowledge on employee health and wellbeing. In this state-of-the-art lecture, these advances as well as annoyances are discussed.

PANEL DISCUSSIONS

48 - [ALLIANCE SESSION] MEET THE EDITORS: EVERYTHING YOU'VE ALWAYS WANTED TO KNOW ABOUT PUBLISHING AND REVIEWING

Co-Chairs:

Alicia Grandey (Penn State University, USA) and Janine Bosak (Dublin City University, Ireland)

Many wonder how to get their work published in the top outlets in the field and may struggle with which journals best fit their work. The purpose of this roundtable is for participants to meet the editors of top-tier journals in the field of Work and Organizational Psychology and learn more about the journal submission and review process. Issues addressed will include the following:

Submission “flow” issues. How many papers are submitted and accepted annually?

Types of papers. Does the journal focus on empirical papers or theory pieces? Development of measures?

Characteristics of an “ideal” paper. Methods, including laboratory versus field methodology, theoretical and practical contributions

Review process. How many reviewers? How long is the typical review process? When a paper is accepted, how long to be published?

What can reviewers do? What characterizes a helpful review to editor and author?

Editors will present a 3 to 5-minute summary of their journals. After question-and-answer, we will have breakout groups to ask more specific questions, time permitting. This is a session where everyone will feel comfortable and “safe” to ask what they’ve always wanted to know about the journal submission process.

The session will be chaired and facilitated by Janine Bosak, Consulting Editor of the Journal of Occupational and Organizational Psychology (JOOP), and Alicia Grandey, Associate Editor for Journal of Occupational Health Psychology (JOHP) and editorial board member for JAP and AMJ.

Editor Panel Participants:

Eden King, Rice University, USA

Senior Associate Editor: Journal of Management

David G. Allen, Texas Christian University, USA

Editor: Journal of Management

Paul Bliese – University of South Carolina, USA

Editor (incoming): Organizational Research Methods

Gilad Chen – University of Maryland, USA

Editor: Journal of Applied Psychology

Sharon Clarke - University of Manchester, UK

Editor: Journal of Occupational and Organizational Psychology
Kevin Daniels, University of East Anglia, UK

Outgoing Editor, European Journal of Work and Organizational Psychology
William Gardner, Texas Tech University

Leadership Quarterly
Eric Kearney, University of Potsdam, Germany

Co-Editor, Organizational Psychology Review
Maria Kramer, Rutgers University, US

Editor, Personnel Psychology
Ioannis Nikolaou

Editor of International Journal of Selection and Assessment
Steven Rogelberg, University of North Carolina-Charlotte, USA

Editor, Journal of Business and Psychology
Jason Shaw, Hong Kong Polytechnic University, Hong Kong

Editor, Academy of Management Journal
Sabine Sonnentag, University of Mannheim, Germany

Associate Editor: Journal of Organizational Behavior

167 - ALLIANCE SPECIAL SESSION: SEXUAL HARASSMENT SCIENCE AND PRACTICE AROUND THE GLOBE

ROSALIND SEARLE (1) - Alicia Grandey (2) - Sandy Hershcovis (3) - Jessica Jenkins (4)

University of Glasgow, Adam Smith Business School, Glasgow, United Kingdom (1) - Pennsylvania State University, Psychology, State College, PA 16801, United States (2) - University of Calgary, Haskayne School of Business, Calgary, Canada (3) - ICF, Washington D.C., United States (4)

This panel will discuss I/O research and human resource practices for sexual harassment, representing different national contexts (USA, Canada and the UK), and perspectives as both scientists (from business and psychology contexts) and practitioners (from military and consulting contexts). They will briefly describe their background, compare their experiences, and then have a question and answer session.

In this era of #MeToo and #TimesUp, there is finally recognition that sexual harassment is a frequent experience for women in the workplace, no matter what their job status or where they work. Scholars and practitioners in I/O have been studying sexual harassment, why it occurs, its consequences, and how to address it, for decades. This panel will discuss I/O research and human resource practices for sexual harassment, representing different national contexts (USA, Canada and the UK), and perspectives as both scientists (from business and psychology contexts) and practitioners (from military and consulting contexts). They will briefly describe their background, compare their perspectives, and have a question and answer session.

The recent #MeToo movement raised awareness of the issue of sexual harassment, with 12 million online mentions within the first 24 hours of the trend and users throughout the United States and across the globe sharing their stories of sexual harassment (Johnson & Hawbaker, 2018). This movement has raised societal consciousness about the prevalence of this issue and other gender inequities in the workplace (e.g., Calfas, 2018). As such, the time is right to revisit what is known about sexual harassment in terms of the scientific developments across the past few decades (O'Leary-Kelly et al., 2009), how organizations and practitioners around the globe have tried to address this issue with human resource practices, and what should do moving forward.

To fit the Alliance in Organizational Psychology block, the panelists for this Alliance session were selected to maximize the diversity of their expertise (business, psychology, consulting, military) and national context (US, Canada, and UK) while also keeping the group small enough to have ample time for each to contribute to the discussion and to answer audience questions. All have extensive experience with sexual harassment research and/or practice.

Format: Panelists will be asked the following types of questions by the chair to start the conversation.

Introduce yourself - What is your background and expertise around sexual harassment in the workplace?

The #MeToo movement shows broad awareness now of this issue. What would/do you tell reporters about how I/O psychology helps to address sexual harassment?

Sexual harassment is a worldwide phenomenon. How do you think that studying or addressing sexual harassment varies by national context? What does science/practice from other countries tell us about this phenomenon?

What do you think must occur in the future, in terms of needed research and/or policy changes, in order to capitalize on this movement and make change happen around the world?

Chair Alicia Grandey will facilitate discussion among presenters and also ask the audience for their questions and own experiences

Calfas, J. (2018, April 9). Inside sexual harassment's hidden toll on equal pay. Time. Retrieved from <http://time.com/5227742/sexual-harassment-equal-pay-wage-gap/>

Johnson, C.A. & Hawbaker, KT. (2018, May 25). #MeToo: A timeline of events. Chicago Tribune. Retrieved from <http://www.chicagotribune.com/lifestyles/ct-me-too-timeline-20171208-htmlstory.html>

O'Leary-Kelly, A., Bowes-Sperry, L., Bates, C., Lean, E. (2009). Sexual Harassment at Work: A Decade (Plus) of Progress. *Journal of Management*, 35, 3, 503-536

Panelists and Affiliation:

Alicia Grandey

Psychology, Penn State University, USA

Chair

Sandy Hershcovis

Haskayne School of Business, University of Calgary, Canada

Panelist

Jessica R.D. Jenkins

Senior Manager, ICF, USA

Panelist

Rosalind Searle

HRM & Organisational Psychology; University of Glasgow, United Kingdom

Panelist

172 - EMOTIONAL LABOR: DEBATING CONCEPTUAL BOUNDARIES

Emotional labor was defined by Arlie Hochschild (1983) as “the management of feeling to create a publicly observable facial and bodily display” (p. 4) within a paid work role. Since that time, citations in published research has grown from about 50 in 1985 to over 4,500 in 2005 (Grandey, Diefendorff, & Rupp, 2013), with three meta-analyses and integrated reviews showing that emotional labor is linked to both employee well-being and job performance.

In the past decade or so, the construct of emotional labor has shifted. Originally, emotional labor was specific to lower-status service contexts, including call centers, restaurants, airlines/hotels, and cashiers. Scholars now examine the emotional labor performed with team members (Ozcelik, 2013), leaders/subordinates (Humphrey, 2012), and at home (MacDermid, Seery, & Weiss, 2002). More broadly, online media also is referring to emotional labor as “the unpaid job men still don’t understand” including gift-giving, household management, and discussing feelings in a relationship (Hartley, 2017).

How does broadening the topic help or harm the science of it? The purpose of this panel is to discuss and debate these definitional shifts and how researchers can contribute to the conversation and emerging construct. The panel is international scholars of emotional labor from different generational stages that have distinct views on the following topics for our discussion:

How the definition and study of emotional labor has changed

Whether expanding vs narrowing the concept is beneficial

How future research can help clarify the concept

Facilitator: Alicia Grandey

Panelists:

Ute Hulsheger, Maastricht University, The Netherlands

Karen Niven, University of Manchester, UK

Hakan Ozcelik, Sacramento State University, Turkey

Anat Rafaeli, Technion – Israel Institute of Technology, Israel

Norbert Semmer, University of Bern, Switzerland

John Trougakos, University of Toronto Scarborough, Canada

References

Grandey, A., Diefendorff, J., & Rupp, D. E. (2013). Bringing emotional labor into focus: A Review and integration of three research lenses In A. A. Grandey, J. M. Diefendorff, & D. E. Rupp (Eds.), Emotional Labor in the 21st Century: Diverse Perspectives on Emotion Regulation at Work. New York, NY: Psychology Press/Routledge.

Hartley, G. (Sept 27, 2017). Women aren't nags – We're just fed up. Harper's Bazaar, <https://www.harpersbazaar.com/culture/features/a12063822/emotional-labor-gender-equality/>

Humphrey, R. H. (2012). How do leaders use emotional labor? . *Journal of Organizational Behavior*, 33(5), 740-744.

MacDermid, S. M., Seery, B. L., & Weiss, H. M. (2002). An emotional examination of the work-family interface. In R. Lord, R. Klimoski, & R. Kanfer (Eds.), *Emotions in the workplace* (pp. 402-428). San Francisco, CA: Wiley.

Ozcelik, H. (2013). An empirical analysis of surface acting in intra-organizational relationships. *Journal of Organizational Behavior*, 34(3), 291-309.

353 - ALLIANCE SESSION:SUPPORTING YOUR INTERNATIONAL RESEARCH VISIT THROUGH EXTERNAL GRANTS AND FELLOWSHIPS

Purpose: A number of funding sources are available to academics to support their extended visits to institutions overseas. However, the process for obtaining this financial support may seem complicated or mysterious to those considering these opportunities. In this session, awardees of Fulbright, Marie Curie, and other grants – awarded at different career stages – describe their experiences in applying for them, tips for a successful application, and specific challenges they encountered during the application process. Panelists also describe the support needed from host faculty and the critical role played by academic institutions for obtaining these grants and for ensuring the success of extended overseas visits.

Controversial Perspectives: Although international mobility periods provide invaluable experience to researchers, obtaining support for this travel can be competitive, and navigating the financial, family, interpersonal, administrative, and logistical issues can seem daunting.

Implications for Research/Practice: Supporting longer-term cross-cultural and international travel for faculty is crucial for the dissemination of research findings, research and teaching methodologies, and scholarly viewpoints; for curriculum development; and for supporting a deeper understanding across cultures. These issues are particularly important to the viability of work and organizational psychology research and practice because of the field's embeddedness in larger social, political, and cultural systems.

Names of the Panelists:

Fraccaroli, Franco, University of Trento

Kozusznik, Gosia, University of Leuven

Truxillo, Donald, University of Limerick (Chair)

van Dick, Rolf, Goethe University Frankfurt

830 - EXPLORING THE SPACE FOR CRITICAL WORK AND ORGANIZATIONAL PSYCHOLOGY

Matthijs Bal (1)

University of Lincoln, LIBS, Lincoln, United Kingdom (1)

Facilitator: Prof.dr. P. Matthijs Bal, University of Lincoln, United Kingdom

Purpose: While critical perspectives have emerged and been established in various disciplines related to Work and Organizational Psychology (WOP), such as social psychology (Gough, 2017), management studies (Butler & Spoelstra, 2014), and the general field of psychology (Teo, 2015), thus far, they have been neglected in our field. However, for each scientific discipline it is important to generate critical perspectives in order to sustain scientific progress, but also to remain relevant for both in- and outsiders (such as society; Gerard, 2016). Without a firmly established critical field, pluralism within WOP is stifled and discussion of normative underpinnings is absent (e.g., Bal & Dóci, 2018; Islam & Zypur, 2009). The aim of this panel discussion, therefore, is to explore the possible avenues for Critical WOP, focusing on 1) theoretical avenues for Critical WOP, and 2) setting an agenda for the future of Critical WOP, including possibilities for special issues, handbooks, streams within EAWOP and separate meetings (e.g., SGMs, Summer Schools).

Controversial Perspectives: One could argue that Critical WOP in itself encapsulates a controversial perspective within WOP, which is a scientific discipline which has not yet fully embraced critical perspectives. During the debate, various panel members will make brief statements on their perspectives for the possibility of the establishment of Critical WOP, and introducing their theoretical perspectives on the advancement of Critical WOP. Subsequently, we will interactively discuss with the audience possible ways forward to advance a critical agenda for WOP.

Implications for Research/Practice: The aims of the panel debate are the following: establishing a 'formal' Critical WOP stream within EAWOP, focused on organizing various initiatives such as special issues, handbooks, white papers on how to conduct critical research in WOP, symposia and meetings. Special attention will be paid to the how Critical WOP may influence the practice of WOP, and how WOP-practitioners (including students!) may benefit from a more critical stance.

Name of the Panelists (Surname, Name, Affiliation):

Prof.dr. Wolfgang Weber, University of Innsbruck, Austria (topic: Radical Humanism)

Prof.dr. Gazi Islam, Grenoble Ecole de Management, France (topic: Dark sides of Positive Psychology)

Dr. Severin Hornung, Carnegie Mellon University, USA (topic: Dialectics of Neoliberal Ideology)

Dr. Edina Dóci, VU University Amsterdam, the Netherlands (topic: Feminist Perspectives)

Dr. Nathan Gerard, California State University Long Beach, USA (topic: Rekindling the Endogenous Critical Tradition in WOP).

References

Bal, P. M., & Dóci, E. (2018). Neoliberal ideology in work and organizational psychology. European Journal of Work and Organizational Psychology, 1-13.

Butler, N., & Spoelstra, S. (2014). The regime of excellence and the erosion of ethos in critical management studies. British Journal of Management, 25(3), 538-550.

Gerard, N. (2016). Toward a critical IO psychology. The Industrial-Organizational Psychologist, 54(2).

Gough, B. (2017). The Palgrave Handbook of Critical Social Psychology (ed.). Palgrave Macmillan, London.

Islam, G., & Zyphur, M. J. (2009). Concepts and directions in critical industrial/organizational psychology. Critical psychology: An introduction, 110-125.

Teo, T. (2015). Critical psychology: A geography of intellectual engagement and resistance. American Psychologist, 70(3), 243-254.

959 - GENDER AND SEXUAL DIVERSITY IN WOP, A MORE INCLUSIVE SCIENCE AND PRACTICE

Purpose

In keeping with the theme of the Congress, “Working for the greater good: Inspiring people, designing jobs and leading organizations for a more inclusive society”, we would like to hold a panel that initiates the discussion in EAWOP about gender and sexual diversity in WOP academia and practice.

Controversial Perspectives

In a recent poll, it was found that the main issues from the Workplace Trends survey (SIOP, 2018) are: Sexual Harassment, Diversity, Inclusion, and Equity, and Work-life Balance Interventions & Employee Wellness. For members and attendees of EAWOP these are real issues that we experience in academia and practice (e.g., all-male panels of teaching staff or executive committees, office housework, bias awareness). This session is proposed in order to facilitate a physical and temporal space for the exchange of ideas and establishment of networks of support for gender and sexual minorities in the workplace and work spaces. The panelists, selected to represent different stages and roles in the EAWOP community, will discuss issues from everyday life to long-term careers as students, researchers, practitioners and members of EAWOP.

Implications for Research/Practice

There are two online communities, based on North American networks (twitter.com/siopwin and [/WomenofOB](https://twitter.com/WomenofOB)) in which female WOP/IO/OB academics and practitioners are involved in active discussions about different topics such as: dealing with discrimination and biases, gender, diversity and inclusion research, parental leaves, increasing visibility of researchers and practitioners in our community and the media, to name a few. We hope that this panel will start these conversations within EAWOP.

Panelists:

O’Shea, Deirdre. Kemmy Business School of University of Limerick, Ireland (Senior Lecturer)

Michel, Alexandra. BAuA, Federal Institute for Occupational Safety and Health, Germany (Scientific Director)

Zak, Tony. WellBiz brands, USA (Junior Practitioner)

Kampf, Pia. Universitat de Valencia, Spain (Doctoral Candidate)

Kozusznik, Małgorzata. Katholieke Universiteit Leuven, Belgium (Post-doctoral researcher)

960 - HOW TO BE A GOOD REVIEWER

Purpose

A research reviewer competency framework will be introduced and discussed by a panel consisting of experienced reviewers, editors, and editorial board members. Content will include practical recommendations and interactive discussions around ethical and practical dilemmas.

Controversial Perspectives

Serving as a reviewer for academic journals and conferences has many benefits. For early-career academics, though, it is not always clear how to become a competent and responsible reviewer. The proposed session will raise awareness of (1) reviewer competencies and (2) practical and ethical challenges of reviewing. Following the panel discussion, the audience will engage in a series of interactive exercises designed to facilitate further discussion and learning. The panel session proposed here is part of a large-scale joint effort initiated by the Alliance for Organizational Psychology (MOU on Fostering Ethical, Relevant and Rigorous Research) and followed by actions of signing scholars of the MOU to involve the Society for Industrial and Organizational Psychology (SIOP) and the Consortium for the Advancement of Research Methods and Analysis (CARMA) to build a more robust and reliable science by developing and training on reviewer competencies.

Implications for Research/Practice

The benefits of reviewer training and mentoring are many (e.g., clarifying for new reviewers what editors and authors find useful and helpful, delivering comprehensive reviews in the most efficient way), and include the development of early career researchers' competences as authors (e.g., how to craft their own papers, how to deal with reviews).

Facilitator:

Gonzalez-Morales, M. Gloria. University of Guelph. Associate editor of Work & Stress, member of the editorial board of JOHP, Occupational Health Science, Anxiety, Stress & Coping and Stress & Health, and member of SIOP's subcommittee for responsible, reliable, and rigorous reviewer training

Panelists:

Grote, Gudela. ETH Zürich. President of AOP, past president of EAWOP, Associate editor of the journal Safety Science and member of the editorial board of Journal of Business and Psychology and Applied Ergonomics.

Arnold, John. Loughborough University. Past editor of Journal of Occupational and Organizational Psychology (JOOP) and member of the editorial board of JOOP, JVB, HR and OPR.

Daniels, Kevin. University of East Anglia. Editor-in-Chief of the European Journal of Work and Organizational Psychology, associate editor of the British Journal of Management, past associate editor of Human Relations (HR) and JOOP, and member of the editorial board of HR, JOM and JOOP.

Koehler, Tine. University of Melbourne. Associate Editor of Organizational Research Methods and past associate editor of Academy of Management Learning and Education and member of the editorial board of JMS, SGR, ORM, AMLE, & JME, chair of SIOP's subcommittee for responsible, reliable, and rigorous reviewer training and member of CARMA's Advanced Reviewer Development Advisory Board.

Allen, Joe. University of Nebraska Omaha. Member of the editorial board of the Journal of Business and Psychology and managing editor for a Handbook on Organizational Community Engagement and Outreach for Cambridge University Press, and affiliate of SIOP's subcommittee for responsible, reliable, and rigorous reviewer training

1071 - ROBOTIZATION AT WORK: A CURSE OR A BLESSING?

Hannah Berkers (1) - Sonja Rispens (1) - Pascale Le Blanc (1)

Eindhoven University of Technology, Human Performance Management, Eindhoven, Netherlands (1)

Purpose: According to the World Economic Forum, the amount of work executed by robots is expected to almost double the coming decades, which will change many jobs. The impact of robotization on the experience, well-being, and performance of employees, however, has received surprisingly little attention in research. Our aim to set a research agenda and discuss what the potential role of work and organizational psychologists is in the robotization of work.

Controversial perspectives: Work executed by robots could be seen as an opportunity to deal with strenuous or unenjoyable tasks and create more meaningful jobs and better outcomes. However, robotization could also be seen as a threat, because it potentially destroys and polarizes work. Specifically the social aspects of work may be threatened, because to what extent can robots be good colleagues? Currently, the implementation of robots at work is mainly driven by technology, leaving out valuable insights about work design and job insecurity.

Implications: A research agenda can initiate the needed insights about the impact of working with robots, which could ensure that organizations and employees benefit from this change.

Audience: 30-60 persons.

Panelists: prof. dr. Kevin Daniels, Employment Systems and Institutions group of the Norwich Business School at the University of East Anglia, prof. dr. Christian Korunka, Department of Applied Psychology at the University of Vienna, prof. dr. Magnus Sverke, Department of Psychology at the Stockholm University, Hannah Berkers, dr. Sonja Rispens, and dr. Pascale Le Blanc (facilitator), Human Performance Management Group at the Eindhoven University of Technology.

1260 - THE DIGITAL TRANSFORMATION OF WORK IS HERE – HOW SCIENTISTS AND PRACTITIONERS CAN WORK TOGETHER TO MANAGE NEEDED WORKPLACE CHANGES

Chair and facilitator: Colin Roth, BlackBox/Open, Germany

Panelists:

Oliver Kohnke; SAP, Germany

Diana Rus, Creative Peas, the Netherlands,

Hartwig Fuhrmann, t-velopment, Germany

Katarzyna Więcek-Jakubek, University of Silesia, Katowice

John Arnold, School of Business and Economics, Loughborough University

Organizations across Europe are reinventing their structures and processes in the quest to become more “agile”. To facilitate these changes methods like “Design Thinking”, “Bar Camps” or “Working Out Loud” are becoming mainstream, no longer only used in hip start-ups and communication agencies. Traditional working environments, typically associated with rules, routines, and regulations are now transformed into open (co-working) spaces. Something big is going on.

In this panel discussion we would like to invite scientists and practitioners to engage in a conversation about future directions of WOP with the aim of keeping education, research and practice relevant to contemporary work. We want to look into the current state of co-operation and co-creation within WOP and examine what needs to change and how this will be achieved. Together, we would like to figure out how research can support practitioners in their work with organizations and how to manage the digital transformation. As part of the scientist – practitioner collaborative stream this panel discussion complements the conference theme of working for the greater good by looking into future directions of organizational development and how to use evidence based practices to help individuals to adapt to change.

The aim of this session is to have an active debate between panelists and the audience generating ideas and activities to improve co-operation. We propose to use an innovative process method called “BarCamp” to encourage presentation and review. This interactive panel discussion will end with a plenary session and would be best placed in a 120-minute slot. We would expect an audience of 30-60 people.

2027 - THE MOVE TO THE BUSINESS SCHOOLS: CHALLENGES AND OPPORTUNITIES FOR THE FUTURE OF WORK AND ORGANIZATIONAL PSYCHOLOGY

Participants: Frederik Anseel (Chair), Gilad Chen, Filip Lievens, Nicholas Roulin, Ute Stephan

Purpose: There has been a trend of work & organizational psychologists (WOPs) moving from psychology departments to business schools. While this move has been most notable in the US, similar trends have been observed in Europe. As European business schools have gained prominence in international rankings, an increasing number of WOPs are finding a good research and teaching home in business schools. The aim of this session is to discuss WOPs move to the business schools and the implications of this trend for the future of WOP. Four panel members have moved from a psychology department to a business school, while one panel member has moved in the opposite direction.

Perspectives: Drawing on the experiences of the panel members, a first aim is to gain more insight into the reasons why WOPs move. A second aim is to inform early career researchers about what differences there may be and what to expect when moving from a psychology department to a business school.

Implications for Research/Practice: The implications of the move to the business schools have been extensively debated (e.g., Aguinis, Bradley, & Brodersen, 2014). While some have warned that such a move may threaten the future sustainability and even survival of our field, others have advanced more optimistic views. We aim to offer a balanced and inclusive discussion of positive and negative consequences. We will seek to identify opportunities and strategies to capitalize on these opportunities for WOP to prosper in business schools in the future.

Panelist	Affiliation
Gilad Chen	Robert H. Smith School of Business University of Maryland (US) Editor of Journal of Applied Psychology Fellow of APA, APS, IAAP and SIOP
Filip Lievens	Lee Kong Chiang School of Business Singapore Management University (Singapore) Fellow of APA, APS, IAAP and SIOP
Ute Stephan	King's Business School King's College London (UK) Editor of Applied Psychology: An International Review Fellow of IAAP
Nicholas Roulin	Department of Psychology

Saint Mary's University (Canada)

Associate Editor International Journal of Selection and Assessment

Frederik Anseel (Chair) King's Business School
King's College London (UK)
President EAWOP and fellow IAAP

1142 - APPLYING RESEARCH TO PRACTICE: CHALLENGES AND OPPORTUNITIES

Purpose:

A diverse panel of both academic and applied organizational psychologists will discuss the challenges of and most effective strategies for conveying research findings to the wider working public.

Controversial Perspectives:

In the field of work and organizational psychology, research and practice are inextricably linked. The line between academics and practitioners is often blurred, and many in the field shift seamlessly between the two approaches. However, the relationship is not without tension. Organizations often eschew research-backed advice in favor of traditional or less costly approaches. Research is generally released behind paywalls and inaccessible to those outside the academic system. Even when it is shared publicly, it's often jargon-filled and hopelessly complex for a non-scientist.

Should researchers accept more responsibility for conveying their findings to a broader audience? Can researchers embellish the significance of findings to encourage their adoption in the workplace? How can practitioners convince results-driven executives to use research-backed methods? Does simplifying research findings risk losing the nuance and depth of the studies? How can academics do more to develop research that is relevant to a broader audience?

Implications for Research/Practice:

This panel will offer a valuable discussion of best practices for organizational psychologists in academia and industry alike who want to convey research findings to a broader audience and encourage their implementation in organizations. It will also bring together six accomplished professionals with experience in just this to debate the more controversial aspects of the scientist/practitioner relationship.

Facilitator:

Marcinko, Andrew - Teaching Fellow, Durham University

Panel Members:

Gallì, Lorenzo - Founder and Managing Director, ScienceForWork

Bauer, Talya - President, SIOP

Cioca, Iulia A. - Writer, ScienceForWork

Wietrak, Emilia - Researcher and Lecturer, Universitat de Barcelona

Marenco, Pietro - People Analyst, Deloitte

1650 - A NEW REALITY: GAMIFICATION AND AI IN HIRING

Isaac Thompson (1) - Tanya Delany (2) - Ioannis Nikolaou (3) - Lara Montefiori (4)

Shaker, Raleigh, United States (1) - IBM, Milan, Italy (2) - Athens University of Economics and Business, Department of Management Science and Technology | School of Business, Athens, Greece (3) - Arctic Shores, London, United Kingdom (4)

When top news outlets such as the Wall Street Journal and Forbes publish articles about how artificial intelligence and gamification can revolutionize the hiring processes, you can be sure that business executives and researchers take note. Yet news articles based on hype rather than research can lead to extreme ideas such as humans being excluded from the hiring process or that AI is inherently biased. To compound this problem, gamification and AI are so new to employee selection that substantial peer-reviewed research is often not published yet.

This interactive session brings together a diverse panel of researchers and practitioners actively involved revolutionizing hiring to discuss the reality of these new methods in our field. Specifically, three main topics will be covered. First, artificial intelligence and gamification in the employee selection context are defined and then contrasted to traditional selection methods. Second, application reactions to the use of AI or games in the hiring/staffing decisions are discussed (e.g. would candidates be ok with their next interview being conducted by a computer)? Lastly, the question is proposed, is there hope that these new methods can be used to create a more fair and inclusive hiring practice rather than perpetuate bias?

Panel Participants

Thompson, Isaac

Principal Data Scientist at Shaker

Delany, Tanya

Director, Selection, Onboarding and Metrics and Analytics at IBM

Nikolaou, Ioannis

Associate Professor of Organizational Behaviour, Work & Organizational Psychologist at Athens University of Economics and Business

Montefiori, Lara

Chief Scientist at Arctic Shores

SYMPOSIA

118 - SERVANT LEADERSHIP – ANTECEDENTS, PROCESSES, AND OUTCOMES

Session Chair: *Kai Externbrink (FOM, Univ. of Appl. Sc., DE)*

State of the Art

Beyond Greenleaf's seminal essays, empirical research using psychometrically sound measures has profoundly advanced our view on servant leadership (SL). Current empirical evidence suggests its beneficial effects on follower performance and OCB, beyond transformational leadership and LMX, across different jobs and cultures.

Contributions

The symposium highlights empirical research and theoretical reasoning in three major domains related to the research agenda proposed by Liden et al. (2014). We determine antecedents of SL, expand its criterion domain, and investigate the psychological mechanisms underlying its impact on followers.

Brouns presents main and interactive effects of leader agreeableness, conscientiousness, and ethical climate as antecedents of SL. Bildat and Martin discuss a curriculum for student leadership development including SL, motivation to lead, and psychometric measures of evaluation. Sülzenbrück and Strehl provide evidence for the beneficial effects on followers' work engagement via strengthening their psychological resources (PsyCap). Rivikin et al. report findings from a diary study, showing that basic needs satisfaction mediates the effects of SL on followers' subjective vitality. Diestel presents a three-way interaction of SL as buffering the deleterious effects of self-control demands, only if followers' role clarity is high. Externbrink shows that SL increases followers' innovative work behavior and examines if this relationship is amplified by their emotional intelligence.

Implications

SL is instrumental for contemporary issues in organizations such as employee health or innovation. The identified processes allow future theory building and differentiation from other leadership models. Knowledge about personal and situational antecedents can stimulate leadership and organization development.

Presentations of the Symposium

Big Five Personality Traits and Ethical Climate as Antecedents of Servant Leadership

Tim Brouns (UCAM, Catholic Univ. of Murcia, ES)

Purpose

Evidence on the relationship between leader traits and the tendency to act as a servant leader is currently scarce. Taking on an interactionist perspective, organizational climate should be considered as a moderator.

Method

The sample consisted of $N = 99$ employees who rated the big five, ethical climate and servant leadership of their immediate supervisor. A 2-wave panel design was chosen to reduce common method bias. The questionnaire included SL-7 for servant leadership, BFI-K for leader's personality and Corporate Ethical Values for ethical climate.

Results

Data analysis was done with a multiple linear regression model. All five personality dimensions of the leader have been included in the model. A best-fit model has been determined with a stepwise-backward-search algorithm. Agreeableness and conscientiousness turned out to be the two remaining personality dimensions in the model. As the Theory of Purposeful Work Behavior suggests, agreeableness has the strongest effects on servant leadership, because of its strong alignment to the communion striving. Ethical climate had a significant moderating effect on the correlation between agreeableness and servant leadership.

Limitations

The sample mainly consisted of employees in the ICT-sector in Germany. Leader self-assessment of big five traits can increase the validity of the results.

Practical Implications

Findings could be used for the selection of leadership personnel in companies which would like to cultivate a servant leadership style in their organization.

Originality/Value

Findings advance knowledge about antecedents of servant leadership and show contrasting results to studies regarding personality and other leadership styles, like transformational leadership.

Why and how we should develop transformational and Servant Leadership in higher education. Propositions on Student Leadership Development (SLD) in Germany.

Lothar Bildat (NORDAKADEMIE, Univ. of Appl. Sc., DE); Lisa Martin (EBC Hochschule Hamburg, Univ. of Appl. Sc., DE)

State of the art

A preparation of our future leaders to exert positive outcomes in different leadership and team contexts seems necessary in a dynamic and change-oriented world. Many studies show correlates of transformational and Servant Leadership with positive organizational outcomes. Recent metaanalysis show devastating medium to strong effects of destructive behaviors on employee health. Research regarding E-Leadership clearly shows for the positive role of mutual trust. In contrast, narcissism shows negative correlations with Servant Leadership but positive with leadership self-efficacy. In Germany there's a lack of scientifically sound and sustainable development programs focusing leadership competencies. We therefore offer an evidence-based curriculum for higher education including evaluation aspects and newly developed evaluation scales.

New Perspectives/Contributions

Shows exactly what should be trained and developed in the context of SLD in Germany, gives a theory and practice-driven approach for leadership trainings within the German system of higher education. Sketches newly developed scales concerning leadership development in the context of higher education.

Research/Practical Implications

Shows a framework for the evaluation of SLD in Germany and outlines hands-on approaches regarding implementation and sustainability.

Originality/Value

Implements developmental elements of servant leadership in the context of SLD in Germany. Contributes to the ongoing discussion about how we should foster (self-) leadership competencies in individuals and teams in the near future.

How Servant Leadership Affects Employee Work Engagement: The Mediating Role of Psychological Capital

Sandra Sülzenbrück (FOM, Univ. of Appl. Sc., DE); Timo Strehl (VKPB Dortmund, DE)

Purpose

In search for an overarching framework for the beneficial effects of servant leadership, we build on the Job Demands-Resources Model and conceptualize servant leadership as a job resource that increases follower work engagement via strengthening their personal resources (i.e. their psychological capital, PsyCap). We thereby extend current evidence on Servant Leadership as a job resource that buffers adverse effects of job demands on employee exhaustion.

Method

We conducted a cross-sectional survey study with $N = 406$ employees from a broad range of industries using self-reports (SLS, PCQ, and UWES).

Results

Indeed, PsyCap partially mediated the positive effect of servant leadership on work engagement. While meaningful indirect effects were found for PsyCap-dimensions hope and optimism, no substantial mediating effects occurred for resilience and self-efficacy. A full mediation was found for the servant leadership dimension accountability and partial mediation effects for empowerment, standing back and courage. No mediating effects were found for authenticity and forgiveness as well as for humility and stewardship.

Limitations

As the study is cross-sectional, no strict causal conclusions can be drawn. All variables were measured as self-reports and therefore common-method-bias could limit the findings.

Practical Implications

Creating an organizational culture where servant leaders can flourish is a sustainable investment in employees' work engagement and wellbeing.

Originality/Value

Our results advance the understanding of the organizational antecedents of PsyCap by showing its responsiveness to servant leadership. We further explore the psychological mechanisms through which particular dimensions of servant leadership exert influence on followers.

How Servant Leaders Facilitate Employees' Subjective Vitality; Disentangling the Within-Person Mediating Effects of Basic Needs Satisfaction and Autonomous Regulation

Wladislaw Rivkin (Aston Business School, Aston Univ., UK); Stefan Diestel (Univ. of Wuppertal, DE); Klaus-Helmut Schmidt (Leibniz Research Centre for Working Environment and Human Factors at the Technical Univ. of Dortmund, DE)

Purpose

In the present study, we integrate literature on servant leadership, self-determination theory and spillover to propose that day-specific needs satisfaction for autonomy, competence, and relatedness and associated flow experiences - a form of autonomous regulation - at work restore employees' energy or resources and thus sequentially mediate the relationship between servant leadership and day-specific subjective vitality at home. Moreover, we suggest trait self-control as a moderator of this mediation model. Our proposition draws on the theoretical notion that individuals with high levels of trait self-control handle demands at work in a less effortful way. Therefore, for these individuals the resource generating effect of flow experiences at work is more likely to spillover from the work to the home domain.

Method

We examine our hypotheses in a daily diary study across 10 days with 51 employees from different occupational fields.

Results

Our results support the proposed mediating effects for autonomy and competence needs satisfaction and associated flow experience. Moreover, trait self-control moderates this mediation model.

Limitations

A limitation of our study is common method variance since all variables were measured as self-reports.

Practical Implications

To facilitate employees' vitality at home, servant leaders should focus on satisfying their followers' daily needs for autonomy and competence.

Originality/Value

Servant leadership is a leadership style that focusses on putting subordinates' interests before the self-interest of the leader. Even though previous research has demonstrated the positive impact of servant leadership on employees' health and well-being, the within-person mechanisms underlying this relation remain largely unexplored.

When does Servant Leadership moderate the deleterious effects of self-control demands on well-being: The role of role clarity

Stefan Diestel (Univ. of Wuppertal, DE)

Purpose

I analyze the interplay between role clarity and servant leadership in moderating the negative relationship between self-control demands and psychological well-being. Servant leadership (as conceptualized as a kind ethical leadership with a strong focus on growth of individual employees) has been found to foster well-being. According to self-determination theory, employees who experience high servant leadership, should be better able to cope with demands than when servant leadership is low. However, and in line with models of action regulation, such a buffering effect will only emerge, if employees also perceive high certainty about how to perform their job. Consequently, servant leadership and role clarity should jointly moderate (attenuate) the deleterious effects of demands on well-being. In cases of high role clarity the buffering effect of servant leadership is stronger as compared to low clarity.

Design

The hypothesized three-way interaction was tested in two studies: Study 1 (cross-sectional study: N=1105) consisted of employees of a banking institution, whereas study 2 was a daily diary study (N=66).

Results

The results show that servant leadership and role clarity jointly moderate the negative relations of self-control demands and emotional dissonance to indicators of well-being (low exhaustion and work engagement).

Limitations

Correlational designs do not allow for strong causal conclusions.

Research/Practical Implications

The beneficial effects of servant leadership is contingent upon boundary conditions, which facilitate regulatory processes and provide information about how to cope with task-related demands.

Value

The present study provides new insights into how leadership and other job resources interact in facilitating well-being.

Does Servant Leadership Enhance Employees' Innovative Work Behavior? Examining the Amplifying Role of Emotional Intelligence.

Kai Externbrink (FOM, Univ. of Appl. Sc., DE)

Purpose

Innovative work behavior (IWB) is widely claimed to contribute to organizational effectiveness. Building on broaden-and-build theory, I propose that servant leadership (SL) as precursor of positive emotions can broaden followers' thought-action repertoires and build

enduring personal resources that in turn positively influence IWB. Further the theory implies that there are individual differences in the ability to “intelligently” use positive emotions to guide and understand one's behavior and experience; which is why followers' emotional intelligence (EI) should enhance the positive association between SL and IWB.

Method

In a cross-sectional study with $N = 120$ employees from a broad range of organizations and job types, self-reports of all constructs were gathered via a questionnaire with a time lag of one week. IWB was additionally assessed through peer ratings.

Results

Regression Analysis revealed significant main effects for SL and EI on self-ratings ($R^2 = .35$) and peer ratings ($R^2 = .10$) of IWB but did not support the supposed interactive effects.

Limitations

The study is only cross-sectional, and the measures may fuel discussions on the differences between trait vs. ability measures of EI and subjective vs. objective measures of IWB. Further, the theorized psychological mechanisms (mediators such as gratitude, interest, hope, pride, or inspiration) are not measured explicitly.

Practical Implications

Findings can stimulate leadership development and personnel selection practices.

Originality/ Value

The present study broadens the criterion domain of SL and is one of the currently still relatively rare examinations of the role of follower personality in the SL-process.

129 - PROFESSIONAL DEVELOPMENT AT WORK AND THE EFFECTS OF EMPLOYEES' CHARACTERISTICS, AND STRUCTURAL AND CULTURAL WORK CHARACTERISTICS

Submitted by:

Regina H. Mulder, Institute of Educational Science, University of Regensburg, Germany

State of the art

In order to adapt to economic and technological transformations in the world of work, employees must engage in professional development (PD), which to a large degree takes place on the job and depends on the characteristics of the work context. Professional development of employees encompasses various components and is defined and operationalized in different ways, such as informal learning at work, self-regulated learning, reflection, learning activities after triggers. Various motivation and learning theories are used to increase insight into processes of professional development as well as into what the individual and contextual antecedents are.

New perspectives

In this symposium a wide variety of theories, such as self-determination theory, deliberate practice, job-demand-control-support model, is in most contributions used in a unique combination. The contributions focus on the mentioned different aspects of professional development, and on different context variables as antecedents, such as job characteristics, strengths in work teams, feedback culture and broader organizational support for professional development activities taking into account employees' characteristics. In addition, a wide variety of research designs and instruments are used. The limitations of self-reports is addressed in the fifth contribution by using multiple data sources.

Research / practical implications

This symposium increases insight into professional development in different work domains, what gaps need to be bridged in future research, such as the demand for more longitudinal studies, and delivers suggestions for fostering professional development in practice, through for instance leadership, organization of work and providing specific cultures for learning.

Presentation 1:

The impact of job characteristics on employees' learning behaviour and well-being: A time variant and invariant analysis of the job-demand-control-support model

Eva Kyndt (presenting author)¹ Tim Bednall², Nele De Cuyper¹, and Hans De Witte¹

¹KU Leuven – University of Leuven, Belgium

²Swinburne University of Technology, Melbourne, Australia

Purpose

Despite the fact that the widely used job demand-control-support model (JDSC) proposes both a learning as well as strain hypothesis, the research on work-related learning and well-being is primarily disconnected. Few studies examine how (changes in) job characteristics influences work-related learning and well-being conjointly. Prior systematic reviews have highlighted the need for longitudinal research using more than two measurements, as empirical support for the longitudinal multiplicative effects proposed by the model is fairly limited.

Methodology

In total, 1484 unique individuals participated in this research project (response rate = 51.07%). Every potential participant was invited at each wave leading to respectively 1077 (T0), 1083 (T1), 911 (T2) and 870 (T3) participants each wave. A random intercept latent variable cross-lagged panel analyses including main effects and interactions allowed the investigation of time invariant and time variant relationships.

Results

The results of the analysis show that the time invariant relationships support the model; both main effects and significant interaction effects were identified. Time variant relationships are limited. Job characteristics and well-being are only predicted by their own measurement of the prior wave. Prior formal learning participation predicts future formal leaning. Remarkably, this does not apply to informal learning.

Limitations

The main limitation of this study is the reliance on self-report data.

Value

The current study examines the longitudinal multiplicative relations proposed by the JDSCS and shows that while support for the time invariant relationships is ample, this is not the case for the time variant component of the model.

Presentation 2:

The relationship between team strengths use and team learning

Marianne van Woerkom (presenting author) and Christina Meyers

Department of Human Resource Studies, Tilburg University, the Netherlands

Purpose

Based on positive psychology theories, previous studies have indicated that strengths use of individuals is positively associated with developmental processes. The aim of this study was to investigate how strengths use in teams is associated with team learning. We investigated the impact of the diversity of strengths that are represented in the team (strengths diversity), the trust that team members have in the strengths of other team members (strengths credibility), and whether tasks and roles are allocated based on team member strengths (strengths coordination).

Methodology

We conducted a cross-sectional survey study amongst 454 employees who worked in 79 different teams. We aggregated the data to the team level.

Results

We found that strengths diversity was not related to team learning, whereas strengths credibility and strengths coordination were both positively associated with team learning. Moreover, strengths coordination moderated the effect of strengths diversity on team learning. At low levels of strengths coordination, the effect of strengths diversity on team learning was negative, whereas this effect was non-significant at moderate levels, and positive at high levels of strengths coordination.

Limitations

The study was based on cross-sectional self-report data of employees.

Research/practical implications

Previous studies have indicated that strengths use of individuals is positively associated with developmental processes. This study suggests that strengths use in teams is also associated with collective forms of learning.

Originality

Research on strengths use in organizations has so far focused exclusively on the individual level. This study addresses strengths use in the context of work teams.

Presentation 3:

Effects of perceived feedback culture in organizations on professional learning activities after errors and feedback

Regina H. Mulder (presenting author)¹, Veronika Anselmann², and Gerhard Messmann¹

¹Institute of Educational Science, University of Regensburg, Germany

²Institute of Nursing Science, PH Schwäbisch Gmünd, Germany

Purpose

Building on self-determination theory, theories of experiential learning and Piaget's theory on cognitive conflicts, this contribution investigates whether professional learning activities after errors or feedback incidents are enhanced if the perceived feedback culture (PFC) within an organization is characterized by high quality feedback and an integration of feedback into work practice.

Methodology

Two quantitative, cross-sectional questionnaire studies were carried out. Study 1 focused on professional learning activities after errors (PLA-E) and was conducted among $N=206$ employees in the insurance industry. Study 2 focused on professional learning activities after feedback (PLA-F) and was conducted among $N=244$ employees in production and service companies. In both studies, structural equation modelling was employed to test assumptions concerning direct and mediated effects of PFC on PLA-E/PLA-F.

Results

PFC had a positive effect on PLA-E, which was fully mediated by a corresponding safer team climate and, through this, a decreased tendency to cover up errors (Study 1). PFC had a positive effect on PLA-F, which was partly mediated by an increase in extrinsic and intrinsic self-determined motivation (Study 2).

Limitations

As the current evidence is based on cross-sectional, self-report data, the mediated relationship between PFC and PLA-E/PLA-F should be further explored longitudinally and with multiple data sources.

Implications and Value

Our results imply that a healthy PFC provides an essential basis for boosting employees' self-determination, for strengthening the work climate and, thus, for facilitating professional learning activities. Accordingly, supervisors and employees alike should value and give high quality feedback, and provide support for using feedback.

Presentation 4:

Self-regulation and organizational support in university teachers' professional learning

Margje van de Wiel (presenting author)¹, Fleurie Nieuvelstein¹, Simon Beausaert², and Kathleen Schlusmans³

¹Department of Work & Social Psychology, Maastricht University, the Netherlands

²Department of Educational Research and Development, Maastricht University, the Netherlands

³Open University, the Netherlands

Purpose

To ensure high quality education, teachers need to learn from their experiences and be supported in their continuous development. At university, where, besides teaching, most staff is highly involved in research, only few studies have been done. Based on theories of deliberate practice and self-regulated learning, the present study examined the learning activities university staff engaged in to improve their teaching practice and how they felt supported in doing so.

Methodology

Semi-structured interviews were conducted with 49 university teachers from two institutions.

Results

Most participants aimed to foster student learning and showed to self-regulate their performance. They monitored their teaching by seeking for feedback and used this information, student evaluations and peer discussions to reflect on their practice. They also reflected automatically while performing teaching tasks to improve their course or skills. They did not make plans to improve their own performance, although most participants wanted to further develop as teachers and all kept up to date on their topic. They felt supported by the organization through workshops, discussion meetings, collaboration and a positive learning climate, but they experienced time constraints and many said they would appreciate more developmental guidance and recognition for teaching.

Limitations

More motivated teaching staff might have participated. Data were obtained from retrospective self-reports.

Implications

Support can be further organized, e.g. by peer coaching and reflection. Intervention studies are needed to monitor and optimize support.

Value

This study showed how universities can build upon self-regulatory practices by promoting quality culture and professional development.

Presentation 5:

Self-regulation of professional learning in everyday medical practice

Katrien Cuyvers (presenting author), Piet Van den Bossche, and Vincent Donche

Faculty of Social Sciences, Department of Training and Education Sciences, University of Antwerp, Belgium

Purpose

Notwithstanding a growing interest in self-regulation of professional learning (SRpL), empirical research is still scarce. If studied, offline cross-sectional self-report techniques are used to measure SRpL retrospectively. This study aims to explore through a new, innovative methodology which overt and metacognitive self-regulation strategies are undertaken in everyday medical practice.

Methodology

A longitudinal multiple case-study design was used, including 13 physicians of different medical specialties. Ethical approval was obtained. A multi-method approach was applied combining long-term observations offering evidence on overt self-regulatory strategies. Observable behaviors were used as cues for in-loco stimulated recall interviews, asking about metacognitive strategies and the content of thoughts regarding a situation at hand. Fieldnotes and audiotaped interviews were transcribed verbatim and integrated in a longitudinal database. The transcripts were analyzed with Nvivo 12 applying principles of content analysis and grounded theory.

Results and limitations

Results show that SRpL is strongly intertwined with self-regulation of performance. Also, metacognitive strategies not included in contemporary frameworks on self-regulated learning are indicated. Exemplary, awareness of learning needs is reported. Overt and metacognitive strategies for learning often originate in performance-goals. Overt learning strategies used to tackle difficulties during job-performance are for example consulting colleagues and guidelines. Metacognitive awareness is difficult to extract and medical specialists often report not to know how to monitor their learning. Reflection and evaluation can hardly be deduced from the data.

Originality

The study forwards a situated methodological perspective which goes beyond the path of retrospective self-report questionnaire-use and contributes to the understanding of SRpL in everyday practice.

133 - SYMPOSIUM DESTRUCTIVE LEADERSHIP (2): LEADER PERSONALITY AND BEHAVIOUR

Proponent:

Barbara Wisse, University of Groningen, The Netherlands

Birgit Schyns, Neoma Business School, France

State of the Art. In this symposium, we address aspects of leader personality and behaviours, notably combining positive and negative leadership aspects (Gatti et al., Felfe et al.) as well as factors mitigating the effects of negative personality (Genau et al., Kranefeld and Bickle). Finally, an exploratory study addresses an underexplored aspect of personality, namely, vulnerable narcissism.

New Perspectives/Contributions. This symposium addresses previous gaps in the literature, namely the lack of studies combining positive and negative aspects of leadership as well as exploring deeper the dark personality of leaders. Since the contributions of this symposium are theoretically and practically aligned, we included a discussant who focuses on what we can learn from each others' research. For example, what happens if a vulnerable narcissist also shows transformational leadership. Can Machiavellians be trained to contribute more positively to the organisation?

Research/Practical Implications. The contributions to this symposium have theoretical and practical implication. First, leaders are often not exclusively "bad" or exclusively "good". However, combinations of behaviour exist in daily organisational life and this symposium acknowledges this reality and explores the consequences of such behaviours or trait combinations. Looking into leader personality also helps organisations and followers to better understand their leaders and device coping mechanisms.

Chair: Barbara Wisse

Discussant: Jan Schilling

Presentations

Title

Leader Machiavellianism, apparent insincerity, and low leader performance: A multisource moderated mediation analysis

Authors

Hanna A. Genau, University of Bonn, Germany

Gerhard Bickle, University of Bonn, Germany

Nora Schütte, University of Bonn, Germany

Purpose. It is important to understand leaders with high levels of Machiavellianism as their behavior toward team members can form a multiplier of toxic consequences. Machiavellian managers tend to instill distrust and thereby reduce their team's performance. However, if these managers are socially aware and possess the capacity to form accurate perceptions of their own and others' behaviors, i.e., if they have social astuteness, they can act as true Machiavellians, i.e., avoid the suspicion of dishonesty although they are manipulative.

Design. We used a multisource design with 153 managers, whose apparent insincerity was rated by 282 subordinates, and leader effectiveness by 153 superiors. We additionally controlled for outer extraneous effects.

Results. We found in a moderated mediation analysis that Machiavellian managers have a negative reputation for sincerity (mediator) and show poor leadership effectiveness (consequence). However, when managers' social astuteness (moderator) is high, Machiavellianism is not associated with leadership effectiveness.

Limitations. In this study we used a cross-sectionally design. Future studies should address longitudinal effects and investigate additional leadership outcomes.

Research/Practical Implications. We explore the question how Machiavellian leaders can persist and integrate previous findings into a complex model of Machiavellian functioning with recommendations for human resources and leadership research.

Originality/Value. We contribute to the sparse empirical evidence regarding Machiavellians' actual leadership effectiveness.

Title

The role of social astuteness in counterbalancing leader psychopathic disinhibition: A multisource field study on counterproductive work behavior

Authors

Iris Kranefeld, University of Bonn, Germany

Gerhard Bickle, University of Bonn, Germany

Purpose. This study examined the relation of a core facet of psychopathic personality (i.e., disinhibition) with counterproductive work behavior (CWB) of leaders. We suggested that disinhibition (a facet of the triarchic model of psychopathy characterized by impulsiveness, weak restraint, and difficulties in emotion regulation) would be positively related to CWB. However, underpinned by the concept of successful psychopathy, we further suggested that disinhibition would not be associated with CWB if individuals indicated high levels of social astuteness.

Design. We used a multisource design with 119 leaders, whose CWB was rated by one to four subordinate(s). A moderated regression analysis was used for hypothesis testing.

Results. Results of the moderated hierarchical regression analyses provided strong support for the role of social astuteness in counterbalancing the effects of leader disinhibition with CWB.

Limitations. This study focuses on cross-sectional data and only one leader outcome. Future research should address longitudinal effects and investigate other leadership behaviors.

Research/Practical Implications. Our research contributes to understanding whether and when workers with dark traits really live up to their problematic disposition. Our results indicate first recommendations for personnel selection and development.

Originality/Value. Disinhibition has been deemed the most “toxic” dimension of psychopathy. To our knowledge, we are the first to investigate moderating effects on this trait in the prediction of leader work outcomes.

Title

The behaviour of vulnerable narcissistic leaders

Authors

Birgit Schyns – Neoma Business School, Campus Reims, France

Sarah Gilmore – University of Exeter Business School, Exeter, UK

Iris-Katharina Koch – University of Bamberg, Bamberg, Germany

Purpose. Research into narcissism and leadership research has mainly focused on grandiose or overt narcissism. However, clinical research differentiates a second facet of narcissism, namely vulnerable or covert narcissism. This type of narcissism is harmful to others but difficult to detect. We aim to uncover behaviours of vulnerable narcissistic leaders.

Design/Methodology. We conducted qualitative interviews with followers of vulnerable narcissists. We coded the interviews and used the material to create a questionnaire on vulnerable narcissistic leader behaviour. We followed up with a quantitative study to examine the new questionnaire.

Results. In addition to the categories based on existing instruments (e.g., the HSNS), we found eight new categories in our qualitative study, such as Opacity Of Behaviour/Secrecy, Desire For Control, and Competition And Self-Judgement Avoidance. The strongest emerging theme was micro-management and the exercise of control. The quantitative research is ongoing. Results of factor analyses and correlations to related instruments will be reported.

Limitations. Due to the nature of the phenomenon, the number of interviews we conducted was low. However, we supplemented the information from the interviews with other sources such as case studies and clinical evidence, leading to rich material.

Implications. We found additional dimensions of vulnerable narcissistic leader behaviour adding to those available from personality instrument. This information will help followers and organisations to identify vulnerable narcissistic leaders and create interventions.

Originality/Value. Research on narcissism and leadership is limited to grandiose narcissism. We add to this discussion by conducting in depth research into vulnerable narcissism of leaders.

Title

Investigating constructive and destructive leadership styles together: A pattern approach

Authors

Paola Gatti – Università degli Studi di Torino, Turin, Italy

Birgit Schyns – NEOMA Business School, Reims, France

Claudio G. Cortese – Università degli Studi di Torino, Turin, Italy

Rosalie J. Hall – Durham University Business School, Durham, UK

Purpose. Studies on constructive and destructive forms of leadership have largely progressed separately even though social interactions – such as that between leader and follower – often mix aspects of these forms (Skogstad, et al., 2014) and leadership styles can overlap to some degree (Yan, et al., 2014). It thus is important to bridge this gap by investigating positive and negative leadership styles together.

Design/Methodology. Pattern-oriented methods – which identify meaningful clusters based on a pattern of dimensions (Foti & McCusker, 2017) – can be fruitfully used to understand how leadership styles combine. Two studies testing this idea are presented: the first on a sample of Italian nurses (N=718), and the second on a varied sample of UK workers (N=741). In both cases, respondents reported on their direct supervisors' leadership styles. Patterns combining positive and negative styles were identified through latent profile analysis of the resulting data.

Results. Profiles in the two studies show some common points and relate to followers' outcomes (e.g., perceived organisational support, job satisfaction, emotional exhaustion, and a few more).

Limitations. Because leaders' profiles were based on followers' perceptions, the perceptions could reflect the followers' characteristics in addition to leaders' actual behavior.

Implications. Our findings contribute to the discussion of how constructive and destructive leadership naturally occur in combination, and how they affect follower outcomes, thus providing a more realistic picture of leaders' behaviour and follower experiences.

Originality/Value. This is the first study which uses latent-profile analysis combining multiple leadership styles ranging from destructive to constructive.

Title

How does leaders' narcissism change the impact of positive and negative leadership from a follower perspective

Authors

Felfe, J., Helmut-Schmidt-Universität, UniBw Hamburg, Germany

Klebe, L., Helmut-Schmidt-Universität, UniBw Hamburg, Germany

Klug, K., Helmut-Schmidt-Universität, UniBw Hamburg, Germany

Bergner, S., Institut für Unternehmensführung und Entrepreneurship, Karl-Franzens Universität Graz, Austria

Purpose: While research has examined direct relationships between leaders' abusive behavior and dark personality and outcome criteria, it is unknown how the perception of narcissism may influence the relationship between leadership behavior and outcome criteria in terms of allowing exerting influence. Examining the interplay of personality and leadership behavior may deepen the understanding of the influence of leadership on commitment, OCB, resources and strain. For example, we postulate that the perception of narcissism may neutralize the positive effect of TfL on commitment, because the underlying motives of positive surface behavior are considered as selfish and non-credible.

Method: Hypotheses were tested in two cross-sectional studies with N = 695 and N = 247.

Results: As expected, abusive LS and TfL are highly negatively related in study 1. As postulated the relationships between TfL and commitment, OCB and resources are lower if leaders are perceived as narcissistic. Relationships between TfL, abusive LS and narcissism were similar in study two. However, narcissism only moderated the relationship between LS and strain when leaders were supposed to experience high stress.

Limitations: Cross sectional designs are limited in terms of causality.

Implications: Besides leader behavior, followers' information processing also integrates leaders' personality and contextual factors when it comes to allow influence. This study can be seen as a starting point to better understand what happens in the mind of perceivers of narcissism.

Originality: To our knowledge this is the first study to examine the interplay of personality, behavior and context from a followers' perspective.

155 - SYMPOSIUM DESTRUCTIVE LEADERSHIP (1): LEADER BEHAVIOUR AND STYLES

Proponent:

Birgit Schyns, Neoma Business School, France

State of the Art. In this symposium, we address aspects of leader destructive behaviour and style, thereby spanning a wide range of leader behaviour and leadership styles, such as (un-)ethical leadership, self-serving leadership, and inconsistent leadership, as well as problematic outcomes of independence at work and humour. In some cases, the leader might be aware of the issues they are creating, in other cases, they might do so without realising the effect of their behaviour on others.

New Perspectives/Contributions. Contributions to the symposium used innovative approaches such as actor-partner models, experimental studies, and mixed methods approaches. Context differ between the contributions including samples taking into account the context of the leader behaviour (e.g., organizational change, strong competition, and the military context), thus highlighting the breadth of leadership and its connection to context as a boundary condition. The connection between the contributions will stimulate an in depth discussion led by our discussant, fostering links between the presented approaches and avenues for future research.

Research/Practical Implications. In this symposium, we focus on negative aspects of leadership, highlighting issues that can arise out of such negative aspects. This is (still) an underdeveloped area of research, on the one hand, and, on the other hand, has been shown to be highly relevant in the organisational practice. In our symposium, we will jointly developed future areas of research as well as recommendations for organisational approaches to the prevention of negative leadership.

Discussant: Joerg Felfe

Presentations

Title

Don't humor me: Leader negative humor styles, employee trust and outcomes

Authors

Pedro Neves, Nova School of Business and Economics

Gokhan Karagonlar, Dokuz Eylül University, School of Business

Purpose. Most research on leader humor has focused on its positive effects on employee outcomes. Nonetheless, its detrimental consequences, if misplaced or used poorly, have also

been documented, albeit more rarely. Moreover, research has provided inconsistent findings for the humor-performance relationship. Our study examines a) whether negative humor styles are related to performance and deviance; b) its underlying mechanisms; and c) who might suffer the most from the use of negative humor.

Design/Methodology/Approach/Intervention. Our final sample was composed by 428 employees and their 151 supervisors from 19 services organizations. Employees rated leader humor and trust in the supervisor and the organization; supervisors rated each employee's performance and deviance.

Results. Negative leader humor styles (aggressive and self-defeating) reduced performance and heightened deviance via decreased trust in the supervisor. Both humor styles were also related to trust in the organization. None of these relationships was shaped by employees' core self-evaluations.

Limitations. Cross-sectional design. The limited number of mechanisms examined.

Research/Practical Implications. Our study is part of an emerging literature that shows that leader humor does not always entail positive consequences and examines the underlying process. Organizations should train leaders on the use of humor, particularly on the distinction between positive and negative humor. They should also develop a culture where aggressive and self-defeating humor is not tolerated.

Originality/Value. One of the few studies to examine the effects of leader negative humor and extends our knowledge of the humor-performance relationship, which has yielded inconsistent findings, namely its mechanisms.

Title

When a leader resource can be ambivalent or even destructive: Independence at work as a double-edged sword

Authors

Paola Gatti – Department of Psychology, Università degli Studi di Torino, Turin, Italy

Michelle C. Bligh –Division of Behavioral & Organizational Sciences, Claremont Graduate University, Claremont, CA, US

Claudio G. Cortese –Department of Psychology, Università degli Studi di Torino, Turin, Italy

Purpose. Independence at work (IaW), or job autonomy, is commonly seen as a job resource fostering well-being at work (Bakker & Demerouti, 2007). Paradoxically, autonomy is embedded in a relationship (Baxter & Montgomery, 1996), and employees' independence hinges on leaders' willingness to grant it. However, leader's independence may not always be appreciated by employees: it can share some points with certain destructive leadership styles,

and can make the exchange with the follower too weak. Analyzing this resource in the framework of the leader-follower relationship can thus be useful.

Design/Methodology. We present two Actor-Partner Interdependence Models (APIMs, Kenny, Kashy & Cook, 2006) with leaders' and followers' IaW as antecedents, and work engagement and emotional exhaustion as outcomes. Our primary focus is on the partner effects between leaders' IaW and followers' outcomes.

Results. Using a paired sample of 112 workers in the UK, we found significant actor effects and a positive partner effect between leaders' IaW and followers' exhaustion.

Limitations. Limitations include our use of cross-sectional data and the lack of measures of leadership styles permitting a better interpretation of our findings.

Implications. Findings emphasize the utility of a dyadic perspective for investigating work well-being, show a shortcoming of IaW that behaves as an "egotistic job resource", and suggest improvements for leadership training and measures fostering well-being.

Originality/Value. Investigating job resources (and demands) which have a relational basis (such as IaW) in the framework of the leader-follower relationship sheds new light on well-being at work.

Title

"This way today and totally different tomorrow" – An interview study on the practitioner's view of inconsistent leadership

Authors

Jan Schilling, University of Applied Administrative Sciences Hannover, Germany

Daniel May, Freie Universität Berlin, Germany

Birgit Schyns, Neoma Business School, Campus Reims, France

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, especially leaders, whose behaviour is typically closely monitored and interpreted by their followers. The paper presents first empirical evidence concerning the newly introduced concept of inconsistent leadership (IL) to compare scientific conceptions and everyday beliefs of the phenomenon.

Design/Methodology /Approach/Intervention: A qualitative study on the content and structure of practitioners' (managers and personnel experts) conceptions of inconsistent leadership is presented. Using semi-structured interviews, thirty practitioners were asked about their conceptions of inconsistent leadership, its antecedents and consequences.

Results: Results show that the concept of inconsistent leadership is associated with a wide array of aspects: especially discrepancies between goals, decisions, statements and behaviours of the leader over time, but also unequal treatment of followers. Inconsistent leadership was causally attributed to both the environment of the leader and his personality. The main consequences included negative follower feelings and attitudes, and destructive follower behaviour.

Limitations: Possible limitations of the study with regard to biases due to the specific sample and social desirability effects are discussed.

Research/Practical Implications: The comparison between everyday concepts of practitioners and the theoretical concept of IL provides a promising foundation for future research and starting points for leader- and follower-focused interventions.

Originality/Value: We offer first empirical evidence concerning a new leadership concept that addresses a largely overlooked aspect of leader-follower interactions.

Title

Self-serving Leadership as a Consequence of Leader Fear of Losing Power and Competitive Climate

Authors

Barbara Wisse, University of Groningen, The Netherlands, Durham University, UK

Diana Rus, University of Groningen, Creative Peas, The Netherlands

Anita C. Keller, University of Groningen, The Netherlands

Purpose: The purpose of the study is to further our understanding of the negative downstream consequences of leader fear of power loss. Having power offers access to numerous tangible and intangible benefits. The fear of losing this control over valued resources may, so we argue, fuel leader self-serving tendencies. Moreover, we expect that such effects may be particularly strong in environments that are characterized by a strong focus on competition and rivalry, because such environments further facilitate low concern for others' outcomes.

Methodology: Three studies were conducted: (1) one two-wave study among students active in boards of student associations; (2) one multi-source study with a sample of leaders and followers in Dutch organizations; (3) one online experimental study.

Results: Leader fear of losing power seems indeed positively related to their self-serving behavior. Moreover, this relationship appears to be stronger in organizational climates that are more competitive.

Limitations: Power loss has rarely been studied. We need much more information on the phenomenon and future research may incorporate potential mediators and distinguish different sources of fear of power loss.

Implications: A threat of power loss is a reality for many leaders, therefore insights into its potential downstream effects are crucial. Our research suggests that interventions geared at fostering leaders' sense of safety regarding their positions, ideally, combined with interventions focused on curbing a competitive climate might be particularly fruitful.

Value: Our study suggests that the potential effects of (anticipated) power loss may deserve more attention than previously awarded in the literature.

Title

Reporting Unethical Behavior: Moderating Role of Leader's Gender and Behavior

Authors

Paul J. Hanges, University of Maryland, USA

Jordan J. Epistola, University of Maryland, USA

Jeffrey W. Lucas, University of Maryland, USA

Col. Todd D. Woodruff, United States Military Academy, USA

Kelly A. Beavan, University of Maryland, USA

Purpose. Ongoing scandals in private/public institutions has eroded trust of these institutions. Almost daily, we hear about business/government officials who have embezzled, perjured, or sexually harassed someone. Whistleblowing plays an important role in reducing such behaviors. Unfortunately, negative consequences reduce willingness to report such behaviors. This study examines factors that affect perceptions of the offender and behavior immorality and the appropriateness of whistleblowing.

Methodology. We collected data from 298 US Military cadets. In a policy capturing study, cadets evaluated four vignettes in which the gender and leadership status (i.e., leader/peer) of the offender as well as the type (drunk/sexual harassment) and severity (affects victim/entire unit) of unethical behavior varied.

Results. Severity and type of behavior had main effects on perceptions. Cadets viewed the offender and behavior more negatively and whistleblowing as more appropriate when sexual harassment was involved and the entire unit was affected. Several two-way interactions were found (e.g., offender gender moderated the behavior type-perception relationship). Also, cadets' conformity to masculine norms, social dominance, and liberal/conservative attitudes regarding both social/economic matters affected perceptions.

Implications/Limitations. Reporting unethical behavior is affected by both offender and observer characteristics. Organizational climate/culture that enhances reporting depends on understanding how these characteristics affect perceptions. The use of vignettes as opposed to experimentation is a limitation of this work.

Originality/Value. The cadet sample is a major strength of this study. The US Military Academy already has a formal culture intolerant of unethical behavior. Despite this culture, cadets still meaningfully differed in their perceptions of the behavior, the offender, and reporting appropriateness.

Title

Change-related Unethical Leadership and Follower Resistance to Change: A Conceptual Model

Authors

Daniel May, Freie Universität Berlin, Berlin, Germany

Olga Moutousi, NEOMA Business School, Reims, France

State of the Art. As an important asset for successful organizational change, theory and research emphasize the significance of change recipients' attitudes and reactions to the change initiative. From an organizational perspective, resistance is the most critical reaction, as it has the potential to cause costs and delays and may eventually even stall the change process.

New Perspectives/Contributions. We develop a theoretical model that delineates how change-related unethical leadership can trigger follower resistance to change and how ethics-related follower characteristics influence followers' perceptions of change-related unethical leadership as well as their specific resistance reactions. Change-related unethical leadership is introduced as a perceptual phenomenon, depending not on leader behavior alone, but also on followers' normative framework and leadership expectations. We further discuss how follower rationalization strategies for their involvement in unethical acts as well as their expectations regarding fair interpersonal treatment impact their cognitive, affective and intentional resistance reactions.

Research/Practical Implications. Our model offers testable propositions to inspire empirical research, for example through field studies during change processes in organizations. Additional lab studies could help to specifically test the moderation assumptions we make, for example with regard to follower perceptions of change-related unethical leadership.

Originality/Value. Our model extends the literature on resistance to change by illustrating the influence process of change-related unethical leadership. Moreover, it highlights a specific form of ethical followership, based on the notion that through resisting change-

related unethical leadership, followers do not only protect their own ethical position, but ultimately also support their organization as a whole.

177 - RESPONDING TO THE UNFORESEEABLE: THE EFFECTS OF BEHAVIOURAL AND ENVIRONMENTAL FACTORS ON TEAM ADAPTATION AND PERFORMANCE

Proponents:

Eleni Georganta¹, Surabhi Pasarakonda²

¹*Ludwig-Maximilians-Universitaet Muenchen, Munich, Germany*

²*ETH Zurich, Department of Management, Technology and Economics, Zurich, Switzerland*

Discussant:

Travis Maynard

Department of Management, Colorado State University, Fort Collins, CO, USA

State of the Art. Research on teams operating in intense, unpredictable and high risk environments such as firefighting and medical teams is growing. However, evidence on the underlying mechanisms of how teams respond to critical situations remains scarce. Studies investigating these mechanisms are needed because failing to adapt to unpredictable events has detrimental effects on teams and their surroundings.

New Perspectives/Contributions. Consequently, this symposium aims at providing insight into the underlying behavioral and environmental factors that impact team adaptation during critical situations. Santos et al. conduct experiments to investigate how a concept mapping intervention influences shared cognition and reacquisition adaptation after a task change using emergency simulation. Schmutz explores the effect of team reflexivity before and during a crisis on coordination and shared mental model using computer simulation. Georganta et al. focus on two types of adaptive demands (internal/ external) in rescue teams and investigate their impact on coordination, trust, performance, and cohesion during critical situations. Pasarakonda et al. provide insight into the relationship between task complexity, unexpected events and performance of surgical teams and highlight the benefits of coordination centrality of specific role holders. Finally, Marques-Quintero et al. investigate firefighters extrication courses to understand how the accumulation of multiple unpredictable events affects shared cognitions, coordination and emotional reactions and thus team adaptation.

Research/Practical Implications. Addressing the impact of various factors on team behaviour during critical situations with unique samples, varied methodologies and research designs, this symposium offers implications for research and team training to promote successful team adaptation under critical circumstances.

Getting Teams to Recover after a Change in a Task: The Effect of a Concept Mapping Intervention on Shared Cognition, Team Performance and Adaptation

Catarina Marques Santos

Maastricht University, School of Business & Economics

Sjir Uitdewilligen

Maastricht University, Faculty of Psychology and Neuroscience

Ana Margarida Passos

ISCTE – Instituto Universitário de Lisboa

Pedro Marques-Quinteiro

William James Center for Research, ISPA- Instituto Universitário

Purpose: This study analyzes the effect of a concept mapping intervention on shared cognition (task mental model and transactive memory system) development; and on the drop in performance immediately following a task change (transition adaptation) and the subsequent reuptake of performance (reacquisition adaptation). This study also analyzes the mediating effects of shared cognition between the intervention and team adaptation.

Methodology: We conducted two laboratory experiments in two European Universities (30 teams and 44 teams, respectively). Teams worked on an emergency management simulation by performing six tasks. We collected survey data to measure shared cognition. We used the costs of each task to operationalize team performance and adaptation. We conducted discontinuous growth modelling to analyze data.

Results: Findings suggest that: concept mapping promotes the development of shared cognition; concept mapping promotes reacquisition adaptation; and task mental models mediate the effect of concept mapping on reacquisition adaptation.

Limitations: The generalization of the results to “real” world teams has to be made with caution, as we used two experimental studies.

Research/Practical Implications: This research provides insight into the way shared cognition develops over time, and into the way teams relearn changed tasks. This research presents concept mapping as a practical intervention to be used by organizational and business teams.

Originality/Value: We introduce concept mapping as a promising practical intervention that promotes the development of task mental models and transactive memory system, and that increases the team’s ability to recover after a change in a task.

Don’t Crack Under Pressure: Team Reflexivity as a Means to Enhance Team Functioning in Crisis Situations**Jan B. Schmutz**

Department of Communication Studies, Northwestern University, Evanston, Illinois,

Purpose: Teams in crisis situations (CS) need to adapt to changing circumstances and process emergent information during task performance. Team reflexivity (TR)—the extent to which group

members overtly reflect upon and communicate about the group's objectives, strategies and processes—represents a powerful team process to foster team functioning in CS. Teams can either reflect before (pre-action TR), during (in-action TR) and after (post-action TR) the performance event. However, the implications of pre-action and in-action TR on team functioning and performance in CS are not well understood.

Methodology: We manipulated pre-action TR and in-action TR in a control-group design using the crisis simulation C³Fire. Besides demographic variables coordination, shared mental model and team performance is assessed. Subjects are university students.

Results: Data assessment is ongoing. Preliminary results show that pre-action TR as well as in-action TR is positively related with coordination and shared mental models within a team.

Limitations: The study is conducted with students only, using a computer simulation. Future studies need to investigate if the results can be generalized to crisis teams in field settings.

Research/Practical Implications: Our results will advance the understanding of reflection during various stages of teams and uncover the effects that reflection has on team functioning and performance therefore informing future trainings of crisis teams.

Originality/Value: To date no study investigated the effect of pre-action TR or in-action TR on coordination or emergent states in CS. Our results will advance understanding how and under what conditions reflection has performance implications in crisis teams.

Rescue Forces in Action:

The Impact of Contextual Demands on Team Performance and Team Cohesion

Eleni Georganta

Clara Köhler

Jasmin Niess

Felix Brodbeck

Ludwig-Maximilians-Universitaet Muenchen

Purpose: The goal of our study is to explore the contextual and psychological mechanisms affecting team cohesion in rescue forces. We investigate the positive influence of team coordination and mutual trust (during operation) on team cohesion (after operation) and analyze the mediating role of team performance. We further explore the moderating effect of the operation's contextual demands (origin of operation, origin of adaptive demands) on the relationship between mutual trust/coordination, team performance, and team cohesion.

Methodology: Seventy-two members of different rescue teams completed an online questionnaire. Participants described one routine and one crisis operation and then selected the categories reflecting the origin of each operation (man-made or natural disaster) and the type of the facing demands (internal or external). Team coordination, mutual trust, team performance, and team cohesion were also assessed.

Results: Team performance mediated the positive relationship between mutual trust/team coordination and team cohesion. Findings demonstrated that the positive mediating relationship between team coordination, team performance, and team cohesion was weaker in the face of internal than of external adaptive demands. In crisis compared to routine operations, team coordination was lower.

Limitations: Common-source bias; retrospective assessment of operations; individual-level data.

Research/Practical Implications: We reflect the importance of contextual demands on crisis operations and suggest integrating them in training to enhance the team's adaptive capacity and performance.

Originality/Value: We incorporated contextual demands when investigating crisis operations and extended recent findings by showing the negative impact of internal adaptive demands on team functioning not only during, but also after operation completion.

Variabilities in the Operating Room: The Importance of Core Team Members' Coordination Centrality for Surgical Performance

Surabhi Pasarakonda

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Institute of Nursing Science, University of Basel, Basel, Switzerland

Merlin Guggenheim

Swissparc, Zurich, Switzerland

Tanja Manser

University of Applied Science and Arts Northwestern Switzerland, Olten, Switzerland

Purpose: In line with the theory of strategic core role holders (SCRH) this study investigates the importance of having a SCRH who is central to the team's coordination in surgical teams. We point out how the coordination centrality of a SCRH can mitigate the negative effects of variabilities (e.g.: task complexity or unexpected events) during various operation phases on surgical performance.

Methodology: We conducted 30 live observations at a major Swiss University Hospital to observe coordination behaviour in surgical teams. Using Lag-sequential-analysis and network analysis we investigated the coordination centrality of specific role holders. Additionally, the main surgeon assessed the complexity of the operation, the occurrence of unexpected events as well as the surgical performance.

Results: We found that teams benefit from having a SCRH who is central on team coordination. Coordination centrality of the SCRH buffered the negative effects of variabilities during various operation phases on surgical performance.

Limitations: Since we only observed one type of operation generalizations of our results to other medical and non-medical teams need to be made with caution.

Research/Practical Implications: Studies with live observations of “real” teams especially in medicine are scarce. Therefore, our results can help improve teamwork in health care which in turn has practical relevance in terms of increasing patient safety.

Originality/Value: This study links the strategic core role theory with team coordination and performance and thereby highlights the importance of having a SCRH. Our results help to improve coordination behaviour of teams when it comes to responding to unforeseen situations.

Team Adaption to Multiple Unpredicted Events During the Extrication of Road Accident Victims

Pedro Marques-Quinteiro

William James Center for Research, ISPA- Instituto Universitário

Ramón Rico

UWA Business School, The University of Western Australia

João Marôco

William James Center for Research, ISPA- Instituto Universitário

Purpose: We test how extrication teams adapt to the accumulation of multiple unpredictable events happening during a single extrication episode. We expect that team adaptation is slower when teams confront a set of accumulating unpredictable events that are incompatible (adapting to one event prevents the team from adapting to the other) rather than compatible (teams can adapt simultaneously to both events). We also expect that shared cognitions, coordination, and emotional reactions relate to team adaptation.

Methodology: This study follows a quasi-experimental design with multiple unpredicted events as a between-subjects factor. We analyse at least five extrication courses for professional urban firefighters. Data collection is done using a temporal, multi-method (i.e., questionnaire; audio; video), and multi-source (i.e., team leader; team members) approach.

Results: Data collection ends in December 2018.

Limitations: Small number of teams (≤ 30).

Research/Practical Implications: This research extends previous knowledge by examining team adaptation to multiple unpredictable events. The research findings will be helpful for developing training programs aimed at improving teamwork capacity in extrication teams, as well as other teams performing under extreme conditions presenting either compatible or incompatible series of events.

Originality/Value: The added value of this work is showing that teams do not adapt exclusively to a single change, but mainly to a cascade of changes which present different degrees of compatibility.

This fact has not been addressed in extant research; thus, our work testing how urban firefighter extrication teams adapt to the accumulation of multiple unpredictable events is new.

234 - WORK ENGAGEMENT: WHAT'S NEXT?

Chair: Arnold B. Bakker

Erasmus University Rotterdam, The Netherlands

State of the Art. In the past two decades, work engagement has established itself as an important construct with significant implications for employees and organizations at large. Engaged employees are full with energy and dedicated to their work; as a consequence, they are creative, productive, and prosocial. Now that research has revealed the most important predictors and outcomes of work engagement, it is time to explore what's next.

New Perspectives/Contributions. This symposium brings together five empirical contributions from four countries, namely Germany, Greece, Australia, and The Netherlands. All contributors use sophisticated research designs to study work engagement, and show that proactive employee behaviors (e.g., job crafting, personal initiative) are crucial for work engagement and performance. However, the symposium expands previous literature by showing that certain types of proactive behavior (a) may lead to abrupt changes in work engagement, and (b) are most effective when aligned with supervisor behaviors and employee strengths use. Moreover, the contributions show that work engagement fluctuates not only at the day, but also at the task level, and will show whether improvements in the quality of social encounters at work lead to greater engagement with work

Research/Practical Implications. The studies presented in this symposium clearly suggest that work engagement fluctuates from day to day and from task to task, and thus is malleable. Organizations may want to improve work engagement and performance by using top-down interventions, or by facilitating daily bottom-up proactive employee behaviors – for example through daily transformational leadership.

Work Engagement: Let's Take Tasks More Seriously

Sabine Sonnentag

University of Mannheim, Germany

Purpose. This presentation discusses work engagement from a task perspective. Recently, it has been suggested that work engagement does not only differ between persons and does not only fluctuate within persons (e.g., from day to day), but that it varies from task to task as well (Sonnentag, 2017; cf. also Oerlemans & Bakker, in press). The present study empirically examines the degree to which work engagement differs from task to task and whether task characteristics are related to work engagement at the task level.

Design/Methodology/Approach/Intervention. In an online survey, 259 persons identified three of their core work tasks. For each task, participants reported task-specific work engagement (Schaufeli & Bakker, 2004) and task characteristics, using five dimensions of the Job Characteristics Model (Hackman & Oldham, 1976).

Results. ICC for task-specific work engagement was .22, suggesting that more than 70% of the variance in work engagement resides at the task level. Multi-level analysis further showed that task characteristics predicted work engagement at the task level.

Limitations. The study design does not allow any conclusions about the potential influence of objective versus perceived job characteristics.

Research/Practical implications. Future studies should examine for whom and when task characteristics are particular powerful predictors of work engagement. The study emphasizes the importance of task design in order to foster work engagement.

Originality/Value. This study demonstrates that capturing work engagement only at the person or day level may fall short in fully understanding the engagement phenomenon.

Job crafting and work engagement:

Probing nonlinear effects with catastrophe theory models

Despoina Xanthopoulou (presenting author)

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Dimitrios Stamovlasis

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Purpose. To shed light on previous findings suggesting that not all job crafting strategies are (equally) favorable for employee motivation, we applied catastrophe theory to explore the possibility that nonlinear changes occurring in job crafting may explain changes in work engagement. We hypothesize that increasing social and structural job resources will have a positive, linear relationship with engagement, while increasing challenging job demands and decreasing hindering job demands will act as bifurcation factors inducing abrupt changes in engagement.

Design/Methodology/Approach/Intervention. Cross-sectional data from a heterogeneous sample of 193 employees were analyzed using the probability density function and a maximum likelihood method performed in R.

Results. Cusp models proved superior to linear alternatives. Increasing social resources functioned as an asymmetry factor for vigor and dedication. Increasing structural resources was the asymmetry factor

for absorption. The bifurcation factors were decreasing hindering demands for vigor and increasing challenges for dedication and absorption, respectively. The latter suggests that threshold values exist, beyond which sudden changes in work engagement occur.

Limitations. The cross-sectional nature of the study and its exploratory character are main limitations.

Research/Practical implications. Enhancing work engagement requires increasing job resources and controlling the threshold values of decreasing hindering demands and increasing challenges at work.

Originality/Value. This is the first study applying catastrophe theory in work engagement research. The supported nonlinear models help explain the inconsistencies of previous studies regarding the (un)favorable effects of job crafting and have epistemological implications by suggesting that the underlying processes are better viewed as a complex dynamical system.

Testing a Workgroup-Based Approach (SCORE) to Improving Workplace Civility and Work Engagement

Michael P. Leiter, PhD

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Purpose. SCORE (Strengthening a Culture of Respect and Engagement) addresses workplace civility through five facilitated sessions. The process begins with increasing participants' awareness of both the blatant and the subtle forms of social encounters. It proceeds to coaching participants in actions that increase the frequency of explicitly civil encounters and in effective responses to incivility. In light of established positive relationships of civility with work engagement, it is hypothesized that improvements in workplace civility will mediate improvements in work engagement.

Design/Methodology/Approach/Intervention. This presentation reviews a pilot of SCORE with an Australian health district comprising hospitals and outpatient facilities in 2018. A baseline survey included 235 respondents from 9 organisational units. SCORE was implemented in five units between May and November 2018. The survey was repeated after Wave 1 (September) and after Wave 2 (December).

Results. The Baseline survey confirmed work units varied on measures of both civility and incivility indicating a need for improvement in collegial relationships. Work engagement measured with the UWES was relatively low.

Limitations. The post-test surveys have not occurred at this time but will be available for the conference.

Research/Practical Implications. The research examines the impact of a facilitated group process for improving workplace relationships. It examines the extent to which improvements in the quality of social encounters at work lead to greater engagement with work.

Originality. Despite considerable attention to the sources and consequences of workplace incivility, few studies have tested interventions with contrasts with control groups. Changing something for the better deepens understanding.

Employee work engagement and supervisor-rated performance:

Uncovering the role of employee and supervisor crafting

Evangelia Demerouti

Eindhoven University of Technology, the Netherlands

Purpose. The aim is to uncover which factors strengthen the link between employee work engagement and supervisor-rated task, adaptive, and contextual performance. The focus was on employee and supervisor job crafting as it represents attempts to make work more meaningful and increase person-job fit. We hypothesize that the positive link between employee work engagement and supervisor-rated performance will be stronger, when both employee and supervisor job crafting are high as this signals that employee crafting is accepted and even stimulated by the supervisor.

Design/Methodology/Approach/Intervention. Data from 188 employees and their supervisors were collected. Employees reported their work engagement and job crafting, whereas supervisors rated their own job crafting and employee task, adaptive, and contextual performance.

Results. Regression analysis supported the expected three-way interaction effects for three of the nine possible interactions. Specifically, the relationship between work engagement and adaptive and contextual performance was positive and stronger when both employee and supervisor were high on seeking challenges compared to low (which was the second strongest) or non-matching. The relationship between work engagement and task performance was positive and stronger when both employee and supervisor reducing demands were high or low.

Limitations. The study is cross-sectional, allowing no causal inferences.

Implications. Findings suggest the importance of job crafting as a way to improve employee functioning and the role of the supervisor in creating a context in which such behaviors are accepted.

Originality. Suggesting the fit between employee and supervisor job crafting behavior as determinant of effective employee functioning is original.

Transformational Leadership and Work engagement:

Exploring the Daily Process

Arnold B. Bakker (Presenting author)

Erasmus University Rotterdam, The Netherlands

Jorn Hetland, Olav Kjellevold-Olsen & Roar Espevik

University of Bergen, Norway

Purpose. Transformational leadership may have important consequences for employee work engagement, because on the days leaders use individual consideration and inspirational motivation employees have access to important job and personal resources. In the present research, we propose that transformational leadership may be related to employee work engagement and performance through (a) employee strengths use and (b) employee personal initiative.

Design/Methodology/Approach/Intervention. A total of 57 naval cadets (mean age 23 years; 90% males) who travelled with a sail ship from Northern Europe to North America filled out a diary questionnaire for 30 days – resulting in 1533 data points (response rate is 68%). The questionnaire included scales for transformational leadership, personal initiative, strengths use, and work engagement. In addition, two colleagues rated the focal cadet's job performance on each day. We used Mplus to test indirect effects.

Results. As hypothesized, results showed that transformational leadership was indirectly related to next-day work engagement through strengths use and personal initiative. The indirect effect of transformational leadership on next-day performance was significant through first strengths use and then work engagement, but this sequential indirect effect was not significant through personal initiative.

Limitations. The study clearly indicates that leaders may facilitate employee work engagement and performance by facilitating strengths use and personal initiative, but the indirect effects were small.

Research/Practical implications. The findings suggest that leadership interventions could follow a daily approach.

Originality/Value. This study answers the call for research on the processes through which transformational leadership has an influence on follower work engagement and performance.

256 - IDENTITY LEADERSHIP: NEW PERSPECTIVES FROM AROUND THE GLOBE

Chair: Rolf van Dick (Goethe University Frankfurt, Germany),

Discussant: Steffen Gießner (Erasmus University, Rotterdam, The Netherlands)

Abstract: This symposium comprises four presentations on new research on Identity Leadership. In the first presentation, Nik Steffens et al. present results from a recent meta-analysis of 117 independent samples on leader group prototypicality. As in previous research and social identity-based theorizing, they found a moderate-sized effect on multiple indicators of leadership effectiveness. However, recent work from a social identity perspective claims that identity leadership goes beyond prototypicality and suggested three additional dimensions, namely identity advancement, entrepreneurship and impresarioship. All four dimensions have been included in the Identity Leadership Inventory (ILI). In the second presentation, Rolf van Dick et al. will show that the ILI is a reliable and valid instrument in more than 20 countries and that it explains variation in follower attitudes and (self-reported) behaviors above and beyond established leadership constructs. Using the same data set of almost 6.000 participants, Jérémie Lemoine et al. will then go into the details of the four dimensions of the ILI and present analyses on the interplay between them (profiles). In the fourth presentation, Sut I Wong and colleagues show specific analyses focusing on two countries (Norway and North America) and on one ILI dimension, namely identity entrepreneurship and they show that identity entrepreneurship relates to LMX which in turn relates to innovative behavior – but that this mediation was only reliable in the North American sample. Finally, Steffen Gießner will serve as discussant, comment on the studies and get the audience involved.

Individual presentations

1. Title

A meta-analytic review of leader group prototypicality and leadership effectiveness

Authors and Affiliations

Nik Steffens (The University of Queensland), Katie Munt (The University of Queensland), Daan van Knippenberg (Drexel University), Michael Platow (Australian National University), Alex Haslam (The University of Queensland)

Purpose

The social identity theory of leadership asserts that leadership effectiveness is impacted by leaders' group prototypicality (the extent to which a leader is perceived to embody shared social identity). Evidence supports this proposition, but the theory is limited in specifying core characteristics of group prototypicality. Here, we advance the theory by addressing these issues.

Design

We conducted a systematic review and meta-analysis of leader group prototypicality effects comprising 117 independent samples (234 effect sizes; $N=29,739$ individuals globally).

Results

This analysis reveals a moderate-sized effect of leader group prototypicality on indicators of leadership effectiveness ($r = .39$, 95% CIs [.34, .43]). Results holds not only for evaluative but also for behavioral outcomes. In addition, they show that this effect is stronger when prototypicality is operationalized as the leader being an ideal rather than a typical group member, stronger for group members in formal rather than informal leadership roles, and for strong as compared to weak group prototypes. Finally, meta-analytic results consolidate effects for moderators that have been examined in primary research: follower group identification and leader group-oriented behavior.

Limitations

There are other alternative pathways to manage group identity and the present work provides little insight into how group prototypicality combines and interacts with other aspects of identity leadership.

Implications

This work underscores the value of understanding, examining, and practicing leadership as a group-based process that is shaped by shared social identity and leader group prototypicality.

Originality/Value

Results shed new light on several key features that characterize the nature and impact of leader group prototypicality.

2. Title

Identity Going Global: A validation study across cultures

Authors and Affiliations

Rolf van Dick (Goethe University Frankfurt, Germany), Jérémie Lemoine (University of Reims Champagne-Ardenne, France; ESCP Europe Business School, United Kingdom), Nik Steffens (University of Queensland, Australia), Serap Arslan Akfirat (Dokuz Eylül University, Izmir, Turkey), Belen Alvarez (Pontifical Catholic University of Chile, Santiago, Chile), Lorenzo Avanzi (Trento University, Italy), Kitty Dumont (University of South Africa, Johannesburg, South Africa), Olga Epitropaki (ALBA Graduate Business School, Athens, Greece), Katrien Fransen (KULeuven, Belgium), Steffen Gießner (Erasmus University, Rotterdam, The Netherlands), Roberto González (Pontifical Catholic University of Chile, Santiago, Chile), Ronit Kark (Bar-Ilan University, Ramat-Gan, Israel), Rudolf Kerschreiter (Freie Universität Berlin, Germany), Ana Laguia Gonzales (UNED, Spain), Jukka Lipponen (University of Helsinki, Finland), Yannis Markovits (Ministry of Finance, Thessaloniki, Greece), Fernando Molero Alonso (UNED, Spain), Lucas Monzani (Plymouth

University, United Kingdom) , Juan Antonio Moriano (UNED, Spain), Pedro Neves (Nova School of Business & Economics, Portugal), Gábor Orosz (Stanford University, USA and Hungarian Academy of Science, Budapest, Hungary), Diwakar Pandey (Tribhuvan University, Kathmandu, Nepal), Christine Roland-Lévy (University of Rheims Champagne-Ardenne, France), Sebastian Schuh (China Europe International Business School, Shanghai, China), Tomoki Sekiguchi (Kyoto University, Japan), Lynda Jiwen Song (Renmin University of China, Beijing, China), Jeroen Stouten (KULeuven, Belgium), Srinivasan Tatachari (Indian Institute of Management Udaipur, India), Daniel Valdenegro (Pontifical Catholic University of Chile, Santiago, Chile), Lisanne van Bunderen (Erasmus University, Rotterdam, The Netherlands), Viktor Vörös (Hungarian Academy of Science, Budapest, Hungary), Sut I Wong (BI Norwegian Business School, Oslo, Norway), Xin-an Zhang (Jiao Tong University, Shanghai, China), & S. Alexander Haslam (University of Queensland, Australia)

Purpose

Many studies have shown that more prototypical leaders are more effective. Haslam et al. (2011) identified three further dimensions of identity leadership, namely identity advancement, identity entrepreneurship, and identity impressarioship. All four dimensions have been operationalized with the Identity Leadership Inventory (ILI; Steffens et al., 2014). The purpose of the – ongoing – ILI-Global project was to apply and validate the ILI scales across countries and cultures.

Methods

The present presentation presents results of the ILI-Global, which applies and validates the ILI scales by gathering data from all six continents and more than 20 countries with almost 6000 participants. The ILI was translated (using back-translation methods) and used in online surveys along with other measures of leadership (LMX, transformational and authentic leadership) and employee attitudes and (self-reported) behaviors (e.g., satisfaction, identification, citizenship behaviors) in 15 different languages.

Results

We show that the four dimensions of the ILI are distinguishable and that they contribute to the prediction of work-related attitudes and behaviors above and beyond other influential leadership constructs.

Limitations

The study design was cross-sectional and used self-report data.

Implications

The results show that identity management is an important aspect of effective leadership across cultural boundaries. Future research is needed to establish links to objective outcomes and look into the causality of the dynamics between leaders' identity leadership and follower responses.

Originality

The results of ILI-Global confirm the validity of the ILI for the first time across a variety of cultures.

3. Title

Should I be a perfect identity leader to be a good leader?

Authors and affiliations

Jérémie E. Lemoine (University of East London, United Kingdom; ESCP Europe Business School, United Kingdom), Nik Steffens (University of Queensland, Australia), Rolf van Dick (Goethe University Frankfurt, Germany), Serap Arslan Akfirat (Dokuz Eylül University, Izmir, Turkey), Belen Alvarez (Pontifical Catholic University of Chile, Santiago, Chile), Lorenzo Avanzi (Trento University, Italy), Kitty Dumont (University of South Africa, Johannesburg, South Africa), Olga Epitropaki (ALBA Graduate Business School, Athens, Greece), Katrien Fransen (KULeuven, Belgium), Steffen Gießner (Erasmus University, Rotterdam, The Netherlands), Roberto González (Pontifical Catholic University of Chile, Santiago, Chile), Ronit Kark (Bar-Ilan University, Ramat-Gan, Israel), Rudolf Kerschreiter (Freie Universität Berlin, Germany), Ana Laguia Gonzales (UNED, Spain), Jukka Lipponen (University of Helsinki, Finland), Yannis Markovits (Ministry of Finance, Thessaloniki, Greece), Fernando Molero Alonso (UNED, Spain), Lucas Monzani (Plymouth University, United Kingdom), Juan Antonio Moriano (UNED, Spain), Pedro Neves (Nova School of Business & Economics, Portugal), Gábor Orosz (Stanford University, USA and Hungarian Academy of Science, Budapest, Hungary), Diwakar Pandey (Tribhuvan University, Kathmandu, Nepal), Christine Roland-Lévy (University of Reims Champagne-Ardenne, France), Sebastian Schuh (China Europe International Business School, Shanghai, China), Tomoki Sekiguchi (Kyoto University, Japan), Lynda Jiwen Song (Renmin University of China, Beijing, China), Jeroen Stouten (KULeuven, Belgium), Srinivasan Tatachari (Indian Institute of Management Udaipur, India), Daniel Valdenegro (Pontifical Catholic University of Chile, Santiago, Chile), Lisanne van Bunderen (Erasmus University, Rotterdam, The Netherlands), Viktor Vörös (Hungarian Academy of Science, Budapest, Hungary), Sut I Wong (BI Norwegian Business School, Oslo, Norway), Xin-an Zhang (Jiao Tong University, Shanghai, China), & S. Alexander Haslam (University of Queensland, Australia)

Purpose

Since 2000, a new model of leadership has emerged, based on the social identity theorising (after Tajfel & Turner, 1979). This social identity approach to leadership argues that the effectiveness of a leader will depend upon his/her capacity to represent a given group and this has been confirmed in numerous studies (Van Knippenberg & Hogg, 2003). Moreover, three other dimensions of the leader identity have been identified (Haslam, Reicher, & Platow, 2011): identity entrepreneurship (creating a group identity), identity advancement (acting for the group) and identity impresarioship (embedding group identity). The goal of this paper is to test the influence of identity leadership profiles on various outcomes among his/her followers.

Methods

Over 5,000 participants from more than 20 countries answered a questionnaire composed of the Identity Leadership Inventory (ILI, Steffens et al., 2014), along with measures of team identity, innovation and burnout. The ILI is a 15-item scale which measures the four dimensions of identity leadership.

Results

The results indicated variations in the outcomes (e.g., burnout) based on the identity leadership profiles. Four-way interactions and simple slopes difference tests showed how the different identity leadership profiles impact team identification, innovation and burnout. Whilst identity entrepreneurship is the main predictor of team identification, identity advancement is the main predictor of burnout.

Limitations

The cross-sectional design of the study limits the inference of causality.

Implications

This paper helps to understand which aspect of identity leadership is essential regarding various outcomes.

Originality

This is the first study investigating the identity leadership profiles.

4. Title: Identity Entrepreneurship and Innovative Behavior: A Comparison between Scandinavian and Anglo-Saxon Contexts

Authors and Affiliations: Sut I Wong (BI Norwegian Business School), Gillian Warner-Søderholm (BI Norwegian Business School), Lucas Monzani (Ivey Business School at Western University, Canada), Rolf van Dick (Goethe University Frankfurt, Germany)

Purpose

How leaders facilitate team work is an important driver for team innovation. In this study, we argue that by creating a stronger shared norms and identity, i.e., identity entrepreneurship, leaders may foster a stronger leader-member exchange relationship (LMX) and in turn leading to members' higher engagement in innovative behaviors. However, we also argue that the effectiveness of such 'crafting a sense of us' identity leadership influence is contextual and may particularly not translate well in the Scandinavian context where charismatic leadership is not highly emphasized.

Design/Methodology

We tested the posited moderated mediated model using PROCESS based on a cross-country data set between Norway (N = 329) and North America (N = 302).

Limitations

The cross-sectional design limits causal inferences.

Research/Practical Implications

The results, as expected, suggested that identity entrepreneurship was only significantly related to LMX in the North American sample, but not in the Norwegian sample. Furthermore, the mediating relationship was also only significant for the North American sample.

Originality/Value

The results support that identity entrepreneurship may be less effective in fostering innovative behaviors in Scandinavian context. Our study sheds light on the theoretical and practical implications for Scandinavia versus Anglo-Saxon identity leadership model.

259 - COMING OF AGE. DEEPENING AND BROADENING EMPLOYABILITY RESEARCH.

Coming of age. Deepening and broadening employability research.

Nele De Cuyper¹, Anneleen Forrier¹, Jasmijn Van Harten², Eva Knies²

¹ KULeuven, Belgium

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State of the art. This symposium addresses two often uttered critiques on employability research. First, there is no consensus on the conceptualization and measurement of employability, which leaves the field disparate. Second, employability research is overly agentic and largely ignores context. Accordingly, our aim is (1) to integrate different views on employability, and (2) to probe antecedents and consequences of employability that are overlooked in the agentic view.

Contributions. Contributions are threefold. First, we *deepen* the conceptual employability debate. In particular, Van Harten et al. (paper 1) present a systematic literature review which shows that the different conceptualizations are related. Second, we *broaden* employability research by a focus upon antecedents (e.g., gender identity in paper 2 by Sanchez-Cardona et al.) and consequences (e.g., retention practices in paper 3 by Coetzee) that are less common in the dominant agentic view. The paper by Butler et al. (paper 4) connects the two aims by probing also contextual antecedents in relation to different indicators of employability. Third, we bring together scholars from across the world, with authors and co-authors from Belgium, Ecuador, The Netherlands, the UK, Puerto Rico, South-Africa, and Spain.

Implications. Prof. John Arnold will critically reflect upon the two aims and highlight routes for future research and implications for practice.

A systematic literature review and research agenda on employability

Jasmijn Van Harten¹, Nele De Cuyper², Eva Knies¹ and Anneleen Forrier²

¹ Utrecht University, The Netherlands

² KU Leuven, Belgium

Purpose. Employability research is quickly developing and this has led to a proliferation of conceptualizations. Recent studies have attempted to bring this back to a manageable set, with three different strands: personal strengths (e.g. employability competencies), individual appraisal of employment chances (self-perceived employability) and job transitions. This sets the floor for integration: interrelationships, both within and across the different strands, are often assumed yet not probed in much detail. In response, our aim is to systematically review empirical research on the relationships among and between the different strands.

Design. We performed a systematic literature review using different databases (excluding studies not in English or with student samples). Final sample size was 47 articles.

Results. Twenty-three studies investigated relationships within a specific strand, mostly personal strengths: relationships are all positive, though with variation in strength. Twenty-four studies probed relationships across strands. Most but not all studies reported a positive relationship between specific personal strengths and individual's appraisal of employment opportunities, yet those relationships are generally weak. The few studies including job transitions show a positive relationship with both personal strengths and individual's appraisal of employment opportunities.

Implications and value. Insights in the connection among and across the different strands may help to arrive at a more integrated notion of employability.

Gender Identity, Sex and Employability: An examination among Spanish employed and unemployed youngsters

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¹Carlos Albizu University, Puerto Rico; ² Universidad Especialidades Espíritu Santo, Ecuador; ³ Universitat Jaume I, Spain

Purpose. Perceived employability has not been approached from a gender perspective. In this study we aimed to explore differences by sex and gender identity on perceived employability (PE) among young employed and unemployed samples.

Methodology. We used two cross-sectional samples collected in Spain. Sample 1 consisted 181 employed individuals (47% male and 53% female) younger than 30 with at least 2 years of work experience. Sample 2 consisted of 246 unemployed individuals (52% male and 48% female). We measured sex (male/female), gender identity, and the perceived employability. Multivariate analysis of variance were conducted to examine sex, gender and their interaction effect on PE.

Results. Sample 1 (employed): MANOVA showed no sex differences in PE dimensions; yet effect size was noticeable. ANOVA showed men differed in quantitative and qualitative internal employability. Gender identity effect was not statistically significant. However, ANOVA showed that for qualitative external employability androgynous profile scored significantly higher than the undifferentiated profile. Sample 2 (unemployed): Showed that women perceived themselves as more employable than men both in quantitative and qualitative external employability. Gender effect on PE was non significant. Sex and gender interaction is significant for perceived external qualitative.

Limitations. Although this study considered employment status using two different samples, data was cross-sectional, with small sample size and collected uniquely in one country (Spain).

Research/Practical implications. Findings highlight the role of sex, gender identity and their interaction in shaping PE across employed and unemployed young samples. Though the pattern of results is far from straightforward, it is clear that employability is dependent upon these variables.

Employability Attributes as Predictors of Employees' Satisfaction with Human Resource Retention Practices

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South Africa

Purpose. The objective of the present paper is to explore the extent to which individuals' employability attributes predict their satisfaction with key organisational retention practices (i.e. compensation, job characteristics, training and development, and career development opportunities, work-life balance, supervisor support and organisational commitment). Individuals' employability attributes (career self-management, cultural competence, self-efficacy, career resilience, sociability, entrepreneurial orientation, pro-activity and emotional literacy) imply the ability to sustain one's employability amidst organisational and career changes and conditions. Employees' employability attributes are valuable resources that function as a precursor for both employee results (i.e. performance and positive career outcomes) and organisational outcomes (i.e. sustainable performance). The retention practices denote organisational conditions that may either support or impede individuals' drive to sustain their employability.

Research design. A cross-sectional survey design was utilised to collect primary data through questionnaires from a sample of $N = 321$ permanently employed employees in a South African automotive manufacturing company. Employability Attributes Scale (EAS: Bezuidenhout & Coetze, 010) and Retention Factor Scale (RFS: Döckel, 2003) were applied. Multiple regression analysis was performed. Control variables included age, gender, and race.

Results. The results highlighted proactivity, career self-management and sociability as important employability attributes in explaining employees' satisfaction with retention practices: job characteristics, training and development/career opportunities, work-life balance, and organisational commitment.

Practical/managerial implications. Interventions that develop employees' career self-management, proactivity and sociability skills may contribute to retention practices satisfaction.

Contribution. This study highlighted the role of employability attributes in enhancing positive perceptions of retention practices.

Exploring key antecedents of self-perceived employability and employability competencies: The role of openness to experience, new career orientations and skill utilization

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Purpose. Two of the most prominent approaches to employability focus on self-perceptions of employability and employability competencies. While both perspectives are useful, little is known about whether they have shared antecedents and correlates. We will consider the influence of personality (openness), career preferences (protean – PCO - and boundaryless career orientations - BCO) and organizational resources (skill utilization) as possible antecedents.

Design. We have tested our model using a sample of graduates surveyed over three years.

Results. Both measures of employability have significantly different antecedents. Skill utilization is positively associated with self-perceived employability while openness to experience is a more significant predictor of the development of employability competences. Openness to experience is important in the development of self-perceived employability employability, via its positive effect on both PCO and BCO. In contrast, the BCO is not significantly associated with the development of employability competences.

Limitations. We focused on participants at an early career stage. Three years might not be enough time to develop career orientations and employability competences.

Research/Practical Implications. To develop employability competencies, it seems important that management stimulates skill utilization, for instance by facilitating 'on-the-job learning' and by protecting the learning value of the employee's job, from the very start of a graduate' career.

Originality/Value. Our findings indicate that self-perceived employability and employability competences have quite distinct antecedents and correlates. They also show that PCO and BCO are quite distinct and distinctly different features of the 'new career'.

272 - MEETING DEMANDS AND MOBILIZING RESOURCES AT THE WORKPLACE: A QUESTION OF AGE?

Cornelia Wieck, University of Groningen & Friederike Doerwald, University of Groningen

State of the Art

In light of workforce aging, researchers and organizational practitioners have highlighted the importance of older workers' ability to mobilize their resources to meet work and career demands while maintaining their well-being. This symposium illustrates how a wide array of internal and external demands and resources might be affected by aging and can contribute to successful aging at work.

New Perspectives/Contributions

By combining different methodologies (i.e., longitudinal studies, qualitative interview studies, meta-analyses) and examining diverse work samples, the five papers investigate various personal and job resources and its relationship with age. At the beginning, Friederike Doerwald and colleagues will present meta-analytical evidence suggesting that generativity (the motive to establish and guide the next generation) is a relevant resource at work, not only for older workers. Friedrich Kröner and Andreas Müller will present a two-wave study indicating that colleagues' social support is an important resource for successful ageing at work. Karen Pak and colleagues will present an interview study that offers insights into the organizational resources that can help older workers to deal with career shocks. Candiz and colleagues will present longitudinal evidence suggesting that work ability mediates relationships between resources, including an age supportive climate at work, and various important work and individual outcomes. Finally, in a meta-analytical study, Cornelia Wieck and colleagues tested the idea whether and when age-related differences in different facets of empathy play a role for a set of work outcomes. Lastly, Antje Schmitt will provide a synthesis of the five research presentations, identify common themes, and highlight directions for future research.

Research/Practical implications

The papers showcase how various personal and job-related resources are associated to age and can help older workers to maintain their performance and well-being at work.

The Generativity Motive at Work: A Resource of Older Workers?

Friederike Doerwald¹, Hannes Zacher², Nico W. Van Yperen¹, & Susanne Scheibe¹

¹University of Groningen, The Netherlands

²University of Leipzig

Purpose: *Generativity* is a concept from the lifespan literature that refers to the motivation to establish and guide future generations. Lifespan theory and research has suggested that

generativity motives are particularly salient at middle age (i.e., 40-60 years), comprising the age span of older workers. As research has indicated that generativity is associated with positive work outcomes such as work motivation and mentoring, generativity might be a resource of older workers. However, research on generativity at work is scattered. Our aim was to synthesize and integrate findings on antecedents (including age) and outcomes of generativity at work.

Design/Methodology: We conducted a meta-analysis with $k = 39$ independent samples on antecedents and outcomes of generativity.

Results: With regard to antecedents, results show that age, tenure, personality traits, work centrality, and job autonomy are positively related to generativity. Gender, health, and future time perspective were unrelated to generativity. With regard to outcomes, results reveal that generativity is positively related to job satisfaction, work motivation, positive affect at work, occupational self-efficacy, leadership relationship quality, and mentoring; and negatively related to negative affect at work. Generativity is unrelated to motivation to continue working after retirement.

Limitations: Most studies included in the meta-analysis employed a cross-sectional design. Some meta-analytical estimates were based on a small number of studies.

Research/practical implications: Generativity is a desirable resource for employees of all ages and organizations and might be a strength of older workers.

Originality/Value: This research sheds light on the magnitude and consistency of relationships between generativity and its antecedents and outcomes.

Those Who Need it the Most get it the Least: Age Specific Reciprocal Effects Between Social Support and Mental Strain.

Friedrich Kröner and Andreas Müller

Institute of Psychology, Work & Organizational Psychology, University of Duisburg-Essen, Germany

Purpose: Socioemotional selectivity theory and models of lifespan development of resources suggest that older workers may particularly benefit from social resources in order to maintain well-being across the work lifespan. However, the age-differential effects of social support at work have been rarely investigated. We hypothesised that age moderates the effects of colleagues' and supervisors' social support on mental strain, with strongest effects for older workers.

Method: A two-wave complete panel design (six month time lag) was used. Self-reports from $N = 334$ nurses (age: 21 – 63 years) were gathered with established questionnaires.

Results: As expected, older nurses (≥ 45 years) benefited the most from colleagues' social support. However, mental strain in older nurses was associated with reduced social support from colleagues. Surprisingly with middle-aged nurses (35–44 years) an increase in colleagues' social support resulted in higher mental strain. No effects for supervisor support were observed.

Limitations: The generalizability of results can not be assumed for other occupations. Neither can the absence of common-method bias, since data were collected from self-reports.

Implications: Results indicate that social support by colleagues is an important resource for older workers, but older workers are less likely to experience support when mental strain is present. Moreover the timing of social support across the work lifespan seems to be critical, as it might have detrimental effects in middleaged workers.

Originality: Our findings add to studies on the lifespan perspectives of job design by pointing to the critical role of colleagues' social support for successful ageing at work.

The Perceived Influence of Career Shocks on Ones' Career: a Qualitative Study Among Older Workers

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1= Tilburg University, The Netherlands

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Purpose: Due to societal trends individuals are challenged to work until a later age by ensuring that their careers are sustainable (Kanfer & Ackerman, 2004). Schaufeli (2011) suggests that people will have sustainable careers when they experience a fit with their work. However, over the span of their careers employees are likely to experience several career shocks which might disrupt this fit (Akkermans, Seibert, & Mol, 2018). Examples of career shocks are getting a chronic illness or being fired. No study to date has examined how career shocks influence careers on the long run. This study aims to fill this gap by examining how individuals perceive the influence of career shocks on their career development and which organizational resources helped them deal with this.

Methodology: 33 in-depth interviews with participants of 50 years and older have been conducted.

Results: Preliminary results suggest that participants experience fluctuations in the sustainability of their career due to career shocks. Participants indicate that they often experience very little support from their organization and rarely receive HR practices after such a career shock occurred.

Limitations: A limitation of this study is the retrospective nature of the interviews, which could have resulted in recollection bias.

Research/practical implications: This study gives some initial ideas about how career shocks can influence the sustainability of careers. Furthermore, it gives HRM practitioners insight in the HR practices that employees perceive as useful after having experienced a career shock.

Originality/Value: This is one of the first studies that addresses career shocks in relation to sustainable career development.

Work Ability as a Mechanism Between Resources and Performance, Absence, and Attitudes Toward Aging

David M. Cadiz¹, Grant Brady¹, Donald M. Truxillo², & Jennifer R. Rineer³

¹Portland State University, ²Kemmy Business School, ³RTI International

Purpose: We investigated the mediating role of perceived work ability (WA) between individual (core self-evaluations [CSEs]) and organizational resources (age supportive climate) and the important outcomes of organizational citizenship behaviors (OCBs), days absent, and attitudes toward aging (morale age).

Design/Methodology/Approach/Intervention: We utilized a longitudinal survey-based design collecting data three times over nine months in a matched sample of 98 US registered nurses. Antecedents (CSE, age supportive climate) were collected at T1, the mediator (WA) was collected at T2, and outcomes (OCBs, work days absent, and morale age) at T3.

Results: WA fully mediated the relationship between age-supportive climate and all outcomes, partially mediated the relationship between CSE and OCBs, and fully mediated the relationship between CSE and days absent and morale age.

Limitations: Limitations include self-report data and small sample. However, data were collected at multiple time points. Also, participants were nurses, which could limit generalizability.

Research/Practical Implications: Perceived WA served a mechanism between resources (CSE and age supportive climates) and important work and individual outcomes. Results support the importance of creating an age-supportive work climate and considering both individual and organizational resources together.

Originality/Value: Current research investigating the mediating role of work ability is limited. Moreover, we examined two outcomes of WA that have seen limited or no research with regard to OCBs and morale age (i.e., work-related attitudes towards aging). Thus, we expanded the nomological network of WA with regard to resources that can positively influence it and key outcomes.

When It Hurts, and When It Helps: A Meta-Analysis on Age and Empathy in the Workplace

Cornelia Wieck, Susan Reh, Darya Moghimi, & Susanne Scheibe

University Groningen, The Netherlands

Purpose: Both cognitive empathy (the capacity to correctly infer others' emotions) and affective empathy (the ability to share another's emotions and to feel compassion) have been proposed as fundamental to social relationships at work, especially in occupational sectors with high emotional demands (e.g., healthcare, education). Due to the aging workforce, such types of jobs are increasingly performed by older workers. Research on emotional aging has provided evidence of multidirectional age differences in empathy, suggesting that the cognitive facet decreases with age, while affective facets remain stable or increase. However, whether and when age-related differences in empathy affect work outcomes (e.g., performance, career success, relationship quality, occupational well-being) is poorly understood.

Method: We meta-analytically examined independent worker samples to uncover compound and unique effects of age, and cognitive and affective facets of empathy on a broad set of work outcomes.

Results: Preliminary analyses revealed cognitive and affective facets to have both positive and negative effects on work outcomes.

Limitations: Due to the cross-sectional nature of relationships between empathy and work outcomes, conclusions about causality cannot be drawn.

Research / Practical Implication: Previous research predominantly investigated the relationship between cognitive empathy and job performance. Understanding the link between employees' age, different facets of empathy, and work outcomes beyond performance enables managers to create conditions that positively affect the organization and its employees.

Originality/Value: It is important to consider empathy in its multidimensionality in order to uncover strengths and vulnerabilities of young vs. older workers, and differential effects for different work outcomes.

280 - DEALING WITH JOB SEARCH AND CAREER CRISES: ADJUSTING AND DEVELOPING ONE'S CAREER

Katja Wehrle and Ulrike Fasbender

Justus-Liebig-University Giessen

State of the Art

Due to the changing nature of contemporary careers, workers have to deal with complex, unpredictable, and uncertain career trajectories. Facing setbacks, involuntary transitions, or job loss, individuals' self-definitions or sense of job security may be threatened.

New Perspectives/Contributions

This symposium seeks to understand how job seekers experience and cope with job search and career crises. We focus on the struggles that people face on the labor market, the job insecurity they encounter, and how the related job search processes unfold over time.

By combining conceptual, qualitative, and quantitative research, and by sharing practical insights, we pave the way from identifying how uncertainty during job search and career crises is experienced, to subsequent coping, and how interventions can aid job seekers to re-enter work. Specifically, the first study offers a theoretical framework exploring uncertainty management strategies during diverse career transitions, followed by the second study that unravels how meaningful work may be crafted despite an involuntary nature of such transitions. The third and fourth study then illustrate resources and strategies that aid job seekers to reduce insecurities and self-regulate their job search. The fifth and sixth study add practical insights into the effects of self-compassion and networking interventions on job seekers' coping.

Implications

We extend research on coping with career uncertainty and job search by providing implications for scholars, career counselors, and organizations to manage workers' career transitions and successfully re-integrate them to work. Also, we show available resources for job seekers to further their job search.

Presentation 1:

Managing Career Shifts: A Theoretical Framework of Dealing with Career Transition Uncertainty

by Serge da Motta Veiga^{a,}, Jos Akkermans^b, & Andreas Hirschi^c*

^a American University, USA

^b VU Amsterdam, The Netherlands

^c University of Bern, Switzerland

State of the Art

Irrespective of their type, career transitions tend to involve high levels of uncertainty. Indeed, whether individuals change jobs within an organization, from one organization to another, become unemployed, self-employed, and so forth, they go through uncertainty regarding the transition between their current and future situation.

New Perspectives/Contributions

We integrate various theoretical frameworks (e.g., career construction theory, uncertainty reduction theory, conservation of resources theory, self-regulation theory), and propose an integrative theoretical framework to study uncertainty management strategies during career transitions. We review relevant theories that relate directly or indirectly to uncertainty management during career transitions. As part of this review, we develop a typology of uncertainty management strategies during career transitions. We then propose

an integrative theoretical framework to investigate uncertainty management strategies during different types of career transitions.

Implications

This integrative theoretical framework should help both scholars and career counselors further investigate and better understand whether and how individuals manage uncertainty during career transitions.

Originality/Value

Prior research has not conceptualized whether and how different career transitions involve different uncertainty management strategies depending on the type of career transition. Furthermore, uncertainty in career transitions has received attention from various literatures (e.g., career psychology, communications, health psychology, management), but there has not been an overarching theoretical framework to study uncertainty management during career transitions.

Presentation 2:

Seeing a Silver Lining: Refugees' Experience of Meaningful Work

by Katja Wehrle^{a,}, Ute-Christine Klehe^a, & Mari Kira^b*

^a *Justus-Liebig-University Giessen, Germany*

^b *University of Michigan, United States*

Purpose

People experience their work as meaningful when it aligns with their self-definitions and when they can see their work having value to others. This study aims at unraveling the sources of meaningful work among refugees and capturing the processes through which

refugees craft their self-definitions and careers to experience meaningfulness after an involuntary resettlement. We seek to distinguish and describe conditions and processes that enable individuals to overcome adversity and that pave way to re-infuse meaning into work after experiencing radical breaks in one's career path.

Design/Methodology/Approach/Intervention

Following the inductive grounded theory approach, we present longitudinal findings of 21 semi-structured interviews. We track how refugees infuse their work with purpose and meaning to generate a theoretical model for a more profound understanding of meaningful work in times of adversity.

Preliminary Results

Having to re-settle into an alien context with institutionalized norms and expectations, participants reported a lost sense of who they were, struggling to envision their futures. Yet, they were aware of how to not define themselves, aiding many to set themselves apart from externally imposed self-definitions and instead, e.g., pursue their genuine values, interests, and capabilities and act on the environment's opportunities when crafting their daily work and career trajectories.

Limitations

The sample may differ in certain demographic characteristics and personality traits from the overall refugee population.

Implications

Insights allow an understanding into future practices that may foster positive adaptations to foreign work contexts.

Originality/Value

We extend research on identity work, meaningful work, and adversarial growth theories.

Presentation 3:

Negative Career Shock and Job Insecurity: The Moderating Role of Environmental Career Resources

by Annabelle Hofer, Daniel Spurk, & Andreas Hirschi*

University of Bern, Switzerland

Purpose

Negative career shocks could have a major impact on careers. Many employees have to deal with negative career shocks and job insecurity nowadays. The purpose of the study was to test a) the relationship between a negative career shock (objective threat) and job insecurity (subjective threat), and b) the moderating role of environmental career resources (i.e., career support).

Design/Methodology/Approach/Intervention

A total of 989 employees from Switzerland participated in a time-lagged survey design. Negative career shock (T1), organizational and social career support (T1), and quantitative job insecurity (T2) were measured.

Results

The results of the study showed that organizational career support moderates, i.e. buffers, the positive relationship between a negative career shock and quantitative job insecurity. However, the moderation effect of social career support was non-significant.

Limitations

Based on the study design with a short time-lag between waves (four months), no long term effects for career development were investigated.

Implications

The results are highlighting the role of career support in times of insecurities. Future research should investigate quality and quantity of negative and positive career shocks. Moreover, follow-up studies with more time points are needed to overcome interpretations of short-term effects and to achieve a broader generalizability.

Originality/Value

To our knowledge this is the first time that the moderating role of environmental career resources for the relationship between a negative career shock and job insecurity has been analyzed.

Presentation 4:

Improving the Self-Regulated Job Search of Older Job Seekers: The Use of Selection, Optimization and Compensation Strategies

by Ulrike Fasbender, Henriette Schönhage, & Ute-Christine Klehe*

Justus-Liebig-University Giessen, Germany

Purpose

Job search is a highly demanding and often demotivating process for older job seekers, challenging their self-regulation. The purpose of this study was therefore to explore to whether the use of selection, optimization, and compensation (SOC) strategies can support older job seekers in the self-regulated job search process, as in their goal establishment and goal pursuit.

Design/Methodology/Approach/Intervention

We collected data from 659 older job seekers based in three countries (Germany, Great Britain, and the United States) at four different times over four months.

Results

Results of multi-level modeling supported most of our hypotheses, suggesting that SOC strategies are beneficial for older job seekers' goal establishment and goal pursuit.

Limitations

Attrition reduced the sample size and led to selective drop-out in a way that some participants found a job during the course of the study.

Implications

Future research may capture the daily dynamics of the job search process, and explore potential antecedents of older job seekers' use of SOC strategies. With regard to practice, the present study suggests that SOC strategies should be encouraged and points to the development of interventions targeted toward older job seekers.

Originality/Value

We add to the understanding of job search from a lifespan development perspective by focusing on older job seekers' SOC as beneficial coping strategies to their job search. Moving beyond quantitative job search indicators, our findings shed light on the qualitative indicators, namely older job seekers' goal establishment and goal pursuit as the two central phases of their job search process.

Presentation 5:

Testing a Self-Compassion Intervention Among Job Seekers:

Self-Compassion Beneficially Impacted Affect Through Reduced Self-Criticism

by Loes Kreemers, Edwin A. J. van Hooft, & Annelies E. M. van Vianen*

Purpose

Being self-compassionate in the face of negative job search experiences can be beneficial to job seekers' emotional responses. In the current field experiment ($N=180$) we test whether writing exercises in which job seekers are instructed to reflect on their experiences with self-compassion (in comparison to reflecting freely) promote state self-compassion and consequently positively influence their affect, and whether this is mediated by self-criticism.

Design/Methodology/Approach/Intervention

A between-participants field experiment with two conditions (i.e., self-compassion vs. control) and three measurement times one week apart: a baseline questionnaire, the intervention and a second questionnaire, and a follow-up questionnaire.

Results

The self-compassion writing exercise increased job seekers state self-compassion which in turn related to job seekers' affective responses to job search: their negative deactivating affect (e.g., sadness) was higher and their positive deactivating affect (e.g., calmness) was lower immediately after the self-compassion writing exercise than after reflecting freely. Changes in affect were mediated by reduced self-criticism.

Limitations

The effects on affect were matched by the control condition one week after the intervention.

Implications

The experimental design of the current study allows us to draw causal conclusions regarding the effect of self-compassion on job seekers' affect. Our study provides a stringent

test of self-compassion theory and increases our understanding of how self-compassion improves emotional wellbeing through reducing self-criticism.

Originality/Value

The insights gained by this study contribute to the development of interventions that facilitate job seekers to take a self-compassioned perspective on their difficulties to retain or increase positive emotions, which benefits their job search.

Presentation 6:

Enhancing Job Seeker Networking Self-Efficacy, Use, and Benefits: Effects of an Online Training Program

Connie R. Wanberg^a, Edwin A.J. van Hooft^{b,}, Songqi Liu^c, & Bori Csillag^a*

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Acknowledgements: This work was supported by a grant from the National Science Foundation

Purpose

Networking is a highly encouraged behavior for job seekers. Yet, many are uncomfortable using networking, or do not know how to network effectively. We identified three aspects of networking (self-efficacy, use, and benefits) that job seekers may need assistance with. We developed a theory-based intervention (BRIQ; Building Relationships and Improving Opportunities) and examined whether this intervention increases networking self-

efficacy, use, and utility. Additionally, we examined whether BRIO impacts reemployment quality, and whether BRIO is differentially effective depending on job seekers' self-efficacy.

Design/Methodology/Approach/Intervention

We designed the BRIO-program around the premises of social cognitive theory, focusing on improving individuals' skills and motivation to network. See Table 1 for the informational content. In an experimental field study, we compared networking outcomes of recently unemployed job seekers who participated in the intervention ($n=209$) with a pre-test-post-test ($n=178$) and a post-test only control group ($n=158$).

Results

Results demonstrate that (1) the intervention group had higher levels of networking self-efficacy, use, and benefits as compared to the control groups; (2) the intervention resulted in higher reemployment quality through its positive effects on networking self-efficacy; and (3) the intervention was more effective for improving networking self-efficacy and reemployment quality for individuals lower on baseline networking self-efficacy.

Limitations

Future research is needed to explore distal career outcomes, beyond reemployment.

Implications

Practically, our study provides tools and insights on how to help job seekers improving their networking during job search.

Originality/Value

This study contributes to the theoretical understanding of the intermediate processes by which networking produces positive outcomes.

346 - INCLUSIVE HRM; CHALLENGES AND PRACTICES

Tinka van Vuuren (Open University of the Netherlands/Loyalis) & Judith Semeijn (Open University of the Netherlands/Maastricht University)

State of the Art

Inclusive HRM is conceived as HRM to realise that (potentially) vulnerable workers such as older workers, chronically ill workers, or workers with reduced work capacities find work and stay happy, healthy and productive at work. Research on Inclusive HRM is growing, but more knowledge is needed, both on integrating viewpoints from different fields, specific target groups of vulnerable workers, as well as on practices and interventions to realise Inclusive HRM.

New Perspectives/Contributions

In this symposium, we aim at a better understanding of how inclusive HRM can be realised in general and for different target groups of workers more specifically. It includes five presentations and an interactive discussion. First a possible model for inclusive HRM is presented integrating viewpoints from Strategic HRM and Social Policy (1). The second contribution explores what inclusive HRM should entail when including older people (2). Next a study about factors that improve the workability of employees with disabilities like chronic diseases is presented (3). Further, a multiple case study examines how inclusive HRM deals with paradoxes and how these are actually dealt with in practice (4). Finally, an intervention study is presented aimed at the inclusion of persons with a distance to the labour market by using the company turnover growth (5).

Research and Practical Implications

During this symposium we will share our research and professional experiences about this topic. We challenge HRM and HRM studies to contribute to the inclusion of persons with a distance to the labor market.

Proposal for five oral presentations as part of the Inclusive HRM Symposium

(1)

Inclusive HRM: a tango between employers and institutions

Charissa Freese & Irmgard Borghouts (Tilburg University, The Netherlands)

Purpose

The purpose is to explore perceived tensions and synergies between the inclusive employers' desires to hire people with reduced work capacity and the institutional context. Laws and regulations may restrict or facilitate the possibilities to hire people from a large pool of inactives or regions. Our goal is to identify possible solutions that may solve these tensions and ultimately results in Inclusive HRM and participation of more people in society.

Methodology

This is a qualitative study. Forty employers and their representatives (HR directors) are interviewed, as well as ten employment services from different municipalities, to inquire about their inclusive HRM practices and the way employers are supported or hindered by rules and regulations. The results are analyzed within the Strategic Contextual Inclusive HRM model to display the relevant factors.

Results

Data collection is ongoing.

Limitations

The qualitative design of the study limits conclusions about generalizability and causality.

Practical implications

The wicked problem of the inclusion of people with reduced work capacity in regular jobs can only be solved by a multi-disciplinary approach in which the parties involved understand the relevant factors that need to be taken into account. The results of this study contribute to this understanding.

Originality

The multi-disciplinary study provides understanding of inclusive HRM by integrating viewpoints from Strategic HRM literature and Social Policy to understand a highly relevant topic for modern society. How can we jointly overcome the divide between inactives and workers, by recognizing the role of the government as well as employers?

(2)

One size does not fit all: a case for tailoring jobs to retain older workers in different roles

Hiske den Boer (Maven7, Budapest, Hungary) & Tinka van Vuuren (Open University of the Netherlands/Loyalis)

Purpose

Inclusive HRM can focus on more age-driven policies to allow older employees to continue working. This study investigates relationships between job design characteristics and older employees' willingness to continue working, for different job roles (operational, expert, and managerial).

Methodology

A survey was completed by government employees, age 55+. Questions represented three job design categories: work content, work relationships, and work context. Hierarchical regression analyses showed which job characteristics are positively related to employees' willingness to continue working, as well as a possible moderation of job roles.

Results

The results indicate that co-worker support, task variety, challenges, and client contact were positively related to willingness to continue working. Work content appears most important for older workers in managerial jobs, work context for experts, and work relationships for operational staff.

Limitations

The current sample of participants does not closely represent work sectors of the larger economy and therefore limits possibilities to draw generalizable conclusions.

Practical implications

The majority of older employees are happy to continue working as long as adjustments are made to their specific work situation. Organizations might need to replace the “one for all solutions” by differentiated job redesign based on various job roles.

Originality

Jobs are currently redesigned for a general population of older workers. Although this one-size-fits-all approach might be appropriate in certain companies, it cannot address the unique needs of individuals who hold different jobs. This study is aimed at describing work characteristics that can create tailored jobs to retain older workers.

(3)

Retention of employees with disabilities

Ingrid G. Boelhouwer (Department of Applied Psychology, Amsterdam University of Applied Sciences, Amsterdam, The Netherlands), Willemijn Vermeer (Department of Applied Psychology, Amsterdam University of Applied Sciences, Amsterdam, The Netherlands) & Tinka van Vuuren (Open University of the Netherlands/Loyalis)

Purpose

The aim of the study was to determine if disabilities among employees are predictive for lower work ability, higher burnout and lower work engagement, as job demands might be experienced as heavier. In line with the job demands-resources (JD-R) model we also hypothesized that the job resources autonomy and social support by colleagues, would moderate the relation between disabilities and respectively burnout and work engagement.

Methodology

This secondary data analyses (n=2930) was performed on data from a cross-sectional Dutch survey among employees in educational and (semi) governmental organizations. Separate univariate regression analyses were used, controlling for age.

Disabilities were: 1) physical (chronical) health problems without comorbidities, 2) mental diseases without comorbidities, 3) tumour diagnosis with or without comorbidities, and 4) comorbidity of physical (chronical) health problems and mental diseases.

Results

In general the disabilities predicted lower work ability, higher burnout and lower work engagement. Furthermore, the results indicated that autonomy seems to buffer burnout, and to enhance work ability and work engagement. However, social support by colleagues did not have a moderating effect.

Limitations

The number of employees with a tumour diagnosis was small.

Practical implications

Interventions focussing on autonomy offer opportunities to enhance work ability and work engagement and reduce burnout among employees with disabilities, as part of an employee retention strategy for this population.

Originality

The study introduces a combination of the JD-R model and the concept of work ability, and introduces a former tumour diagnosis as a possible cause for disability.

(4)

Paradoxes and practices of inclusive HRM; a multiple case study into perceived challenges, preconditions and success factors to employ workers with reduced work capacity in the Netherlands

Judith Semeijn (Open University of the Netherlands/Maastricht University), Tinka van Vuuren (Open University of the Netherlands/ Loyalis) & Christine Parkin Hughes, University of Exeter, Business School, United Kingdom)

Purpose

The purpose is to explore perceived paradoxes for organisations, induced by the Dutch legal obligation to employ workers with reduced work capacity. Dutch employers need to create 125,000 additional jobs for these workers. Our goal is to identify paradoxes for HRM as a consequence of this legal obligation and to investigate which factors must be met (preconditions) or that help (success factors) to realize inclusive HRM.

Methodology

The study takes an explorative qualitative approach. HRM professionals, management/supervisors, colleagues and workers with reduced work capacity themselves

from several organizations in the Netherlands are interviewed with a semi-structured guideline. A paradox perspective for inclusive HRM is used for its theoretical founding.

Results

Based on paradox literature, three types of paradoxes were indeed perceived and recognized by HRM professionals of different organisations regarding inclusive HRM. In a further multi-stakeholder exploration within schools, it appeared that schools can deal with these paradoxes by implementing preconditions for inclusive practices and by commitment to realising several success factors.

Limitations

The explorative qualitative design of the study limits its possibilities to draw conclusions about generalisability and causality.

Practical implications

In spite of existing paradoxes in employing workers with reduced work capacity, deployment of these employees can be of added value for organisations, by implementing some preconditions and taking explicit care of success factors.

Originality

The study provides understanding of inclusive HRM by recognizing paradoxes and examples of dealing with tensions regarding the employment of workers with reduced work capacity for a more inclusive society.

(5)

Connecting company turnover growth to the inclusion of persons with a distance to the labor market: The development and evaluation of a new intervention

Goedele Geuskens, (TNO, The Netherlands) Roland Blonk (TNO, Tilburg University, The Netherlands), Anneke Goudswaard (TNO, Windesheim Flevoland, The Netherlands)

Purpose

To develop and evaluate an intervention aimed at increasing inclusive company growth, i.e. the Inclusive Turnover Growth Intervention.

Methods

In Lelystad, a living lab was set up in which employers, unemployed persons, work coaches, and researchers jointly developed the intervention during work sessions, company visits and

experiments. Reflexive monitoring was used to support the work process and adjust the process when needed. The effect of the intervention is studied using questionnaires (employer, unemployed person, work coach), registration data, and (group) interviews.

Results

Four different routes connecting company turnover growth to the inclusion of persons with a distance to the labor market were identified. In these routes, (1) the job, and not the person, is the starting point and employers define which vacancies they expect within 1 to 2 years due to turnover growth, and (2) unemployed persons obtain the required skills and knowledge before the vacancy arises. During the presentation, factors influencing the social lab, and first results of the effect evaluation will be presented.

Limitations

The intervention was developed in Lelystad (The Netherlands) during a period of economic growth. We do not know yet whether the intervention needs to be adjusted to other regions and economic situations.

Practical implications

Tailored training may take place at the employer where the vacancy will arise or in different work organizations, and obtaining certificates may be part of this.

Originality

The Inclusive Turnover Growth Intervention may add an approach, in which the job is the starting point, to the existing re-integration interventions.

366 - POSITIVE PSYCHOLOGY @ WORK (SYMPOSIUM)

Chair: Antonia J. Kaluza & Llewellyn E. van Zyl

Integrated summary

State of the Art: Since its introduction into the work and organisational psychological lexicon in 2002, positive psychology at work has received a significant amount of attention. The past two decades of scientific advancements in the field have shown the potential positive impact of adopting a positive psychological approach towards designing, managing and understanding “work”. Research shows that adopting a positive psychological approach at work has numerous benefits for the individual, team, organisation and community. Although the paradigm has become popular within the discipline of work and organisational psychology, the spill over into the profession is largely lagging. As such, the purpose of this symposium is to provide a science-based, practitioner focused symposium on contemporary developments in the field of Positive Psychology @ Work.

New perspectives/Contributions: We use several approaches, including theoretical presentations and scenario studies to explore different concepts of Positive Psychology at work. Olckers and colleagues start with a more theoretical approach and examine the management of territorial behaviours within organisational contexts. Based on their research about evidence-based positive psychological intervention strategies, they provide important practical suggestions for practitioners and organisations. Kaluza and colleagues use an experimental approach and investigate how the stress mindsets of leaders – that means their general assessment of whether stress is beneficial or detrimental – influences their dealing with employees’ well-being. Dreisörner and colleagues examine self-compassion at work. They show that self-compassion predicts better well-being (e.g., more job satisfaction, less burnout) and underline the relevance of self-compassion in the work context. Further, in the Inceoglu paper, the effect of leader empowering behaviours on wellbeing and deep rooted counterproductive psychological processes are examined. They found that empowering leaders play an important role in the emotional wellbeing of employees and can actively contribute to the management of ruminating thoughts. Building on this positive approach, Machteld van den Heuvel presents an innovative view on burnout, through looking at the positive outcomes of these experiences. She argues that burnout and its recovery process has numerous positive benefits psychological benefits such as personal growth, self-management and enhancing the capacity to learn. Finally, Rothmann will present a model on the psychological ingredients needed to build thriving academic institutions.

Research/Practical Implications: The contributions shows the importance of adopting a positive psychological approach towards developing people and structuring work, and highlights the benefits thereof to practitioners

Positive psychological interventions aimed at managing territorial behaviours within the organisational context

Chantal Olckers (University of Pretoria, South Africa)

Llewellyn E van Zyl (Eindhoven University of Technology, The Netherlands and Optentia Research Programme, North-West University, South Africa)

Corné Booysen (University of Pretoria, South Africa)

State of the Art: Psychological ownership, a psychological state where individuals perceive an object as theirs, has proven to result in positive outcomes and behaviours within the organisational context. However, feelings of ownership may result in increased territorial behaviour at work. Territoriality, a social behavioural construct, has been defined as behaviours or actions emanating from psychological ownership for the purpose of claiming, maintaining or protecting an individual's target of ownership. Very limited research exists regarding evidence-based positive psychological intervention strategies aimed at the management of territorial behaviours within organisational contexts.

New perspective/contribution: Literature indicates an increasing need for the development, implementation and validation of interventions aimed at cultivating the promotive and managing the preventative mechanics (territoriality) of psychological ownership at work. Research has shown that cultivating a culture where psychological ownership is optimised and territoriality is effectively managed, remains a structural and systemic challenge.

Practical implications: The study aimed to provide practitioners and organisations with practical suggestions for interventions, from a positive psychology perspective, which could be implemented towards managing territorial behaviours within the organisational context. Some of the general positive psychological interventions aimed at managing territorial behaviours include the measuring of territoriality, appreciative discussions to manage conflict as well as creating a trust environment. More specific positive psychological interventions aimed at managing claiming behaviours as well as managing anticipatory defending are also suggested.

Originality/Value: This study not only contributed to the literature on territorial behaviour in organisations, but provided practitioners and organisations with practical suggestions for interventions which could be implemented to manage territorial behaviours at work.

The influence of leaders' stress mindsets on health-promoting leadership behaviour

Antonia J. Kaluza (Goethe University Frankfurt am Main)

Sebastian C. Schuh (China Europe International Business School)

Nina M. Junker (Goethe University Frankfurt am Main)

Rolf van Dick (Goethe University Frankfurt am Main)

Purpose: Individuals differ in their stress perception, their stress response and in their general assessment of whether stress is beneficial or detrimental, with the latter being referred to as "stress mindset" (e.g., Crum et al., 2013). Even though a "stress-is-enhancing" mindset (as compared to a "stress-is-debilitating" mindset) has positive effects on one's own health and performance, it reduces the perception of stress symptoms of others (Ben-Avi et al., 2018). At work, this bears the risk that leaders with a "stress-is-enhancing" mindset less easily recognize employees' stress symptoms and provide less health-promoting support. Additionally, we predict that this process is moderated by leaders' identification with the team as the perceived similarity with other ingroup members influences the projection of one's own inner states onto others (e.g., Ames, 2004).

Design: We conducted two scenario studies in which we experimentally manipulated participants' stress mindsets and either assessed or manipulated team identification.

Results: Our analyses revealed mixed results in both samples. We found that participants' stress mindsets influence the judgment of others' stress symptoms to some degree and that this association is partly moderated by identification.

Implications: Previous research on leaders' health-promoting behaviour has focused primarily on the effects of such leadership behaviour or on organisational conditions and less on leaders' personal characteristics. Our results revealed that leaders' stress mindsets can be an important starting point to enhance health-promotion in organisations.

Value: To our knowledge, this study is among the first to focus on leaders' stress mindsets and its implications for dealing with employees.

Self-compassion at work: A cross-sectional study of self-compassion, burnout, job satisfaction and GRIT in organisations

Aljoscha Dreisörner (Goethe University Frankfurt am Main)

Nina M. Junker (Goethe University Frankfurt am Main)

Rolf van Dick (Goethe University Frankfurt am Main)

Purpose: In the last decade, self-compassion has become a popular research topic. Yet, almost all studies about this topic have been done with student samples. This article examines the importance of self-compassion in organisations. Self-compassion is a kind and understanding rather than critical way

to refer one's shortcomings, failures or moments of suffering. The work place provides many sources of potential suffering including stress, poor working conditions or hostile work environments. Self-compassion may work as an antidote to these threats.

Design: 217 participants from organisations completed a battery of questions including scales for self-compassion, job demands, GRIT, burnout, intrinsic motivation and job satisfaction.

Results: Results from regression analysis indicate that self-compassion positively predicts job satisfaction, GRIT, and intrinsic motivation as well negatively predicts burnout. It was assumed that job demands moderated these relationships, but this was not the case.

Implications: The findings indicate that high correlations of self-compassion with important constructs like motivation or burnout not only exist in student samples but also occur in organisational samples. Employees may benefit from interventions targeted at increasing self-compassion. Future research should explore the direction of causality of these effects.

Value: This article provides initial evidence for the importance of self-compassion in the work context.

Empowerment leadership, affective well-being and rumination

Ilke Inceoglu (Exeter University Business School, University of Exeter)

Geoff Thomas (University of Surrey)

Chris Chu (University of Surrey)

David Plans (Exeter University Business School, University of Exeter)

Mark Cropley (University of Surrey)

Jon Heron (University of Bristol)

Purpose: Psychological empowerment (Spreitzer, 1995) is associated with positive affective and behavioural outcomes for individuals. Recent research shows, however, that when leaders empower their employees by, for example, involving them in decision-making processes and assigning demanding tasks, both positive and negative effects on followers are observed (for example, higher self-efficacy but also higher job tension: Cheong et al., 2016). This study examines the effect of empowerment leadership on their followers' affective well-being and levels of rumination in by considering job ambiguity and follower trust.

Methodology: We measured daily affect and rumination using a diary study design in a sample of 150 employees from a financial organisation over the course of two weeks. At the beginning of the study employees were asked to assess levels of job ambiguity and trust in their leader and the extent to which their leaders displayed empowering behaviours (Ahearne et al., 2005) towards them. Data analysis is still in progress. We will examine whether different levels of empowerment leadership are related to different trajectories in followers' well-being. We will also investigate whether under conditions of low trust and high job ambiguity the effect of empowering leadership behaviour on follower well-being (overall trajectories) is diminished and might even be negative.

Limitations: Participant drop-out over the course of the data collection.

Research Implications and Originality: We examine the effect of empowerment leadership behaviour on employee well-being by considering within and between-person differences/fluctuations in affect and rumination in employees over two weeks. Second, we consider moderating job conditions.

The Bright Side of Burn-out: Exploring Learning and Growth in Post-burnout Employees

Machteld van den Heuvel (Department of Work and Organizational Psychology, University of Amsterdam, The Netherlands)

Purpose The underlying assumption of positive psychology as a field is often that positive and negative are distinct and mutually exclusive. Few studies have focused on how the two co-occur or complement each other. In this study, I will explore potential positive sides of burnout and the recovery process. Burnout, its predictors and outcomes have been studied extensively from positivistic perspectives such as the job-demands resources theory. However, the potential positive outcomes of burnout in terms of learning, personal growth or self-management skills is an understudied area. Since burnout rates are still high, especially amongst younger employees, we need further knowledge on how to prevent burnout. Existing knowledge can be enriched by focusing on learning and growth experiences during burnout recovery. Hence, the purpose of this study is to explore the positive experiences in employees that have overcome burnout and to apply this knowledge.

Approach Combining a humanistic-existential perspective with theories on meaning-focused coping, benefit finding and job crafting, I will review burnout as a process that may hold potential for growth.

Results Based on literature reviews and experiences from working with burnout employees, I will propose a number of ‘positives’ (learning and strategies) to the burnout phenomenon, a research design and how we may use outcomes to avoid burnout and foster well-being.

Implications Combined positive themes from the burnout recovery process, can be translated to interventions at the organizational, team and individual level.

Originality This is a novel approach to the study of burnout and its potential benefits.

Thriving of Academics in Higher Education Institutions in South Africa

Fatima Mahomed (Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa)

Sebastiaan Rothmann (Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa)

Purpose: Research regarding the thriving of academics in higher education institutions is necessary given the effects of thereof on individual and organizational outcomes. This presentation reports on a study that aimed to investigate the relationships between among strengths use and deficit correction,

job crafting, high-performance human resource management practices, psychological need satisfaction, thriving, and outcomes (performance and intention to leave) of academics in higher education institutions.

Methods: A cross-sectional survey design was used. A convenience sample of 276 academic employees from three universities of technology in South Africa participated in the study. The participants completed the Strengths Use and Deficit Correction Scale, Job Crafting Questionnaire, the High-Performance Human Resource Practices Questionnaire, the Basic Psychological Need Satisfaction and Frustration Scale, the Thriving at Work Scale, Turnover Intention Scale, and a scale that measured perceptions of performance-related pay, and measures of task and contextual performance.

Results: As hypothesised, thriving, job crafting, high-performance human resource practices, psychological need satisfaction were positively correlated. A significant interaction between job crafting and high-performance human resource practices was found. The relationship between job crafting and thriving was found to differ to the extent to which individuals perceived high-performance human resource practices. Strength use had direct effects on autonomy, competence, and relatedness satisfaction of employees. Staff development had a direct effect on autonomy satisfaction. Furthermore, autonomy satisfaction, strength use, and staff development had direct effects on thriving, while low autonomy satisfaction and poor staff development had direct negative effects on intention to leave. Strength use, as well as staff development, had indirect effects on thriving and intention to leave via autonomy satisfaction. Perceived organisational support for strengths use, as well as individual strengths use and deficit correction, predicted thriving at work. Thriving predicted task and contextual performance. A significant interaction was found between thriving and perceptions of performance-related pay.

Value: This study provides an innovative approach towards understanding the dynamics of the positive psychological assets needed to build thriving academic institutions.

396 - ALLIANCE SESSION: BIG AND ONLINE DATA IN ORGANIZATIONS: THE PROMISES AND PERILS OF A METHODOLOGICAL FRONTIER

INTEGRATED SUMMARY:

-Title and name of the proponent(s) of the symposium

Dr. Bart Wille (Chair)

Ghent University, Belgium

Department of Personnel Management, Work and Organizational Psychology

Dr. Samuel T. McAbee (Co-Chair)

Bowling Green State University, USA

College of Arts and Sciences

-State of the art

Data are being collected and stored in organizations at ever increasing rates using new methods and technologies, and obtained from diverse sources. There is increasing awareness within the fields of Work and Organizational Psychology and Human Resources Management that this abundance of data—variables, measurements, and observations—can be used to inform a vast number of topics in research and practice. This is the era of ‘big data’, and beyond opportunities, this new era also presents challenges and potential hazards.

- New perspectives / contributions

This symposium brings together five presentations that illustrate the promises and perils of this methodological frontier. The presentations cover new ways of collecting data (e.g., using game-based assessment, ‘scraping’, or applicant tracking systems), methods to analyze or combine data sources (e.g., powered by artificial intelligence), as well as more strategic considerations on how to use and integrate these techniques in organizational decision making.

- Research / practical implications

Although big and online data are trending topics, many researchers and practitioners in this field remain uncertain about their value and potential pitfalls. This symposium provides an introduction to and critical evaluation of these developments for a mixed audience of researchers and practitioners.

- Title, name and affiliation of the authors

Scoring game-based assessments with artificial intelligence and trace data

Dr. Richard N. Landers

University of Minnesota, USA

- State of the art

Game-based assessment (GBA) offers the ability to assess human knowledge, skills, abilities, and other characteristics (KSAOs) with high scalability and a much more positive candidate

experience than assessment with traditional measures, such as surveys. As GBA grows in popularity, it has become increasingly critical to understand how to build and score them to achieve adequate reliability and validity. Because GBAs are constructed as a complex set of inter-related and nested computing systems, achieving sound psychometric properties is much more complex than in traditional survey development and is often outside the traditional skillset of work and organizational psychologists, requiring intense collaborations with computer or data scientists.

- *New perspectives/Contributions*

In this presentation, I will explain how artificial intelligence (AI) can be used by I-O psychologists to make KSAO measurements using one type of data stream commonly outputted by GBAs: trace data. Specifically, GBAs produce log files containing a click-by-click record of all candidate behaviors. By utilizing AI, these behaviors can be used to improve upon existing measurement or measure new KSAOs unrealized by the original GBA development process.

- *Research/Practical implications*

AI opens many new avenues for KSAO measurement both inside GBAs and outside of GBAs. For research, this is the first step toward developing true behavioral models of KSAOs. For practice, this represents an entirely new measurement method.

- *Originality/Value*

Using AI as a scoring approach in I-O psychology is quite uncommon, and even less of this work is typically shared in a public forum.

- *Title, name and affiliation of the authors*

Developing and Validating User-Friendly Innovative Assessments for Hiring

Sonia Codreanu

HireVue / University College London

- *State of the art*

Innovative assessment formats are gaining ground in hiring practices, and early research has identified these as offering improved candidate experience compared to traditional assessments. Nevertheless, research on the validity and fairness of these innovative assessments is lagging. In particular, it is of paramount importance to understand how highly predictive assessments previously thought to be fraught with adverse impact, such as interviews and cognitive assessments, can be made fairer.

New perspectives / contributions

In this presentation, I will outline how psychometrically informed design of innovative assessments (focusing on video interviews and game-based assessments) can result in the development of user-friendly and valid assessments. I will also touch upon machine learning scoring approaches as a promising methodology for reducing and/or mitigating adverse impact.

Originality / Value

I will share some insights and best practices for designing user-friendly innovative assessments and suggest ways in which machine learning scoring approaches can contribute to creating more valid and fair assessments.

- Title, name and affiliation of the authors

Predicting hiring decisions using applicant tracking system data

Dr. Colin I.S.G. Lee

University of Amsterdam, Amsterdam, The Netherlands

Dr. Will Felps

University of New South Wales, Sydney, Australia

Dr. Piers Steel

University of Calgary, Calgary, Canada

- Purpose

On what basis do hiring professionals decide whom to invite for a job interview? In order to address this fundamental but understudied question we draw on applicant tracking data from 48 companies ($N = 441,769$ applicants).

- Methodology

We use synthetic validity and dominance analysis to identify the relative importance across occupations and industries of 18 factors including demographics (i.e., age, gender, nationality, distance from hiring company), biodata (i.e., experience, level of education), the application (i.e., internal or external candidate, applied before deadline) and the applicant pool (i.e., applicant count, average percentage invited, occupation vacancy rate).

- Results

We correctly predict invitation outcomes on a holdout sample for 2,539 of the 3,656 applicants that got invited (sensitivity of 69.45%) and 27,876 of the 40,531 that did not get invited (specificity of 68.78%). Age and experience emerged as the most relevant in applicant prescreening, across occupations.

- Limitations

There is considerable variance across occupations. Further research would be required to study the relationships between the predictors and the job characteristics.

- Originality

The study demonstrates that interoperable database structures containing applicant trace data can be useful in studying the application process. At the same time, we show that methods from IO Psychology, such as synthetic validity, can be highly useful and informative when applied on such “Big Data” databases.

- *Title, name and affiliation of the authors*

People analytics to make informed HR decisions: A practitioner point of view

Dr. Britt De Soete

HR Consultant

Cubiks, Belgium

Jouko Van Aggelen

Executive Director, Head of People Analytics

Cubiks, Belgium

- *State of the art*

Many HR-related decisions are still made intuitively, and potential identification has been no exception. Most companies solely rely on unstandardized managerial input to make decisions about their employees' potential. However, this process has repeatedly proven to be skewed or biased, resulting in unfair decision-making and failed high-potential programs.

- *New perspectives/Contributions*

Instead, Cubiks has taken it to heart to encourage and assist clients in using data as the basis for high-stakes HR-related decisions. We have therefore implemented a more objective and data-driven approach to identifying potential in a large international consultancy organization. More specifically, by using upward mobility ratings as a proxy variable for potential, Cubiks has developed an algorithm which combined personality data and self/other competency ratings to assess individual potential. This information was subsequently combined with performance data to position individuals in a 9-box grid.

- *Research/Practical implications*

As this improved version of the organization's 9-box grid relied on multiple internal as well as external data sources and a validated algorithm of potential, it could reliably be embedded in the organization's performance management system to make informed decisions with regards to career progression.

- *Originality/Value*

We will share some insights and learning with regard to this methodology. In addition, we will discuss and address some common challenges practitioners may face when embarking on a people analytics journey, such data quality, data privacy (GDPR) and mindset shifts..-

Title, name and affiliation of the authors

Structural integration of people data within organizational decision making: Considerations from a strategic and an operational perspective

Dr. Bernd Carette

Manager Human Capital Consulting

Deloitte, Belgium

- *State of the art*

Although the interest in people analytics has grown dramatically, in many organizations

people analytics activities remain limited to a number of “one off” HR projects in which people data is used to better understand isolated people issues.

- *New perspectives/Contributions*

The aim of my presentation twofold. First, I will explain that in order to fully leverage the power of people analytics, organizations need to step away from the “one off” people analytics approach and structurally embed people and business data within organizational decision making. My second goal is to explain how this structural integration of data within decision making can be achieved. I will do so by presenting a framework Deloitte developed containing multiple hurdles organizations need to take when embarking on their people analytics journey.

- *Research/Practical implications*

I will illustrate this framework through a number of projects across industries (financial services, insurance, life sciences, public sector), and will share lessons learned and points of attention.

- *Originality/Value*

On the most strategic level it needs to be clear why the organization is investing in people analytics. The simple fact that more data is available in today’s (business) environment is not sufficient to get started with analytics. It needs to be clear from the very beginning how data will add value to address key talent challenges. On more operational levels, decisions need to be made regarding the data that is required, and how this translates to organizational processes, people, and technology.

417 - INVITED SYMPOSIUM - LEADERSHIP AND IDENTITY

Robert Lord (1)

Durham University Business School, Durham, United Kingdom (1)

State of the Art. The topic of leadership identity development has generated lots of contemporary interest and research, reflecting the practical importance of having individuals pursue and fulfil leadership roles in all walks of life. Identities are viewed as contextualized, in-the-moment self construals that are grounded in more stable schemas (self-concepts) that individuals use to describe themselves. Each of the four presentations approaches leadership identity development from a different perspective—an evolution of a personal trajectory over time (Day), a construct that “trickles up” over time from a leader’s team or followers (Johnson), a construct that at time is invented from fragments that populate a distant future (Braun, Zheng, & Lord) or as a consequence of role transitions (Epitropaki, Hall, & Gatti). All of these views essentially reflect a process view of identity development which characterizes contemporary state-of-the-art thinking about identity.

New Perspectives. In his opening remarks, Robert Lord will comment on why identity is so important for understanding developmental processes. He will emphasize the role of identity in brain functioning, characterizing identity as being the “golden thread” that binds information together in forming episodic memories using the hippocampal memory (indexing) system, and over time leads to a more consolidated, long-term memory based on neocortical structures. Both processes afford representations of the self that are dynamic and can foster development over time or contexts. In this respect, both focusing on followers (Johnson) or quantum theories of time (Braun et al.) reflect new perspectives in the leadership identity field.

Research/Practical Implications. Each presentation will be limited to 15 minutes, which will allow time for a brief introduction and for a collective discussion of theoretical/practical implications of this symposium.

Charting and Understanding Personal Trajectories of Leader Identity Development

David V. Day, Professor, Kravis Leadership Institute

State of the Art. A robust finding from developmental psychology is that people start from different places and change in different ways over time, regardless of the attributes under study. This also applies to how individuals take on and internalize an identity as a leader.

New Perspectives. This presentation will review findings from various research studies that have adopted a personal trajectory approach to the study of leader identity development among emerging leaders (i.e., students) as well as those who are more experienced (i.e., high-potential executives).

Research/Practical Implications. Implications will be discussed in terms of the role that a leader identity plays in motivating more general leader development over extended time periods (e.g., months and years).

Leader Identity and Behavior as Outcomes Rather Than Predictors: The influence of Followers and Team Members

Russell E. Johnson, Professor, Michigan State University, College of Business

State of The Art. Research on leadership and teams has primarily focused on how a leader's actions shape the motivation, coordination, and behavior of their followers. This process of influence, however, runs both ways.

New Perspectives. By adopting a followership perspective, I will present empirical results showing how subordinates and team members can shape the identity and behavior of their leaders. In one study, we examine how follower self-construal (individual, relational, and collective) 'trickles up' to shape leaders' self-construal. In a second study, we examine how workgroup OCB shapes leaders' moral identity, which then gives rise to either moral licensing or consistency behaviors depending on the leader's self-construal.

Research/Practical Implications. The theoretical and practical implications of this perspective also will be discussed.

Who will I be if I'm betwixt and between? A review and extension of the literature on identity dynamics

Susanne Braun, Professor, Durham University Business School, Durham, UK

Xiaotong Zheng, Post-Doctoral Research Associate, Durham University Business School, Durham, UK

Robert G. Lord, Professor, Durham University Business School, Durham, UK

State of the Art. We reviewed 163 articles published in 26 peer-reviewed journals that addressed identity dynamics based on 18 key words in a literature search. Our final sample of 91 articles for review was selected by reading the abstract of each article to determine its relatedness to various themes concerning identity development.

New Perspectives. We then categorised the literature in terms of five themes, i.e., stable identities, multiple identity development, continuous identity development, discontinuous identity shift, and being betwixt and between. These themes, particularly being betwixt and between, provide a novel theoretical lens for our theory development. Being betwixt and between as a part of identity invention emphasizes serendipity and creative mental processes emerging from a state of disruption, uncertainty, and conflict. In quantum theory, this state has also been described as a superposition state in which components of multiple identities exist but no particular identity has been fully developed. It is argued that this superposition state describes mental time travel to the distant future, where identities are not fully developed. Thus, this approach represents a trajectory over time of potentials from which identities can be developed.

Research/Practical Implications. Our work contributes to the identity literature by (a) integrating identity theory with issues of how individuals think about and use time, (b) incorporating contextual effects on identity development, (c) providing a formalized way to consider the state of being betwixt and between, and (d) considering leadership identity invention in terms of leadership and followership identity dynamics.

The Impact of Early Career Experiences on Leadership/Followership Identity and Motivation to Lead

Olga Epitropaki and Rosalie J. Hall – Professors, Durham University Business School, Durham, UK

Paola Gatti – Research Fellow, Università degli Studi di Torino, Turin, Italy

Purpose. We describe theoretical development and initial results from a research programme designed to advance our understanding of the influence of early career experiences on leader identity development. Prior literature emphasizes the fundamental role that early life experiences play for leadership development (e.g., Murphy & Johnson, 2011), but empirical research on this topic is still limited. We focus on employment directly after university graduation to capture processes of leader and follower identity development during those formative years. Early career experiences with leaders and leadership schemas are proposed to shape individuals' leader identity and motivation to lead.

Design/Methodology. The study utilises a multi-wave design, with data collection from a sample of undergraduate and postgraduate students a few months before graduation and then again during the first months of their first job after graduation.

Results. The preliminary findings support the role of leadership schemas for identity outcomes and motivation to lead but data collection is still ongoing.

Limitations. At this stage, results are only based on the cross-sectional data of the first wave and thus causality claims must be tempered. Common method variance issues must also be acknowledged.

Research/Practical Implications. Our study addresses the call for more empirical work on the early influences of leadership development and contributes to the wider literature on the socio-cognitive foundations of leadership and leadership identity.

Originality/Value. It is one of the first studies to test existing theoretical propositions for the importance of formative early career years for leader identity development.

419 - A EMOTIONAL DISSONANCE AND WORK OUTCOMES AMONG NURSES : THE ROLE OF SUPERVISOR SUPPORT AND TEAM REFLEXIVITY

Sabine Pohl

Université Libre de Bruxelles

Emotions are at the core of nursing work. Therefore, a nurse may feel, express or repress his emotions according to the emotional display rules (Diefendorff, Erickson, Grandey, & Dahling, 2011). Emotional dissonance emerges when the felt emotions diverge from the display rules one must follow (Brotheridge & Grandey, 2002). Emotional dissonance is a well-documented work stressor contributing to negative well-being outcomes, signifying that we urgently need more information on factors that might buffer against emotional dissonance. This aim of this symposium is to better understand the impact of emotional dissonance on work outcomes in three cultural contexts: French, Italian, and Algerian. More specifically, the role of supervisor support and team reflexivity was examined.

Nursing students' positive and negative emotions in providing personal care to the patient: the role of emotional labor

Letizia Dal Santo*, Maura Galletta**

*University of Verona, Department of Nursing Studies **University of Cagliari, Department of Public Health and Molecular Medicine.

Purpose : Literature highlights that nurses experience ambiguous attitudes in dealing with patients' body. Providing personal care is considered as a privileged element that makes nurses feel satisfied and useful. Nevertheless, it is also viewed as a source of negative feelings. A clarification of this ambiguity is not been adequately provided and the role played by human emotions remains relatively elusive. This study aims to test the role of the different emotional labor components (emotional dissonance, cognitive reevaluation, emotional amplification, emotional suppression and attentional deployment) on students' emotions when providing personal care to patients.

Methodology : A multidimensional questionnaire was administrated to 208 nursing students of the University of Verona. Linear multiple regression analyses were performed to test our hypotheses.

Results : The results showed that attentional deployment and emotional dissonance had a main contribution as predictors of negative emotions ($\beta=.33$, $p<.001$; $\beta=.31$, $p<.001$, respectively), whereas emotional amplification was significantly and positively related to positive emotions ($\beta=.46$, $p<.001$) with a main contribution to the explanation of the

dependent variable. Emotional dissonance had a negative association with positive emotions ($\beta=-.15$, $p<.01$).

Limitations

As a cross-sectional design was used, causal direction of the relationships cannot be confirmed.

Research/Practical Implications : These results highlight the importance of capturing the roles played by each different component of emotional labor when nursing students provide personal care to the patient. Practical implications include the importance to insert emotional training in the nursing education.

Emotional dissonance and caregiver burnout: the moderating role of colleagues and supervisor support

Marie Andela¹ & Didier Truchot²

¹ University of Bordeaux

² University of Bourgogne-Franche-Comté

Purpose: The aim of the present study was to better understand caregiver burnout in nursing homes by considering job stressors (workload and emotional demands), job resources (colleagues and team supervisor support) and emotional dissonance as essential determinants. Moreover, based on the Job-Demand-Resources model, we suggested that the job resources represent key factors to moderate the effects of emotional dissonance and job stressors on burnout.

Methodology: 481 caregivers working in French nursing homes filled out a survey evaluating:

- *Burnout* (MBI-HSS, Dion & Tessier, 1994)
- *Specific nursing home job stressors and job resources* (Huguenotte, Andela, & Truchot, 2016)
- *Emotional dissonance* (Andela, Truchot, & Borteyrou, 2015)

Results: First, correlation and regression analyses indicated that both job demands (workload and emotional demands) were positively associated with burnout, while both organizational resources (colleagues and team supervisor support) were negatively related to burnout. Secondly, the present study highlights the strong relationship between emotional dissonance and burnout. Thirdly, results indicated that colleagues and team supervisor support buffered the impact of emotional demands and emotional dissonance on burnout.

Limitations

As a cross-sectional design was used, causal direction of the relationships cannot be confirmed. However the idea that job demands, organizational resources and emotional dissonance lead to work-related outcomes is based on established sources.

Practical implications/ Originality

Organizations would benefit from promoting team and supervisor support in order to reduce the impact of emotional dissonance. This could be encouraged by recommending formal teamwork training and the development of strategies that facilitate effective collaboration between health care professionals.

Professional stressors, emotional dissonance and burnout among nurse managers: the moderating effect of team reflexivity

Didier Truchot¹, Marie Andela² & Ivonne Bestagne¹

¹ University of Bourgogne-Franche-Comté

² University of Bordeaux

Purpose: To investigate the effects of job stressors, emotional dissonance, and team reflexivity on job burnout in nurse managers. In particular, we hypothesized than emotional dissonance mediates the association between stressors and burnout, while reflexivity would moderate the effects of emotional dissonance. Indeed, in reference to Rimé's theoretical model (2009), we suggested that team reflexivity responds to both psychological necessities induced by dissonance (cognitive clarification and socio-affective necessities).

Methodology: 782 French nurse managers filled out a survey evaluating:

- *Burnout* : French version (Dion & Tessier, 1994) of the MBI-HSS (Maslach & Jackson, 1981).
- Stressors: based on the existing literature and interviews with nurse managers, we designed a scale containing 58 items that was included in the questionnaire. Factor analysis EFA and CFA revealed 4 factors: role conflict and role ambiguity; workload; conflicts with patients; lack of support.
- *Team reflexivity*: French version of the team reflexivity scale (Carter & West, 1998).
- *Emotional dissonance* (Andela, Truchot, & Borteyrou, 2015).

Results:

Regression analyses indicated that:

- Three of the stressors (role conflict, workload and lack of support) were significantly associated to burnout.
- Emotional dissonance mediated the association between the stressors and burnout.
- Team reflexivity buffered the link between stressors, emotional dissonance and burnout.

Limitations

Our transversal design cannot permit to infer causality.

Practical implications/ Originality

First research studying emotional dissonance and team reflexivity among nurse managers. This finding indicates the relevance of recommending formal teamwork training and the

development of strategies that facilitate effective collaboration between health care professionals.

Emotional dissonance and work outcomes : The role of supervisor emotional support

Sabine Pohl,¹ Abdelhamid Djediat & Adalgisa Battistelli²

¹Université Libre de Bruxelles, Belgium

² University of Bordeaux, France

Purpose : This longitudinal study examined how emotional dissonance, emotional supervisor support, emotional exhaustion, job satisfaction and work engagement are associated over time. We hypothesised mediating effects of emotional supervisor support in the chain of relationships among emotional dissonance and work outcomes.

Methodology : The sample consisted of nurses working in two Algerian hospitals, in total 552 at time 1 and 188 six months later at time 2.

Nurses filled out a survey evaluating:

Emotional Dissonance: FEWS (Zapf and al. 1999)

Emotional supervisor support: (Pohl and Galletta, 2017)

Emotional Exhaustion: MBI-HSS (Maslach, Jackson and Leiter ,1996)

Job satisfaction: Michigan Organizational Assessment Questionnaire (Cammann, Fichman, & Klesh, 1983)

Work engagement: « UWES-9 » (Schaufeli & Bakker, 2003)

Results : Structural equation modelling showed that, over time, emotional dissonance change work engagement. We also showed that emotional dissonance is related to emotional supervisor support which, in turn, is associated with work outcomes.

Limitations

Data was merely based on self-reports, which might have overstated the relationships between variables. Future research could integrate additional objectives, especially regarding job outcomes

Research/Practical Implications :This study provides valuable intuitions for hospital health managers who should consider emotional supervisor support as an important aspect able to effectively enhance nurses' well-being

426 - THE ROLE OF TIME IN INTENSIVE LONGITUDINAL DESIGNS: TRENDS AND APPROACHES

Chairs:

Alfredo Rodríguez-Muñoz and Mirko Antino

Universidad Complutense de Madrid, Spain

State of the art: Intensive longitudinal data provide the opportunity to better understand psychological processes over time. As such type of designs has become increasingly common, several scholars have suggested that the adoption of a temporal approach is needed for the advancement of our field (e.g. Shipp, & Cole, 2015). In this symposium, we address this call by including four studies where time is considered in their models.

New perspectives/Contributions: In the first contribution, Dormann illustrates how SEM models could allow for more valid causal conclusions than HLM models when analyzing diary data. In the second contribution, Keller and Meier focus on how the stressor – strain relationship evolves over time. In four diary studies they find positive concurrent effects from time pressure on fatigue, but not support for short-term accumulation effects of time pressure on the previous day. In the third contribution, Baethge explores differences between short- and long-term effects, and analyzes how to incorporate time perspective into diary designs. Using two different studies, she shows differential effects on the same outcomes depending on the time of exposure. Finally, Hüscher and colleagues explore the weekly rhythms in affect in relation to incivility at work. They demonstrate that incivility declined systematically over the workweek and that these change patterns could be influenced by trait mindfulness.

Research/Practical implications: This symposium offers theoretical and methodological insights that offer new directions and perspectives for integrating time in psychological and organizational research.

Why Continuous Time Modeling Should Replace Multi-Level Analyses of Intensive Longitudinal Data

Christian Dormann

Johannes Gutenberg-University Mainz, Germany & University of South Australia, Australia

State of the Art: This presentation calls for a paradigm shift in the analysis of intensive longitudinal data (ILD). ILD are frequently collected using diary designs, in which individuals provide data at multiple time points. Data are then usually analyzed using hierarchical lineal models (HLM), and person-mean centering is applied to eliminate stable differences between persons. However, information about the time ordering of variables is usually not used, and possible reciprocal relations cannot be estimated. Panel designs are very similar, except there are usually more individuals and fewer time points. Panel data are frequently analyzed using cross-lagged panel structural equation models (SEM), allowing estimation of reciprocal effects and change across time. Stable personality differences are usually not accounted for, even though such methods exist, too.

New Perspectives/Contributions: SEM models could allow for more valid causal conclusions than HLM models, but applying SEM models to diary data has its problems. For example, when time lags vary within and between individuals, this is irrelevant for HLM but not for SEM, in particular if time lags are short. Varying time lags, however, could be handled with continuous time SEM (ctSEM). Random effect ctSEM using Bayesian procedures are also available.

Research/Practical Implications: It is recommended to replace HLM with ctSEM for analyzing diary data.

Originality/Value: The before mentioned problems and solutions are conceptually elaborated further, examples are provided, and solutions are presented.

Does it matter what happened yesterday? Testing accumulation effects of time pressure on fatigue

Anita C. Keller (University of Groningen, Netherlands)

Laurenz L. Meier (University of Neuchâtel, Switzerland)

Purpose: Studies investigating the stressor – strain relationship using diary designs are usually interested in within-person deviations predicting well-being outcomes on the same day. These models typically do not account for short-term accumulation of stressors such as time pressure. In this study, we test the theoretical assumption of Meijman and Mulder (1998) that insufficient time to recover from high time pressure may increase the intensity of subsequent load reactions.

Design/methodology/approach: We used data from four diary studies (ten working days, mean observations = 1,406, mean N = 166) assessing time pressure (3 items) and fatigue (1-3 items).

Results: In all studies, positive concurrent effects from time pressure on fatigue were observed. Within one day, in three out of four studies a positive lagged effect from time pressure on fatigue was observed as well. We found no support for short-term accumulation

effects in all four studies implying that higher levels of time pressure on the previous day did not intensify the effect of time pressure on fatigue within one day.

Limitations: The studies rely on self-report only and we only investigate short-term accumulation.

Research/practical implications: Our findings tend to support initial impact and recovery models over accumulation models.

Originality/value: To the best of our knowledge, there is no other paper systematically investigating different conceptualizations of how the stressor – strain relationship evolves over time.

Stay away from me on Mondays: Weekly rhythms in enacted incivility and the role of mindfulness

Ute R. Hülsheger, Suzanne van Gils, and Alicia Walkowiak

Maastricht University

Purpose: Incivility at work, a form of deviant behavior that is low in intensity, is widespread in the world of work. The vast majority of research on incivility at work has focused on targets of incivility and has provided ample evidence that incivility harms employee well-being. In contrast, less is known about the personal and situational factors that drive enacted incivility. In the present study we built upon research on weekly rhythms in affect, link it to the incivility literature and propose that enacted incivility is highest on Mondays and decreases systematically over the course of the week. Furthermore, we propose that trait mindfulness functions as a boundary condition.

Methodology: To test hypotheses, we used an experience-sampling study involving 3 daily measurement occasions over 5 work days (N = 152 participants, 564 observations).

Results: Growth curve analyses revealed that (a) on average, enacted incivility declined systematically over the course of the workweek and that (b) interindividual differences in these change patterns could be explained by trait mindfulness.

Limitations: Future research may extend this research with peer-ratings of enacted incivility.

Practical Implications: Knowledge about weekly rhythms in enacted incivility may inform civility trainings.

Originality/Value: So far, little attention has been paid to the role of time in the incivility literature. This study addresses this gap by studying the role of the day of the week in enacted incivility.

444 - COLLECTIVE WORK ENGAGEMENT IN TEAMS AND ORGANIZATIONS

Symposium Chairs: Denise J. Fortuin & Heleen van Mierlo

Erasmus University Rotterdam, The Netherlands

State of the Art: Work engagement has been well-established as a positive, fulfilling state of mind with marked benefits for individual employees and their organizations. Recently, scholars have begun to argue and demonstrate that work engagement also has meaning as a collective positive state that emerges from the actions and interactions among group and/or organizational members (Costa, Passos, & Bakker, 2014).

New Perspectives/Contributions: With this symposium, we aim to extend current knowledge on collective work engagement. To this end, we present a coherent ensemble of studies, based on state-of-the art methodology (growth-curve modelling, longitudinal designs, multi-source data, and multi-level analysis). First, Urien and colleagues present a team-level job demands-resources perspective that offers a solid multilevel framework for studying collective work engagement. Next, four empirical studies offer new insights on individual and team-level antecedents and outcomes of collective work engagement. Together, these studies identify shared justice perceptions (Costa), individual team boosting behaviors (Fortuin), and charismatic leadership (Hernández) as predictors of collective work engagement. In terms of outcomes, they link collective work engagement to employee turnover (Dawson), individual preferences for flexible work-life boundaries (Costa), team motivation and performance (Fortuin), and team creativity (Hernández).

Research/Practical Implications: Based on these contributions, it is evident that a collective perspective on work engagement offers a valuable extension to the current, mostly individual-level, approaches. Theoretically, this offers intriguing new avenues for future research. Practically, the symposium indicates it may pay-off to invest in collective engagement, and showcases several factors that could be targeted in workplace intervention strategies.

ABSTRACT 1

Title: The Team Job Demands and Resources (*tJD-R*) Model: Team Engagement Path and Crossover Relationships

Authors

Begoña Urien¹, Ramón Rico², Evangelia Demerouti³, & Arnold B. Bakker⁴

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State of the art: Extant research on team engagement does not fully integrate job engagement, their antecedents and outcomes at the individual and team levels, let alone their relationships with team and individual burnout (e.g., Bakker, van Emmerik & Euwema, 2006; Costa, Passos, & Bakker, 2014).

New Perspectives/Contributions: The tJD-R fills this gap through integrating knowledge and research from different fields (well-being, job design, team efficacy, social influence, motivation, multilevel theory). For example, it explains how individual engagement will be more salient to predict individual performance when team engagement is low, or how the lack of individual resources will increase the shared experience of insufficient team resources to activate team engagement.

Research/Practical Implications: Fifteen sets of propositions are ready to be tested. Sociometric technology is suggested to record actual team members' interactions to uncover when team level states emerged and how specifically both states and levels interact (Olguin et al., 2009).

As practical implications, we highlight the possibility to generalize the analysis of strategic data to anticipate how industry trends impose new demands on teams, and input for developing in-team resources to activate collective engagement.

Originality/Value: Contributes to a better understanding of the mechanisms that regulate the relationships between antecedents, burned-out and engaged states, and outputs at the individual and team levels, pushing forward research on well-being and productivity.

ABSTRACT 2

Title: Organisational Engagement and Employee Turnover in the Health Sector

Author: Jeremy F. Dawson

Institute of Work Psychology, Sheffield University Management School, UK

Purpose: Many studies have demonstrated negative links between work engagement and turnover intentions (e.g. Bakker et al., 2014; Keyko et al., 2016). Studies examining actual turnover are rarer, mostly at the organisational/unit level, and give inconsistent results (e.g. Collini et al., 2015; Powell et al., 2014). This may reflect the complexity nature of turnover. To examine this further, I analyse longitudinal data from the English National Health Service (NHS).

Methodology: Data from 238 organisations across five years were used. Engagement (a version of the Utrecht Work Engagement Scale) came from the annual NHS staff survey. Staff

retention was measured by the NHS Electronic Staff Record. Regression analysis examined one-year lagged effects. Growth curve analysis was used to examine longer-term trends. Analysis controlled for organisation type, size, region, and prior retention.

Results: Regression analysis revealed an unexpected negative relationship between engagement and retention ($B = -3.12, p < .05$). However, the growth curve model revealed that improvements in engagement are associated with increased retention ($B = 5.01, p < .01$).

Limitations: Despite longitudinal analysis, causality cannot be assumed.

Research/Practical Implications: Although it initially appears that organisations with more engaged workforces tend to have higher turnover, the growth curve analysis suggests that other factors may explain this. When considered over a five-year period, organisations that show improvements in engagement also show reductions in turnover (an average of 5% reduction per unit engagement).

Originality/Value: The use of growth curve analysis reveals a different relationship with clearer implications than the cross-sectional or lagged analysis.

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ABSTRACT 3

Title: Injustice anywhere is a threat to engagement everywhere

Authors: Patrícia L. Costa¹, David L. Patient¹, & Tatiana Marques¹

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Purpose: This study explores the relationships between shared distributive justice perceptions and TWE. Furthermore, it explores the multilevel process linking those team variables and individuals' preferences for more flexible boundaries between work and private life.

Methodology: Data was collected from 40 teams ($N = 133$ individuals) from several occupations via an online survey and analyzed on MPlus (Preacher, Zyphur & Zhang, 2010).

Results: In line with our predictions, distributive justice has a significant and positive influence on TWE. Multilevel analysis' results support the claim that the individual preferences for

integrating their work and personal life are explained by an indirect effect from distributive justice, via the level of TWE.

Limitations: This study was cross-sectional. We have included one dimension of justice, leaving procedural and interactional justice aside.

Practical Implications: In a context where technology allows for more opportunities to work virtually away from the office, the boundaries between work and family/personal life become less rigid. In this sense, and to promote the optimization of these possibilities, employees and organizations may benefit from a more integrative approach to both life domains. What is more, with teamwork as a prevalent reality in many sectors, understanding which team variables can foster a positive attitude towards integration becomes relevant for managerial practices.

Originality: To our knowledge, this is one of the first studies to focus on the relationship between fairness and engagement at the team level, as well as to explore team-level influences of the individual preference for segmenting/integrating work and personal life.

ABSTRACT 4

Title: Team boosting behavior and team performance: Uncovering the role of team work engagement

Authors: Denise J. Fortuin¹, Heleen van Mierlo¹, Paraskevas Petrou¹, Arnold B. Bakker¹, and Evangelia Demerouti²

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²Eindhoven University of Technology, the Netherlands

Purpose: With this contribution we aim to uncover the link of team boosting behavior with team emergent states and outcomes. Team boosting behavior is defined as activating, mood-enhancing, and jellifying behaviors directed at fellow team members. We propose that team boosting behavior is positively related to positive and fulfilling motivational states such as team work engagement (TWE; Costa, Passos, & Bakker, 2014), and that this link is translated into elevated levels of team sustained effort and team performance. Moreover, we examine whether team boosting particularly helps under conditions in which teams do not function well, i.e. when easily distracted or focused on fun.

Design/Methodology/Approach/Intervention: We conducted an empirical study among 61 work teams (246 members) and their team leaders. We obtained multi-source ratings, i.e. members and leaders, and used team-level structural equation modeling to test our hypotheses.

Results: Results support our hypothesis that TWE mediates the relationship between team boosting behavior and team performance and sustained effort. Furthermore, we found that team boosting behavior was more strongly related to TWE for teams that were highly fun-focused and easily distracted.

Limitations: The study is cross-sectional, allowing no causal inferences.

Research/Practical Implications: Our findings provide new insights into the concept of team boosting behavior and its linkages with TWE as a positive, energetic emergent state and behavioral as well as output-oriented team performance indicators.

Originality/Value: Team boosting behavior reflects a novel and promising concept, as is evidenced by the links with TWE and performance uncovered in the current study.

ABSTRACT 5

Title: Fostering creativity of work units over time through charismatic leadership: The mediating role of work-unit engagement

Authors: Ana Hernández¹, Vicente González-Romá¹, Gea Eman¹ & Verónica Melián²

¹Idocal, University of Valencia, Spain

²Universidad de la República, Uruguay

Purpose: Based on the Job-Demands-Resources we hypothesize that when work-unit perceptions of leader's charisma increase over time, the levels of engagement of the work unit will also increase, which in turn will relate to an increase in an important aspect of organizational success: work-unit creativity.

Methodology: Hypotheses were tested by means of hierarchical multiple regression in a sample of 103 bank branches at two time points separated by 2 years. We controlled for team size and tenure and whether managers changed work units over time or not.

Results: The results showed that, a change in perceptions of leaders' charisma was positively related to a change in work-unit engagement ($a = .28, p < .01$) which was positively related with a change in work-unit creativity ($b = .28, p < .01$). The "indirect effect" Δ work-unit engagement → Δ work-unit engagement → Δ work-unit creativity, was also positive and significant ($ab=.08; P = Za Zb = 13.30, p < .01$). After partialling out the effects of work-unit engagement, the increase in perceptions of leaders' charisma was related with an increase in creativity ($B=.26, p < .01$)

Limitations: Data were collected from the same source, which might have inflated the relationships.

Implications: The study shows that work-unit engagement is one of the mechanisms that links perceptions of leaders' charisma with a key factor of performance: creativity. Thus, work-unit engagement and creativity can be fostered by training leaders' charismatic behaviors.

Originality/Value: The dynamic and aggregated approach taken adds value to the field of engagement.

445 - THE DEMONSTRATED UTILITY OF PERSON-CENTERED ANALYSES IN WORK PSYCHOLOGY

Proponent/Chair: Marylène Gagné, Future of Work Institute, Curtin University, Perth, Australia

Integrated Summary

State of the Art: Person-centered analyses, such as latent profile analysis and latent trajectories analysis are being increasingly used in the field of work psychology. We present five empirical demonstrations of their utility in answering important work psychology research questions by applying these techniques to operationalize different constructs in work psychology, including individual differences, work contexts, motivational mechanisms, dynamically changing constructs, and collective constructs.

Contributions: The first study examined the replicability of HEXACO personality profiles across different samples, while the second study examined how work characteristics combine in affecting performance and well-being outcomes. The next two studies examined work motivation profiles and trajectories showing that motivation changes in early career stages to become more stable thereafter, and that changes in motivation trajectories are predicted by leadership and predicted the development of professional and organizational commitment and turnover intentions. Finally, the last presentation demonstrates the use of latent profile analyses to examine team processes and emergent states.

Research/Practical Implications: Through these applications, we will discuss the pertinence, advantages, and challenges in using person-centered analyses.

Profiles of Personality: Evidence for a Stable Profile Structure of the HEXACO Trait Dimensions

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Purpose: Failures to reproduce a consistent profile structure for the BIG5 and HEXACO

personality dimensions across studies raises questions about their meaningfulness. Our objectives were to determine (a) whether there is a stable profile structure for the HEXACO dimensions, (b) how large a sample is required to reproduce this structure, and (c) whether the structure can be recovered in small samples by imposing parameters identified in a very large sample.

Methodology: Using data from 90,000 international respondents to the HEXACO-100, we extracted 3 to 10 profiles using latent profile analysis. We conducted similar analyses on subsamples of 10,000 and used replicability as a criterion in identifying the optimal solution. We further evaluated replicability using increasingly small groups from a holdout sample. Finally, we examined the fit of an imposed structure using parameters from the large sample.

Results: A five-profile structure fit the data well and was reproduced in each of the subsamples of 10,000. The structure could not be reproduced consistently with samples below 500, but the imposed structure fit well in these cases.

Practical Implications: Demonstrating a reproducible personality profile structure attests to its meaningfulness. The fact that this structure can be imposed on even small samples will allow researchers to compare findings across studies. These findings creates the opportunity to take a holistic approach to personality research by examining trait dimensions in combination.

Originality: Ours is the first study to identify a stable HEXACO profile structure and to demonstrate how the structure can be imposed with small samples.

The Work Design Profiles of Employees in the Australian Not-For-Profit Sector: A Person-Centered Perspective

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Purpose: Work design is the content, responsibilities and relationships involved in work. Research suggests work characteristics co-occur, with important effects on work outcomes. We investigate the structure and function of different work design profiles of Australian Not-

For-Profit (NFP) employees and identify predictors and outcomes to inform theory and future interventions.

Methodology: Latent Profile Analysis (LPA) explored the dataset (N=2434). Established measures of autonomy, social support, relational characteristics (e.g. task significance, social impact) and job demands were used. Recommended fit indices tested for increasing numbers of profiles and explanatory and predictive validity.

Results: Four distinct profiles emerged: 1) ‘High strain’ (low autonomy, support, relational characteristics); 2) ‘Low autonomy’ (low autonomy, average support and relational characteristics, higher demands); 3) ‘Average’; and 4) ‘Active’ (autonomy, support, relational characteristics above average, demands moderate). Managers were more likely to have ‘active’ jobs and experience better health and performance. Those with ‘low autonomy’ jobs outperformed those with ‘high strain’ jobs.

Limitations: The dataset is cross-sectional. Longitudinal data is being collected to improve predictive and explanatory validity.

Research / Practical implications: Relational characteristics may buffer the negative effects of low autonomy and high demands. Our results inform the development of person-centered work design theory and help target employees who would benefit most from improved work design.

Value: Few studies have investigated the work design profiles of employees, with mixed results. None have included relational characteristics, yet research suggests these are particularly important for positive work outcomes in service industries.

Motivation Trajectories at Career Start:

Antecedents and Effects on Commitment and Turnover Intentions

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Purpose: Despite decades of theoretical and empirical research on work motivation, the dynamics of its development remain unclear. To enrich this understanding, we examined profiles of employees' characterized by different trajectories of self-determination at career start, and assessed how these profiles differentially related to a variety of predictors and outcomes.

Design: Data (at 0, 6, 12, and 24 months over a 24-month period) were gathered from a sample of 660 newly registered nurses working in public health care.

Results: Longitudinal growth mixture analyses (GMA) revealed three distinct trajectory profiles, characterized by Increasing, Moderate, and Decreasing global levels of self-determination at work. Of particular interest, more positive perceptions of supervisors' transformational leadership practices and task-level socialization were associated with a greater likelihood of membership in the Increasing profile. This profile was also associated with higher affective commitment to the occupation and organization, as well as lower intentions to leave the occupation and organization.

Limitations: Self-reported measures were used. Future studies could include data from other sources (e.g., peer perceptions of leadership) and outcomes (e.g., actual turnover) to widen the scope of the findings.

Research implications: The identification of predictors of these trajectories points to valuable avenues, involving transformational leadership and task-level socialization, for fostering self-determination, and in turn, commitment and intentions to stay, early in a career.

Originality: In combining a longitudinal and person-centered approach, the findings not only support the idea that self-determined motivation is a dynamic process, but also that this process can vary meaningfully across subpopulations of employees.

A Longitudinal Analysis of Motivation Profiles at Work

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Purpose: This paper examines the multidimensional nature of workplace motivation and the importance of a continuum structure in self-determination theory (SDT) through application of complementary variable- and person-centered approaches, and additionally tests the stability of these results over time. Specifically, the study demonstrates the usefulness of combining comprehensive measurement modelling (bifactor-exploratory structural equation modelling), prior to estimation of latent motivation profiles in order to model the complexity of motivation. This study represents the first test of the temporal stability of work motivation profiles.

Methodology: Bifactor-ESEM and LPA are applied to a sample of 510 full-time employees from a range of occupations over two time points four months apart. Latent transition analyses demonstrate profile temporal stability in a sample of established employees.

Results: Results support the central importance of a general factor representing self-determination as the most influential factor in employee's motivation profiles, but indicates further effects associated with the motivation subscales after controlling for general motivation. Motivation profiles were found to be highly stable over time.

Limitations: Participants represent a highly heterogeneous sample and therefore may not be representative of more specific contexts. Additional measurement points would allow for growth mixture modelling capable of tracking motivation trajectories.

Research/Practical Implications: Results demonstrate the importance of correctly modelling motivation prior to profile analysis. Additionally, the practical importance of self-determined motivation is demonstrated.

Value: Results lend support to the theoretical position that while general self-determination is an essential component of motivation, it alone does not fully describe employee motivation.

Capturing Complexity across Levels: A Team-Centered Approach to Profiles

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Purpose: To identify meaningful patterns of team-level variables, a shift in focus on variable-centered to team-centered approaches (TCAs) has been suggested. We discuss how latent profile analysis (LPA) provides a holistic view of the complexities exhibited by teamwork processes and emergent states.

Methodology: We review the theoretical and methodological considerations necessary for adopting a TCA.

Results: Applying TCA is a complex process that influences all steps from theoretical development to research design. In addition to identifying patterns of variables, it can be used to develop theories, including those that propose complex relations between constructs. However, researchers must consider several important issues: correlations between constructs, distributions of data, sample size, aggregation, etc. From these considerations, a clear case is made for when TCAs may be useful and when variable-centered approaches might be more practical.

Limitations: Our considerations are drawn from a relatively scarce literature. However, there is theoretical and methodological support for both the use of profiles to examine complex interactions and TCA in recent literature, as well as recommendations that can be adapted from the individual-level.

Implications: Using a TCA provides the opportunity to develop and test complex new theories, simplify our understanding of existing theories and overlapping constructs, and understand how teams change over time.

Originality: Our research provides an integration of: (1) whether TCA should be used, (2) what the data should look like, and (3) the challenges of applying TCA.

450 - WORKING FOR THE GREATER GOOD

Symposium submitted by Fred Zijlstra, Maastricht University

In line with this year's conference theme 'Working for the greater good: Inspiring people, designing jobs and leading organizations for a more inclusive society' this symposium focuses on projects, studies or approaches that indeed aim at making this world a better place. These projects do not focus on optimizing performance, or effectiveness of employees and/or organizations, but are demonstrations of projects addressing a societal goal.

The aim of this symposium is to inspire the debate among the W&O psychological community on the issue that resonated loudly in the 1970's and 1980's: "For whom are we working?" In the neo-liberal period we also see that science is following the money (grants, funding). However, the question is whether this will indeed make our world a better place.

The projects presented in this symposium will focus on 'decent work', 'sustainable employment', and 'inclusiveness of organizations', and represent initiatives from 3 European countries: Portugal, Spain and The Netherlands. With the following presentations we hope to inspire the debate concerning 'quality of work'.

Contribution 1

Decent Work for the common good

Leonor Pais*, and Nuno Rebelo dos Santos**,

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State of the art: Decent work (DW) is a concept proposed by the International Labour Organization (ILO), intending to express the aspirations of people worldwide concerning their working lives. Regarding DW measuring researchers and policy makers have been focused mainly on statistical indicators. Recently, Work, Organizational and Personnel Psychology began to study DW (see also EAWOP conference 2011). A psychological measure was developed by Ferraro, Pais, dos Santos and Moreira (2018) showing that the subjective perception of the concept is configured through seven dimensions: 1) Fundamental principles and values at work; 2) Adequate working time and workload; 3) Fulfilling and productive work; 4) Meaningful remuneration for the exercise of citizenship; 5) Social protection; 6) Opportunities; 7) Health and safety. Furthermore, the overall DW concept was previously analyzed and characterized in six aspects which originate several insights on DW: a) evolves over time; b) has components that are universal and other culturally specific; c) depends on the actions of several stakeholders; d) is the result of strong interdependence among social agents; e) depends on the developmental stage of people; f) depends on the time length of specific external conditions and indicators of decent work deficit (Ferraro, Pais, & dos Santos, 2015; Dos Santos, Pais, & Ferraro, 2016).

New perspectives/contributions: These six aspects of the concept are analyzed considering each DW dimension and corresponding theoretical propositions are made.

Research/practical implications: A research agenda and practical implications are proposed, based on the systematic analysis and reflection undertaken. Each DW dimension originate theoretical propositions that are suggested for further empirical research.

Originality/value: The systematic reflection undertaken is new and highlights the contribution of the concept for common good.

Contribution 2

For the Sustainable good:

A practical approach to promoting sustainable employability in organizations

Rosine Rutten & Bram Fleuren

Work and Social Psychology, Faculty of Psychology and Neuroscience, Maastricht University, The Netherlands (4Limburg project)

Purpose: In light of aging and labor shortages, organizations become increasingly willing to invest in sustainable employability (SE). However, organizations frequently struggle to handle the complexity of SE effectively. Based on previous work that conceptualizes SE as a multifaceted longitudinal construct, this project provides an approach to facilitate organizations in addressing SE.

Approach: The approach helps organizations in identifying their employees' needs regarding SE and to intervene accordingly. The approach starts by interviewing HR-managers about the most crucial issues regarding SE. These issues are then translated into instruments that, with a core set of SE indicators, form an organization-tailored SE-survey. This survey allows for quantifying the most SE-relevant issues in terms of individual, work, and contextual factors. Consequently, facilitated focus groups of stakeholders within the organization design appropriate interventions. Such interventions typically target work and work-contextual factors, given their potential changeability.

Results: At the time of writing, seventeen organizations have participated in this project and results from four organizations are available. Moreover, two organizations find themselves in the focus-group stage. As the participating organizations are diverse, the presentation in the symposium zooms in on inclusiveness as determinant of SE within a subset of the participating organizations. A comparison between a large higher education and research institution and three commercial organizations shows that inclusiveness contributes significantly to some indicators of SE.

Practical Implications: Substantial variance exists in perceptions of inclusiveness, suggesting that inclusiveness oriented interventions can be fruitful. Ongoing focus-groups yield several potential prevention and intervention strategies.

Originality: This is a new approach for intervening in organizations to facilitate inclusiveness of the organization and at the same time the sustainable employability of personnel. The

project is an example of how regional government works together with university to solve problems in the labor market.

Contribution 3

Organizational practices that facilitates the integration of employees with disability: Socialization and insiders' affective climate.

Francisco J. Medina, Nuria Gamero, Francisco J. Sanclemente & Rocío López-Cabrera,

University of Seville (Spain)

Purpose: The integration of employees with disabilities is a challenge for current organizations (Colella & Bruyre, 2011). Is well know that for integration to be effective, organizations must adapt their organizational processes to this aim, because this integration can be hindered due to some psychosocial processes such as social exclusion, stigma, stereotypes or dehumanization (McGonagle & Barnes-Farrell, 2013; Medina & Gamero, 2017). The HRM literature about the integration of this collective has a theoretical approach, whereas data that support main propositions are almost nonexistent. This line of research aims to work in this gap, showing evidence from four studies, using a quantitative and a qualitative methodology.

Methodology and results: In the first study participated 463 workers of 24 different companies (52.1% without disability and 47.9% with disability). A mean comparison analysis indicates no significant mean differences in socialization tactics, but significant mean differences between workers with disability and co-workers in learning of organizational culture aspects. More specifically, the main differences revolved around three information domains: background, language and policies. The ignorance of these domains is the first warning sign of a poor integration process (Benzinger 2016).

In the second study we analyse mechanisms that explain how socialisation process facilitate learning about main organizational aspects, introducing the performance of workers with disability, evaluated by the superior. 66 work group with one worker with disability per group, participates in this study, from the companies described in study 1. Our findings indicated that social support and organizational learning are full mediators in the relationship of socialization tactics with performance of workers with disability.

In the third study we analyse the role of insiders in the process of integration (considering their share psychological safety, share stigma and affective climate), analysing 60 work groups from the companies described in study 1. Results indicate that high levels of organizational learning of workers with disabilities are achieved through maintain high levels of socialization tactics in these workers and at the same time, maintain high levels of affective climate and shared psychological safety and low level of shared stigma in coworkers without disabilities.

In the last study we developed six focus groups with 70 participants in an industrial organization dedicated to the integration of employees with schizophrenia, analyzing some

HRM aspects that facilitate integration such as leadership, team climate, socialization processes and psychological safety.

Conclusions: Finding supported the relevance of socialization processes in the integration of employees with disability and social support as a main mechanism that facilitates integration. In the same direction, it has been shown that the role of the insiders is essential to predict integration, rather than the disability itself, being very relevant the affective climate of the team, the low level of stigma and an appropriate leadership.

This line of research is innovative when analyzing work teams composed of people with disabilities, to deepen the role of insiders, and to provide data from an organization whose workers are mostly people with mental illness.

Added Value: From an applied point of view allows providing tools to human resources departments to improve their socialization practices and prepare the organization to receive this collective of employees.

Contribution 4:

Monitoring the Work Capability of People with Limited Work Capacity (LWC)

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Purpose: Participation in work positively affects mental health especially for people with limited work capacities (LWC)¹. Notwithstanding their limitations, people with LWC are capable to provide a productive contribution dependent on adequate support and a suitable job. How can the individual support enhanced in daily practice?

Approach: A certain level of self-understanding is crucial for professional and personal development. This can be enhanced with the help of tailored measures that enables people with LWC to reflect on their strengths and weaknesses. For that reason we developed self-report and observer measures. We adjusted measures of mental ability, conscientiousness, self-efficacy, and coping by simplifying the language level. In order to validate these measures tested dimensionality, internal consistency, test-retest reliability, and conducted confirmatory factor analysis (CFA).

Results: Our studies assured that the adapted scales possess factorial validity, content validity and internal consistency reliability, which means that they are reliable for people with LWC.

Limitations: These studies don't cover criterion related validity.

¹ people that are limited in their work capacity as a consequence of chronic mental illness, psychological or developmental disorder

Practical Implications: The measures form the basis of an instrument that monitors the development of people with LWC over time. The instrument is already implemented in several organizations. Participants ($N=180$) received via their personal coach an individual report of their scores, the meaning, the differences between the self-report and observer scores after each measurement. Professionals report that in their opinion the measures do help people with LWC to reflect on their strengths and weaknesses and that this enables personal development.

Added value: WOP can benefit from these tailored and reliable measures to study more accurately relationships between personality traits and work performance in this specific population.

Discussants:

Henny Mulders, Consultant, UWV (Social Security Fund), The Netherlands

Fred Zijlstra, Maastricht University.

475 - THE WORK-FAMILY INTERFACE: NEW PERSPECTIVES ON HOW PARENTAL EXPERIENCES SHAPE WORK BEHAVIOR AND ATTRIBUTIONS AND HOW WORK EXPERIENCES SHAPE BEHAVIOR AT HOME

Chair: Nina M. Junker & Alina S. Hernandez Bark (both Goethe University Frankfurt)

State of the Art: Most employees face the challenge to combine work and family roles and experience demands from both of these roles. The five contributions in this symposium provide new evidence on how parental experiences affect workplace behavior and attributions and vice versa.

New Perspectives/Contributions: In this symposium, we combine experimental and longitudinal approaches to study the work-family interface. The first two contributions focus on employees, who have just transitioned into parenthood. Pundt and colleagues provide longitudinal evidence to show how parenthood changes workplace behavior. Hernandez Bark and colleagues then demonstrate in an experimental study how parental leave decisions and employees' gender affect decision makers' perceptions. The third contribution by Toker and Junker similarly focuses on decision makers, namely supervisors. They experimentally investigate how differences in supervisors' work-family mindset affects how they perceive a female vs. male employee. The last two presentations focus on spillover processes from one domain into the other. Junker and colleagues demonstrate how incongruence between employees' segmentation preferences and organizational supplies predict work-family conflict and -enrichment six weeks later and how self-control moderates this relationship. Finally, Nilsen and colleagues propose and test a cross-lagged crossover model to understand how own and partner work-family conflict predicts the parent-child relationship two years later and vice versa.

Research/Practical Implications: Together, the results of the five contributions in this symposium add to the complexity of managing the work-family interface and provide both theoretical as well as practical implications how to support employees in doing to successfully.

Does a change of parental status predict changes in employee well-being?

Franziska Pundt (Federal Institute for Occupational Safety and Health, Dortmund, Germany)

Alexander Pundt (MSB Medical School Berlin, Germany)

Purpose: The change of a person's parental status is among the critical life events and associated with stress. One explanation is that such change causes new demands with respect to child care that have to be brought together with demands from other life domains such as work. We investigated the relationship between the change of parental status of working adults and several aspects of well-being.

Design/Methodology/Approach/Intervention: The study is based on the matched surveys of two waves of the Working Time Survey – a German representative survey of employees with a time lag of two years. The longitudinal sample consists of more than 5800 employees. We compared employees who became parents within the time lag of the survey with those whose parental status did not change with respect to well-being.

Results: We found change of parental status to be associated with an increase in fatigue and lack of sleep, but also an increase in subjective health status. Moreover, new parents showed an increase in cognitive interference of the home domain (rumination, planning) with their working tasks and were contacted more frequently during working time by a person from the home domain.

Limitations: The survey is based on self-report data.

Research/Practical Implications: Our findings underline the importance of research on the consequences of parenthood for work-related experiences and open up a discussion about how to support newly become parents in organizations.

Originality/Value: Our study is among the first to investigate the consequences of parenthood in a representative longitudinal sample of working adults.

I will be back! Effects of taking parental leave for women and men

Alina S. Hernandez Bark, Nina M. Junker (both Goethe University Frankfurt, Germany) &

Thekla Morgenroth (Exeter University, UK)

Purpose: Previous research shows that mothers taking maternity leave face negative evaluations in work-related domains like job commitment and working mothers receive negative evaluations in family-related domains like family commitment. In our research, we extend the scope and include fathers, who take parental leave. Thereby, we assume detrimental effects of taking parental leave for both women and men regarding work-related

variables. We further expect a boost effect of parental leave on family-related variables only for men but not for women (as they just fulfill social expectations when taking parental leave).

Methods: We conducted two online experiments with a 2 (gender of the person in the scenario: female vs male) x 3 (parental leave condition: control with no information vs. parental leave vs. no parental leave) between subject design using vignettes (Study 1: N=222; Study 2: N=189).

Results: Both studies provided support for our hypotheses and possible mechanisms driving these effects.

Limitations and Implications: The majority of participants had no children and we used an experimental design. Ideally, future research should use a longitudinal and multi-source design and follow parents before and after parental leave. Further, potential moderators like lengths of parental leave, social norms, etc. should be included.

Originality/Value: Previous research has predominantly focused on the effects of parental leave for women, especially in countries where maternity leave is not protected by law (like the USA). With our research, we highlight the effects of parental leave for both gender and contribute to a deeper understanding of the underlying mechanisms.

My conflict- your conflict? An experimental study of work-family mindset and perceptions of others' work-family conflict and enrichment

Sharon Toker (Tel Aviv University, Israel) & Nina M. Junker (Goethe University Frankfurt, Germany)

Purpose: We aimed to investigate how individuals perceive others' work-family conflict and enrichment and what the outcomes of such perceptions are. We build on the mindset literature and introduce the work-family-mindset construct, namely whether the work-family interface is perceived as leading mainly to conflict or to enrichment. Integrating social-projection and mindset literatures, we investigate the effect of holding such conflict or enrichment mindsets on social judgments of female or male employees' burnout and promotability, and on the intention to provide them with work-family supportive supervision.

Design/Methodology/Approach/Intervention: We conducted a randomized controlled experimental study among 224 German working parents. We first manipulated participants' work-family-mindset and then gave them a social judgment task.

Results: We predicted and found that participants holding a work-family-enrichment mindset versus a work-family-conflict mindset were more likely to judge another working-parent as suffering from less burnout and as more worthy of promotion, independent of the perceiver's mood and personality. In addition, the target's gender interacted with the mindset manipulation, such that perceivers with an enrichment mindset were more likely to help male but not female targets.

Limitations: The study is restricted to a German sample.

Research/Practical Implications: As conflict and enrichment mindsets can be induced, managers and HR practitioners should be aware of the degree to which their own perceptions, irrespective of employees' work-family experiences, shape their judgments and behaviors towards these employees.

Originality/Value: We introduce the new construct of work-family-mindset and show, for the first time, how such mindsets can be induced and what the consequences are.

Help me (not) to forget what happened at work – How self-control moderates the relation between segmentation preferences-organizational supplies (in)congruence and work-to-family conflict and -enrichment

Nina M. Junker (Goethe University Frankfurt, Germany), Roy F. Baumeister (University of Queensland, Brisbane), & Jeffrey H. Greenhaus (Drexel University, Philadelphia)

Purpose: Individuals differ in their preferences to integrate work into family with some aiming more at segmenting these roles (i.e. work should stay at work) and others aiming more at integrating these roles (i.e. work can come home). Organizational supplies determine whether employees can enact these preferences or not. In the present research, we use the job demands-resources theory to argue that incongruence between employees' preferences and organizational supplies represents a demand, which may increase work-to-family conflict and decrease work-to family enrichment. We further assume that self-control – individuals' ability to self-regulate themselves – serves as an individual resource which buffers the negative and accentuates the positive relationships.

Design/Methodology/Approach/Intervention: We conducted a longitudinal study with a six-week interval between measurement points among 208 working parents in Germany to test our assumptions.

Results: Overall, we found mixed support for our hypotheses. Most importantly, (in)congruence differentially affected work-to-family conflict and enrichment and these effects were differentially moderated by self-control, thus adding to the conceptual distinctiveness of conflict and enrichment.

Limitations: Experiences of work-to-family conflict were very stable across the six-week time interval while work-to-family enrichment was less stable. Replications using shorter or longer time frames are, therefore, warranted.

Research/Practical Implications: Self-control can be trained and organizations may support their employees in doing so.

Originality/Value: We propose self-control as a relevant und promising intraindividual factor contributing to experiences in the work-family interface.

Cross-lagged associations between work-family conflict and parent-child relationship in a longitudinal study of mothers, fathers and adolescents

Wendy Nilsen (Work Research Institute, OsloMet – Oslo Metropolitan University, Norway), Nina M. Junker (Goethe University Frankfurt, Germany), Amanda Cooklin (La Trobe University, Melbourne), & Anne Kjeldsen (Bjorknes University College, Norway)

Purpose: To examine the longitudinal interplay between work-family conflict (WFC) and parent-child relationship (PCR) in dual-earner couples.

Design: Self-rated WFC and PCR (i.e. closeness and conflict) were measured twice across three years, in 139 Norwegian couples with adolescent offspring from the longitudinal “Tracking Opportunities and Problems” (TOPP)-study. We examined within-person cross-lagged, and crossover processes (from mothers to fathers, and vice versa), with structural equation modelling.

Results: Unadjusted findings support former cross-sectional studies. The fully adjusted model taking into account bidirectionality, support reversed causality (i.e., PCR precedes WFC), but does not support direct causality (i.e., WFC precedes PCR). Cross-sectional, but not longitudinal, crossover links were found from mothers to fathers.

Limitations: The sample can be generalized to middle-class families in Northern-European setting, but due to attrition issues, we warrant caution when generalizing to couples with

lower socio-economical status, or other cultural settings. While PCR was measured with a valid measurement, WFC was measured with one item, and we did not measure the potential positive effects of work-family interface.

Research/Practical implications: The findings suggest parental WFC is important for PCR with adolescent offspring, mimicking findings of younger offspring. Finding that PCR precedes WFC, but not vice versa, is important for planning prevention efforts. Future studies should examine positive implications of the work-family interface, shorter time lags, and robust measurements of WFC.

Originality/Value: Despite increasing interest in WFC and child outcomes, this is the first study examining cross-lagged crossover links between WFC and PCR.

479 - IT IS NOT ALL ABOUT THE LEADER! LEADERSHIP AS A SOCIAL PROCESS AND THE RELEVANCE OF CONTEXT

Alina S. Hernandez Bark & Nina M. Junker (both Goethe University Frankfurt, Germany)

State of the art: Decades of leadership research have focused predominantly on the leader's behavior and characteristics. But with changing conditions in the working world, the requirements of and the perspective on leadership are similarly changing. This symposium reflects this change and shows the relevance of (social) context in leadership.

New Perspectives/Contributions: This symposium covers a variety of research methods (qualitative and quantitative) and designs (cross-sectional; longitudinal; multi-level). First, Pundt and Thompson address the relevance of context. They show that the hierarchical level of the leader matters and needs to be considered when examining leadership. Second, van Gils et al. find in two studies that meaningfulness mediates the effect of ethical leadership on employee wellbeing. Third, Richter and Volmer demonstrate in a diary study the relevance of time. They find that the time leaders spend with their employees acts as a boundary condition for leaders' engagement in LMX and leaders' thriving. Empowering leadership styles seem to address the needs of the digital age, but are they enough? Fourth, Bracht et al. present the new concept of self-leadership-culture and demonstrate its relevance for organizational success. Fifth, Nieberle et al. examine the co-creation of leadership in teams, and highlight that leadership is a dynamic, relational phenomenon.

Research/Practical Implications: This symposium shows that leadership needs to consider the context to be effective and that it should be seen as a social process, not as a one person's (leader) behavior/characteristics. Together the five contributions provide valuable theoretical and practical implications for leadership.

Hierarchy matters: Leaders' hierarchical level, their working conditions and health

Franziska Pundt & Birgit Thompson (both Federal Institute for Occupational Safety and Health, Dortmund, Germany)

Purpose: The hierarchical level is mostly examined in relation to leadership behavior or subordinates' working conditions. We assume that it also characterizes the leaders' working situation. We investigate whether leaders at top, middle, and low hierarchical levels differ with respect to their working conditions and health outcomes.

Design/Methodology/Approach/Intervention: The study is based on data of the BIBB/BAuA Employment Survey 2018 – a representative survey of employees in Germany. Of those participants having a leadership position, 710 work at top, 2465 at middle, and 1589 at low hierarchical levels. We compare leaders at these levels with respect to various demands, resources, and health outcomes.

Results: Leaders at the top level reported more non-routines (new tasks, improving processes), disturbances, and multitasking. Whereas decision latitude increases significantly at higher hierarchical level, especially information access, supervisory support, and appreciation were decreased at the low level compared to middle and top management. Moreover, we found more job satisfaction and a better health status and less health complaints and absenteeism in top managers compared to subordinate hierarchical levels.

Limitations: The survey is based on self-report, cross-sectional data.

Research/Practical Implications: Our findings underline the importance of structural conditions for the working conditions and health of leaders. In practice, organizations should be aware of the health-relevant working situations of their top managers, middle and low managers.

Originality/Value: This study is among the first to investigate the hierarchical level with regard to several demands, resources, and health outcomes of a diverse leader sample.

Ethical leaders, stress-free employees: the mediating role of meaningful work

Suzanne van Gils (Maastricht University, The Netherlands)

Purpose: I investigated how ethical leadership can reduce employee stress through meaningful work and identification. I build on earlier work that discusses how ethical leadership fosters identification (van Gils, van Quaquebeke, & van Knippenberg, 2010; Zhu, He, Treviño, Chao, & Wang, 2015), and how meaningful work promotes identification (Meyer, Becker, & van Dick, 2006) in order to provide an integrated view into how ethical leaders can improve stress of employees by providing a meaningful context.

Design: I conducted a cross-sectional survey (N=115), as well as a replication study with Mturk participants (N=198)

Results: The hypothesis that meaningful work mediates the negative relationship between ethical leadership and stress was confirmed in the cross-sectional study. The Mturk study

replicated these findings, and extended them to the domain of physical symptoms (e.g. headaches, backaches, bloodpressure).

Limitations: Both studies employ a cross-sectional design, future research should focus on establishing causality and longitudinal patterns.

Research/Practical Implications These studies contribute to the understanding of how ethical leaders can positively influence both the mental and the physical well-being of employees.

Originality/Value: This research focuses on the scarcely researched area of ethical leadership and employee health. Moreover, this study is the first to relate ethical leadership to employee physical well-being.

The benefits of leader-member exchange for leaders' work-related well-being:

A matter of time

Stefanie Richter & Judith Volmer (University of Bamberg, Germany)

Purpose: The positive impact of high-quality leader-follower interactions has been repeatedly shown with regard to a wide range of employee outcomes. Yet, leaders' own perceptions of the leader-member exchange relationship quality (LMX) and related consequences have only received scarce attention. Applying a positive psychological perspective, we propose leaders' engagement in LMX as a means of building relational resources at work which may promote leaders to thrive at work. Moreover, we suggest that the time that leaders spend with their followers may act as a boundary condition in this relationship.

Methodology: We conducted an online-based daily diary study over the course of five consecutive work days (N = 85 leaders).

Results: Results of multilevel analyses confirmed a significant positive association between leaders' engagement in LMX and leaders' thriving between- and within-persons. Moreover, the positive daily relationship between LMX and thriving was moderated by the extent of time that leaders had spent together with their followers on the respective day.

Limitations: All constructs were measured using self-reports.

Research/Practical Implications: Organizations should act as enablers of high quality relationship amongst their members and provide their leaders with a work environment that allows them to implement sufficient positive interactions with their followers on a daily basis. Future research may also address leaders' perception of followers' contribution to the exchange relationship to better capture the dynamic nature of leader-follower interactions.

Originality/Value: Our findings demonstrate that high-quality leader-follower interactions bear the potential to elicit a resource-building process in favour of leaders' own well-being and personal growth.

Leadership for grown-ups: About the usefulness of a self-leadership-culture in the digital age

Eva Bracht, Nina M. Junker, & Rolf van Dick (all Goethe University Frankfurt, Germany)

Purpose: Empowering forms of leadership are on the rise, as they may help organizations dealing with challenges of the digital age. Self-leadership-culture (SLC) is such an empowering concept, which provides the opportunity to analyze self-leadership in its social and organizational context. We present a valid scale to operationalize SLC, and empirically show its relevance for organizational success.

Design/Methodology: We conducted a series of four studies. In the first two studies, we developed of a scale to measure SLC. With Studies 3 and 4, we explored causal effects of SLC on organizational success, using an experimental and a longitudinal design.

Results: In Studies 1 ($N=169$) and 2 ($N=167$), we created a set of 23 items, and found the theoretically assumed factor structure. Studies 3 and 4 demonstrate the expected causal effects of SLC on organizational success. Thereby some dimensions of SLC elicited stronger effects on the outcomes than others.

Limitations: A large proportion of participants from Study 3 were students, which limits the generalization of results.

Research/Practical Implications: As SLC influences organizational success positively, practitioners should consider developing their culture accordingly. Future research could analyze why certain aspects of SLC have a stronger influence on organizational success than others.

Originality/Value: It is the first series of studies, which empirically investigated self-leadership as an organization-wide solution, and showed its contribution to organizational success in the digital age.

Co-creating leadership? A qualitative study of the dynamic relational processes in teams

Karolina Nieberle (LMU Munich, Center for Leadership and People Management, Germany)

Susanne Braun (Durham University, Durham University Business School, United Kingdom)

Dieter Frey (LMU Munich, Center for Leadership and People Management, Germany)

Purpose: We seek to contribute to the current understanding of how multiple individuals in teams co-create leadership. We follow a qualitative-constructivist approach focusing closely on how leadership emerges through micro-level processes that take place between team members and in interaction with the team's manager.

Design/Methodology/Approach/Intervention: Our methodology builds on Organizational Discourse Analysis and Grounded Theory. We collected data from 11 teams with 42 team members primarily based in a large city in the south of Germany (analysed to date: 25 interviews, 6 team exercises).

Results: Individual level processes that facilitated the co-creation of leadership include gaining awareness of relevant personal strengths, developing interest/motivation, and role taking. At the team level, we identified realizing similarities/positive relationships, trusting/feeling safe, developing team mental models, empowering each other, and solving problems/developing ideas. Managers affected leadership co-creation through initiating and enabling, providing teams with strategic advantages, and the approach to decision-making.

Limitations: The study utilizes qualitative methodology with data collection at one point in time and in a selective sample.

Research/Practical Implications: Findings suggest that leadership research must take multiple actors and levels within the team into account. Leadership as a dynamic, relational phenomenon requires the alignment of leadership actors in the space between formal managerial structures and emergent processes.

Originality/Value: Our research considers team members as knowledgeable agents who co-create leadership. We specifically focus on team members' use of language as means of communication, and seek to reveal what lies in the 'space between', in which leadership is co-created at multiple levels within teams.

532 - DRIVING POSITIVE EXPERIENCES IN THE WORKPLACE: THEORY AND PRACTICE

Olga Tararukhina, Ph.D., Saint Petersburg State University, Saint Petersburg, Russia
Catherine T. Kwantes, Ph.D., University of Windsor, Windsor, ON, Canada
Cheryl A. Boglarsky, Ph.D, Director, R&D, Human Synergistics
Amirreza Talaei, Ph.D., University of Windsor, ON, Canada

State of the Art

Organizational culture, societal culture, as well as trust, individual needs, and interpersonal relationships in the workplace have received attention to study them directly and indirectly, however to a limit. For executives they represent a lever for engagement and effectiveness, and therefore productivity and bottom line. A growing amount of research on loneliness, stress, and lack of meaning describe a decrease in employee wellbeing. Can positive workplace experiences (culture, trust, meeting individual needs in their priority order, and satisfying interpersonal relationships) deliver positive outcomes for both employees and organizations?

New Perspectives/Contributions

Four points of view on culture, trust, individual needs and interpersonal relationships in the workplace, from the practitioner and scholar points of view, from both empirical and theoretical perspectives explore those less examined aspects looking to find those drivers.

Thus, only one of the three types of cultures (Constructive type) leads to effectiveness and sustainability in the organization. Only one of the four kinds of workplace relationships leads to relationship development and growth. While all SCARF needs lead to organizational citizenship behaviours, the need for Status is more important to be met. Studying trust in people and trust in institutions in context of societal cultural values can help understand variances and invariances of trust among different cultures.

Research/Practical Implications

Workplace relationships at dyadic level, constructive organizational culture, more trust, and paying more attention to individual needs can help improve both employee wellbeing and performance as well as decrease turnover.

Positive Interpersonal Relationships In the Workplace and Organizational Culture

by Olga Tararukhina, Ph.D.,
Saint Petersburg State University
Saint Petersburg, Russia

State of the Art

Researchers typically study individual, team/group, or organizations when researching behavior, dynamics, development, or effectiveness in the workplace. Advances in organizational network analysis as well as engagement studies suggest that dyadic level is the most potent in saving cost, change adoption, productivity increase.

New Perspectives/Contributions

Both professional and personal, defined by the norms of societal cultures and influenced by the roles of relationship partners, the interpersonal side of relationships develop spirally, not linearly as researchers typically suggest: the focal point of every one spiral of the relationship is a point of interpersonal tension (including but not limited to conflict), and how relationship partners deal with it in the workplace with agendas, office politics, and turf wars. There are four kinds of relationships and corresponding approaches to handling tension, one of them creating the most positive outcomes: most satisfaction to both partners, moving the relationship forward.

Research/Practical Implications

Workplace relationships at the dyadic level can be a solution to the increasing demand for collaboration, increasing problem of loneliness, as well as saving time on getting things done, and therefore can be used as a lever for productivity, meaning, and connection. Positive workplace relationships boost organizational culture, individual and team performance.

Originality/Value

Focusing on the dyadic level of organizational behavior has not received enough attention. This theoretical approach for developing deeper and stronger workplace relationships can be used in trainings, coaching, consulting, mentoring, as well as organization development and design.

Trust, Societal Culture, and Role Relationships in the Workplace

Dr. Catherine T. Kwantes, University of Windsor, Windsor, ON, Canada

State of the Art

Trust in the workplace has been examined as both interpersonal and impersonal trust – that is, trust in people and trust in institutions. It is clear that trust in the workplace has positive results for both employees and organizations. Research examining interpersonal trust in the workplace has primarily focussed on antecedents to trust and the bases upon which trustworthiness determinations are made.

New Perspectives/Contributions

An understanding of role relationship expectations within societal cultures can be extended to organizations in order to address the question of how interpersonal trust develops as well as the question of what coworkers would be trusted for. Drawing on interpersonal relationship theories and explicitly including both cultural values and their resulting relationship norms can move toward an understanding of how societal culture affects expectations of behaviour within role relationships in the workplace as well as the resulting effect on trust based on the degree to which behaviour within those role relationships conform to expectations.

Research/Practical Implications

Bringing cultural values and relationship norms into research on workplace trust can aid in identifying the extent to which current knowledge is generalizable to multiple cultural contexts. Further, this has the potential to inform the development of workplace cultures where trust can enhance organizational and employee well-being.

Originality/Value

Understanding how trust develops and is maintained in social context or in multicultural workplaces has not received much attention. This theoretical approach suggests an approach for understanding culture's effect on trust in interpersonal relationships via role relationship expectations.

In Pursuit of the Positive Organizational Workplace: The Role of Constructive Organizational Norms

Cheryl A. Boglarsky, PHD, Director, R&D, Human Synergistics

✓ Purpose

Organizational culture, or the behavioral norms and expectations of organizational members, has become the top priority of top executives because culture exists and affects everything that matters most to the organization and its stakeholders. Because of its impact, culture is the primary driver for positive organizational member experiences at the individual, team, and organizational levels.

✓ Design/Methodology/Approach/Intervention

Responses to the Organizational Culture Inventory® (OCI®) from over 250 organizations engaged in cultural initiatives were examined for cultural predictors of positive outcomes. The OCI measures the strength of 12 cultural norms and behavioral expectations associated with three types of cultures: 1) Constructive type (leads to effectiveness and sustainability), 2) Passive/Defensive type (leads to ineffectiveness and vulnerability), and 3) Aggressive/Defensive type (leads to mixed performance and volatility).

✓ Results

Results shows that, in general, Constructive styles are related to organizational profitability and adaptability, reports of enhanced teamwork and quality, and decreased turnover and stress. The Defensive styles (both Passive and Aggressive) lead to increased ineffectiveness in most outcome variables. Additionally, management and individual contributors who behave and endorse Constructive styles are associated with personal, as wells organizational, effectiveness.

✓ Limitations

While it's useful to focus solely on the norms and behavioral expectations that lead to positive workplace outcomes, it's also necessary to measure those that may lead to undesirable outcomes. That is, because in practice Defensive cultural norms occur alongside Constructive cultural styles, it's instructive to determine which patterns of norms lead to desirable outcomes

✓ Research/Practical Implications and ✓ Originality/Value

Knowing the patterns will assist management and organizational change agents in their cultural initiatives.

SCARF theory: Meeting employee needs

Amirreza Talaei, University of Windsor, Canada

Purpose: The SCARF theory (Rock, 2008) draws on neuroscientific research and posits that satisfaction of the needs for Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF) is crucial for positive functioning of individuals in the workplace. This study aimed to test the utility of SCARF as a new workplace need theory in predicting positive work outcomes, over and above what Self-Determination Theory (SDT) as a leading and widely established need theory in the workplace could offer. In so doing, Organizational Citizenship Behaviours (OCB) was chosen as the positive outcome.

Methodology: Data were gathered from 296 participants working in full time jobs across several industries. Self-report measures were employed.

Results: Although all the SCARF needs were significantly correlated with OCB, addition of the SCARF needs to the SDT needs did not improve the power of SDT significantly in predicting OCB. However, the need for Status emerged as a significant contributor in the final model along with Competence and Relatedness.

Limitations: Self-report measures and cross-sectional data were used in this study.

Implications: This study gives scholars and practitioners deeper insights on the relative importance of different psychological needs in the workplace. Particularly, the need for Status which is one of the least studied needs in the workplace showed up as more important than some other more extensively investigated needs such as Fairness and Autonomy in this study.

Originality/Value: This is the first study to empirically test the incremental validity of SCARF in relation to a positive work outcome.

533 - BE PREPARED! FACILITATING TRANSITIONS FROM EDUCATION TO WORK

Symposium chair: Annabelle Hofer^a

Discussant: Jos Akkermans^b

^a University of Bern, Switzerland

^b VU Amsterdam, The Netherlands

State of the Art

Past research shows how important a successful transition from education to work is for a future career development. However, less is known about opportunities to facilitate such a transition.

New Perspectives/Contributions

This symposium brings together scholars from different disciplines and countries. It consists of five distinct empirical studies that examine new and exciting topics within the transition from education to work realm. The first study presents the Career Resources Questionnaire – Adolescent Version, which assesses career preparedness in adolescents. In the second study, the effects of internships on students' goal orientation are examined. The third study presents an online developmental network diagnostic tool and the fourth study investigates the effects of a training for university students to foster self-efficacy and minimize job anxiety. The fifth study investigates the relationship between education-job fit and work-related learning of recent graduates. The symposium highlights the importance of the transition from education to work, and starting points to foster such a transition. Finally, our discussant, a leading researcher on projects related to career transitions, comments on

the presentations and highlights the role of the transition from education to work, which can be seen as the foundation of sustainable careers.

Research/Practical Implications

Effective tools and trainings are available to support the transition from education to work. Schools, universities, career counsellors, and individuals in the transition phase could profit from these new tools and research findings. Future research should investigate long-term effects of facilitating possibilities on career development and career success.

Presentation 1:

Development of the Career Resources Questionnaire – Adolescent Version (CRQ-A)

by Julian Marciniak^{a,}, Claire S. Johnston^a, Madeleine Hänggli^a, & Andreas Hirschi^a*

^a University of Bern, Switzerland

Purpose

In order to measure career preparedness in adolescents holistically and economically, we adapted the Career Resources Questionnaire (Hirschi et al., 2018) for adolescents.

Design/Methodology

We collected a sample of Swiss-German eighth grade students (N=186) and conducted confirmatory factor analyses to select items and verify the structure of the questionnaire. Additionally, we checked reliability, and convergent validity with previously existing scales.

Results

The results show that the CRQ-A provides acceptable model fit statistics for 12 distinct factor solution. Furthermore, the CRQ-A factors show high correlations with existing scales that measure closely related constructs.

Limitations

Although the CRQ-A captures many important dimensions of career preparedness, it is by no means exhaustive. Furthermore, the CRQ-A has yet to be tested for long-term predictive utility (e.g. transition from school to VET). Lastly, the CRQ-A is a self-report measure and it has yet to be researched, whether career counsellors would rate adolescents similarly to their self-indicated responses.

Research/Practical Implications

The developed measure can provide researchers and practitioners with a reliable, concise, and comprehensive measure to assess career preparedness in adolescents. This measure provides the opportunity to specifically tailor career interventions for an individual adolescent.

Originality/Value

The CRQ-A measures many important factors of career preparedness allows researchers and practitioners to assess said preparedness in adolescents reliably and economically.

Presentation 2:

School-to-work transition: Examining the effect of internships on students' goal orientation

by Eva Vermeire^{a,*}, Ilke Grosemans^a, Nele De Cuyper^a, & Eva Kyndt^a

^a KU Leuven – University of Leuven, Belgium

Purpose

One of the main purposes of secondary vocational education is to prepare students for their school-to-work transition. It is believed that internships play a central role in this preparation. They provide students with a first opportunity to transfer personal resources from school to a work setting. It is assumed that goal orientation (GO) is important for success in both settings, but the transferability of GO remains uncharted. This study will investigate the transferability of students' GO and the persistence of changes in GO over time.

Design/Methodology

A three-wave longitudinal study with final year secondary vocational students ($N = 681$) was conducted to test the transferability of and change in students' GO. Paired sample T-tests were executed to analyse differences between measurements before (January), the first day back at school (March – April), and six weeks after the internship (May).

Results

Findings show that students' performance-avoidance, learning-approach, and learning-avoidance GO is higher immediately after the internship. This difference drops within six weeks but remains significantly higher compared to the level before the internship. Students' performance-approach GO is higher immediately after the internship, but drops to the level before the internship.

Limitations

This study could be prone to the common-method bias as results rely on self-report questionnaires.

Research/Practical Implications

Results indicate that internships are vital for preparing students for the school-to-work transition. The sustained effect on students' GO is of great value for achieving a successful school-to-work transition.

Originality/Value

In this study, students' GO is investigated longitudinally across two settings.

Presentation 3:

The use of an online developmental network diagnostic tool in facilitating students' transition from university to work

by Myrtle Emmanuel^a

^a University of Greenwich, England

Purpose

The aim of the session is to share key findings on undergraduates' developmental network (DN) dynamics. DN is a subset of an individual's entire social network providing developmental assistance including career and/or psychosocial support (See Higgins and Kram, 2011). The presentation will also showcase an online developmental network diagnostic tool used in the context of teaching for undergraduates in the transitory period from university to work.

Design/Methodology

The innovative diagnostic developmental network tool was developed as part of a longitudinal study that examines multiple developmental relationship influences on the early career management and outcomes of ($N= 793$) second-year undergraduates.

Results

Findings include a significant positive influence of undergraduates' developmental network on their academic outcomes. In particular, formal DN were a major antecedent of subjective career success for undergraduates in terms of their perceived employability and clarity of professional identity over time.

Research/Practical implications

Key implications for Higher Education institutions include the role of formal workplace and educational developers in enhancing subjective career and academic success of undergraduates. Implications also include the use of the DN diagnostic tools in understanding the level of engagement or disengagement of undergraduates' career management.

Limitations

Data collected through self-reports.

Originality/Value

The study embodies a 'relatedness' approach to early career management including making important distinctions between formal and informal DN relationships.

Presentation 4:

Trainings for psychology students - fostering self-efficacy and job anxiety

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Purpose

Self-efficacy (SE) of psychology students describes the confidence to be able to successfully master psychological tasks (Peiffer, Preckel & Ellwart, 2018). There is evidence for the relevance of SE in higher education for e.g., academic performance and successful career choice decisions (Richardson, Abraham, & Bond, 2012). However, many students show a lack of confidence to be able to fulfill the required demands at the desired level (Freund & Kasten, 2012), and experience job anxiety (Ortenburger, 2013). To support psychology students to become aware of the competences they already have (Pajares, 1996) and to minimize their job anxiety, we developed two different types of training.

Design/Methodology

Students could either participate in a (1) single application training (45 min; n=27) or in a (2) group training (2h; n=63). We assessed SE and job anxiety by questionnaire within a pre-post-design with four measurement points.

Results

In both trainings, students SE increased ($F(3,83) = 13.24, p < .001$) and their job anxiety decreased ($F(3,84) = 17.09, p < .001$).

Limitations

Students volunteered to participate in a training, thus, the sample was self-selected.

Moreover, we only used a pre-post design with an internal referencing strategy, but not long-term outcomes (e.g., career success).

Research/Practical Implications

Instructors should integrate practical exercises in their seminars, which allow students to reflect their competences so that students feel more self-efficacious and less anxious when thinking about future challenging tasks.

Originality/Value

In higher education, trainings fostering SE and lowering job anxiety support the professionalization of students thereby increasing their job opportunities.

Presentation 5:

The relationship between education-job fit and work-related learning of recent graduates:

Capitalising on a head start or filling a gap?

Ilke Grosemans^{a,}, Katrien Vangrieken^a, Liesje Coertjens^b, & Eva Kyndt^a*

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Purpose

The alignment of the first job and graduates' education appears to be of key influence on graduates' career paths. As such, it is argued that fit affects work-related learning, which

is important for starting employees to be able to cope with the demands of their new job. Theoretically, two (contradicting) processes have been put forward describing the relationship between education-job fit and work-related learning: Whereas the *complementing* hypothesis argues that work-related learning builds on an existing and appropriate set of competences, the *substituting* hypothesis assumes that work-related learning can compensate in case of misalignment.

Design/Methodology

This study identified latent profiles of recent graduates ($N = 779$) and compared differences regarding work-related learning across the profiles. Furthermore, it was assessed whether differences remained to exist six months later by means of latent change score models ($N = 398$).

Results

Four distinct profiles were identified: full fit, horizontal fit, vertical fit, and full misfit. The results provided support for the complementing hypothesis, arguing that continued learning at work complements what was learned during higher education. Differences were found regarding formal and informal learning. Moreover, the relationship was sustained six months later.

Limitations

The study took a single focus on higher education graduates.

Research/Practical Implications

The study demonstrated that graduates with an optimal alignment take a head start regarding work-related learning.

Originality/Value

This study adopted a nuanced view by including multiple types and measures of fit. It refined existing theory by demonstrating how the fit profiles differently influence formal and informal learning.

538 - TRIGGERS AND CONSEQUENCES OF PERSONALITY VARIABILITY AT WORK

Joeri Hofmans

Vrije Universiteit Brussel

State of the Art: When studying the role of personality at work, researchers have typically focused on predicting work-related outcomes from personality traits—or stable individual differences in the habitual patterns of behavior, thought and emotion. Despite the simplicity of this approach, an exclusive focus on how one behaves, feels and thinks on average disregards the fact that the variation in behaviors, feelings and cognitions within an individual is as large as the variation between individuals (Fleeson, 2001). Because of this reason, researchers have realized that to fully understand personality, how personality is affected by work and how it affects work, both between-person and within-person variation should be equally considered. This realization has led to a recent rise of studies focusing on triggers (e.g., Huang & Ryan, 2011) and consequences (e.g., Debusscher et al., 2017) of within-person fluctuations in personality states.

New Perspectives/Contributions: By bringing together four studies on within-person fluctuations in personality states, this symposium aims to further our understanding of the relevance of personality variability in a work context. As a set, these studies look at both work-related triggers and outcomes of personality variability, employing a variety of methods (i.e., experience sampling, intervention research and meta-analytic research).

Research/Practical Implications: Investigating triggers and consequences of short-term fluctuations in personality states will help us to better understand the role of personality dynamics at the most basic level. Moreover, by complementing the dispositional perspective of personnel selection, such knowledge might offer suggestions for selection and organizational interventions (e.g., training, job design).

Predicting Personality States from Personality Traits – The Role of Situations

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Purpose: Employing personality measures in an occupational setting requires that those measures predict future personality states (i.e., behavior) in an occupational context. We therefore examine how self-reported personality traits are related to personality states in experience sampling studies and which situational characters allow explaining interindividual differences in states.

Design: In our first study, we meta-analytically ($k = 15$, $N = 1,937$ with about 80,000 measurement occasions) explored how average personality states are linked to personality traits, and which methodological considerations in study design influence the trait-state-correlation. In our second pre-registered experience sampling study ($N = 273$, with about 7000 measurement occasions), we

examined how personality states can be predicted by momentary aspects of the person and the situation, above and beyond stable personality traits.

Results: Our results indicate that personality states are associated with self-reported personality traits. Further, explaining interindividual differences in personality states requires considering the psychological situation as well as momentary affect.

Limitations: All studies relied on self-reports. The role of actual behavior in specific contexts must be further examined.

Research/practical implications: Personality traits can predict future behavior, yet for a complete understanding of the person in a situation (such as an occupational context), the situational features must be considered as well. Research on the psychological situation will thus enhance the understanding of behavior in real-life settings.

Originality/value: Based on several data sets and a large sample of daily behaviors, the study systematically examines the expression of personality traits in specific situations in daily life.

The effects of counter-dispositional behavior at the workplace

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Purpose: Despite rich literature on the correlates of personality traits, studies on the momentary expressions of these traits—referred to as personality states—are less frequent. We present three studies that examine the dynamic interplay of states and traits by studying what happens when people behave in a way that is counter to their traits. Drawing on the behavioral concordance model (BCM; Moskowitz & Coté, 1995), which hypothesizes that trait-concordant behavior leads to positive outcomes, we expect counter-dispositional behaviour to result in decreased levels of wellbeing (Study1), approach goal orientation (Study2) and vitality (Study3).

Design: Data were collected using experience sampling from (Study1) 82 employees reporting on their level of state conscientiousness and affect for 10 consecutive work days ($N=734$), (Study2) 48 employees reporting on daily levels of extraversion and approach goal orientation for 10 consecutive work days ($N=384$), and (Study3) 67 employees reporting six times a day for five consecutive work days on state extraversion and vitality ($N=1664$).

Results: Multilevel polynomial regression analysis offered mixed support for the BCM, suggesting that deviations from one's trait level matter (studies 1, 2, and 3), that the effects thereof might differ depending on whether one behaves below/above one's trait (Study1), and that the effects of counter-dispositional behavior might not show immediately, but rather in a delayed fashion (Study3).

Limitations: All data are self-reported.

Practical Implications: By cultivating trait congruence at work, increased psychological functioning and employee wellbeing is also cultivated.

Originality/Value: We demonstrate the usefulness of adopting an integrative approach to personality.

Revisiting the personality-performance link: A dynamic approach to neuroticism and conscientiousness

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Purpose: Responding to calls for the integration of personality traits and states, we study the relationship between conscientiousness, neuroticism and work performance using a novel dynamic model of personality, the Personality Dynamics (PersDyn) model. The PersDyn model represents personality using three sources of individual differences: (1) one's average state level [baseline], (2) the extent to which one experiences different state levels across time and situations [variability], and (3) the swiftness with which one returns to his/her baseline once (s)he deviated from it [attractor strength].

Design: 105 employees participated in a 20-day experience sampling study, reporting their daily levels of state neuroticism and conscientiousness. Objective performance was measured by sales volumes after three and six months.

Results: Individual differences in variability were negatively related to performance, for both neuroticism and conscientiousness, while conscientiousness attractor strength related positively to performance. Looking at the interactions between baseline, variability and attractor strength, we found that for conscientiousness (but not for neuroticism) the consistency of the behavioral patterns (in terms of variability and attractor strength) moderated the relationship between baseline and job performance.

Limitations: Our findings reveal that relationships are likely to be trait-specific.

Research/practical implications: To fully understand the link between personality and performance, it is essential to consider not only the average trait level, but also more dynamic components of personality.

Originality/value: Acknowledging stability and change in personality can move forward research on the consequences of personality in a work setting.

Who are you today? The effect of a mindfulness intervention on Big Five personality states

Annika Nübold & Ute R. Hüscher

Maastricht University

Purpose: Research on personality states at work has to date mainly focused on outcomes of and situational antecedents of personality state change. In this study, we draw on social cognitive theory of self-regulation and the social investment principle to test if a structured intervention can bring about changes in employees' personality states at work.

Design/Methodology: We investigate the effect of a 4-week low-dose mindfulness intervention delivered via a mobile application on employees' personality state change in a multi-group experiment with a passive and an active control group. Employees ($N = 167$), either practicing mindfulness, doing brain training exercises, or not receiving any treatment were tracked in a diary study across a period of four weeks.

Results: Results of growth curve analyses showed that the mindfulness intervention led to linear increases in employees' daily expressions of mindfulness, emotional stability and agreeableness across the 4-week period. No changes were found in daily openness, conscientiousness, and extraversion.

Limitations: We are not able to say whether personality state change will pertain and potentially lead to a shift on the trait level.

Research/Practical Implications: Our findings illustrate the value of mindfulness interventions to alter employees' personality states, which have been linked to important work outcomes like performance in previous studies.

Originality/Value: To date, knowledge about the predictors of personality state change at work is limited. Our study sheds further light on how to deliberately influence personality states in a planned and systematic way, thereby enabling employees to act in a more functional way at work.

543 - MEASURING UNCONSCIOUS: OPPORTUNITIES OF IMPLICIT PERSONALITY MEASURES FOR WORK AND ORGANIZATIONAL PSYCHOLOGY

Zvonimir Galić, Department of psychology, University of Zagreb, Croatia

State of the Art

In the field of work and organizational psychology (W/O psychology), personality is dominantly assessed with questionnaires that ask respondents to describe themselves on a set of items about their typical attitudes, feelings and/or behaviors. The reliance on self-reports has two major limitations: first, personality questionnaires capture only the aspects of personality that are available to respondents' introspection, and second, respondents are able to adjust their self-reports in order to present themselves in a more positive light.

Recent developments in implicit personality theory and measurement have brought new methods that should circumvent the problems of personality questionnaires and, thus, enhance personality assessment in organizational purposes. Recently, Sackett et al (2017) have identified the measures that rely on the Implicit Association Test (IAT) and the conditional reasoning (CR) paradigm as the most prominent among them.

New Perspectives/Contributions

Within this symposium we will present six papers describing studies that explored the usefulness of IAT and/or CR paradigms in W/O psychology realm. The papers range from those extending the two paradigms to new constructs important for understanding and predicting workplace behaviors (i.e., core-self evaluations, self-control and the Dark Triad traits), over psychometric models behind the CR paradigm and importance of congruence between explicit and implicit personality for entrepreneurship, to comparison of the IAT and CR paradigms in predicting organizational leadership criteria.

Research/practical implications

We will try to demonstrate that contemporary implicit personality measures might be both psychometrically valid and practically convenient tools for W/O psychology researchers and practitioners.

Implicit, Explicit Core Self-Evaluations and their Relation with Job Performance and Income

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Purpose

Core self-evaluations (CSE) represents the fundamental appraisals individuals make about their self-worth and capabilities. Although scholars characterize CSE as subconscious evaluations, the implicit aspect of CSE has not yet been examined. Drawing on models of dual

information processing, we investigate how explicit, implicit, and acquaintance-rated CSE relate to task performance, organizational citizenship behaviours (OCB), and income. We argue that implicit CSE incrementally predicts these three outcomes beyond explicit and acquaintance-rated CSE.

Design/Methodology

We developed a CSE Implicit Association Test (IAT) – a reaction time based measure – in a pilot study. In the main study, we collected data from a matched triad of 153 employees, 153 co-workers and 153 personal acquaintances using a multi-source design. Employees assessed their explicit self-reported CSE, implicit CSE (measured via IAT), and income. Personal acquaintances rated target employee CSE; co-workers rated task performance and OCB.

Results

We found that implicit CSE incrementally predicted OCB and income above and beyond explicit CSE. The effects for implicit CSE held even when controlling for acquaintance ratings of CSE. Also, acquaintance ratings revealed some incremental validity for predicting income and OCB beyond explicit CSE.

Limitations

The field study design does not allow conclusions about causality.

Research/Practical Implications

In evaluative situations, such as personnel selection, self-reported CSE is susceptible to impression management. Organizations should measure self-rated, implicit, and other-rated CSE to predict job performance and income more accurately.

Originality/Value

We extend organizational research on implicit measures by focussing on an important, but, so far, overlooked aspect of implicit personality: implicit CSE.

The road to growth: Implicit and explicit motives as predictors of happiness and company performance expectation.

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⁵Jheronimus Academy of Data Science, Tilburg University, The Netherlands.

Purpose

This study investigates the congruency between the entrepreneurs' implicit and explicit motives and their effects on both the entrepreneur's well-being and the expected growth of their ventures.

Design/Methodology/Approach/Intervention.

Data was collected with a sample of 193 Belgian entrepreneurs. Self-reported questions were used to assess explicit motives and the Brief Implicit Association Test to assess implicit motives. Also self-reported measures were used to measure well-being and expectations towards future growth.

Results

Congruency between implicit and explicit motives yields higher levels of well-being, which on its turn results in higher expectations towards company growth. However, we could only confirm the congruency hypothesis for the power motive, but not for affiliation and achievement motives. Polynomial regression analysis further shows that high implicit need for power is imperative to reach high levels of well-being and that well-being further increases when it coincides with a high explicit need for power.

Limitations

The results are based on a limited sample in one small country. We relied on self-reported measures for the assessment of growth expectations.

Research/Practical Implications

Our study shows that the entrepreneurs' personal motives are important determinants of venture growth. We further demonstrate that it is worthwhile to assess both implicit and explicit motives and that a venture's future is (partially) determined by the entrepreneur's well-being.

Originality/Value

The combination of both implicit and explicit motive measures is a novel and promising approach to predict business performance measures.

Using Thurstonian IRT to Model the Response Process in Conditional Reasoning Tests

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³University of Hagen

Purpose

Conditional reasoning tests (CRTs) measure personality characteristics indirectly from choice behavior in reasoning problems. For each reasoning item, respondents choose one option out of three incorrect answers, one logically correct answer that simultaneously indicates a high,

and one correct answer indicating a low level of the implicit personality characteristic. Although CRTs have become popular, a recent IRT study (DeSimone & James, 2015) has concluded that CRTs have insufficient reliability using standard IRT models. Another problem is that the development of CRT items has proven to be challenging because of the need to avoid a systematic impact of cognitive ability.

Methodology

The model is a Thurstonian choice model (TCM) that (a) jointly models cognitive ability and the personality characteristic, and (b) adopts a dynamic systems perspective (Lang, 2014) to account for the fact that respondents' implicit personality tendency may decline over time. We apply the model to data from a power CRT with 25 items ($N = 937$ employees who were part-time students).

Results

Results show that the TCM improves the detection of the underlying traits in CRT choices in comparison to traditional IRT analyses using 1PL models and successfully separates cognitive ability and implicit personality in the item responses.

Limitations

Respondents did not fill out the CRT in a high-stakes context.

Implications

The present findings are likely helpful in the future development of CRTs and also allow I-O psychologists to use them to simultaneously measure cognitive ability.

Value

We improve theoretical and practical understanding of the CRT response process.

Initial Evidence for the Conditional Reasoning Test of Workplace Psychopathy

Nicolas Roulin & Ryan Cook
Saint Mary's University, Canada

Purpose

Workplace psychopaths are more likely to engage in unethical decision making or risky behaviors, cause conflict and bully colleagues, and be abusive supervisors (Boddy, 2011; Mathieu & Babiak, 2015; Stevens et al., 2012). It would be beneficial for organizations to avoid hiring or promoting workplace psychopaths. But existing measures either require a clinical assessment (which can be costly or illegal) or rely on easily-fakable self-reports. Our research describes the development and validation of a conditional reasoning test to assess workplace psychopathic tendencies (CRT-WP).

Design/Methods

We initially developed 60 CRT items associated with 6 justification mechanisms derived from existing models of psychopathy. We then conducted four studies, involving a SME-based construct validation process (Study 1), an initial EFA with data from a sample of MTurk respondents (Study 2), CFA, test-retest reliability, and convergent validity testing with another sample of MTurk respondents (Study 3), and examination of relationships with personality and cheating behaviors with a student sample (Study 4).

Results

Taken together, our studies identify a reliable and valid 27-item CRT-WP, with a clear factor structure.

Limitations

All our studies are based on online or student sample, and the CRT-WP needs to be further validated with an employee sample, and in high-stakes contexts (e.g., in selection).

Research/Practical Implications

Our research demonstrates that CRTs can be used to assess dark personalities like workplace psychopathy.

Value

Although still in development, the CRT-WP offers a promising approach for assessing psychopathic tendencies with a short self-report measure that is theoretically less prone to faking.

A comparison of two paradigms for implicit power motive measurement in predicting organizational leadership criteria

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²University College Algebra, Zagreb

Purpose

The purpose of this study was to compare the validity of the Conditional Reasoning Test for Power motive (CRT-P), and an implicit power motive test based on the Implicit Association Test paradigm (IAT-P) in explaining organizational leadership criteria.

Design/Methodology/Approach/Intervention.

We conducted a study on a sample of Croatian managers of small businesses ($N = 66$) and their subordinates ($N = 194$). Managers' implicit power motive was captured with the CRT-P and IAT-P, and their explicit power motive was assessed with a self-report questionnaire. We also collected managers' self-reports and subordinates' reports about the managers'

effectiveness (ME). Also, subordinates self-reported about perceived organizational support (POS), and their task performance (TP) and counterproductive work behaviors (CWBs).

Results

Multi-level analyses showed that CRT-P scores correlated positively with subordinates' ME ratings and POS, and negatively with subordinates' CWBs. At the same time, IAT-P scores were significantly related only to ME self-ratings. All relations held when self-reported power motive was controlled for.

Limitations

Both studies were conducted on a relatively small sample of managers, and the effects were generally small in size.

Research/Practical Implications

Our findings indicate an added value of implicit power motive measures in the organizational leadership field, both for scientific and practical purposes (e.g., leadership selection).

Originality/Value

Our study is among rare that compared the two most prominent methods for implicit personality measurement (Sackett et al., 2017) on the same sample of participants.

Measuring Honesty-Humility Using a Partially Structured Attitude Measure

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Purpose

In recent years, organizational scholars have started to adopt implicit measures of personality and attitudes. One of these implicit instruments is the partially structured attitude measure (PSAM; Vargas, von Hippel, & Petty, 2004). In the current study, we developed a PSAM to measure personality trait Honesty-Humility (H-H), and examined the usefulness of this instrument for predicting behaviour at work.

Methodology

We assessed 12 self-developed PSAM H-H items among a sample of employees ($N = 230$). Participants also completed the HEXACO personality inventory, a self-reported counterproductive work behaviour (CWB) and organizational citizenship behaviour (OCB) scale, and responded to a hypothetical dictator game scenario that measures altruism.

Results

The H-H PSAM ($\alpha = .69$) correlated significantly with CWB ($r = -.32$), OCB ($r = .21$), and altruism ($r = .19$). Low or nonsignificant correlations were observed between PSAM H-H and the six personality domains. The PSAM H-H explained unique variance in CWB and OCB above and beyond the six dimensions of personality.

Limitations

In this study, we relied on self-report measures. Future research could also further investigate the relation between the PSAM and other implicit measures such as the IAT.

Research/Practical Implications

The PSAM has a significant contribution to predicting behaviour at work.

Originality/Value

The present study integrates insights from social and cognitive psychology for the purpose of personnel selection.

557 - SYMPOSIUM TITLE: SUSTAINABLE LATE CAREERS AND RETIREMENT TRANSITIONS FOR OLDER WORKERS IN THE 21ST CENTURY

Chairs: Sara Zaniboni and Donald Truxillo

¹ University of Bologna, Italy; ² University of Limerick, Ireland

Discussant: Franco Fraccaroli

³ University of Trento, Italy

Integrated Summary

State of the Art. The lengthening of the lifespan requires identifying ways to sustain late careers and to cope with retirement transitions. This symposium aims to contribute in the understanding in how to help older workers to successfully work longer and to adjust to future retirement.

New Perspectives/Contributions. This symposium combines research contributions from Switzerland, Germany, Ireland, USA, Portugal, and Spain/Italy, developed to address new challenges that older workers and their employers have to face. The first two presentations focus on study factors that can improve older employee work attitudes, well-being, and workability: Pfrombeck and Grote identify work characteristics (i.e., task significance and job autonomy) in affecting older employees' satisfaction and emotional exhaustion. Weber, Angerer, Borchart, Hasselhorn, and Müller assess changes in job demands and job resources in influencing workability in older employees with health problems. The next two presentations focus on entrepreneurship in late career: Shee, McCarthy, Costin, Hynes, and Heraty explore motivational aspects affecting the decision to pursue self-employment in later life. Alterman and Wang identify work passion as a key factor in determining late career trajectories and retirement transitions for older entrepreneurs. The last two presentations focus on factors influencing retirement timing and adjustment. Sousa, Ramos, and Carvalho assess age-diversity practices in motivating workers to retire later. Zaniboni and Topa show the key role of core self-evaluations in affecting retirement-related outcomes.

Research/Practical Implications. The symposium expands knowledge and suggests fruitful strategies for supporting older employees' work attitudes, well-being, workability, entrepreneurship, and retirement-related aspects.

How to design jobs in sustainable careers? The combined effects of task significance and job autonomy for employees in their late career

Julian Pfrombeck and Gudela Grote

ETH Zurich, Switzerland

Purpose. To promote employee health and workability in sustainable careers, age-related differences must be considered in job design. In particular, task significance and job autonomy gain importance in late careers based on socioemotional selectivity theory and selective optimization and compensation theory. Therefore, we hypothesized in a three-way moderated mediation model with job satisfaction as mediator that the joint effects of task significance and job autonomy reduce emotional exhaustion of older employees.

Design/Methodology/Approach/Intervention. The three-way moderated mediation model was tested with a representative sample of 766 employees in Switzerland using a time-lagged design.

Results. Under high levels of job autonomy, task significance was positively related to job satisfaction for older workers, which in turn was negatively related to emotional exhaustion. The indirect effect of the three-way moderated mediation model was slightly negative.

Limitations. The main limitations lie in the study design with only two points of measurement. The findings should be replicated in a study with at least three measurement time points for independent, mediator, and outcome variables.

Research/Practical Implications. The study highlights the relevance of job design for sustainable career management and contributes to lifespan aging theories by emphasizing the interdependent effects of task significance and job autonomy for older workers. Employers are advised to consider task significance and job autonomy simultaneously for the effective design of sustainable careers and transitions to retirement.

Originality/Value. This study revealed that the beneficial effects of high task significance seem to vanish if older employees experience low levels of job autonomy.

Maintaining the work ability in older employees with health problems: The impact of the adaptation of job demands and job resources

Jeannette Weber, Peter Angerer, Daniela Borchart, Hans Martin Hasselhorn, and Andreas Müller

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Purpose. Taking the perspective of lifespan development of resources, we investigated whether changes in job demands and job resources affected work ability in older employees with health problems.

Methodology. Two waves (three year time-lag) of the German lidA cohort study with 3,573 participants born in 1959 or 1965 were analyzed. Baseline data of psychosocial and physical working conditions, musculoskeletal and depressive symptoms as well as changes in working conditions from wave one to two was used. We used multiple regression to analyze differential effects of working conditions on work ability depending on individual health status.

Results. Especially decreases in quantitative demands as well as increases in development opportunities and leadership quality were associated with improved work ability in older employees. Those effects were mainly independent of musculoskeletal and depressive symptoms.

Limitations. As all information was obtained by computer-assisted personal interviews a common method bias might be possible. Furthermore, reliability could not be achieved for all measures of working conditions.

Implications. Results suggest that an increase in job demands negatively affects and increase in job resources positively affects, the work ability of older employees. Overall effects were similar for employees with musculoskeletal, depressive or employees with none of those symptoms.

Originality/Value. Due to their potential of being modifiable on the employer side, knowledge of which working conditions may be most sensible to adapt in regard to different health conditions should be essential to maintain work ability of aging employees in order to ensure sustainable careers across the work life span.

Opportunity or necessity? Motivations of “third age” entrepreneurs

Brian Shee, Jean McCarthy, Yvonne Costin, Briga Hynes, and Noreen Heraty

University of Limerick, Ireland

Purpose. We explore why older adults decide to pursue self-employment in later life, the so-called “third age entrepreneurs”. In doing so, we consider the extent to which nascent and early-

stage entrepreneurial activity is selected as a postretirement path through opportunity or necessity among those over the age of 50 in Ireland.

Design/Methodology/Approach/Intervention. Drawing on Irish data from the Global Entrepreneurship Monitor (GEM) survey, we explore: (1) the prevalence of nascent and early-stage entrepreneurship among those over the age of 50, and (2) the motivations to start a new business among this group.

Results. We draw on responses from $N=2,002$ participants. We find some level of entrepreneurial activity amongst those over the age of 50 in Ireland. More importantly, we find that these individuals are motivated by opportunistic factors, rather than by necessity. These individuals are more likely to establish growth-oriented and sustainable firms.

Limitations. GEM comprises cross-sectional data. Longitudinal research would allow a detailed exploration of “third age entrepreneurs” over time.

Research/Practical Implications. Policy-level interventions must be developed to encourage opportunistic entrepreneurial activity among older age cohorts.

Originality/Value. Policy makers have recognised that the promotion of entrepreneurship in “older” age cohorts is important as a means of prolonging the working lives of older people, and reducing older-age unemployment, yet little research exists on the prevalence and motivations of “third age entrepreneurs”. We attempt to close this gap.

The impact of work passion on retirement and succession planning of older entrepreneurs

Valeria Alterman and Mo Wang

University of Florida, USA

Purpose. In the retirement literature, scholars have examined how various individual attributes and organizational factors affect employees’ retirement processes. Nevertheless, the unique characteristics that might be important for entrepreneur’s retirement process are not sufficiently understood. The purpose of our study was to incorporate work passion as a unique factor for older entrepreneurs who are motivated by their own excitement for their organizations (i.e., high entrepreneurial passion) and determine whether their late career trajectories and retirement transitions differ from those of older entrepreneurs who are less passionate about their careers.

Design/Methodology. We are in the process of collecting multiple-wave longitudinal data from University of Florida alumni who are entrepreneurs.

Results. The preliminary data we collected showed that entrepreneurial passion was negatively related to retirement planning and positively related to succession planning. This finding pattern is interesting, as it highlights entrepreneurs’ dual focuses in preparing for retirement. While entrepreneurs with higher levels of entrepreneurial passion resisted retirement by not engaging in retirement planning, they also invested more effort in succession planning to make sure that their business would be sustainable in the event of their retirement.

Research/Practical Implications. From a theoretical standpoint, our findings emphasize the unique nature of entrepreneurs' retirement decision-making, which includes a component of considering business continuity. From a practice standpoint, our findings suggest that entrepreneurs' personal characteristics (e.g., entrepreneurial passion) not only has the potential to influence their preparation for retirement, but also has the potential to influence the continuing success of the business.

Organizations can have a word to say in older workers' retirement preferences: The role of age-diversity practices, work centrality and work engagement

Inês C. Sousa, Sara Ramos, and Helena Carvalho

Instituto Universitário de Lisboa (ISCTE-IUL), Portugal

Purpose. Whilst the population continues to age, the European Union defined key policies to increase labor market participation among older workers. Previous research investigated innumerable factors that can influence workers' retirement timing (Fisher, Chaffee, & Sonnega, 2016; Wang & Shultz, 2010). However, the role of the organizational context has not been fully explored. Therefore, this study examines the influence of perceived age-diversity practices on work engagement that, in turn, impact on the preference for early or late retirement. We also investigate the moderator role of work centrality in the relationship between age-diversity practices and work engagement.

Methodology. A sample of 263 Portuguese workers, aged between 50 and 80 years ($M = 55.17$, $SD = 4.70$), completed a questionnaire with an on-line and a paper version. The moderated mediation hypothesis was tested by Multiple Linear Regression and conditional process modeling using the PROCESS macro for SPSS (Hayes, 2018).

Results. The results supported the hypothesis, suggesting that age-diversity practices were linked with increased work engagement, which in turn was linked with the preference to retire later. The relationship between age-diversity practices and work engagement was moderated by work centrality: as work centrality decreased, this relationship became more important. Also, the positive indirect effect of age-diversity practices on the preference for retire later is greater the less the work centrality.

Limitations. This cross-sectional study focuses on organizational-related variables, not considering other variables that can influence workers' retirement preferences.

Research/Practical Implications. Age-diversity practices are an important strategy to motivate workers to retire later.

Originality/Value. This study focuses on the organization's potential role in extending older workers' careers, by highlighting the relevance of age-diversity practices.

Core self-evaluations, older workers, and retirement-related outcomes

Sara Zaniboni and Gabriela Topa

Purpose. Core self-evaluations (Judge, Erez, Bono, & Thoresen, 2003) have been shown to be a key characteristic in affecting work outcomes, such as task performance, job engagement, occupational well-being, and career satisfaction (e.g., Hannes & Rudolph, 2018). However, only few studies have examined its effects on retirement-related outcomes (e.g., Muratore & Earl, 2009). The goal of the present study is to assess the role of core self-evaluations as a predictor of retirement-related outcomes (i.e., expected social adjustment, retirement goals and expectations), over and above important demographic, financial, health and work predictors. Specifically, our work is based on the core self-evaluations theory (e.g., Judge, Locke, & Durham, 1997) and the resource-based dynamic model for retirement adjustment (e.g., Wang, Henkens, & van Solinge, 2011).

Design/Methodology. A study was conducted in Spain using a time-lagged design (N=190). At Time 1 participants provided information on core self-evaluations and other variables (age, gender, health, financial situation, job centrality, and expected retirement age); at Time 2 (2-3 weeks later) participants provided information on retirement-related outcomes (e.g., expected social adjustment, retirement expectations and goals).

Results. Core self-evaluations significantly and positively affected social adjustment expected in retirement, retirement expectations, and goals over and above demographic, financial, health, and work predictors.

Limitations. The major limitation is the use of self-report data.

Research/Practical Implications. Core self-evaluations are valuable and supportive to workers across the work lifespan and for dealing with retirement.

Originality/Value. Our work shows the key role of core self-evaluations in affecting important retirement-related outcomes.

566 - CROSSING BORDERS: INVESTIGATING THE LINKS BETWEEN NONWORK FACTORS AND INDIVIDUAL CAREERS

Proponent:

Angelika Kornblum

ETH Zurich, Department Management, Technology, and Economics, Zurich, Switzerland

Discussant:

Andreas Hirschi

University of Bern, Work and Organizational Psychology, Bern, Switzerland

State of the Art: Research on the work—nonwork interface has constantly been growing over the past decades. Yet, although the experience of this interface is clearly linked to individual careers, there are few empirical studies addressing the interplay of nonwork factors with career-related attitudes, behaviors, and outcomes.

New Perspectives/Contributions: This symposium aims at providing insights into the interplay between nonwork factors and career-related variables, thus contributing to linking work—home and career research. In a sample of parent—adolescent dyads, Steiner, and Hirschi examine how parents' experience of work—home conflict and enrichment crosses over to their children's work centrality. Focusing on women who re-entered their organization after maternity leave, Debus, Philipp, and Palffy investigate negative consequences of mothers' overqualification on performance, satisfaction, and recovery. Adding to that, Stertz and Wiese examine the effect of parental leaves on fathers' experienced workplace discrimination after organizational re-entry. In a sample of German politicians, Kornblum, Unger, and Grote address the question how close others can facilitate career goal attainment. Finally, Potočnik and Unger investigate how goal-setting shapes retiree well-being and what role the romantic partner plays in this relationship. Our discussant will be Andreas Hirschi from the University of Bern. In discussing the papers, he will provide take-away messages from the presentations as well as highlight future research directions.

Research/Practical Implications: The studies included in this symposium show that nonwork factors are interrelated with individual careers in a variety of samples across different age groups, and yield various practical implications.

Parental work-to-family conflict and enrichment and youths' work centrality: The mediating role of parental job satisfaction and job insecurity

Rebekka S. Steiner & Andreas Hirschi

Purpose: Based on crossover research illustrating that work-to-nonwork conflict and enrichment not only have important consequences for the focal person but also for family members, we examined whether and how parental work-to-nonwork conflict and enrichment relate to adolescents' work centrality. Moreover, based on a source-attribution perspective, suggesting that the sending domain (i.e., work in our study) is perceived as responsible for the conflict or enrichment, we investigated parental job satisfaction and job insecurity as perceived by the children as potential mediating mechanisms, linking parental work-to-nonwork conflict and enrichment to adolescents' work centrality.

Methodology: We investigated our research questions based on 276 parent-adolescent dyads from Switzerland with a structural equation modeling approach.

Results: Results indicate that parental work-to-nonwork conflict, but not enrichment, related to decreased adolescent work centrality. Moreover, this effect was mediated through parental job satisfaction, but not insecurity. More specifically, parental work-to-nonwork conflict related to decreased parental job satisfaction, as perceived by the adolescents, which in turn related to decreased adolescents' work centrality.

Limitations: Although based on multi-source data, the results are based on cross-sectional data.

Research and Practical Implications: Our findings contribute to work-nonwork research and practice, highlighting the importance of parents' experiences in the work-nonwork interface for the development of work attitudes in their children.

Originality: We go beyond past research that mostly investigated crossover within couples, and investigate crossover at the work-nonwork interface from parents to children.

Overqualification among Returning Mothers: The Impact of Maternal Role Adaptation

Maike Debus, Stefanie Philipp, and Patricia Palffy

University of Zurich

Purpose: Overqualification occurs when a person has a surplus of skills, experiences and/or education for his or her current job. In the present study, we focused on women who re-entered their previous organization after maternity leave. Based on Relative Deprivation Theory, we postulated that overqualification may induce feelings of deprivation, which may then trigger a multitude of negative outcomes (i.e., reduced job, life, and maternal satisfaction, as well as reduced job performance and higher need for recovery). Drawing from Conservation of Resources Theory, we further postulated that mothers' adaptation to their new role might function as a resource that buffers the respective indirect effects.

Design: We surveyed 270 mothers at three time points with a lag of three weeks each. Mothers had re-entered their previous organization up to 12 months ago.

Results: In line with our predictions, overqualification was indirectly related to decreased job, life, and maternal satisfaction, decreased job performance, and an increased level of need for recovery (via increased levels of relative deprivation). Maternal role adaptation buffered the respective indirect effects, such that the negative effects of overqualification via relative deprivation were less pronounced among mothers who were well-adjusted to their new role of being a mother.

Limitations: Analyses are solely based on self-report data.

Research/Practical Implications: This research demonstrates how maternal role adaptation as a resource from the home domain can affect women's reactions to perceived overqualification.

Originality/Value: This study extends the overqualification literature by adopting a spillover perspective.

Are you really welcome back? Fathers' experiences of workplace discrimination after taking parental leave

Anna M. Stertz & Bettina S. Wiese
RWTH Aachen University

Purpose: Parental leave is intended to support new parents. But leave taking may have adverse consequences, too. Building on social role theory, we examined the role of fathers' family-supportive organizational perceptions on their subjective experience of workplace discrimination after their return to work.

Design/Methodology: Fathers ($N = 85$) were surveyed twice (online questionnaires). Their family-supportive organizational perceptions were assessed during parental leave; their experiences of workplace discrimination were assessed after having returned to work.

Results: Fathers perceiving their organization as family-supportive during parental leave reported fewer experiences of workplace discrimination at the time of their return to work than fathers who perceived their organization as family-unsupported. Moreover, experiences of discrimination were more pronounced among those fathers who were the first males taking leave in their work unit.

Limitations: The data of the second survey were not assessed immediately after fathers' individual return to work but some time later. Thus, fathers reported retrospectively about their perceived workplace discrimination.

Research/Practical Implications: Organizations should support leave-taking fathers so that these they feel respected and valued. Particularly fathers who are pioneers in male leave taking subjectively experienced that they are punished for doing so. Consequently, more

supervisors should point to (or be) male role models who are actively caring fathers. In addition, more organizational attention should be paid to the functioning of teams with leave-taking fathers.

Originality/Value: A major strength is the specific group studied, namely, fathers during and after their parental leave.

Career goal attainment in close relationships: How significant others facilitate politicians' election success

Angelika Kornblum, ETH Zurich

Dana Unger, University of East Anglia

Gudela Grote, ETH Zurich

Purpose: Career goal attainment is crucial for career success, yet research on its antecedents is scarce. We investigate whether significant others facilitate career goal attainment. Based on transactive goal dynamics theory, we assume that goal attainment is higher if the most significant other shares one's career goals, and that this relationship is mediated by available resources. Furthermore, a good goal coordination should strengthen the effect.

Methodology: Data collection is ongoing; we are conducting a three-wave online survey with German politicians who have the career goal to become a member of parliament. To measure goal attainment, we collect objective data about election results.

Results: Our preliminary analysis ($N = 83$) revealed no direct effect of shared goals on election success, yet a significant indirect effect through shared resources ($b = 0.17$, 95% CI [0.01; 0.52]). Against our assumptions, goal coordination did not moderate the relationship.

Limitations: The generalizability of our results might be limited, because our sample differs in various respects from employees working in organizations. Moreover, we cannot rule out common method bias, because our preliminary analysis is mostly based on self-report measures.

Research/Practical Implications: Our results imply that close others can facilitate goal attainment by providing resources if they share one's career goals, thus providing first empirical support for transactive goal dynamics theory. These findings are especially relevant for dual-career couples that have to coordinate multiple career goals.

Originality/Value: We contribute to career research by providing first evidence regarding the influence of close others on career goal attainment.

Happily ever after? A study of retiree well-being in romantic couples

Kristina Potočnik, University of Edinburgh

Dana Unger, University of East Anglia

Purpose: Drawing on self-regulation theory, the main aim of this study is to explore how goal-setting shapes retiree well-being and how the romantic partner further enhances this relationship. We propose a mediation model that links adaptive goal-setting to goal pursuit which, in turn, is related to Jahoda's latent benefits of work and goal attainment. Both the latent benefits of work and goal attainment should predict retiree well-being. We assume that romantic partner can exert a moderating influence on the assumed relationships.

Design/ Methodology: Our sample so far is composed of 74 retirees and their romantic partners. Their average age was 69.88 years ($SD = 11.30$) and 71.16 years ($SD = 8.40$), respectively. On average, they have been in a romantic relationship for 42.56 years ($SD = 14.02$).

Results: We found initial evidence to support our assumption about the role of goal-setting in retiree well-being. As we get more data we will explore the proposed mediation model at the couple level.

Limitations: We have no objective data of retiree well-being which could contribute to common-method bias.

Research/Practical Implications: We inform the successful ageing intervention programs to encourage retirees to engage in setting and pursuing goals to improve their well-being. Future research could look into the role of other significant others and discern the effects of specific types of goals on retiree well-being.

Originality/ Value: We extend the self-regulation theory to the study of goal-setting in romantic couples in retirement. The use of multi-source data adds rigor to our results.

610 - AGING IN ORGANIZATIONS

Andreas Hirschi

State of the Art

Organizations all over the world are facing a workforce that is becoming progressively older because of population aging. This symposium aims to advance our understanding on the aging process in the context of work and organization settings.

New Perspectives/Contributions

This symposium combines research contributions from Denmark, Ireland, Netherlands, and USA, developed to address organization and work settings' roles in the employee aging process. In particular, Pak, Kooij, de Lange, and van Veldhoven examine how HR practices may help older workers to maintain their ability, motivation to continue working after experiencing major life events (e.g., death of a loved one). Rineer, Truxillo, Cadiz, and Brady examine how teamwork characteristics, especially team cohesion, may help older workers to maintain their workability in the face of poor health. Scheibe, Fluttert, Broekstra, and Keller test potential limits of older workers' resilience to emotional demands and link them to important individual and organizational outcomes, such as health and absenteeism. Brady, Cadiz, Truxillo, and Rineer examine how leadership context in organizations may shape the beneficial effects of workers' generativity motives (i.e., the motivation to guide future generations that can vary across one's lifespan).

Research/Practical Implications

The symposium expands knowledge and offers beneficial implications for sustaining and improving older workers' health, motivation, workability at workplace.

Abstract #1: Title, name and affiliation of the authors

We are only human after all: An examination of the influence of life events on the ability, motivation and opportunity to continue working and the moderating role of HR practices

Pak, K.^{1,2}, Kooij, T.A.M.¹, de Lange, A.H.² & van Veldhoven, M.J.P.M.¹

1= Tilburg University, the Netherlands

2= HAN University of Applied Sciences, the Netherlands

Purpose: As employees are stimulated to work until a later age organizations are challenged to ensure the extension of working lives (Phillips & Siu, 2012). Schaufeli (2011) suggests that people will work longer when they experience a fit with their work. However, this fit might be challenged when employees experience major life events, such as the death of a loved one or getting a promotion (Akkermans, Seibert, & Mol, 2018). In line with the conservation of resources theory we assume that HR practices could be particularly important for employees who are facing major life events. This study

aims to examine to what extent life events influence indicators of working until a later age and whether HR practices can buffer this effect.

Methodology: Two waves of data were collected at 26 healthcare institutions in the Netherlands (N = 1478). We conducted analyses in M-plus to test the hypotheses.

Results: Preliminary results suggest that life events have a negative effect on indicators of the extension of working lives and that HR practices can buffer this effect.

Limitations: A limitation of this study is the limited time between the two measurements.

Research/practical implications: This study gives some initial ideas about how life events can influence the extension of working lives. Furthermore, it gives practitioners insight in the HR practices that could be used to buffer the negative effects of life events.

Originality/Value: This is one of the first studies that addresses life events in relation to the extension of working lives.

Abstract #2: Title, name and affiliation of the authors

Team Cohesion Buffers against Negative Effects of Poor Health on Work Ability

Donald M. Truxillo¹, Jennifer R. Rineer², David M. Cadiz³, & Grant Brady³

¹University of Limerick, ²RTI International, ³Portland State University,

Purpose: Health is one of the strongest predictors of work ability (one's ability to meet their mental and physical job demands) throughout the lifespan, and health tends to decline with age. Thus, there is a need to better understand how to maintain work ability for those who must continue to work despite health problems. This study examined the role of team cohesion in supporting the work ability of employees with poor health.

Design/Methodology/Approach/Intervention: Self-reported data on health, work ability, and perceptions of team cohesion were collected from 274 construction employees from 36 teams in two public works organizations. The mean age was 44.8 (SD = 9.7).

Results: The relationship between poor health and work ability was negative, but this negative relationship was significantly weaker under conditions of higher team cohesion, suggesting that perceptions of team cohesion buffered against the negative effect of poor health on work ability.

Limitations: Data were self-report and cross-sectional. Findings may not generalize across all industries and types of jobs.

Research/Practical Implications: Members of cohesive work teams are more likely to help one another. Organizations may be able to help their employees to successfully meet their

job demands in spite of health problems by developing and supporting cohesive teams. Future research should examine the effectiveness of team cohesion interventions on work ability.

Originality/Value: This study provides a more nuanced understanding of the relationship between health and work ability and has practical implications for organizations looking to support their employees' work ability throughout the lifespan.

Abstract #3: Title, name and affiliation of the authors

Limits of older workers' resilience: Emotion regulation, health, and absenteeism in a forensic mental healthcare setting

Susanne Scheibe^a, Frans Flutterm^b, Reinder Broekstra^a, and Anita C. Keller^a

^a University of Groningen

^b University of Southern Denmark, Oslo University Hospital, and FPC Dr. S. van Mesdag

Purpose

Several studies suggest an advantage in well-being at higher worker age, which is explained by accumulated emotion-regulation expertise with aging. Yet, in contexts of chronic stress, otherwise effective emotion-regulation strategies lose effectiveness, which may enable age-related vulnerabilities in physiological systems to undermine older adults' health. Testing potential limits of older workers' resilience, we surveyed employees of a forensic mental healthcare center – a stressful work context where violent patient incidents occur regularly and therapeutic success is challenged – regarding their job demands, emotion-regulation strategies, and health.

Methodology

Participants (N=237; mean age 44 years, 44% female, 60 units) completed an online survey. Absence data were retrieved from organizational records. Accounting for unit clustering, we tested a path model predicting age differences in health and absenteeism by emotional demands transmitted through different emotion-regulatory responses.

Results

Emotional job demands predicted increased cognitive engagement (problem-solving, reappraisal) and avoidance strategies (behavioral disengagement, denial). Cognitive engagement, usually seen as adaptive, was unrelated to health but predicted higher absenteeism. Avoidance, a maladaptive strategy, predicted lower health and higher absenteeism. Age was associated with higher use of avoidance strategies and lower physical health, especially in presence of high emotional demands.

Limitations

We rely on global self-reports for some variables.

Research/Practical Implications

In occupational contexts with extreme emotional demands, usually adaptive emotion regulation strategies lose effectiveness, and typical older-age advantages in emotion regulation and well-being may reverse.

Originality/Value

Few studies measured age differences in work-related emotion regulation in highly demanding occupational settings. Results point to limits of older workers' resilience.

631 - WORKPLACE PROCRASTINATION: ANTECEDENT AND CONSEQUENCES OF SELF-REGULATION FAILURE AT WORK

Chairs: Roman Prem^{1,2} & Tabea Scheel³

Discussant: Sandra Ohly⁴

¹University of Vienna, Vienna, Austria

²University of Applied Sciences Upper Austria, Hagenberg, Austria

³Europa-Universität Flensburg, Flensburg, Germany

⁴University of Kassel, Kassel, Germany

State of the Art

Procrastination can be described as a quintessential form of self-regulation failure that results in delays in the initiation or completion of intended activities. Despite the prevalence and relevance of procrastination in work settings, most of previous research on procrastination was conducted in academic settings. However, by traditionally taking a situational perspective, scholars in work and organizational psychology could help advance procrastination research. Moreover, work and organizational psychologists could benefit from a better understanding of self-regulation failure at work.

New Perspectives/Contributions

This symposium sheds light on the antecedents and consequences of workplace procrastination: Scheel et al. investigate the relationships of working conditions with workplace procrastination and also explore self-compassion as a moderator. Metin and Goncu Kose turn the focus to motivation as a potential additional antecedents of workplace procrastination and investigate indirect effects via organizational commitment. By use of two diary studies, Kühnel and Bledow investigate the interplay of time pressure and positive emotions in preventing day-level workplace procrastination. Using a diary study likewise, Prem et al. investigate potential vicious circles of workplace procrastination that link procrastination on one day to procrastination on the next day. In the last contribution van Eerde and Sirois investigate effects of procrastination on co-workers, both in a vignette experiment as well as a dyad survey. Finally, an interactive discussion will be kicked off with a short integrative summary by our discussant Sandra Ohly.

Research/Practical Implications

This symposium offers ideas for research and practical interventions that focus on self-regulation failure at work.

Effects of Job Characteristics and Social Support on Procrastination at Work: Can Self-Compassion Buffer Missing Job Resources?

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Purpose

Procrastination at work is costly. Although working conditions are related to procrastination, their effects may vary between persons, as self-compassion might be a personal resource to compensate unfavorable working conditions. Specifically, we assume that job resources (JCM and social support) relate (negatively) to procrastination over time, and that self-compassion moderates these relationships such that it reduces procrastination when job resources are low or missing.

Design/Methodology/Approach/Intervention

A quantitative four-wave online study was designed (ongoing). We present results from two waves with $n = 423$ (T1) respectively $n = 103$ (T1-T2) employees. Validated scales were used for assessing job resources (WDQ), self-compassion (SCS), and procrastination (GPS, adapted). Hypotheses were tested in moderated regression analyses controlled for time pressure.

Results

Only social support correlated (negatively) with procrastination (T1). Self-criticism (a subfacet of self-compassion) correlated positively with procrastination (T1). Moderation effects were only found cross-sectionally: Task identity respectively task feedback were related with (lower) procrastination only in individuals with low self-criticism.

Limitations

Although the study is designed with four waves, data is single-source self-report. The T2 sample is rather small as of yet.

Research/Practical Implications

Future research should focus on the dynamics between personal resources, working conditions and procrastination, as lagged effects could not be established yet. Nevertheless, social support, task identity, task feedback, and self-criticism seem important foci for organizational interventions.

Originality/Value

This is the first study investigating self-compassion as a buffer in the working conditions–procrastination link. However, self-criticism seems to be a risk factor preventing job resources from reducing procrastination.

Can Motivation and Organizational Commitment Influence Workplace Procrastination?

A Mediation Study

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²Cankaya University, Ankara, Turkey

Purpose

Workplace procrastination is a prevalent subject which attracts more attention throughout the last decade from researchers. However, the number of empirical studies still appear insufficient. The present study examined the relationship between motivation, organizational commitment and workplace procrastination. More specifically, the indirect link of intrinsic motivation, extrinsic motivation and amotivation on workplace procrastination through affective commitment was tested on a heuristic model.

Design/Methodology/Approach/Intervention

Data was collected from 844 office employees using self-report questionnaires. Structural equation modeling was used in order to test the proposed model.

Results

The proposed model yielded acceptable goodness-of-fit. Amotivation was positively related to procrastination, whereas both intrinsic and extrinsic motivation showed negative links to procrastination at work. Moreover, these links were partly mediated by affective commitment.

Limitations

The main limitations to this study are cross-sectional design and self-report instruments.

Research/Practical Implications

Theoretically, this study displays how intrinsic motivation, extrinsic motivation and affective commitment can be functional to diminish workplace procrastination. Practically, managers may pay additional attention on motivation to prevent employees from engaging in idle behaviors.

Originality/Value

The present study is among the first to examine the link among motivation, organizational commitment and procrastination at work using self-determination theory as a conceptual framework. Its notion to provide empirical results can potentially enrich procrastination at work literature.

What Prevents Procrastination?

Time Pressure and Positive Emotions as Alternative Pathways to Action

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²Singapore Management University, Singapore, Singapore

Purpose

With the current work, we examine factors that enable and support individuals to initiate action. That is, we examine what prevents procrastination, the dysfunctional delay of the initiation or completion of work activities. We focus on the joint influence of the personal characteristic positive affectivity and the environmental factor time pressure. Building on personality systems interactions (PSI) theory, people who frequently experience positive emotions should be less prone to procrastination, because the experience of positive emotions facilitates the enactment of intended behaviors. People who experience low levels of positive emotions, however, should be dependent on the environmental factor time pressure to support the enactment of their intentions.

Design/Methodology/Approach/Intervention

One-hundred-and-eight (Study 1) and 154 (Study 2) employees answered daily electronic questionnaires across one work week.

Results

In Study 1, results of multilevel analyses support our hypotheses. We replicate the main findings in the second dataset.

Limitations

In both studies, we relied on self-report measures of the variables of interest.

Research/Practical Implications

By revealing benefits of time pressure to prevent procrastination, the current work contributes to research on person-environment fit and personality systems interactions theory. Future research might want to investigate potential drawbacks of the enactment of intentions under time pressure such as performance decrements.

Originality/Value

The current research shows that time pressure and positive emotions are alternative pathways to action.

Vicious Circles of Procrastination?

How Workplace Procrastination Is Related from One Day to the next

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Purpose

The goal of the present paper is to investigate potential vicious circles of workplace procrastination. Previous research indicates that unfinished tasks have a detrimental effect on sleep quality and that sleep is related to procrastination. Thus, we assume that procrastination on a given workday might result in more unfinished tasks, impaired sleep quality, and subsequently higher risks for further procrastination on the following workday. Additionally, indirect effects via reduced self-efficacy and increased time pressure were tested as well.

Design/Methodology/Approach/Intervention

To investigate within-person processes, we conducted a two-week diary study with three measurement occasions per workday. Overall, a total of 549 day-level data sets from 89 participants were analysed in multilevel analyses.

Results

Contrary to our assumption, procrastination on a given workday was not directly related to procrastination on the following workday, neither were unfinished tasks related to sleep quality. However, as expected, procrastination predicted unfinished tasks, and sleep quality and time pressure (but not self-efficacy) predicted procrastination. Results further revealed a serial indirect effect: More procrastination on a given workday was significantly related to more procrastination on the following workday via more unfinished tasks and subsequently increased time pressure on the next workday.

Limitations

Variance decomposition (similar to person-mean centering) affects the interpretation of the results.

Research/Practical Implications

Future research should investigate how the vicious circle of procrastination via more unfinished tasks and increased time pressure on the next workday can be interrupted.

Originality/Value

Using a diary study design enabled us to investigate potential vicious circles of workplace procrastination.

Effects of Co-Worker Procrastination

Wendelien van Eerde¹ & Fuschia Sirois²

¹University of Amsterdam, Amsterdam, The Netherlands

²University of Sheffield, Sheffield, United Kingdom

Purpose

Departing from theory on self-regulation, social norms, and positive psychology, we tested the effects of co-worker procrastination.

Design/Methodology/Approach/Intervention

In Study 1, co-worker procrastination was systematically varied in three vignettes (high, medium, and low), rated by employed participants ($n = 99$). Study 2 assessed procrastination in co-worker dyads ($n = 103$) in work settings.

Results

An ANOVA in Study 1 revealed that dependability and the desire to cooperate with the co-worker were lower when procrastination was high or medium, as compared to low. Liking the co-worker was not affected, nor was there interactive effect on any of the outcomes with one's own procrastination. Study 2 used multilevel regression analysis, within the framework of the actor-partner interdependence model (APIM). Co-worker procrastination - directly or in interaction with one's own procrastination - was unrelated to co-worker exchange (CWX). CWX did not mediate the relation between co-worker procrastination and life satisfaction, but it did mediate the relation between one's own procrastination and life satisfaction.

Limitations

Study 1 was limited to the attitudes towards a procrastinating co-worker only. Study 2 consisted of self-selected dyads, which may have restricted the range of possible values on our variables.

Research/Practical Implications

Even a moderate degree of co-worker procrastination was judged as unacceptable, although liking was not affected. The effect of co-worker procrastination on CWX in dyads appears to be limited.

Originality/Value

This research is one of the few studies that takes a social-normative approach to the procrastination of others rather than studying the effects of self-reported procrastination.

647 - SYMPOSIUM: LEADER-MEMBER EXCHANGE (LMX) DIFFERENTIATION

Symposium Chairs

Cécile Emery, University of Surrey, UK
Robin Martin, University of Manchester, UK
Geoff Thomas, University of Surrey, UK

Discussant

Berrin Erdogan, Portland State University, USA

State of the Art: The Leader-Member Exchange theory (hereafter LMX; Graen & Uhl-Bien, 1995) advocates that leaders aim to develop high quality relationships with their followers. Yet, given that leaders' time, effort, and resources are limited (Hooper & Martin, 2008a), leaders differentiate among followers, developing high-quality relationships with certain employees and not with others; a process referred to as LMX differentiation (e.g., Henderson, Liden, Glibkowski, & Chaudhry, 2009). Although a central premise of LMX theory, LMX differentiation has only recently gained momentum in the literature (Epitropaki, Kapoutsis, Ellen, Ferris, Drivas, & Ntotsi, 2016) and recent reviews have called for further research in the field (Martin, Thomas, Legood, & Dello Russo, 2018).

New Perspectives/Contributions: The current symposium brings together five presentations investigating key issues related to LMX differentiation. Zheng et al.'s study suggests that LMX differentiation impacts the mood of not only followers but also customers. Kampf et al. examine whether team information elaboration acts as a buffering moderator in the relationship between LMX differentiation and team performance. Buch refines our conceptualization of LMX differentiation by distinguishing between social and economic differentiation. Lee et al. examine how LMX Social Comparison (LMXSC) influences followers' work behaviour. Finally, Emery et al. discuss how LMX differentiation shape the formation of other social relationships, such as advice and friendship networks, within a work-group.

Research/Practical Implications: Taken together, the papers presented in this symposium refine our understanding of how LMX differentiation could be conceptualized, how it operates, and how it impacts different organizational members.

Examining the Role of Leader-Member Exchange Differentiation for Employee- & Customer-Mood in a Services Context

Yuyan Zheng, Durham University, UK
Olga Epitropaki, Durham University, UK
Les Graham, Durham University, UK

Purpose: Prior scholarly work has pointed to the absence of studies examining the effects of LMX differentiation on emotional work outcomes (Matta & Van Dyne, 2018). Several reviews have also previously acknowledged that the linkages between LMX processes and mood and emotions are underdeveloped (e.g., Gooty, Connelly, Griffith, & Gupta, 2010). Recent theoretical work has attempted to fill in this gap and cast light on the black-box of affective processes in leader-member exchanges. For example, Cropanzano, Dasborough and Weiss (2017) utilised affective events theory as an explanatory framework for LMX development and Matta and van Dyne (2018) focused on the role of social comparison emotions for LMX differentiation. Still empirical work is scant.

Design/Methodology: By using mainly social comparison (Festinger, 1954) and emotional contagion (Hatfield et al., 1992) theories, and utilising data of 1,666 hair salon employees nested in 179 groups, our study aims at addressing the empirical gap previously identified. We specifically test a multi-level of the effects of salon LMX differentiation on employee-rated salon positive mood as well as customer-rated mood.

Results: The results provide support for an indirect effect of LMX differentiation on salon client mood via employee positive mood. Theoretical and practical implications will be discussed.

The moderating role of team information elaboration in the relationship between LMX differentiation and team performance

Pia Helen Kampf, University of Valencia, Spain

Vicente González-Romá, University of Valencia, Spain

Ana Hernández, University of Valencia, Spain

Verónica Melián, Universidad de la República, Uruguay

Purpose: In this study, we focus on the boundary conditions for the relationship between LMX differentiation and team performance. Specifically, we hypothesize that team information elaboration acts as a buffering moderator in this relationship.

Methodology: We tested our hypothesis by means of multiple regression in a sample of 100 bank branches. Variables were measured at two time points separated by 2 years. We controlled for team size, initial performance, team LMX quality, and whether team leaders changed over time or not.

Results: Results showed that teams with higher LMX differentiation at time 1 tended to decline in performance over time ($b = -5.92$, $p < .01$). This relationship was moderated by team information elaboration at time 1 ($b = 1.40$, $p < .01$), with a significant conditional effect only for teams with low information elaboration ($b = -1.16$, $p < .05$).

Limitations: Data were collected from the same source, which might have inflated the relationships.

Implications: The study shows that LMX differentiation may hamper team performance and stresses the importance for leaders to foster high-quality relationships with different team members. Moreover, we found that information elaboration buffers the detrimental effects of LMX differentiation. Hence, organizations should foster this team process through specific interventions.

Originality/Value: The longitudinal, aggregated team-level approach adds value to the field of LMX. By incorporating a moderator variable, we show that the influence of LMX differentiation is conditional on team information elaboration. Further, the study highlights the relevance of team dispersion measures.

Exploring the Differential Effects of Social & Economic Leader-Member Exchange Differentiation

Robert Buch, Oslo Metropolitan University, Norway

State of the Art: There is a growing literature on the concept of LMX differentiation, and how LMX differentiation plays a crucial role in shaping team processes and outcomes. Recently, however, researchers have started distinguishing between social and economic LMX relationships on the basis of social exchange theory and on pioneering work on employee-organization exchange relationships by Shore, et al. (2006). This research suggests that social and economic LMX relationships are qualitatively different and should be examined separately, which may have implications for the notion of LMX differentiation.

New Perspectives/Contributions: Building on recent work distinguishing between the social and economic exchange dimensions of LMX, I discuss how different dimensions of LMX differentiation (social vs. economic) could have different impact on employee outcomes. Furthermore, I propose that economic LMX differentiation may not be negative, dependent on factors such as leader political skill and individualized consideration, since some followers may actually prefer these short-term oriented economic exchanges (often of tangible resources, and characterized by little personal involvement).

Research/Practical implications: Preliminary results suggests that different dimensions of LMX differentiation (social vs. economic) are barely correlated, and if future research also supports the proposed differential impact of different dimensions of LMX differentiation (social vs. economic) on employee outcomes, this may have important implications for both practice and research.

Originality/Value: This proposed research offers a novel conceptualization of different dimensions of LMX differentiation which could potentially offer a useful avenue for future research.

Leader-Member Exchange Social Comparisons and Follower Outcomes: The Roles of Felt Obligation and Psychological Entitlement

Allan Lee, University of Exeter, UK

Alexandra Gerbasi, University of Exeter, UK

Gary Schwarz, SOAS University of London, UK

Alexander Newman, Deakin University, Australia

Purpose: We aim to extend the understanding of how and when leader-member exchange social comparison (LMXSC) influences followers' work behaviour. Based on social exchange theory, we argue that felt obligation to one's leader is a mediator of the relationship between LMXSC and follower outcomes. We also investigate whether the effect of LMXSC is not consistent across employees but influenced by their level of psychological entitlement (PE).

Design & Results: We conducted two quantitative studies which both utilised survey data from employees and their managers. We found evidence that LMXSC was associated with followers' organizational commitment in Study 1 and both organizational commitment and job performance in Study 2 via felt obligation toward the leader. In both studies, we found this relationship was significant while controlling for LMX quality. Moreover, high levels of PE reduced employees' feelings of obligation to reciprocate positive treatment.

Limitations: Our outcome data relied on either self-report (organizational commitment) or leader ratings (job performance), both of which are subject to bias. Further, only randomized experiments are truly able to demonstrate the causality of any given relationship

Research Implications: LMXSC seems to drive feelings of obligation to one's leader as opposed to overall LMX quality. Furthermore, those high in PE expect to be treated better than their colleagues, and therefore do not feel as much of a strong obligation to repay preferential treatment from their leader.

Originality: A central theme within LMX theory is that leaders form differentiated relationships with followers, yet little is known about how followers' LMX social comparisons influence their attitudes and behaviour at work. Our findings show that individual differences also play a significant role in determining the outcomes of exchange relationships.

Examining how Leader-Member Exchange Differentiation Shapes the Pattern of Social Networks

Cécile Emery, University of Surrey, UK

Alexandra Gerbasi, University of Exeter, UK

Kristin Cullen-Lester, University of Houston, USA

Purpose: LMX differentiation describes the extent to which a leader creates (or not) distinctive interpersonal relationships with different followers (Henderson, Liden, Glibkowski, & Chaudhry, 2008). From a social network perspective, differentiated LMX relationships can be understood as a hub-and-spoke network structure with ties of varying strength (Sparrowe & Emery, 2015) and hence can be analyzed using social network analysis. As LMX relationships do not occur in isolation – instead, they are embedded in a larger social context composed of other social relationships –, we launch, to our knowledge, the first investigation examining whether LMX differentiation impacts the formation of other social relationships, such as friendship and advice. For example, at the triadic level, if a leader has a high-LMX with employee A and a low-LMX with employee B, are A and B more likely to be friends and rely on each other for advice?

Design/Methodology: We collected multiplex social network data – that is, multiple social networks, such as LMX, friendship, and advice relationships, among employees – in several organizations. We used exponential random graph models (ERGMs), which assume that the presence of one relationship (e.g., LMX) might be influenced by the presence or absence of other relationships (e.g., friendship, advice) and/or individual attributes (Robins et al., 2007), to examine whether LMX Differentiation and other social relationships are structurally related.

Originality/Value: By integrating social network and LMX theories, we examine how LMX differentiation can have an effect on within-group social networks dynamics.

649 - SYMPOSIUM: "A COGNITIVE APPROACH TO THE STUDY OF RECOVERY"

Chairs:

Ana Isabel Sanz-Vergel

Norwich Business School, University of East Anglia, UK

&

Despoina Xanthopoulou

School of Psychology, Aristotle University of Thessaloniki, Greece

State of the Art. Recovery is a process encompassing the study of behaviours (what people do), psychological experiences and the actual outcome (the state of feeling recovered). So far, there is mixed evidence for the recovery potential of some off-job activities and experiences. One of the explanations for these inconclusive results could be related to cognitive mechanisms. For example, apart from motivational and affective attributes, people's thoughts while pursuing leisure activities may determine the feeling of being recovered. Cognitive-related aspects have been generally neglected even though these could be the key to understand the success of the recovery process.

New Perspectives/Contributions. We present five contributions following a cognitive approach to the study of recovery. Wendsche and colleagues analyse the effects of rumination during short rest breaks at work on strain reactions in two experimental studies. Adiasto and colleagues investigate to what extent music promotes recovery and what cognitive-affective mechanisms play a role in the process. Xanthopoulou and Sanz-Vergel examine the role of thoughts as a boundary condition on the daily recovery process. Binnewies and colleagues present an intervention study on how boundary management tactics affect recovery experiences. Finally, Chelidoni and colleagues analyze the covariation between executive function and rumination across time.

Research/Practical Implications. We highlight the importance of cognitive mechanisms in the study of recovery that may shed light on why some people recover more easily than others. These findings can help design interventions on how to re-appraise events and focus attention to make the most of recovery opportunities.

Time pressure and task-related rumination during short rest breaks:

Experimental evidence from two lab studies

Johannes Wendsche¹, Anika Schulz², Andrea Lohmann-Haislah³, Ina Schöllgen⁴, Jürgen Wegge⁵

¹ 3.6 Workplace Interventions and Transfer, Federal Institute for Occupational Safety and Health, Dresden, Germany

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Purpose. Many correlational studies revealed that task-related rumination during off-job time is driven by high quantitative demands and is related to more adverse strain outcomes. However, data on such relationships for recovery at work is sparse and experimental evidence is missing. Therefore, we investigated time pressure as a driver of rumination during short rest breaks, which in turn should increase adverse strain reactions due to lower levels of recovery.

Design/Methodology. In two experimental lab studies with student samples we manipulated the time pressure (low vs. high) of paced tasks which differed in cognitive load (Study 1: n = 44, picking tasks; Study 2: n = 40, mental arithmetics). Tasks were interrupted by three five-minute rest breaks. In Study 2, we further manipulated participants' rest break control (without vs. with). We assessed task-related rumination during breaks and multiple strain outcomes.

Results. Time pressure significantly increased rumination during breaks only in Study 2. Rumination negatively correlated with well-being in both studies and with task performance in Study 2. Rumination mediated the relationship between time pressure and fatigue in Study 2. Rest break control reduced rumination during breaks.

Limitations. The small and specific sample and the short time on task.

Research/Practical Implications. We found experimental evidence that under higher cognitive task load time pressure increased task-related rumination during short breaks, which in turn increased fatigue. Ensuring rest break control is important to counteract rumination and fatigue under such conditions.

Originality/Value. Experimental approach to study antecedents and outcomes of recovery at work.

Music listening and physiological recovery from stress: The mediating role of ruminative thoughts and positive affect

Krisna Adiasto, Debby Beckers, Madelon van Hooff, Sabine Geurts, & Karin Roelofs
Behavioural Science Institute, Radboud University, The Netherlands

Purpose. Music listening has been proposed as a promising tool to promote recovery following exposure to stressors. However, the psychological mechanisms by which music

influences physiological stress recovery remain relatively unexplored. We theorize that listening to music may divert an individual's attention away from stressor-related ruminative thoughts, which are known to prolong the activation of stress systems during and after exposure to stressors. Additionally, positive affective states induced by music may help undo the unfavourable cardiovascular arousal induced by negative affect experienced during stress. The present study aims to investigate whether ruminative thoughts and positive affect mediate the relationship between music and physiological stress recovery.

Design/Methodology. An experimental lab study will be conducted in which participants either listen to music or silence during a recovery period following a validated stress task. Participants' heart rate and blood pressure are continuously monitored throughout the experiment, while ruminative thoughts and affect are measured following the stress task and the recovery period. The study is planned for November 2018. Based on a priori power analyses, we aim to recruit 156 participants who will be randomly assigned to either condition. Data will be analyzed using a structural equation modelling approach.

Results. Results will be presented and discussed during the conference.

Limitations. Limitations will be discussed during the conference.

Research/Practical Implications. Results may be used as support for evidence-based interventions to promote recovery, particularly through music listening.

Originality/Value. To our knowledge, the current study is among the few investigating cognitive and affective mechanisms underlying the effects of music on physiological stress recovery.

Off-job activities and recovery experiences:

Work-related and activity-related reflection as boundary conditions

Despoina Xanthopoulou

School of Psychology, Aristotle University of Thessaloniki, Greece

&

Ana Sanz-Vergel

Norwich Business School, University of East Anglia, UK

Purpose. To understand further the cognitive mechanisms that are at play in the recovery process, we introduce the concept of activity-related reflection as complementary to the concept of work-related reflection during off-job time. We define activity reflection as employees' positive or negative thoughts about the activities that they undertake after work. We hypothesize that time spent in off-job activities (i.e., work-related, family, household, physical) will facilitate psychological detachment and relaxation in conditions of 1) low (vs. high) negative work-related and activity-related reflection and 2) high (vs. low) positive work-related and activity-related reflection.

Design/Methodology. Employees ($N = 139$) completed a diary study for three to five consecutive workdays, before going to sleep.

Results. Multilevel analyses provided some support for our hypotheses. Time spent in family-related activities associated positively to detachment only at low levels of negative activity-related reflection, while it associated negatively to relaxation only at high levels of negative activity-related reflection. Time spent in household activities related positively to detachment at low (vs. high) levels of negative work-related and activity-related reflection. Physical activities associated positively to detachment at high levels of positive activity reflection, and negatively at low levels of positive activity reflection.

Limitations. Activity-related reflection was measured with regard to all activities that employees undertook during leisure, and not for each specific activity separately.

Research/Practical Implications. Reflecting about work during leisure is generally unfavorable for recovery. Leisure-time activities promote recovery experiences particularly when people think positively about these activities.

Originality/Value. This study highlights the role of thoughts during leisure as a boundary condition in the recovery process.

Evaluation of an online-based training on boundary management for employees' recovery and well-being

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¹University of Muenster, Muenster, Germany

²Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany

Purpose. The aim of our study was to evaluate the effects of an online-based training on boundary management for employees' recovery and well-being. The training was based on the boundary management tactics: temporal, spatial, communicative and behavioral proposed by Kreiner, Hollensbe, & Sheep (2009).

Design/Methodology. We conducted a randomized control group trial with a pre – post measurement design. All participants responded to the pre-survey on a Monday and participants in the intervention group participated in the online-based training immediately afterwards. One week later both groups responded to the post-survey and participants in the waitlist control group participated in the training afterwards. In total, 74 employees (35 in the intervention group, 39 in the control group) completed both surveys.

Results. Results of analyses of covariances (controlling for the outcome at t_1) showed that participants in the intervention group showed an increase in recovery experiences, specifically in psychological detachment, relaxation and control as well as an increase in positive affect and vigor and a decrease in negative affect, emotional exhaustion and work-family conflict.

Limitations. Long-term effects of the training (retention) could not be examined and the small sample limits generalizability.

Research/Practical Implications. Our training shows that applying boundary management tactics is an effective way to increase employees' recovery and well-being. Thereby, our study sheds light on the cognitive and behavioral mechanisms of successful recovery.

Originality/Value. Our study is one of the few interventions on boundary management showing that short-term interventions are effective to increase employees' recovery and well-being in the short run.

A longitudinal investigation of the role executive function plays in the recovery from work process

Olga Chelidoni¹, Mark Cropley¹, David Plans²

¹School of Psychology, University of Surrey, Guildford, UK

²Centre of Digital Economy, University of Exeter, UK

Purpose. The objective of this study was to examine the stability of executive function and emotion regulation skills across time and explore how these constructs impact the different ways workers switch off and unwind from work.

Design. This is a longitudinal design. Participants completed an online survey at two time points, initially at baseline (T1) and then three months later (T2) completing a variety of measures assessing executive function as reflected on daily life behaviour, emotion regulation difficulties, work related rumination, whilst controlling for job demands and negative affect.

Results. Executive Function at T1 were significantly positively correlated with affective rumination ($r=.40$, $p=.001$) and the same effect was observed for T2 scores ($r=.40$, $p=.001$) demonstrating that executive function and rumination covary across time. However multiple hierarchical regression indicated that executive functions at T1 did not predict affective rumination at T2. We further conducted repeated measures ANOVA in order to test mean level changes across time.

Practical Implications. The covariation between executive function and work-related rumination is interesting and suggests that interventions aimed at increasing executive function could aid individuals to switch off mentally post work. More and longer time lags between time points however, could offer further insight on the causal relationship between the constructs.

Originality. To date this is the first study exploring possible cognition-emotion associations within employees in order to predict real life behaviour. Understanding these associations

and their relationship with work functioning has implications not only for individual wellbeing outcomes but on organisation level as well.

654 - NEW INSIGHTS INTO ENTREPRENEURSHIP AND WELL-BEING

Organizer: Ute Stephan, King's College London, UK

State of the art: A rapidly growing research stream on entrepreneurship and well-being showcases the important role of well-being for entrepreneurs. 'Happy' entrepreneurs are more likely to identify opportunities and persist in their business, and they lead higher performing firms. Indeed entrepreneurs are willing to make decisions that are financially costly to them to protect their well-being (Stephan, 2018, Wiklund, Hatak, Shepherd & Patzelt, 2018). Thus considering well-being can help re-cast how we view entrepreneurship and offers opportunities for psychologists to make unique contributions.

Contributions: This symposium brings together new theoretical ideas and empirical findings (including diary, longitudinal and meta-analytic research) on entrepreneurship and well-being by five author teams from eight countries and Michael Frese as a discussant. The well-being benefits of being an entrepreneur are smaller than many would expect. The contributions in this symposium help to understand why. They point to ambivalent effects of the strong meaningfulness, deep engagement and passion that working for oneself entails, and highlight how precarious such work can be (e.g. for entrepreneurs' mental health and their family).

Implications: The symposium advances research on entrepreneurship and well-being. Instead of asking whether entrepreneurs have higher or lower well-being than other groups, the studies in this symposium ask when, how, for whom and why this may be the case. They help to unpack the heterogeneity of such effects for different types of entrepreneurs, for different components of well-being and across varying contexts.

ABSTRACTS below

WORKING 24-7, SURVIVING OR THRIVING?

A

MULTI-LEVEL STUDY AMONG ENTREPRENEURS

Marjan Gorgievski, Erasmus University Rotterdam, The Netherlands

Jacqueline Jumelet, Applied University Rotterdam, The Netherlands

Purpose: Running a business often comes with a feeling of having to be available 24 hours a day, 7 days a week. Additionally, entrepreneurs often see themselves confronted with uncertainties, both on a daily basis and concerning the future of the business. Building on the Entrepreneurial Job Demands-Resources (EJD-R) model, this study investigates cross-level interactions between on the one hand weekly motivational and health impairment processes, and on the other hand characteristics of the entrepreneur, the company and the business environment.

Design: This is a quantitative weekly diary study covering three weeks in which a total of 108 entrepreneurs of small and medium sized businesses participated.

Results: Results of mixed models analyses showed partial evidence for predicted main effects and interaction effects between accumulative entrepreneurial demands, but not for interactions between job demands and resources. In general, 24/7 availability related to a

higher weekly work engagement; this relationship was enhanced by financial hardship and reversed in case of high task insecurity. Task insecurity, work pressure and financial hardship predicted more weekly mental health complaints. Financial hardship aggravated negative effects of high work pressure.

Limitations: The main limitations include reliance on self-report measures, a relatively small and quite diverse sample and only three measurement moments.

Implications: The results of this study underscore that the JD-R model may work differently for entrepreneurs as compared to employees, with accumulative job demands playing an important role in both the health impairment and the motivational process.

Originality: This study is one of few studies investigating the interactions between accumulative job demands.

FLOURISH, FIGHT OR FLIGHT: HEALTH AND WELL-BEING IN SELF-EMPLOYMENT OVER TIME – ASSOCIATIONS WITH BUSINESS SUCCESS

Claudia Bernhard-Oettel, Stockholm University, Sweden

Louise Bergman, Stockholm University, Sweden

Constanze Leineweber, Stockholm University, Sweden

Susanna Toivanen, Stockholm University and Mälardalen University, Sweden

Purpose: Around 9% of the working population in Sweden consists of self-employed business owners, but a considerable amount of them struggle to consolidate or expand their businesses. Among the factors predicting business success the decisive role of long-term health of business owners has been acknowledged only recently, but longitudinal studies testing this assumption are scarce. Based on the conservation of resources theory, good health can be seen as a resource that helps business owners to tackle high workloads and make business succeed.

Design: Data from the Swedish Longitudinal Occupational Health Survey is used. Starting in 2012, N=554 self-employed have answered three or more times in the biannual data collection. Latent growth curve modelling is employed to study general and mental health trajectories and their associations with business survival over time.

Results: Preliminary descriptive analyses on biannual changes suggest that roughly one in ten self-employed leaves self-employment at follow-up. Job demands and emotional exhaustion are higher among those who leave compared to those who remain in business. After integrating new data collected in 2018, growth curve analyses are run over the whole longitudinal sample, and associations of health trajectories to business survival will be tested.

Limitations: Data is collected with questionnaires, and business success is operationalized as business survival only.

Research/Practical Implications: Study results increase knowledge on the self-employed's health developments, vulnerable groups with poor health and risk of business failure can be detected.

Originality/Value: This is one of few studies on longitudinal developments of health in self-employed business owners.

GOOD FOR THE VENTURE BUT NOT FOR ME? THE ROLE OF PASSION IN ENTREPRENEURS' WORK-FAMILY CONFLICT

Annelore Huyghe, Cass Business School, United Kingdom

Mirjam Knockaert, Ghent University, Belgium

Frederik Anseel, King's Business School, United Kingdom

Purpose: The growing literature on entrepreneurial passion has focused primarily on its positive outcomes. The potential downside of passion in entrepreneurship remains largely unexplored (Cardon et al., 2005; Ho & Pollack, 2014). This is surprising as scholars have demonstrated negative outcomes associated with passion in other contexts. Our study addresses this gap by investigating the detrimental consequences of passion for entrepreneurs' work-family conflict, which is the extent to family involvement is made more difficult due to engagement in one's work role (Greenhaus & Beutell, 1985).

Design: Our study is based upon survey data collected with 505 Belgian entrepreneurs. We measured respondents' entrepreneurial passion with Cardon et al. (2012)'s scale and work-family conflict with Netemeyer et al. (1996)'s scale. For our mediating and moderating variables, we built upon the work by Ong et al. (2015) and Shipp et al. (2009).

Results: Data were analyzed using path analysis-based conditional process modeling (Preacher & Hayes, 2008). Entrepreneurial passion exerts both direct and indirect influences on work-family conflict. We find empirical support for the nonlinear relationship between entrepreneurs' passion and conflict. Entrepreneurial passion also increases work-family conflict through reflection. Finally, our results indicate that temporal focus moderates the latter link such that less conflict occurs amongst reflective entrepreneurs that are future-oriented.

Limitations: The cross-sectional design.

Implications: Passion is desirable for venture progress but may be harmful for entrepreneurs.

Originality: We point to the dark side of entrepreneurial passion and disentangle when passion can have a cost for entrepreneurs in terms of work-family conflict.

ENTREPRENEURSHIP AND WELL-BEING: THE ROLE OF EXPERIENCED MEANINGFULNESS OF WORK AND SOCIETAL LEGITIMATION

Susana M. Tavares, Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal

Helena Carvalho, Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal

Susana C. Santos, Rowan University, Glassboro, USA

Marc van Veldhoven, Tilburg University, Tilburg, Netherlands

Purpose: This study investigates whether entrepreneurship (operationalized as self-employment) is associated with higher levels of meaningfulness at work and individual's well-being, specifically subjective vitality, when compared to regular employment. We propose that the impact of self-employment status on meaningfulness at work would depend on countries' societal legitimization of entrepreneurship.

Design: We analyzed data from the Global Entrepreneurship Monitor and the European Working Conditions Survey on 16 European countries and tested a cross-level moderated mediation model.

Results: Results showed that entrepreneurship is positively related to individual's well-being through the mediating effect of meaningfulness at work. However, the effect of entrepreneurship on individuals' meaningfulness at work and, ultimately, on their subjective vitality, is stronger for people living in countries where entrepreneurship is less frequently considered a desirable career choice.

Limitations: Due to the cross-sectional nature of the empirical design we cannot draw causal inferences from our results.

Research/Practical Implications: Our study points to the need of European policy makers to actively foster a positive image of entrepreneurial activity through the educational system and the media as a way of sponsoring the social desirability of this career path. This will be beneficial not only to the self-employed, but also to traditional wage employees

Originality: These findings provide evidence for framing meaningfulness at work as being contingent on the interaction between self-employment status and national normative context and contribute to the literatures on entrepreneurship, meaningfulness, and well-being at work

STRESSED BUT HAPPY? A META-ANALYSIS OF ENTREPRENEURSHIP AND WELLBEING

Ute Stephan, King's College London, UK

Andreas Rauch, University of Sydney, Australia

Isabella Hatak, University of St. Gallen, Switzerland

Purpose: It is uncertain whether entrepreneurship is a career choice that results in higher well-being than paid employment with existing research reporting conflicting findings. We suggest the entrepreneurship-wellbeing relationship is contingent on how well-being is conceptualized. Building on arguments from dissonance theory, we propose self-justification processes lead to reappraising of life and work situations. As a consequence, we expect entrepreneurs to report higher well-being than non-entrepreneurs even though they have more stressful work conditions and more mental health issues.

Design: We conduct a meta-analysis of existing research and differentiate four components of well-being: cognitive (i.e., satisfaction) and affective components, the latter distinguished by their valence as well-being or ill-being (distress and mental health issues).

Results. Based on the coding of 78 samples from 42 papers, preliminary results find that entrepreneurs report higher satisfaction and affective well-being (sample size weighted mean correlations $r=.059$ and $r=.035$) than non-entrepreneurs but also more stressful working conditions ($r=.094$). There was no difference for indicators of ill-being.

Limitations. The underlying research aggregated in the meta-analyses is predominantly cross-sectional.

Practical Implication: The well-being benefits to entrepreneurship are small and stressors are high. This should be borne in mind when advocating entrepreneurship as a career choice.

Originality: Synthesizing empirical evidence we find that entrepreneurs experience higher satisfaction and affective well-being than non-entrepreneurs. The differential relationship of entrepreneurship with well-being and ill-being highlights the importance of adopting a

component view of well-being, which helps to explain the conflicting findings in past research on entrepreneurship and well-being.

660 - WOMEN'S CAREER JOURNEYS: THE IMPACT OF WORK AND LIFE EVENTS'

Symposium Proponents:

Lisa van der Werff¹, Yseult Freeney¹, Marion Fortin²

¹Dublin City University Business School, Dublin, Ireland

²University of Toulouse

Discussant:

Prof. Michelle Ryan

Professor of Social Professor of Social and Organisational Psychology

University of Exeter

The authors of the below papers represent France, Germany, Ireland, the UK and the US.

Integrated Summary of Papers

State of the Art

While there is considerable attention paid to the underrepresentation of women at senior levels of organisations, little or no research examines in detail the impact of life events on work and career journeys. Our symposium recognises the importance of specific life events such as motherhood in shaping women's career progression and comprises four papers on women's work experiences and decisions in light of these events.

Contributions

The symposium commences with a theoretical paper that provides a broad overview of how women's physiological and hormonal changes interact and challenge "ideal worker" expectations. It proceeds with three empirical papers, two qualitative and one mixed-method study which explore the impact of maternity leave and motherhood on decisions to go back to work as well as the experiences of return. Drawing on theories of self-determination, organizational justice and trust, we will examine how these life events influence career decision making, and elicit negative psycho-social implications. Together, these papers illustrate the significance of life transitions and unpack the many reasons why women's careers evolve in a different way to their male counterparts.

Research and Practical Implications

Meaningful social progress in addressing gender imbalance at senior levels of organisations requires a more nuanced understanding of the unique experiences of women at work. Our symposium provides complementary theoretical lenses and mixed methods evidence for how life events, and in particular maternity leave, influence women's career experiences and decisions and provides a rich research agenda to guide future research in this field.

1. "Women's Work and the Three M's: Menstruation, Maternity and Menopause"

Alicia Grandey¹, Allison Gabriel², and Eden King³

¹Pennsylvania State University

²University of Arizona

³Rice University

State of the Art

Contemporary perspectives of *ideal workers* require “complete commitment to paid work through long work hours, around-the-clock availability...and prioritizing employers’ interests above personal ones” (Kmec, O’Connor, & Schieman, 2014; p. 64), a perspective intertwined with masculine ideals (Davies & Frink, 2014).

New Perspectives/Contributions

We present a framework for how women’s physiological and hormonal changes intersect with, and may contradict, “ideal worker” expectations. We review evidence on the “3 Ms” – menstruation (i.e., pre-menstrual hormonal changes and discharge), maternity (i.e., hormonal and physical changes from pregnancy & breastfeeding) and menopause (i.e., hormonal changes with loss of menstruation) – as they relate to work and careers.

We propose women’s natural experiences are a *borderland*, a complete blurring of work/non-work borders (Clark, 2000), in that women cannot choose whether to bring these aspects of self to work. Our review will show how women’s life phases affect how women see themselves, and how others see women during these phases, in ways incongruent with “ideal worker” expectations.

Research/Practical Implications

Given that women are a large segment of the workforce (46% in Europe and North America), the time is right to talk about how normal life transitions uniquely experienced by women affect career progression. Society is ready for this conversation and policies that accommodate women’s experience (Clinton, 2017; Jack et al., 2016).

Originality/Value

Our goal is to change the conversation so that it is not taboo to study these topics among researchers and practitioners, with the goal to identify the challenges to women's career advancement and implications for research and policy.

2. "Making the decision to return to work post maternity leave: a self-determination perspective"

Yseult Freeney, Lisa van der Werff, and Nicolas Jourdan

Dublin City University Business School

Purpose

Research is only beginning to recognise the impact of maternity leave on women's careers. This transition presents a significant juncture for a woman to navigate and commences with the woman's decision making about her return to work. Drawing on self-determination theory, the aim of this study is to develop a deeper understanding of how motivational profiles shape career decisions post maternity leave.

Design/Methodology

We draw on data from 500 women who participated in a survey during their maternity leave. We triangulate these data with interviews with 16 mothers as they make the decision to return to work or not and whether they will return in the same capacity.

Results

Preliminary results indicate that women with autonomous work motivation are more likely to make a decision to return to work in the same capacity. Qualitative data enriches our understanding of this finding by presenting evidence of struggles between work and home motives as well as highlighting the role of normative influences on career decisions.

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 more nuanced understanding of the impact of motherhood on career progression. The research identifies a need to unpack the various facets of parenting which interact with work and career decisions, particularly during significant transitions.

Originality/Value

This research is the first to identify the role of motivational profiles in shaping career related decisions during significant life transitions, such as maternity leave.

3. "Fair Returns: The impact of pregnancy and maternity leave on women's careers"

Marion Fortin¹, Camille Desjardins¹, Hayley German², Janine Bernhardt³

¹University of Toulouse

²University of Huddersfield

³German Youth Institute (DJI)

Purpose

Maternity leave is a tipping point for gender equality in society, and a time when central career motives may change. It is also a crucial transition time that gives rise to numerous fairness evaluations in work organizations. In this research we examine within-person justice dynamics around the time of maternity leave and how these have an effect on career decisions and career outcomes.

Design/Methodology

We conduct a qualitative longitudinal study with a sample of 40 pregnant educated women. Beginning in summer 2018, participants are interviewed when they are between 5-7 months pregnant. The sample represents a range of workplace industry types and job roles. Semi-structured interviews are conducted prior (T1), during (T2) and upon returning (T3) to work after maternity leave, and followed up 6 months later (T4). The interviews are complemented by a pre-study questionnaire and biographic data. The data is coded and content analysed to systematically analyse the women's subjective experience and reasoning.

Results

In this study we present the initial findings from Time 1 (including biographic data), with a focus on their experiences with sharing the news about pregnancy and making concrete work arrangements for maternity leave and return, as well as their expectations regarding maternity leave and return (career, work relationships, etc).

Limitations

Only Time 1 data is available for presentation at the conference. Our sample is limited to highly educated women, for whom the gender gap effects of maternity leave have been illustrated to be more pronounced.

Research/Practical Implications

This research extends our understanding of the experience of fairness and career dynamics in relation to the crucial transition period that maternity leave represents. In particular, we link specific events (for example, breaking the news of pregnancy) and contextual factors (including the ideal worker norm in the organization) with expectations and attitudes regarding maternity leave and return. Understanding these within-person dynamics is informative for improving organisational policies,

managerial practices and working conditions, which in turn can bring organisations a step closer to achieving gender equality.

Originality/ Value

In focusing on this pivotal time in women's careers we integrate gender equality, career and justice research, providing a person-centric understanding of the experience of working women.

4. "Don't you know that it's different for girls": A exploration of the dynamics of trust, breach and violation for women's employment journeys en route to the top"

Rosalind Searle¹, Ruth Sealy², and Beverley Hawkins²

¹Adam Smith Business School, University of Glasgow, Glasgow G12 8QQ

²University of Exeter Business School, Exeter Centre for Leadership, Exeter EX4 4PU.

Purpose

Despite over the last forty years a plethora of programmes and policy interventions, there has remained a dearth of women at the top of organisations. The low rates of women in senior roles shows stubbornly similar results across different sectors, different industries and different countries with increasing numbers of women at graduate intake, but strikingly little dent in both the comparative speed and volume of men's progression into elite leadership positions. This paper explores the experience of women in a programme designed to enhance their progression within a multi-national consultancy organisation.

Design/Methodology/Approach/Intervention

Drawing from 48 interviews of mentor-mentee dyads, we systematically explore the experiences of mentees that shapes their psychological attachment to their employing organisation.

Results

We focus on salient events identified by mentees, and use events systems theory to map these events and through these understand the dynamics of these experiences with a particular focus on building and violation.is

Research/Practical Implications

Our dyadic study identifies whether, and how, experiences are different for women, and based on these insights identify what mentors and organisations can do to better support and enable their progression up the organisation.

Originality/Value

This research represents the first dyadic perspective on factors influencing women's attachment to their organisations.

703 - ENTREPRENEURSHIP FROM A CAREER PERSPECTIVE

Proponents:

S.M.E. van den Groenendaal, Tilburg University, the Netherlands

M. Gorgievski-Duijvesteijn, Erasmus University, the Netherlands

Discussant:

J. Arnold, Loughborough University, United Kingdom

State of the art. This symposium approaches entrepreneurship from a career perspective. Unpacking and understanding entrepreneurs' choices and actions across different types of entrepreneurship and different stages of the entrepreneurial career is an area where psychologists in particular can make significant contributions (Gorgievski & Stephan, 2016). From an entrepreneurial career perspective, research has most commonly focused on early stages of entrepreneurship, in specific entrepreneurial intentions.

New perspectives/contributions. The presentations in this symposium will provide insights into choices and behaviors of different types of self-employed workers in different stages of their entrepreneurial career. For example, the studies included in this symposium take into account demographics, such as age and gender; compare solo-workers and business owners with personnel; and investigate variability in social entrepreneurship. As we approach entrepreneurship as a conscious career choice, we pay attention to entrepreneurs' values, motives, and behaviors that play an important role in the way the entrepreneurial career unfolds.

Research/practical implications. More in depth research on entrepreneurs from a career perspective will enable scholars to better understand different types of entrepreneurs and advance knowledge on what happens after starting a business. From a practical point of view, this symposium contributes to more knowledge on factors that influence entrepreneurial career success and reduced failure rates to inform policy makers' actions and thus benefit European societies. These actions will also promote the well-being and health of self-employed workers with different demographical characteristics, levels of vulnerability due to their demographics and motives, and in different stages of their entrepreneurial careers.

(1) Conflict and stress dynamics in startup top-teams

Gosia Kozusznik and Martin Euwema¹

¹KU Leuven, Belgium

Purpose. Startups development and growth is one of the Europe's Priorities. However, about 50% of new European businesses fail during their first five years; conflicts between founders and effects of work stress being identified as two of the top reasons for this failure. The aim of this work is to elaborate on typologies of conflicts specifically characteristic for start-ups and to analyze their dynamic as related to stress, coping and health.

Design/Methodology/Approach/Intervention. This study has a mixed design: we conducted interviews with 18 startup founders/experts, followed by concept mapping, multidimensional scaling, and cluster analysis. Also, we carried out multilevel SEM on a diary data from 86 start-up founders.

Results. The results indicate four types of conflicts specific to the context of startups, regarding: money, norms, teamwork, and vision. These dimensions of conflicts in startups relate in time with stress, and different indicators of well-being.

Limitations. Self-report was used to measure conflicts and stress levels.

Research/Practical Implications. The results can contribute to create guidelines for startups on how to prevent and effectively deal with stress and conflicts, take early preventive actions to avoid startup's failure, and to promote founders' well-being and health and start-ups' success.

Originality/Value. This work adds knowledge about conflicts and stress dynamics in start-ups that is practically nonexistent. It *addresses a timely issue of start-ups' entrepreneurial success*, making this work relevant for European economy.

(2) What Do Starting Motives Say About Solo Self-employed Workers?

Sjanne Marie van den Groenendaal¹, Silvia Rossetti², Mattis van den Bergh³, and Dorien Kooij¹

¹Department of Human Resource Studies, Tilburg University

²School of Governance, Utrecht University

³Department of Methodology, Tilburg University

Purpose. The central aim of this paper is to increase our understanding of the different types of solo self-employed workers based upon their start-up motive(s) and to advance knowledge on the effects of entrepreneurial motivations on proactive behaviors related to their career. To achieve this aim, we identified subgroups and investigated whether they differed in terms of their engagement in proactive career self-management behaviors, such as skill and knowledge development, networking, hiring and collaborating with fellow entrepreneurs, and hybrid entrepreneurship.

Design/Methodology. We applied a person-centered approach using Latent Class Analysis on the Dutch Self-employed Working Conditions Survey (2015) including 3602 solo self-employed workers.

Results. We identified six subgroups of solo self-employed workers based on their start-up motives and found that they differed in their levels of engagement in proactive career self-management behaviors. Especially solo self-employed workers pushed by necessity tend to be more vulnerable because of their desire for paid employment but not succeeding the attainment of actual hybrid entrepreneurship as a career self-management behavior, due to a lack of employment opportunities.

Limitations. Due to the cross-sectional design, we could not examine whether start-up motives and its relationship with career self-management behaviors are stable over time.

Research/Practical Implications. With the knowledge generated in this study, institutions may develop more effective tailor-made policy-interventions to enable solo self-employed workers to reduce failure and sustain their business.

Originality/Value. The results will advance knowledge on the heterogeneity among solo self-employed workers and their career self-management behaviors using a person-centered approach (i.e. Latent Class Analysis).

(3) Entrepreneurial Proactive Behavior: Scale Development and Validation

Dewi Kanters, Marjan Gorgievski, Arnold Bakker, and Daantje Derk¹

¹*Erasmus University Rotterdam, the Netherlands*

Purpose. The present study aimed to develop and validate an instrument that measures entrepreneurial crafting: a behavioral construct which is further conceptualized in this study.

Design/Methodology. The concept of entrepreneurial crafting was explored through in-depth interviews with ten Dutch entrepreneurs. Based on literature and the transcribed and coded qualitative data, 43 scale items were constructed. After discussing the initial items with

multiple experts in the field of entrepreneurship, several items were removed or modified and 20 items remained. Data on the factor structure, reliability, and validity of the scale were collected among a sample of 147 Dutch entrepreneurs.

Results. Preliminary results from exploratory factor analysis (EFA) using Maximum Likelihood with oblique rotation indicated that the newly developed 20-item measure follows a three-factorial structure. The interpretation of these three factors reflected the crafting behaviors focused on either the 1) personal environment, 2) organizational environment, or 3) person-environment fit. Reliability and validity of the novel scale are being analyzed at the moment, as well as how it is associated with theoretically related constructs.

Limitations. This study is limited by the sample size and by the use of self-report measures.

Research/Practical Implications. The resulting instrument could be used for both research and practice when examining the behavioral processes in entrepreneurship. Also, these insights can benefit the development of interventions for entrepreneurs and may help policy makers encourage beneficial entrepreneurial crafting behaviors.

Originality/Value. This study contributes to the measurement of entrepreneurial crafting and can help researchers in theory testing.

(4) The Value of Values in Understanding the Distinctiveness and Heterogeneity of Social Enterprises

Ute Stephan¹, Johanna Mair², and Marieke Huyseentruyt³

¹*King's College London, UK*

²*Hertie School of Governance, Germany & Stanford University, USA*

³*HEC Paris, France*

Purpose. Research on social enterprises focusses on organizational tensions arising from the need to simultaneously attend to social and commercial goals. In parallel, research from an individual perspective casts social entrepreneurs as driven by prosocial motivations. Both lines of research concentrate on social aspects and their tensions with economic aspects. We use Schwartz' Value Theory to explore who are the individuals leading social enterprises.

Methodology. We collected survey data from 1,018 managers of social enterprises in China, Russia, Germany, Hungary, Portugal, Romania, Spain, Sweden, and UK. Comparison data come from the European Social Survey for 10,452 employees, 3,511 managers and 1,580 entrepreneurs on the Portrait Value Questionnaire.

Results. (1) Social enterprise directors endorse self-transcendence and openness-to-change more strongly, and value self-enhancement and conservation less as compared to employees, managers and entrepreneurs. (2) Using latent profile analysis, we identify five value profiles of social enterprise managers. In only two profiles self-transcendence is the dominating value. Two profiles show a balance between self and other concerns, but tensions between fitting-in and seeking to change society. (3) We establish correlates of value profiles.

Limitations. We use cross-sectional self-report data.

Implications. Our study calls for a broader view of social enterprises beyond the singular focus on prosocial motivation and social-economic tensions.

Originality. We reveal substantial heterogeneity in values among social enterprise managers. We complement and recast the dominant perspective of social enterprises as sites of conflict and tension and instead call for acknowledgement of ambivalence as an important concept to understand individuals leading hybrid organizations.

(5) Age-related decrease in entrepreneurial intentions in Spain: Lost opportunities for senior entrepreneurship?

Juan A. Moriano and Ana Laguía¹

¹*Universidad Nacional de Educación a Distancia (UNED), Spain*

Purpose. The ageing population is one of the biggest challenges in Europe. Different solutions are under consideration, and one of them is encouraging entrepreneurship as a form of bridge employment to delay retirement. Drawing on the theory of planned behaviour, this study analyses entrepreneurial intentions of older workers.

Design/Methodology. The Entrepreneurial Intention Questionnaire was administered to a sample of 2333 participants (54.7 % female, 18–64 years old) from Spain.

Results. Partial least squares technique showed that age correlated significantly and negatively with entrepreneurial intentions, which could be explained by less positive attitudes towards entrepreneurship (e.g., “facing new challenges”, “being creative and innovative” and “obtaining high incomes”) and less perceived support from reference groups to become an entrepreneur, particularly family and close friends.

Limitations. Main limitations of this study relate to cross-sectional design and self-report measures. In future studies we propose to include an additional measure on subjective age.

Research/Practical Implications. These findings may have practical implications for the design of entrepreneurship courses for adult people as well as other educational initiatives in order to foster entrepreneurship in the third age.

Originality/Value. This study explores the relationship between age and entrepreneurial intentions in a large sample. Interestingly, age did not correlate with entrepreneurial self-efficacy. Thus, entrepreneurship education programs in the adulthood should pay special attention to attitudes and subjective norms, particularly to social acceptance of entrepreneurship at any age. Last, age is not only a control variable but a main antecedent of entrepreneurial intentions, so it should be taken into account in future research.

707 - EMPLOYABILITY ACROSS CAREER STAGES AND TYPES II: NEW FRONTIERS IN GRADUATE EMPLOYABILITY RESEARCH

Chairs

Rowena Blokker,

Jos Akkermans

Overall coordinators of the three symposia on employability:

Pascale Le Blanc

Beatrice Van der Heijden

Ans De Vos

Jos Akkermans

State of the art. Employability research has flourished in recent years, leading to many new insights into its importance in the contemporary world of work. However, more in-depth research is needed to address several blind spots related to employability in different career stages, occupational groups and employment relations. In three interrelated symposia stemming from the 2018 EAWOP Small Group Meeting organized by Pascale Le Blanc and Beatrice Van der Heijden, these topics are addressed. Together, these symposia aim to contribute to academic progress in the field and to improve (HRM) policy and practices in business. This second symposium on Graduate Employability (GE) focuses on various types of career resources, development practices, and interventions aimed at enhancing GE.

New perspectives. This symposium brings together six papers that advance research on graduate employability in innovative ways. Pearson et al. present findings on the effectiveness of an employability intervention; Blokker et al. examine career resources and employability before labor market entry; Hernández et al. introduce a dynamic perspective to study graduate employability; Okay-Somerville et al. present results on graduates' social media use and graduate employability; Mazzetti et al. investigate how career planning, personal resources, and interpersonal behaviors enhance graduates' employability; and Rodrigues et al. examine the effects of career development practices on graduate employability.

Implications. The studies in this symposium show in various ways that career resources are a crucial element of successful graduate employability. At the same time, the interplay with contextual factors is key to smooth transition into the labor market.

"Mastering Your Employability": The effectiveness of a career course intervention for postgraduate business students transitioning to the world of work

*Jill Pearson^{*1}, Ailish Chawke¹, Joy Schneer²*

¹University of Limerick, Ireland, ²Rider University, USA

Purpose – To maximize employment rates of graduates and support students in their transition to working life, many third-level institutions provide career services and interventions to their students. Drawing on behavioral learning theory, the theory of planned behavior, and social cognitive theory, this study evaluates the effectiveness of one such intervention on the job search behavior of postgraduate business students.

Design – The intervention, entitled “Mastering Your Employability” involved two courses that were incorporated into the core curriculum of several Master’s level business degree programs. Using a quasi-experimental design, 55 postgraduate business students completed a pre- and post-intervention survey; 50 students who had not completed the intervention served as a control group.

Results – Supporting the effectiveness of the intervention, paired sample t-tests, independent sample t-tests, and regression analyses showed that it had a positive effect on career exploration (both self and environmental), job search clarity, preparatory job search behavior, active job search behavior, and job search effort.

Limitations – While several attempts were made to maximize the response rate of both groups, the necessity to match pre- and post-intervention survey responses meant several participants who only completed one survey were excluded from the analysis.

Implications – This study has implications for research on graduate employability and more specifically on the role of personality and interventions. It also has practical implications for third-level institutions as it shows the importance of incorporating career interventions into the core curriculum.

Originality – There has been limited research on the effectiveness of core versus optional career services/interventions.

Examining the role of career competencies and perceived institutional support in enhancing academic performance and graduate employability

*Rowena Blokker^{*1}, Jos Akkermans¹, Svetlana Khapova¹, Paul Jansen¹*

¹School of Business and Economics, Vrije Universiteit, Amsterdam, the Netherlands

Purpose – Graduate employability literature proposes that young adults should build their employability already during their studies. In this study, we apply Job-Demands Resources theory in an educational setting and examine whether career competencies and perceived institutional support impacts student academic performance and their employability before entering the labor market.

Design – Three-wave data were collected among Dutch university graduates at the start of the Master’s program (T1), six months into the Master’s program (T2), and at time of

graduation (T3). We measured career competencies and perceived institutional support (T1), and study engagement and employability (T2). Objective indicators of academic performance (i.e., GPA and ECTs) were obtained via university records (T3).

Results – Findings show that career competencies (i.e., career resource) and perceived institutional support (i.e., organizational resource) were positively related to employability and study engagement, and subsequently employability was positively related to GPA at time of graduation. Employability mediated the relationship between career competencies and GPA, such that those students who developed career competencies at the start of the Master's program, were more employable six months later and obtained higher GPA's.

Limitations – We focused only on graduate students from an economics and business faculty.

Implications – Our findings show that students' academic performance can be enhanced by developing career competencies and employability during the study career.

Originality – This is one of the first studies to examine the role of employability during the school-to-work transition using longitudinal data including objective outcomes.

In the pursuit of graduates' employment and job-fit: Career planning as a mean of improving self-perceived employability and job search attitudes over time

*Ana Hernández^{*1}, Vicente González-Romá¹, Victor Valls^{1,2}, Inés Tomás¹ y Juan P. Gamboa³*

¹IDOCAL, University of Valencia, Spain ²Valencian International University, Spain ³ OPAL, University of Valencia, Spain

Purpose – We take a dynamic perspective to graduate employability and analyze the role that career planning while obtaining a university degree plays in the development of self-perceptions of employability over time. This increase in self-perceived employability should lead to improving job-search attitudes, ultimately fostering positive employment outcomes. The logic behind this is that career planning requires setting career goals and thinking of strategies to achieve them, which in turn should foster perceptions of employability. In addition, individuals who view themselves as employable should enact attitudes and behaviors consistent with their self-perceptions, which should subsequently enhance job-market outcomes.

Design – The model was tested in a Spanish sample of 510 Bachelor and Master students who were about to graduate. Career planning was measured at T1 (before graduation); perceived employability and job-search attitudes were collected both at T1 and six months after graduation (T2); and employment outcomes (status and job-fit) were measured at T2.

Results – Career planning was significantly related to an increase in self-perceived employability, which in turn was significantly related to a positive attitude change. However, this attitudinal change did not show the expected relations with employment outcomes.

Limitations – The sample coming from one university in Spain precludes generalization.

Implications – Our results suggest that fostering career planning in university students helps to develop graduates' self-perceived employability and positive job-search attitudes when entering the job market.

Originality – The dynamic perspective of this study adds value to the field of employability development.

Social media-based impression management for improving graduate employability

*Belgin Okay-Somerville^{*1}, Dora Scholarios²*

¹*University of Glasgow, Scotland* ²*University of Strathclyde, UK*

Purpose – An emerging area of research is how social media contributes to recruitment and selection decisions. However, this research often focuses on employers' rather than applicants' use of social media. Drawing on determinants of graduate employability literature, the purpose of this research is to examine university leavers' use of social media for honest and deceptive impression management for securing high-skilled jobs following graduation.

Methodology – The study uses two-wave survey data from a 2017 graduating cohort. Time 1 (semester 1) measures include perceived barriers to labor market entry, job search expectations, and job search anxiety. Time 2 (semester 2) measures honest and deceptive impression management via social media.

Results – Confirmatory factor analyses validate a two-factor structure for impression management via professional (e.g., LinkedIn) but not for personal social media (e.g., Facebook). Structural regression models show that only job search expectations (i.e., of securing 'good' jobs with skill use and development opportunities) and academic achievement were positively associated with honest impression management. None of the predictors, but gender (in favor of men), were associated with deceptive impression management.

Limitations – Future research could introduce more measurement points and draw from wider theoretical perspectives to impression management, for example image theory.

Implications – Findings show job search goals and human capital to be associated with creating a positive online professional, but not personal, presence for enhancing graduate employability.

Originality – The study extends graduate employability research by examining use of social media-based impression management during university-to-work transitions.

A wise man will make more opportunities than he finds.

The relationship between graduates' resources and skills and job search outcomes

*Greta Mazzetti^{*1}, Dina Guglielmi¹, Rita Chiesa², Marco G. Mariani², Beatrice I.J.M. Van der Heijden^{3,4,5}*

¹*Department of Education Studies, University of Bologna, Italy,* ²*Department of Psychology, University of Bologna, Italy,* ³*Radboud University Nijmegen, Institute for Management Research, the Netherlands,* ⁴*Open University of the Netherlands, the Netherlands,* ⁵*Kingston University, UK*

Purpose – The aim of the current study was to provide a frame of critical factors that may contribute to graduate employability (i.e., perceived employability and job search outcomes expectations), with a specific focus on career planning variables (i.e., work role salience, career identity, and career adaptability), personal resources (i.e., job searching self-efficacy, internal locus of control), and interpersonal behaviors (i.e., job search networking intensity and political skills).

Design – The sample consisted of 5,191 graduates. Most of them were women (63.9%) and had previous work experience (78.7%). To test our hypotheses, structural equation modeling was employed with maximum likelihood estimation methods.

Results – Our analyses revealed that different individual (i.e., career identity and career adaptability) and interpersonal factors (i.e., political skills) are significantly associated to graduates' perceived employability and job search outcomes expectations.

Limitations – This research was based on cross-sectional data. Furthermore, the current study assessed graduate employability as the participants' expectation to find employment, thus a valuable avenue for future research would be the collection of longitudinal and objective measures of job search success.

Implications – Our findings contribute to the development of intervention strategies aimed at fostering graduates' personal resources and interpersonal skills that may enhance their persistence in job search activities and, consequently, could impact their employment status.

Originality – This study represents a valid contribution to the current understanding of those specific aspects concerning graduates' career planning, personal resources and interpersonal behaviors, that may foster the perceived level employability and positive job search outcomes expectations.

Effects of career development practices on employability, commitment, and intentions to quit: It depends on perceptions of fit

*Ricardo A. Rodrigues^{*1}, Christina L. Butler², Serge P. da Motta Veiga³*

¹*King's College London, UK* ²*Kingston University, UK*, ³*American University, USA*

Purpose – Career development practices regarding graduate employability can have important effects on subsequent employee behaviors. The purpose of this study is to test a) the relationship between career development practices and subsequent commitment and intentions to quit, mediated by perceptions of employability, and b) the moderating role of fit perceptions (i.e., both person-organization and person-job fit).

Design – A total of 402 young employees (2/3 years after graduation) in the UK participated in a time-lagged survey design. We measured career development practices (T1), person-job and person-organization fit (T1), employability (T2), commitment (T2), intentions to quit (T2), and job search behaviors (T2).

Results – Preliminary results provide support for the overall model, in that stronger career development practices are positively related to employability, which in turn is positively related to intentions to quit and job search behaviors, and negatively to commitment. Interestingly, these relationships are buffered by the extent to which employees perceive there is a good fit between them and the job and/or organization.

Implications – This study highlights the importance of making sure that career development practices are aligned with employees' perceptions of fit with the job and/or organization. Indeed, our results suggest that career development practices can influence employees and organizations alike, and that there is a need to align both individual and organizational demands.

Originality – To the best of our knowledge, this is the first time that career development practices' influence on graduate employability and subsequent outcomes is examined. Furthermore, we also explore the moderating role of fit perceptions.

722 - APPLICANTS IMPRESSION MANAGEMENT AND FAKING IN THE HIRING PROCESS

CHAIRS/SUBMITTERS:

Nicolas Roulin, Saint Mary's University, Canada

Joshua S. Bourdage, University of Calgary, Canada

STATE OF THE ART:

Research shows that many job applicants engage in impression management (IM) or faking, meaning that they misrepresent their fit, qualifications, or interest. Such behaviors are prevalent when submitting resumes, during interviews, or when completing personality tests. They can also be problematic for organizations, who risk hiring individuals who are less qualified, could perform more poorly on the job, do not align with the values of the company, and are more likely to engage in counter-productive behaviors. However, we still have limited knowledge about the antecedents and outcomes of IM and faking, especially when it comes to new selection methods.

NEW PERSPECTIVE/CONTRIBUTIONS:

This symposium includes a collection of six presentations with authors from six countries, which advances our understanding of how job applicants behave (e.g., manage their impressions or fake) in the selection process. The presentations discuss how video interviewing technology can facilitate or prevent IM/faking in interviews, how organizational culture triggers strategic faking in personality tests, the effectiveness of IM across cultures in video-resumes, how faking during an Assessment Center can negatively impact applicants' reactions, how faking in an interview can be detrimental to fit and well-being on the job, and how faking can be potentially identified with text analyses.

RESEARCH/PRACTICAL IMPLICATIONS:

While most previous work has focused on individual differences or short-term outcomes of IM or faking, the presentations in this symposium highlight situational or cultural antecedents and long-term effects. It also identifies tools for organizations to potentially limit faking or identify fakers.

TITLE:

Researching asynchronous video interviews (AVIs): A model to guide the examination of AVIs as a selection assessment

AUTHORS:

Eden-Rayé Lukacik, University of Calgary, Canada

Joshua S. Bourdage, University of Calgary, Canada

Nicolas Roulin, Saint Mary's University, Canada

STATE OF THE ART:

Asynchronous video interviews (AVIs) are becoming more pervasive as a selection assessment. Organizations are adopting AVIs – a style of interview where the applicant completes an interview online by recording video responses to interview questions but does not interact directly with an interviewer – because of the potentially low cost, high speed, and increased flexibility. The rapid adoption of AVIs as a selection tool has surpassed research examining their utility. As a result, there are major gaps in our understanding of how AVIs can be used, how applicants behave in AVIs, and how AVIs impact organizational and applicant outcomes. For instance, many of the unique features of AVIs, such as time to prepare or the ability to re-record, could influence applicant faking opportunity.

NEW PERSPECTIVE/CONTRIBUTIONS:

Current research is spread across disciplines and no theoretical framework exists to guide the use of AVIs and ground future empirical research. A review of the video interview and selection literature was completed to develop a model that can help guide research and integrate findings, including predicting applicant IM behavior and faking.

PRACTICAL IMPLICATIONS:

This model will stimulate AVI research by highlighting knowledge gaps and providing a framework to organize existing and future research. It will also provide practical recommendations to organizations about the advantages and risks associated with choosing to rely on various AVI features.

ORIGINALITY/VALUE:

How AVI features (e.g., ability to re-record, choose physical location, training) influence outcomes (e.g., triggering more/less faking, applicant reactions, acceptance intentions, performance evaluation) will be discussed.

TITLE:

Faking to fit in: Organizational cultures trigger strategic faking

AUTHORS:

Nicolas Roulin, Saint Mary's University, Canada

Franciska Krings, University of Lausanne, Switzerland

INTRODUCTION/PURPOSE:

Applicant faking can have detrimental effects for hiring organizations, but research examining antecedents of faking has focused on individual differences or test/assessment characteristics. Building on recent theoretical propositions (e.g., Roulin, Krings, & Binggeli, 2016), we propose to explore how organizational culture triggers faking.

DESIGN/METHOD:

We recruited 181 U.S. residents currently looking for a job using Mechanical Turk. Participants were in a selection scenario, chose an organization to apply at (among 8 large U.S. companies identified as having either a competitive or collaborative culture) and then read a series of real employee reviews from Glassdoor.com. They completed the HEAXCO-60 personality test in a selection situation. Two weeks later, they completed the test again honestly.

RESULTS:

Participants who applied at an organization with a competitive culture faked to decrease their score on Honesty-Humility and Agreeableness, whereas those applying at a collaborative organization increased their score on those two traits. Differences in faking behaviors between the two culture conditions were significant and medium in size ($d = .60$ for Honesty-Humility and $.36$ for Agreeableness).

LIMITATIONS:

Results are based on an hypothetical selection scenario and not real job applications.

PRACTICAL IMPLICATIONS:

The culture of an organization, and how it is depicted on their corporate website or on publicly-available review sites, can trigger faking from applicant who want to appear like they would fit in.

ORIGINALITY/VALUE:

Faking can be understood as an adaptive or strategic response to the specific situation that applicants face, and not only as a behavior shown by dishonest individuals.

TITLE:

Cross-cultural impression management in hiring: Overlooked but important?

AUTHORS:

Eva Derous, Ghent University, Belgium

INTRODUCTION/PURPOSE:

According to the Cross-Cultural Impression Management Discourse model (Bilbow, 1997) a person's sociocultural background affects both the use and interpretation of impression management (IM) tactics. Only a limited number of studies, however, investigated cultural differences in applicants' use of self-presentational tactics in hiring situations (Derous, 2017; König, Wong, & Cen, 2012; Sandal et al., 2014). This study investigated whether cultural differences in IM-tactics use (CCIM-tactics) affected ethnic minorities/majorities hiring outcomes.

DESIGN/METHOD:

In a first study, CCIM-tactics were investigated (Derous, 2017). The focus was on IM-tactics preferred by Arab/Moroccan applicants, a large and still growing ethnic minority group in Western-Europe (including Flanders/Belgium). In a follow-up study, 116 recruiters evaluated equally qualified ethnic minority/majority applicants' job suitability (based on video-resumes) and the potential moderating role of CCIM-tactics using a 2 (Ethnicity: Maghreb/Arab vs. Flemish) by 2 (CCIM-tactics: Entitlements vs. No) between-subjects design.

RESULTS:

Entitlements were preferred by Arab/Moroccan but not by Flemish applicants. ANOVA showed an interaction (but no main) effect for Ethnicity with CCIM-tactics. For Arab/Moroccan applicants, using Entitlements was somewhat but not significantly more helpful than not using any CCIM-tactic at all. For ethnic majorities (Belgian/Flemish), using Entitlements was harmful when compared to not using any IM-tactic at all (significantly lower job suitability ratings).

LIMITATIONS:

Aside from the small sample, only Arab/Moroccan and Flemish preferences for IM-tactics, ethnic majority (not minority) raters, and ethnic-minority (not-majority) preferred IM-tactics were considered.

ORIGINALITY/VALUE:

Applicants' use of CCIM-tactics might affect their hiring scores.

TITLE:

Faking and applicant reactions: A fit-perspective

AUTHORS:

Daniel Duerr, Giessen University, Germany

Ute-Christine Klehe, Giessen University, Germany

INTRODUCTION/PURPOSE:

This study focuses on the link between applicants' faking and their reactions to selection procedures. Drawing on research from person-environment fit, which suggests that a poor fit might impair job satisfaction, we propose a similar mechanism to be present during selection. More specifically, we argue that faking leads to the feeling of inauthenticity, which in turn mediates the negative relationship between faking and applicant reactions.

DESIGN/METHOD:

295 students participated in a mock selection procedure including a structured interview, a role play, and a group discussion. Participants were evaluated by trained observers and were treated like real job applicants throughout the procedure. After each exercise, we measured participants' faking. Their applicant reactions to the procedure were assessed in the end.

RESULTS:

Results confirmed the suggested mediation model: Faking had an indirect negative effect on applicant reactions via participants' felt inauthenticity.

LIMITATIONS:

We used a mock selection setting and a student sample, which might compromise the external validity of the results. Yet, this setting allowed us to gather data that would be difficult to assess in the field.

PRACTICAL IMPLICATIONS:

The study shows that faking is related to the feeling of inauthenticity, which in turn triggers negative applicant reactions. Thus, research and practice need to think of measures to engage applicants to show their true self in selection.

ORIGINALITY/VALUE:

The study reviews faking from an applicant perspective and thus contributes to existing literature by shedding light on an understudied topic.

TITLE:

The impact of interview deceptive impression management on new employees' fit, stress, well-being and engagement

AUTHORS:

Brooke Charbonneau, University of Guelph, Canada

Deborah Powell, University of Guelph, Canada

INTRODUCTION/PURPOSE:

We investigated the relationship between job applicants' use of deceptive impression management (IM) in the interview, and their perceived person-job and person-organization fit once they are on the job. Fit is known to be related to important job outcomes, such as well-being, stress, and job engagement.

DESIGN/METHOD:

In a two-phase study, 209 cooperative education students self-reported on their use of deceptive IM during their real job interviews (time 1; shortly after the interview) and the job outcomes of fit, well-being, stress and job engagement (time 2; two months after beginning the job).

RESULTS:

As hypothesized, deceptive IM was negatively correlated with perceived fit, $r = -.19$, 95% CI [-.32, -.06]. Additionally, the relationships between deceptive IM and job outcomes (well-being, job stress and job engagement) were all in the expected directions.

LIMITATIONS:

Participants in this study had temporary co-op job positions, rather than career-track jobs. Future research with varied samples should be conducted in this area.

PRACTICAL IMPLICATIONS:

The results indicate that deceptive IM is likely detrimental for candidates' fit with their job, as well as their own well-being. Consequently, candidates hoping to obtain long-term jobs where they can grow and develop should avoid using this interview strategy.

ORIGINALITY/VALUE:

This is the first known study to examine the relationship between deceptive IM in the interview and personal outcomes on the job, thus investigating the impact of using deceptive IM as an interview strategy.

TITLE:

Predicting faking in interviews with automated text analysis and personality

AUTHORS:

Djurre Holtrop, The University of Western Australia, Australia

Ward van Breda, NeedForward Research, The Netherlands

Janneke K. Oostrom, VU University Amsterdam, The Netherlands

Reinout E. De Vries, VU University Amsterdam, The Netherlands

INTRODUCTION/PURPOSE:

Some assessment companies are already applying automated text-analysis to job interviews. We aimed to investigate if text-mining software can predict faking in job interviews. To our knowledge, we are the first to examine the predictive validity of text-mining software to detect faking.

DESIGN/METHOD:

140 students from the University of Western Australia were instructed to behave as an applicant. First, participants completed a personality questionnaire. Second, they were given 12 personality-based interview questions to read and prepare. Third, participants were interviewed for approximately 15-20 minutes. Finally, participants were asked to—honestly—indicate to what extent they had verbally ($\alpha=.93$) and non-verbally ($\alpha=.77$) faked during the interview. Subsequently, the interview text transcripts ($M[\text{words}]=1,755$) were automatically analysed with text-mining software in terms of personality-related words (using a program called Sentimentics) and 10 other hypothesised linguistic markers (using LIWC2015).

RESULTS:

Overall, the results showed very modest relations between verbal faking and the text-mining programs' output. More specifically, verbal faking related to the linguistic categories 'affect' ($r=.21$) and 'positive emotions' ($r=.21$). Altogether, the personality-related words and linguistic markers predicted a small amount of variance in verbal faking ($R^2=.17$). Non-verbal faking was not related to any of the text-mining programs' output. Finally, self-reported personality was not related to any of the faking behaviours.

LIMITATIONS/PRACTICAL IMPLICATIONS:

The present study shows that linguistic analyses with text-mining software is unlikely to detect fakers accurately. Interestingly, verbal faking was only related to positive affect markers.

ORIGINALITY/VALUE: This puts the use of text-analysis software on job interviews in question.

**734 - TAKING A CLOSER LOOK AT WORKPLACE COACHING:
PROCESSES, CONTEXTUAL FACTORS, AND SPECIFIC FORMATS**

Dr. Silja Kotte

University of Kassel, Germany

State of the Art – Recent meta-analyses and reviews have established the effectiveness of workplace coaching. Far less is known regarding process factors impacting upon its effectiveness. Contextual factors of workplace coaching have received even less attention. As workplace coaching becomes an established learning and development tool, specializations (e.g. particular settings or client groups) emerge in practice but so far lack scientific backing.

New Perspectives/Contributions – The symposium addresses processes, contextual factors, and specific formats of workplace coaching both from an empirical and theoretical perspective. First, one study focuses on process factors by analyzing the effects of client and coach variables together with interaction patterns between coach and coachee. Second, two contributions take a closer look at contextual factors. For organizational context factors, social identity theory is suggested for fostering the triangulate coaching relationship of coach, coachee and organizational stakeholders. For cultural context, a theoretical framework is proposed that incorporates societal culture, coachee regulatory focus and coaching approach. Third, distinctive characteristics of special coaching formats are identified. One study addresses team coaching and how it differs from individual coaching and other team interventions. A second study focuses on distinctive characteristics of coaching entrepreneurs throughout the entrepreneurial process.

Research/Practical Implications – The symposium contributes to building coaching theory and thereby lays the foundation for future, more theoretically grounded empirical studies. For practitioners, the studies provide directions regarding the establishment of a sound working alliance and the choice of effective coaching approaches in line with individual and contextual characteristics.

Taking a closer look into coaching: Integrating coaches' and clients' career-relevant variables and microlevel interaction patterns

Stefanie Jordan, Eva-Maria Schulte & Simone Kauffeld

Technical University Braunschweig, Germany

Purpose – To understand critical success factors in coaching, it is necessary not only to investigate single variables, but to analyze broader relationships between coach and client variables. This study therefore aims at integrating findings showing (1) the impact of coaches' career-related variables (Jordan et al., 2017), (2) the relevance of coaches' behavior in coaching sessions (e.g., Grant & O'Connor, 2010), and (3) effects of clients' behavior on coaching success (e.g., Gessnitzer et al., 2016).

Design/Methodology/Intervention – We examined 23 coaching dyads over a whole coaching process. Questionnaires (goal orientation and career adaptability) and goal attainment scales were used at the beginning and the end of the coaching process. Behavioral data (coach: solution-focused questions; client: solutions, action planning) were observed in the middle of the process.

Results – Coaches' career adaptability but not coaches' goal orientation impacts coaches' use of solution-focused questions. Sequential analyses support the relationship between coaches' solution-focused questions and clients' solutions and action planning. Further, clients' solutions are positively linked to goal attainment, whereas clients' action planning is positively linked to the increase in clients' goal orientation and clients' career adaptability.

Limitations – Due to sample size it was not possible to test the overall model simultaneously.

Research/Practical Implications – By integrating coaches' career-related variables, coaches' and clients' interactions as well as goal attainment and clients' career-related outcomes, we contribute to the understanding of success-relevant coach-behavior and to the improvement of train-the-coach courses.

Originality/Value – This longitudinal study investigates the relationships between coach and client variables by using both questionnaire and behavioral data.

How social identity theory (SIT) furthers understanding of the triangulate coaching relationship: An integrated perspective from the coach, coachee and organisation.

Dr Yi-Ling Lai (CPsyhol)

Faculty of Business and Law, University of Portsmouth, UK

Purpose – The quality of the coaching relationship is recognised being an essential antecedent for positive outcomes (Bozer & Jones, 2018). Nevertheless, the latest coaching reviews indicate that the social context has largely been overlooked in existent coaching research (Shoukry & Cox, 2018). Most studies are restricted to coaches and coachees (Athanasopoulou & Dopson, 2017). This study takes an initial step to investigate how social processes in the organisation, such as power dynamics and multiple agendas, influence the coaching relationship, through combining the multiple stakeholders' perspectives.

Design/Methodology – The study builds on existing coaching research on multiple stakeholders (e.g. Louis & Fatien, 2014) by conducting 25 in-depth interviews ($n=25$) with coaches, coachees, HR professionals and line managers, as well as three sets of Q-sorting analysis ($n=10$) to consolidate and prioritise findings from interviews.

Results – Results suggest that the identity integration process (decategorization – recategorization) from social identity theory (SIT) takes a key role when multiple parties in the coaching process seek alignment (Haslam, 2007). Several factors for the identity integration process, such as a transparent contracting process and collaborative working

relationship are distinguished that facilitate better understanding, trust and affiliation between stakeholders.

Limitations – The participation of organisational stakeholders was limited due to restricted resources.

Research/Practical Implications – Linking SIT to the triangulate coaching relationship lays the basis for future empirical quantitative investigations. The identified indicators provide coaching practitioners with specific guidelines for enhancing the coaching relationship.

Originality/Value – This research extends existing coaching theories by drawing upon SIT to conceptualize the triangulate coaching relationship.

A theoretical framework of culturally sensitive workplace coaching: The importance of coachee regulatory focus

Gil Bozer Ph.D.^{1*} & Marianna Delegach Ph.D.^{1*}

¹ Sapir Academic College, D.N. Hof Ashkelon, Israel

State of the Art – Despite the increasing popularity of workplace coaching as a global learning and development tool for enhancing employees' professional capabilities, little is known about the role of cross-cultural factors in coaching, and their relationship to coaching practice and personal factors.

New Perspectives/Contributions – We draw from the extant coaching research and from established fields of research in applied psychology to develop a theoretical framework and propositions. The theoretical framework incorporates contextual (high vs. low uncertainty avoidance cultures, developmental vs. remedial coaching), coachee (chronic and situational regulatory focus), and coaching approach (problem vs. solution focus) factors of coaching outcomes.

Research/Practical Implications – We suggest that chronic regulatory focus is an underlying mechanism that predicts effectiveness of coaching approach in specific societal cultural contexts (i.e., uncertainty avoidance). Furthermore, we propose that coaching context elicits coachee situational regulatory focus, and the conjunction of both chronic and situational regulatory focus moderates the association between coaching context and coachee pre-coaching motivation. Our theoretical framework can help practitioners to make better informed decisions when designing and implementing cross-cultural coaching by ensuring that the right learning and development approach is selected and applied.

Originality/value – This work enhances our understanding of how certain coaching practice factors can be more or less impactful based on coachee's regulatory focus and cultural features. It is particularly important to the development of coaching theory and subsequent empirical examination of its effectiveness in various cultural contexts and situations.

* **Footnote:** Both authors contributed equally to this work.

What is team coaching? Conceptualizing the distinctiveness of team coaching

Rebecca J. Jones Ph.D.^{1*}, Uwe Napiersky Ph.D. ² & Joanne Lybovnikova Ph.D. ³

¹ Henley Business School, University of Reading, UK, ² Aston Business School, UK,

³ University of Liverpool, UK

Purpose – Team coaching is a popular new addition to the team learning and development toolkit. However, the conceptualization of team coaching and the distinction between team coaching, team training, team development and team building interventions remains unclear.

Methodology – We address this significant gap by abductively exploring how team coaching is conceptualized in practice ($n = 410$). We survey practitioners engaged in delivering team coaching to ask how they would define team coaching and distinguish it from other team interventions.

Results – A thematic analysis of our data reveals eight themes: common team goal; focus on team performance; team learning and reflection; team coaching activities; team as a system; advanced coaching skills; coaching techniques and longer-term.

Limitations – As we did not obtain any data on the effectiveness of the team coaching provided by our participants, we are unable to determine whether the characteristics defined in our paper as conceptualizing team coaching do indeed lead to desired outcomes.

Research/Practical Implications – The absence of a clearly defined construct is hindering the development of a rigorous theory of team coaching. The contribution of our paper is therefore a clear and comprehensive definition of team coaching which can be used by researchers and practitioners alike when working within the domain of team coaching.

Originality/Value – Our paper provides the first systematic exploration of a definition of team coaching in relation to alternative team interventions. By utilising an abductive approach in our research, we are able to capitalise on practitioner experience in this practice-led field.

Coaching Entrepreneurs: Characteristics and Functions of Entrepreneurial Coaching throughout the Entrepreneurial Process

Isabell Diermann, Dr. Silja Kotte, Jun.-Prof. Dr. Kathrin Rosing & Prof. Dr. Heidi Möller
University of Kassel, Germany

Purpose – Coaching has received little attention compared to other forms of entrepreneurial education such as training and mentoring. Our study aims at identifying characteristics and functions of entrepreneurial coaching. It investigates how coaching contributes to developing competencies of entrepreneurs throughout different stages of the entrepreneurial process.

Design/Methodology – We conducted 67 semi-structured telephone interviews with entrepreneurial coaches ($n=44$) and coachees, i.e. entrepreneurs ($n=23$), in order to explore their respective perspectives on coaching. Interviews were analyzed using qualitative content analysis.

Results – We identified key characteristics that distinguish entrepreneurial coaching from other coaching fields, e.g. a stronger emphasis on expert vs. process orientation and on support in ambiguous situations. Data analysis showed that coaching fulfills different functions throughout the entrepreneurial process (e.g. developmental, resourcing, quality assuring) and fosters different knowledge, skills and abilities depending on the stage of the entrepreneurial process.

Limitations – The study is limited by its focus on subjective perspectives of coaches and coachees. We hence cannot conclude on the effectiveness of entrepreneurial coaching.

Research/Practical Implications – Our results lay the ground for further inquiries into success factors for entrepreneurial coaching. For coaching practitioners, understanding the distinctive characteristics of entrepreneurial coaching and the varying needs of entrepreneurs throughout the entrepreneurial process allows more targeted coaching interventions.

Originality/Value – Our study opens the black box of entrepreneurial coaching and carves out its characteristics, both in contrast to other types of coaching and to other forms of entrepreneurial education. By extracting the implications of the different entrepreneurial stages for coaching, we provide a dynamic perspective.

736 - POLITICS WITH A CAPITAL 'P' IN ORGANISATIONS: THE GLOBAL EFFECT OF POLITICS ON THE WELLBEING OF ORGANISATIONS

TITLE AND NAME OF THE PROPONENT (S) OF THE SYMPOSIUM:

Chair

Dr. Christina Montaiuti, University of Liverpool (C.montaiuti@liverpool.ac.uk - christina.montaiuti@online.liverpool.ac.uk)

Presenters

Dr. Christina Montaiuti, University of Liverpool; UK; Professor Ritsa Fotinatos-Ventouratos, The American College of Greece, Athens, Greece; Professor Jo Silvester, University of Exeter, UK; Senior Professor Ashley Weinberg, University of Salford, Manchester UK; Dr. Wyatt, University Of Kent, UK

SCOPE

Foster a discussion, cross-fertilisation of ideas and research collaboration on politics in organisations, as they pertain to political climates.

DESCRIPTION

A collection of empirical and theoretical work about the relationship between politics and organisations

State of the Art

Social change, major movement of populations, and economic turbulence carry with them associated risks of significant social fragmentation. Some are reflected in the present Western-world's political climates which see the rise of populist movements, and an increasing fragmented society overall. While the advantages of healthy political work environments seem obvious, we offer evidence about how both global and internal political factors affect the effectiveness of leadership, job performance, satisfaction, and wellbeing in organisations.

New Perspectives/Contributions

An International perspectives on how politics influence organizations' angle, what can we learn from political roles, and how economics and psychological wellbeing are closely related to political frameworks in countries and organisations.

Research/Practical Implications/

A number of political factors such as gender, power, and economics, and leadership affect organizational climate. In this symposium we will address politics with a large 'P' as highlighted by the economic downturn in the Western world of the 2008 financial crisis, and as they relate to the wellbeing of organisations in the present time, including how to address change and wellbeing of organisations during or after Brexit or Brexit-like events, and gender in politics.

Originality/Value

The relevance and usability of the symposium is to inform, and to inspire further research on how politics affect organizational wellbeing in Europe and beyond.

AUTHOR (S), INSTITUTION (S): Professor Ritsa Fotinatos-Ventouratos, The American College of Greece, Athens, Greece; Professor Sir Cary Cooper, Alliance Manchester Business School, University of Manchester, UK

PRESENTER: Professor Ritsa Fotinatos-Ventouratos, The American College of Greece, and Athens, Greece

ABSTRACT TITLE: The Importance of Transparency in the Economy & Wellbeing at Work: Why Government Policies Really Matter

State of the Art

The Economic Crisis hit most European Countries in 2008, which subsequently sent ripple effects on an international scale, causing unprecedented psychological and social effects equivalent to the Great Depression of the late 1920s (Fotinatos-Ventouratos & Cooper, 2015).

Contributions

It was evident, that no individual, organization or society was left untouched: The lessons learnt from this Economic Crisis were the existence of the close and vicious interrelationships between human attitudes on the one hand, and unemployment, poverty, mortgage default, and human ill health and suffering on the other. This paper highlights how the financial status of any government appears to be a common denominator in assessing whether economic prosperity will develop and sustain, and in parallel, how such factors are of pivotal importance in maintaining and ensuring wellbeing at work.

Research/Practical Implications

At the underpinnings of any global recessions are the actual economic operations of most nation states: This presentation will showcase the practicalities of how economics and psychological wellbeing are closely interrelated, and in order for wellbeing at work to manifest, it is of paramount importance that economies and government policies remain transparent at all times.

Originality/Value

It is acknowledged that economic problems and debts are a worrying state of affairs, which encapsulate everyone at the individual, organizational and societal levels: The financial status of any government, with its suitable policies and practices, appears to be a major contributor in assessing whether economic prosperity will materialize – and subsequently & importantly, whether wellbeing at work will manifest, sustain & become solid reality in the future.

AUTHOR (S), INSTITUTION (S): Professors Ashley Weinberg, University of Salford, Manchester; Cary Cooper, Alliance Manchester Business School, University Of Manchester; Alexander Antoniou, Athens University, Athens, Greece.

PRESENTER: Professors Ashley Weinberg, University of Salford, Manchester
ABSTRACT TITLE: Brexit and the well being of the UK workforce

State of the art

Prior to Brexit, the UK had the highest number of workplace well-being policies in the European Union, however its Industrial Strategy for the ten years following Brexit has omitted specific mention of employee psychological health. This paper considers the workplace implications of Brexit for employee well being.

New Perspectives/Contributions

Not only are there significant health-related outcomes of large-scale uncertainty following organisational change (e.g. Vahtera et al, 2004), but also of citizen-related outcomes following political events (Kaniasty and Jakubowska, 2014). It should come as no surprise that leaving the EU will impact on UK organisations and employees, particularly in relation to workforce recruitment and coping with change. This paper highlights the associated implications for employee well-being 'post-Brexit'.

Research/Practical Implications

The UK National Institute for Health and Care Excellence (NICE) has previously issued guidance for improving employee well-being. Evaluation of its uptake has shown awareness of this is relatively high, yet the implementation rate is only 12% and is particularly low among private sector and small organisations. However where employee health and well-being features as a regular board agenda item, awareness and implementation are significantly higher. This highlights the need for UK organisations to recognise the impact of Brexit-related change – including uncertainty, workplace attitudes and recruitment practices – on employee well-being.

Originality/Value

By recognising the likely impact of Brexit-related change on organisations and employees and raising awareness of both the need for, and role of appropriate guidance, the UK government and employers are encouraged to prioritise employee well-being.

AUTHOR (S), INSTITUTION (S): Professor Jo Silvester, University of Exeter Business School, University of Exeter, UK

PRESENTER: Professor Jo Silvester, University of Exeter Business School, University of Exeter, UK

ABSTRACT TITLE: Political Work In The British House of Commons

State of the art

Political activity is often viewed as a Machiavellian activity detrimental to performance and engagement, but little attention has been paid to work that exists to enable political process.

New Perspectives/Contributions

This paper presents findings from a study to examining political work undertaken by clerks and professional staff in the British House of Commons (HoC), for whom navigating and enabling politics is integral to their role.

The research was conducted as part of a project to investigate organisational culture in the House Service, following a governance crisis in 2014 and a HoC Report calling for a more unified culture.

Research/Practical Implications

162 members of House Service (e.g., clerks, library, facilities, and security) attended one of twelve workshops, to discuss the HoC culture, identify and agreed important values and, individually, provided examples of behaviour for each value. While analysis revealed five shared values for the House Service (i.e., Responsibility, Collaboration, Service, Integrity, and Respect), further thematic analysis of 1,350 written behaviours provided a more nuanced insight into how values are enacted by different groups of House staff. Importantly, a super-ordinate ‘service versus stewardship’ theme differentiated Clerks and Professionals: Clerks advocating a slower, inclusive, more deliberative approach to decision-making (stewardship), and Professionals clarity, speed and efficiency (service).

Originality/Value

These differences are explained in terms of the closer involvement Clerks have with Members of Parliament and therefore their need to work with ambiguity, competing interests and democratic procedures typical of pluralistic Parliamentary power structures. This potentially conflicts with managerial power structures typically experienced by professionals trained in corporate settings.

AUTHOR (S), INSTITUTION (S): Dr. Elena Doldor, Queen Mary University of London; Dr. Madeleine Wyatt, University of Kent; Professor Jo Silvester, University of Exeter, UK

PRESENTER: Dr. Madeleine Wyatt, University of Kent

ABSTRACT TITLE: Statesmen or cheerleaders: Gendered leadership identity granting through developmental feedback

State of the art

The current study explores how gender impacts the developmental feedback received by leaders in political office and refines emerging scholarship on leadership identity construction theory (DeRue & Ashford, 2010).

New Perspectives/Contributions

We conceptually frame developmental feedback as a mechanism through which leader identities are granted and validated and draw on psychological theories pertaining to gender bias to highlight the gendered nature of developmental messages leaders receive through feedback. We analyzed 1312 qualitative feedback comments provided for 146 local political leaders in the UK as part of a leadership development program and used Structural Topic Modelling to organize the data into 12 topics. We subsequently coded narrative comments across topics to examine differences in the content of feedback received by male and female political leaders.

Research/Practical Implications

We found five overarching themes: In comparison to female leaders, the feedback for men focused more on (1) their entitlement to claim leadership positions, (2) guided them to take a strategic rather than operational view of political office, (3) encouraged them to develop their power bases and political influence skills, (4) suggested they display, rather than possess more confidence, and (5) offered less criticism for agentic behaviours.

Originality/Value

Taken together, our findings reveal subtle biases whereby males are encouraged to incorporate in their leader identities leadership qualities more likely to be valued by organizations. We discuss theoretical and practical implications of this gendered perspective on how developmental feedback contributes differently to leader identity construction.

737 - EMPLOYABILITY ACROSS CAREER STAGES AND TYPES I: NEW FRONTIERS IN SUSTAINABLE EMPLOYABILITY RESEARCH

Chairs:

Bram Fleuren, Judith Semeijn

Overall coordinators of the three symposia on employability:

Pascale Le Blanc

Beatrice Van der Heijden

Ans De Vos

Jos Akkermans

State of the art. Employability research has flourished in recent years, generating many new insights into its importance in the contemporary world of work. However, in-depth research is needed to address the several blind spots related to employability in different career stages, occupational groups and employment relations. In three interrelated symposia following the 2018 EAWOP Small Group Meeting organized by Pascale Le Blanc and Beatrice Van der Heijden, these topics are addressed. Together, these symposia aim to contribute to academic progress in the field and to improving (HRM) policies and practices in business. This first symposium on sustainable employability (SE) explores new frontiers with regard to individual and job characteristics, leadership, and unemployment in connection to SE.

New perspectives. First, Fleuren et al. predict change in SE from employment characteristics and underline the need for integrative longitudinal research. Second, Wooning et al. consider the issue of age discrimination using a qualitative approach. Third, Yevès et al. assess how age and perceived employability may protect job satisfaction in situations of job insecurity among Chilean employees. Fourth, Kooistra et al. discuss the potential role of sustainable leadership. Fifth, Van Dorssen et al. consider how employees can manage themselves in fostering SE. And sixth, Zaharie et al. broaden the scope from employees to unemployed individuals to qualitatively identify facilitators and barriers to labour participation in Romania.

Implications. The symposium suggests that an integrative approach is indispensable in facilitating SE. Insights gained can help employees and employers in designing and achieving sustainable employment.

The following contributions will be presented during this symposium:

(1) We need to slow down: A two-wave observational study on the predictors of healthcare employees' sustainable employability

Bram Fleuren^{1, 3}, Fred Zijlstra¹, Andries de Grip², IJmert Kant³

¹ Faculty of Psychology and Neuroscience, Maastricht University, the Netherlands

² School of Business and Economics, Maastricht University, the Netherlands

³ Faculty of Health, Medicine, and Life Sciences, Maastricht University, the Netherlands

Purpose. Demographic changes, technological development, and changes in employment conditions complicate the demands healthcare employees face. Meanwhile, due to increases in the retirement age employees need to work longer, which requires them to be sustainably employable. Therefore, this article aims to investigate which work- and work contextual factors contribute to healthcare employees' sustainable employability.

Design. First, using self-report data from 2672 employees participating in two waves of the Maastricht Cohort Study on various aspects of employment, we compare employees from multiple sectors to see whether developments in sustainable employability are different in the healthcare sector than in other sectors. Second, we estimate a series of structural equation models including work- and work contextual factors as potential predictors of the development in sustainable employability in a subsample of 455 healthcare employees.

Results. The first analyses reveal that there are small sectoral differences between development in SE and its components, mainly between employees working in the healthcare and industry sectors. Second, we find several predictors of sustainable employability and its dimensions. The most interesting and substantial finding is that developmental HR practices

positively affect perceived employability, but negatively affect the health dimensions of sustainable employability.

Discussion. These findings suggest that intersectoral differences in sustainable employability exist. Moreover, developmental HR practices have negative side-effects on healthcare employees' health. This shows the relevance of using an integrative approach to sustainable employability that explicitly incorporates health. A limitation to the study is that only two time points are included and curvilinear relationships could not be tested.

(2) Workplace age-related discrimination from a grounded theory approach

Marianne Wooning¹, Ellen Peeters^{1,2}, Judith Semeijn^{1,3}, Marjolein Caniels¹

¹Open University of the Netherlands,

²University of Ghent,

³Maastricht University

Purpose. Age discrimination at work can affect the sustainable employability of older workers negatively. For example, older workers may have lower chances to get hired or selected for training. The literature still lack consensus regarding which theoretical approach is most relevant for understanding how age discrimination leads to negative outcomes for older workers. In this study, we aim to assess the relationship between age and employability, and to better understand the role of age discrimination in this relationship. Since age discrimination cannot be observed directly, we apply an indirect approach by considering several proxies (e.g. learning opportunities) through which discrimination may manifest itself.

Design/Methodology. The study analyses multiple case studies using a grounded theory approach. To this end, five semi-structured interviews were conducted using a purposive sampling strategy. An additional wave of interviews will be conducted in the autumn of 2018.

Results/Limitations/Implications. Several themes emerge from the initial analyses. We find that the influence of age discrimination on employability can be situationally dependent. That is, in some situations the explicit presence of age stereotypes affects employability and employability related decisions. Moreover, we find that age discrimination manifests itself through proceedings, such as the purpose of training for older workers and only providing training when sufficient return of investment is expected.

Originality. We use an indirect and grounded theory approach to assess the influence of age discrimination on sustainable employability of older workers. Thereby, we bypass suggestive questions and corresponding answers, enabling valid conclusions regarding the mechanisms of age discrimination.

(3) Age and perceived employability as moderators of job insecurity and job satisfaction.

Yeves, Jesús; Bargsted, Mariana; Cortés, Lorna; Merino, Cristóbal; Cavada, Gabriela
Adolfo Ibáñez University, Chile

Purpose. In the context of sustainable employability, personal characteristics can act as buffers of the negative effects of job insecurity on job satisfaction. The aim of this research is to investigate the moderating roles of perceived employability and age in the relationship between job insecurity and job satisfaction.

Design/methodology. The design of this study is cross-sectional with a representative sample of 834 Chilean workers. Based on self-report data, a multiple regression model including job satisfaction as dependent variable and a three-way interaction between job insecurity, perceived employability and age on the independent variable side was estimated.

Results. The results show that job insecurity negatively affects job satisfaction. This effect is weaker among older employees with high perceived employability compared to young employees with high perceived employability. Conversely, the effect is weaker among younger employees with low employability than among older workers with low employability.

Limitations. The cross-sectional design does not allow for causal inferences and job insecurity is measured using a single-item.

Research/practical Implications. Considering the ageing of the workforce and the changing labour market, it is relevant that both employees and organizations generate and implement practices and policies to address job insecurity at different ages. Here, improving employability may help to buffer the negative effects of job insecurity.

Originality/value. This study uniquely considers the interaction between age, perceived employability and job insecurity. Thereby, it demonstrates the relevance of perceived employability for older workers in coping with job insecurity and sustaining their job satisfaction.

(4) Sustainable leadership: managing paradoxes in developing sustainable employability

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Purpose. Previous literature suggests a positive impact of career management practices on the sustainable employability of workers. Following self-determination theory, we propose that the under-researched phenomenon of sustainable leadership empowers workers in developing autonomy and in dealing with today's complex – sometimes contradictory – needs of different stakeholders. For this reason, this study empirically tests whether sustainable leadership can contribute to sustainable employability by strengthening the positive impact of career management practices.

Approach. Data are collected in three Dutch organizations by means of surveys among employees and their supervisors. The surveys include context-specific measures on organizational career management practices, sustainable leadership and sustainable employability. As no validated instrument for sustainable leadership is available yet, the construct is operationalized via relevant aspects (e.g. ethical and paradoxical leadership).

Results. The results are expected in the fall of 2018. The planned analyses involve structural equation modelling.

Research/Practice implications. This study examines the importance of consistency in terms of contributions to sustainability and sustainable employability. Not only should sustainability be supported by the organisation, but also by the supervisors.

Limitations. The concept of sustainable leadership needs to be further developed in future research. The presented findings are cross-sectional.

Originality/Value. This study is the first to generate insights into the role of sustainable leadership in facilitating sustainable employability. Therefore this study may offer relevant directions for further developing a sustainable work context for all.

(5) Training self-leadership as a way to sustain employability of healthcare professionals

Pauline van Dorssen-Boog (Intrinzis, The Netherlands)

Karen Pak (Tilburg University, the Netherlands)

Tinka van Vuuren (Open Universiteit, The Netherlands)

Annet de Lange (HAN University of Applied Sciences, The Netherlands)

Purpose. This study investigates whether a training self-leadership is effective for healthcare professionals in terms of improving their vitality, work ability, internal and external employability.

Intervention / Research method. Healthcare professionals from 14 different healthcare organizations voluntarily participated in the study and were randomly assigned to the experimental ($n = 230$) or the control group ($n = 336$). Participants in the experimental group were provided with a blended learning training in self-leadership to improve their vitality and employability. Self-report data for sustainable employability and self-leadership (i.e. self-observation, goal-setting, evaluation of thoughts and assumptions, natural rewards strategies and independent action) were collected just before and 3 to 5 months after the intervention, using existing scales. The two conditions were compared using repeated measures MANOVA.

Results. Results showed that, unlike those in the control group, participants in the experimental group scored significantly higher on general sustainable employability, vitality, work ability and internal employability over time. For external employability no significant effects were found. Self-observation was the only dimension of self-leadership that significantly increased over time as a result of the intervention.

Limitations. Only a selection of self-leadership strategies was measured, while the specific strategies of self-reward, self-cueing, and positive thinking were also trained and might have influenced the results.

Practical implications. Training self-leadership is a helpful intervention for improving the sustainable employability of healthcare professionals.

Originality. This study includes employees from 14 different healthcare organizations, which may contribute to the generalizability of the results for healthcare professionals.

(6) Expired workers or family right hand: employment barriers of the elderly unemployed

Monica Zaharie & Codruța Osoian

Babeș-Bolyai University, Faculty of Economics and Business Administration, Romania,

Purpose. Labour shortages and aging impose a need to retain labour market participation and sustainable employability. However, sustainable employability has been traditionally studied among employed people. As such, exploring the sustainable employability among unemployed individuals (cf. Fleuren et al. 2016) may bring valuable insights to increasing labour market participation. Therefore, this study aims to understand how unemployed individuals of various ages can be facilitated to participate in work.

Design/methodology. Based on a qualitative approach, the study explores the perceived barriers and facilitators to participating in labour among unemployed individuals in Romania. A sample of 61 unemployed individuals (aged between 22 and 63) participated in semi-structured interviews focusing on self-categorization (Turner et al. 1987), unemployment

duration, previous work experiences, and social support (Aquino, 1996) as factors in unemployment.

Results. Analyses reveal that age-based self-stereotyping was negatively related to job search behaviours. Moreover, perceived social support for seeking employment differed between young and elderly unemployed individuals. Additionally, beliefs regarding the requirement of work experience limited job seeking behaviour among both older and younger individuals. That is, older individuals believed that their experience would not be valued, whereas younger individuals thought they would not fulfil the high experience requirements. Finally, various beliefs about the value of employment limited job seeking regardless of age.

Limitations. The qualitative nature of the study may limit the external validity of the findings.

Implications and value. Nonetheless, the findings may aid employment oriented intervention programs for unemployed individuals and thus contribute to their sustainable employability.

**744 - A SHOCKING CHANGE
EXAMINING THE ROLE OF CAREER SHOCKS IN CAREER TRANSITIONS**

Chairs

Jos Akkermans
Scott Seibert
Stefan Mol

State of the art. Career research has heavily emphasized the role of individual agency in career development, arguing, for example, that career resources and crafting behaviors are at the core of career success and employability. Although this deterministic approach has yielded important insights, it neglects the important role that more or less uncontrollable events, known as career shocks, have in shaping contemporary careers. This symposium offers a collection of studies that research the role of such career shocks in different career processes and changes.

New perspectives. The session comprises three perspectives on the role of career shocks in career change and development. First, Udayar et al. and Peters et al. each examine a concrete type of career shock and its role in careers, respectively a positive shock in the form of a promotion and a negative shock in the form of burnout. Second, Okay-Somerville and Nalis et al. provide insight into the conceptualization of career shocks by reporting on a qualitative study on career narratives from a radio program and to uncover and explore the interplay between career agency and career shocks. Finally, Rummel et al. and Siebert et al. focus on the role of career shocks among entrepreneurs and the role thereof in entrepreneurial careers.

Implications. The studies in this symposium show that career shocks play a major role in different types of career transitions and changes, and underscores the importance of studying the interplay between agency and context (i.e., career shocks).

Does promotion bring happiness? A study on the role of promotion in work-related and general well-being among Swiss employees

Shagini Udayar^{1,2}, Ieva Urbanaviciute^{1,2}, Christian Maggiori^{1,3}, & Jérôme Rossier^{1,2}

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Purpose – The present study investigates the role of promotion in employees' work-related and general well-being. Our purpose was to analyze promotion as a career shock in terms of its valence and impact by inspecting the changes in employee well-being from the pre-promotion to the post-promotion period.

Design – The study was based on a 3-wave design that encompassed 1 year before the promotion, the year of the promotion, and 1 year after the promotion. It also allowed to compare the “promotion” sample ($N = 129$) with a sample of employees ($N = 236$) who had not experienced a career advancement during the time of the study. Latent growth curve modeling was used to analyze the data.

Results – A significant growth in work stress was observed in the promotion sample. No such growth was observed in the no-promotion subsample. Furthermore, the no-promotion subsample reported a slight decrease in job satisfaction over a 3-year period, whereas such a trend was not observed among the promoted employees. Interestingly, the ratings of general well-being (i.e., life satisfaction) remained stable and were similar in both groups.

Limitations – This study was based on rather moderate sample sizes and did not control whether the promotion as a career shock was (un)expected.

Implications – Although considered as a positive career shock, the findings suggest that the promotion may have equivocal effects on employees’ well-being that need to be taken into account.

Originality – The promotion experience was investigated longitudinally, with pre- and post-promotion measurements of employee well-being.

“All Work and No Play Makes Jack(y) Burned-Out”. Extending the Career Shock Literature by Looking into the Impact of Student Burnout on Future Workers’ Internal Career

Pascale Peters¹, Carolin Ossenkopf¹, Beatrice van der Heijden¹²³⁴, Iris Lueb¹

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³Kingston University, UK, ⁴Hubei University, China

Purpose – This study contributes to the career literature by exploring the role of experiencing a student-burnout, viewed as a career shock, in individuals’ framing of their (internal) career to better understand and anticipate its short- and long-term consequences.

Design – We used in-depth semi-structured interviews to retrospectively explore change processes in terms of interviewees’ framing of their (internal) career in the period foregoing and following a student-burnout.

Results – We revealed five patterns of how having experienced a student-burnout may change individuals’ framing of their future (internal) career: 1) frame weakening; 2) frame broadening; 3) frame shifting; 4) frame focusing; and 5) frame keeping. Moreover, we found two underlying mechanisms bringing about these change processes: 1) self-exploration (i.e., releasing oneself from ‘external pressures’ and focusing on the self) and 2) learning from the body and mind (i.e., improving one’s physical and mental health conditions by placing more

value on health, balance and well-being). Not changing one's framing of the (internal) career may lead to unsustainable future careers (e.g., reoccurring experience of burnout).

Limitations – Future research may include a quantitative and qualitative diary study.

Implications – We suggest both theoretical and practical implications of how to support individuals to develop sustainable future (internal) careers after the experience of a student-burnout.

Originality – Our analysis provides a case for the importance of considering intra-personal factors in individuals' (future) career development. Furthermore, our study highlights the need for extending the life-course approach on sustainable careers by including individuals' educational careers and potentially emerging (pre-)career shocks.

Nature and role of career shocks:

A narrative analysis of the BBC Radio 4's *Desert Island Discs*

Belgin Okay-Somerville¹

¹*University of Glasgow, UK*

Purpose – This study explores (1) the frequency and (2) the nature of career shocks (e.g., personal vs professional); and (3) their impact on individual career agency via an innovative analysis of rich data from a radio program.

Design – The study is based on an exploration of 56 career histories recorded by the UK BBC Radio 4's *Desert Island Discs* program.

Results – Preliminary findings show that scientists/engineers report less frequent career shocks as part of their overall career narrative, and when they do these tend to revolve around professional career shocks in comparison to participants with creative/arts backgrounds. Personal career shocks (e.g., major life events) are more prominent in narratives of the latter group. Perceptions of career shocks as threat vs. opportunity was influential in how career shocks influenced career agency, for example in terms of career exploration and planning.

Limitations – The sample is composed of individuals who are publicly regarded as successful in their career. One major limitation of the study is therefore restriction of range.

Implications – These findings contribute to the a greater understanding of the role of career shocks. More specifically, the study extends the boundaryless-bounded career debates, beyond the duality of agency and structure considerations, and informs the career success literature.

Originality – With its focus on the holistic account of a person's life course and how they represent themselves *Desert Island Discs* provide an invaluable resource for exploring career narratives.

From shock to shift.

A qualitative case comparison of career changes in mid-career

Irina Nalis¹, Bettina Kubicek¹, Christian Korunka¹

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Purpose – This study explores how career shocks ignite and impact career change. A qualitative case study approach was chosen to unearth the interplay of individual (agency) and contextual (structure) resources for career development.

Design – A sample of 23 mid-career individuals in the “rush hour” of their lives, aged between 35 and 45 years, was recruited via purposeful sampling according to the criterion of ruptures in their work biography. Analysis followed the typology of career shocks (frequency, predictability, valence, duration, source) and specifically the distinction between positive and negative shocks that stimulated career change. Furthermore, theoretical keystones of the protean career concept, interpersonal, and public resources were integrated into the investigation.

Results – Different typologies detailing the impact of shocks on change are laid out. Several agentic as well as structural resources for career development appeared: a protean career orientation serves as protective factor in dealing with change and pursuing one's calling; reference groups not only serve as a social net but can also be perceived as a burden to the new role; and public resources operate as enabler for the change process.

Implications – The results suggest a fertile yet often overlooked interplay of agency and context: career shocks, both negative and positive, can trigger individuals to make use of a combination of external and internal resources to facilitate the desired career change.

Originality – The study responds to various calls for more research on the interplay of agency and structure in career development, and the often overlooked role of career shocks.

Shocked Into Entrepreneurship:

An Explorative Study of Career Shocks Among Graduate Entrepreneurs

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School of Business and Economics, Vrije Universiteit Amsterdam, the Netherlands

Purpose – The aim of the study is to explore the positive and negative career shocks that graduate entrepreneurs experience in the process of starting a business and the impact of career shocks on their entrepreneurial careers.

Design – The qualitative study draws upon 25 semi-structured interviews with graduate entrepreneurs up to the age of 30, who started a business in various European countries. The Gioia method was applied to induce theoretical dimensions of career shocks and their impact on career development.

Results – Our findings show that there is a clear difference between shocks experienced before vs. after starting a business. Before starting a business, the shocks that graduate entrepreneurs experienced were mostly related to ‘push factors’ that caused graduates to go into entrepreneurship, such as meeting influential people or experiencing a disappointing job search experience. After starting a business, the shocks they experienced were mostly unexpected (financial) successes (positive shocks) or unexpected (financial) disappointments (negative shocks). In all, shocks seemed to occur on a personal level, a business level, and a career level.

Limitations – A limitation is that our sample consisted of people still in entrepreneurship, possibly causing a bias in the results because we missed people that got “shocked out of” entrepreneurship.

Implications – The findings provide insight into reasons for moving into and out of entrepreneurship among young graduates.

Originality – Our paper integrates the literatures on career shocks and entrepreneurship, thereby providing an interdisciplinary perspective on graduate entrepreneurship.

Awakening the entrepreneur within:

Entrepreneurial identity aspiration and the role of displacing work events

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¹School of Management and Labor Relations, Rutgers University, USA, ²Tippie College of Business, University of Iowa, USA

Purpose – This paper develops and tests a model of the transition from paid employment to entrepreneurship. Building on Shapero’s seminal but largely untested insights, we use recent developments in the study of discrete events to propose that displacing work events (i.e., career shocks) moderate the effect of entrepreneurial identity aspirations, a future possible-self role identity, on engagement in nascent entrepreneurial activities.

Design – We collected two waves of survey data from a final sample of 226 adults (32% response rate) who were in paid employment at time 1. Latent moderated structural equation modeling techniques were implemented via *Mplus 7* to assess moderated mediation and calculate contingent indirect effects.

Results – Our findings show that a number of displacing workplace events moderate the relationship of entrepreneurial identity aspirations to nascent entrepreneurial behaviors such that the likelihood of such behavior is higher when these negative shocks occur. We also found personality factors (risk propensity and proactive personality) and experiential factors (previous experience as an entrepreneur and completion of classwork on entrepreneurship) had positive associations with entrepreneurial identity aspirations.

Limitations – Although we examined nascent entrepreneurial behaviors we did not collect data on actual new venture formation. The shocks themselves have low base rates, limiting the applicability of any one shock.

Implications – Our study contributes to the literatures on entrepreneurial career transitions, entrepreneurial role identity, and career shocks.

Originality – This is the first quantitative examination of a key tenet of Shapero's entrepreneurial event model using recent theoretical and methodological developments in the study of career events.

747 - MINDFULNESS IN WORK CONTEXTS: UNDERSTANDING WHEN AND HOW MINDFULNESS HAS BENEFICIAL EFFECTS

Authors: Ana Junça Silva¹, Francesco Montani²

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²International University of Monaco

Abstract

State of the art: Research has demonstrated that mindfulness is related to several aspects of positive workplace functioning. In particular, studies have shown that being mindful and practicing mindfulness have health-related benefits and increase creativity at work. Despite the advancement of knowledge on the benefits of mindfulness at work, there is little knowledge on mechanisms and boundary conditions associated with these effects.

New perspectives/contributions: The proposed symposium encompasses five communications that investigate different mediating processes and boundary conditions (moderating factors and types of mindfulness-based interventions). Specifically, Silva and colleagues show that mindfulness may be a trigger that warns individual that he/she needs to recover after having a day with workload. Second, Montani and colleagues provide evidence for an inverted U-shaped relationship between role conflict and creativity in which the relationship is stronger and positive at intermediate levels of role conflict and for employees with high levels of mindfulness. Mendonça and colleagues demonstrate that mindfulness enhances positive behaviors (creativity) and decreases negative ones (procrastination), and highlights the mechanisms underlying these effects. The fourth and fifth communications clarify the types of mindfulness-based interventions that are most effective in enhancing specific work outcomes: Baron and colleagues examine the impact of a consciousness development and mindfulness training on leadership capacities, whereas De Mondehare and Grégoire investigate the beneficial effects of an Acceptance and Commitment Training program on employee well-being.

Research/Practical implications: This symposium provides new knowledge on how and when mindfulness is beneficial, thereby addressing key unresolved questions and providing important inputs for future research.

Presentation 1

Title: How being Mindful and Recover from Work Increases Work Engagement after Role Overload

Authors: Ana Junça Silva¹, António Caetano¹, Rita Rueff Lopes²

¹ISCTE-IUL Instituto Universitário de Lisboa

²ESADE Business School

Abstract

Purpose: Research has recently started to elucidate the benefits of mindfulness to important work-related outcomes. In a context, in which employees experience high levels of workload, it becomes important to understand the role that mindfulness plays between role overload and work engagement. Plus, surprisingly, the link between mindfulness and work engagement has been disregarded. The present study attempts to fill this void by identifying mindfulness and recovery as mediating mechanisms that are responsible for reducing role overload' negative effects on work engagement. 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 rise the likelihood of conserving valued resources, increasing the recovery actions and, consequently, being more engaged at work. Recovery behaviour, in turn, is expected to provide the energizing potential that instigates and sustains work engagement.

Methodology: We conducted a diary study with 152 employees to test our hypotheses.

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 overload with work engagement and offers new insights into how employee can keep cultivate their engagement behaviours at work.

Originality/Value: This is the first study to examine mindfulness and recovery as mechanisms driving the static and dynamic effects of overload on work engagement.

Presentation 2

Title: Does Role Conflict Fuel Employee Creativity? Evidence for a Curvilinear Relationship Moderated by Mindfulness

Authors: Francesco Montani¹, Ilaria Setti², Valentina Sommovigo², François Courcy³, Gabriele Giorgi⁴

¹International University of Monaco

²University of Pavia

³Université de Sherbrooke

⁴European University of Rome

Abstract

Purpose: This study aims to clarify to what extent and under what conditions role conflict is positively related to employee creativity. Building on activation theory and conservation of resource theory, we hypothesized an inverted U-shaped relationship between role conflict and creativity in which the relationship is stronger and positive at intermediate levels of role conflict. Additionally, we predicted that this curvilinear path would be moderated by mindfulness, such that the beneficial effects of a moderate level of role conflict would hold only for employees with high levels of mindfulness.

Design/Methodology: We conducted two independent studies – a cross-sectional study among 123 employees from an Italian firm and a time-lagged study among 134 employees from various Canadian firms – to test our hypotheses.

Results: Consistent with our predictions, polynomial regression analysis results provided evidence for an inverted U-shaped relationship between role conflict and creativity. Moreover, when mindfulness was high (versus low), intermediate levels of role conflict were associated with increased creativity.

Limitations: The self-report nature of our studies raises issues of common method variance.

Research/Practical implications: Our findings enhance current understanding of the conditions under which different levels of role conflict boost or impair creativity at work, and offer new insights into how employee can maintain an optimal level of creativity in spite of conflict role demands.

Originality/Value: This is the first study to document non-linear relationships between role conflict and employee creativity, as well as to identify mindfulness as a boundary condition shaping the creativity-enhancing effects of role conflict.

Presentation 3

Title: Does Mindfulness Matter for Positive and Negative Behaviors? Relationships with Procrastination and Creative Performance

Authors: Helenides Mendonça¹, Taís Alvin¹, Valcêmia Novaes²

¹Pontifícia Universidade Católica de Goiás, ²Universidade Estadual de Goiás

Abstract

Purpose: The present study attempts to broaden the understanding of mindfulness in different contexts, specifically its influence on two different behaviors – creative performance and procrastination. Building on the conservation of resources theory, we propose that mindfulness by opening awareness and attention in the optimization of work experiences and personal resources, consequently, can stimulate positive behaviors and avoid negative ones, as creative performance and procrastination, respectively. Conservation of resources theory states that individuals try to strengthen their personal resources, which may, therefore, give rise to positive affective states, attitudes, and behaviors. Thus, building on this theory we propose that being conscious and focused on the present moment, individuals enhance their ability to obtain more personal resources, such as self-efficacy and consequently buffer procrastination and enhance creativity.

Design/Methodology: Two cross-sectional studies were carried out to test our hypotheses: The first study was a research on 261 employees and the second one was conducted on 1281 employees. These studies were conducted with different outcome variable – creative performance and procrastination, respectively. Data analyses were conducted using PROCESS for SPSS.

Results: Results supported our hypotheses.

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 and extends previous knowledge on the relationship between mindfulness and work behaviors.

Originality/Value: The research highlights the understanding of emerging literature on mindfulness by establishing personal conditions that can promote positive behaviors or inhibit negative ones.

Presentation 4

Title: The Impact of a Training Program Promoting Consciousness Development and Mindfulness on Leadership Capabilities

Authors: Charles Baron¹, Félix Brochu¹, Mario Cayer¹

¹Université Laval

Abstract

Purpose: Two studies investigated the impact of a training program promoting consciousness development and mindfulness on executives' leadership capabilities.

Design: The program was designed to help executives to become aware of, to refine and to move beyond the limitations of conventional action logics and worldviews (also known as conventional stages of consciousness). In Study 1 ($n = 46$), a quasi-experimental design was used to determine whether participation in the program is associated with a progression in stages of consciousness and in leadership capabilities. Study 2 ($n = 120$) used a multi-cohort mixed-method to further the understanding of the factors promoting a progression from conventional to post-conventional stages and to document the impact of mindfulness practices on leadership capabilities.

Results: Results reveal that participation in the program support the progression from conventional to post-conventional stages, as well as a down to earth management style and conversational capabilities conducive to collaborative learning and change. Surprisingly, results also show that the program fails to support consciousness development in executives who are already at post-conventional stages.

Implications: Our finding points to an opportunity to identify specific developmental approaches and practices for executives who operate already at a post-conventional stage.

Limitations: Generalization of these findings is limited by homogeneous and non-probabilistic sample in both studies.

Originality/Value: These studies are the first to show that it is possible to support executives in their transition to post-conventional stages and in their leadership capabilities over a one-year period through the use of mindfulness practices.

Presentation 5

Title: Acceptance and Commitment Training for Employees' Wellbeing: Results from a Randomized Controlled Trial

Authors: Laurence De Mondehare¹, Simon Grégoire¹

¹Université du Québec à Montréal (UQAM)

Abstract

Purpose: An intervention based on Acceptance and Commitment Training (ACT) was developed and offered to employees working in two types of organizations (a rehabilitation center and a college).

Methodology: A randomized controlled trial was used to assess changes in psychological wellbeing and psychological distress among fifty-two ($n=52$) employees over the course of the intervention. Data were collected with self-report questionnaires both before and after the intervention. Two focus groups were held two weeks after the workshop to explore employee's experience.

Results: Analysis of covariance showed that compared to a wait-list control group, employees who took part in the workshops reported a significant increase in social harmony and a significant decrease in anxiety and depression. During focus groups, employees explained that they had found many ways to integrate what they had learned during the workshops into their everyday life, at home and at work. They also mentioned that it was beneficial to have the opportunity to take a pause at work to take care of their wellbeing, becoming more aware of their behaviors, clarify their values and take concrete actions to live a more engaged and meaningful life.

Research/Practical implications: This study introduces a novel ACT intervention specifically designed for employees, assessing its impact in two different workplaces on psychological wellbeing and distress at work and exploring participant's experience through focus groups.

Limitations: No active control group was used in this trial.

Originality/Value: The study has a mixed design combining a randomized-controlled trial to qualitative data.

765 - WORKING FOR THE GREATER GOOD: INSIGHTS INTO WOP'S CONTRIBUTIONS TO POVERTY REDUCTION

Jarrod Haar – Auckland University of Technology, NZ

Ishbel McWha-Hermann (chair) – University of Edinburgh Business School, UK

Emily Cook-Lundgren – University of Edinburgh Business School, UK

Steve Atkins – Otago Polytechnic of New Zealand, NZ

Ameeta Jaga – University of Cape Town, South Africa

Ros Searle (discussant) – University of Glasgow, UK

Abstract of the overall Symposium/Forum:

State of the Art: The emergence of humanitarian work psychology in recent years has provided a platform for work and organisational psychologists (WOP) to explore ways in which our discipline can contribute to poverty reduction and global inequality. This symposium highlights research demonstrating the role that WOP can play in organisations working in the humanitarian and aid sector, while also highlighting its role in strengthening a pro-social focus in all organisations.

New Perspectives/Contributions: This symposium showcases 5 innovative research projects that apply the principles of WOP to initiatives addressing global poverty and inequality. Haar et al present data on the working poor in New Zealand, demonstrating the importance of perceptions of pay fairness for job satisfaction and work-life balance. Building on the topic of fair reward, McWha-Hermann et al examine the paradoxical tension between social values and competitiveness faced by international aid organisations and the influence this has on how they structure their reward systems. Cook-Lundgren explores how inequality is reproduced or disrupted in different types of Kenyan development organisations: INGOs and social enterprises. Atkins examines how NGOs can harness online WOP expertise to improve humanitarian and aid response, specifically in this project through the development of competency frameworks. Finally, Jaga et al look at workplace support for breastfeeding among vulnerable women working in low-income roles in clothing factories in South Africa.

Research/Practical Implications: Together, these projects provide cutting-edge examples of how WOP can be applied to humanitarian contexts, and can contribute to poverty reduction and global inequality.

Presentation 1: The Importance of Money: Fairness, Work-Life Balance, and Job Satisfaction

Jarrod Haar, Stu Carr, Darrin Hodgetts, Jane Parker, Jim Arrowsmith, and Siautu Alefaio

Purpose: The present study challenges the organizational justice theoretical assumption of fairness around pay and compensation as being universal, especially when considering the working poor. We test pay fairness as a predictor of job satisfaction, mediated by work-life balance (WLB), with pay-level as a moderator. We extend these effects further by testing a moderated-mediation model, whereby pay level is tested as a boundary condition.

Design/Methodology /Approach/Intervention: Self-reported survey of 1000 New Zealand low-wage employees in three groups: upto NZ\$20,000, NZ\$20-40,000, and NZ\$40-60,000, with the latter group including the median wage. CFA in AMOS, reliable constructs (all $\alpha > .75$), and analysis in SPSS using PROCESS 3.1 for moderated-mediation (model 7).

Results: Support for pay fairness predicting WLB and job satisfaction, with WLB having partial mediation effects. In addition to two-way moderation effects, the Index of Moderated-Mediation is significant, and the graphed effects indicate that there are significant positive effects of WLB as a mediator across all levels of income. While WLB is found to be universal for working poor employees, its importance does rise as income rises. The models accounted for small amounts of variance for WLB (10%) but much larger for job satisfaction (35%).

Limitations: Self-reported data, although analysis showed common method variance was not present.

Research/Practical Implications: Implications are that as workers gain more income they can live 'richer' lives through enhanced work-life balance – which in turn, facilitates their attitudes towards job satisfaction.

Originality/Value: Focus around pay-fairness for working poor makes strong originality.

Presentation 2: Reconceptualising INGO Reward: addressing tensions between social values and competitiveness

Ishbel McWha-Hermann, Jakov Jandric, Emily Cook-Lundgren – University of Edinburgh Business School

Stuart C. Carr – Massey University

Purpose: within international contexts reward tends to be structured around a dual-salary system, where national and international employees are paid on different pay and benefits scales. Such a system is increasingly being perceived as unfair. This study examined how international NGOs reward national and international staff in light of their commitment to social justice and the ways in which senior HR and reward managers rationalise their approach to reward.

Design/Methodology/Approach/Intervention: semi-structured interviews with senior HR and reward managers from 15 international NGOs were undertaken. The organisations vary in size from 90-17,000 employees, are headquartered in a range of continents, and engage in a wide programmatic focus.

Results: INGOs take a range of different approaches to reward, which is different to that reported in the literature on MNC reward. We found seven themes underpinning the decisions to implement these systems, and a paradoxical tension between the need to be competitive while also upholding the social values underpinning the organisation.

Limitations: limited sample size, need to hear from other stakeholders, including top management, donors, beneficiaries and employees.

Research/Practical Implications: this research provides evidence for the unique way INGOs reward their employees further developing the literature on reward management in international contexts. It highlights a tension between competitiveness and social values, and gives insight into how senior HR and reward managers manage this tension.

Originality/Value: This study identifies alternative approaches to reward, which have yet to be documented in the literature.

Presentation 3: Equality for whom? Organisational context and international-local (in)equality in Kenyan development organisations

Emily Cook-Lundgren - University of Edinburgh Business School

Purpose: Recent research has drawn attention to disparities between international and local employees in international development organisations. The current study builds on this by exploring how such inequalities manifest under different forms of organisation, how inequalities are challenged or disrupted, and obstacles to achieving more inclusive and equal organisations.

Design/Methodology/Approach/Intervention: Qualitative study drawing on 40 semi-structured interviews with Kenyan and international employees in two international development organisations in Nairobi, Kenya: a traditional international non-governmental organisation (INGO) and a social enterprise startup. Interviews were complemented by non-participant observation carried out during a 3-month period.

Results: Inequalities tend to be more pronounced and resistant to change in an organisational context of longer history, steeper hierarchy, and less open culture. Internal and external pressures as well as individual actions can challenge inequalities and facilitate change. However, focusing on one basis of inequality (international versus local) may overlook other bases of inequality (i.e. gender) and limit efforts towards inclusivity.

Limitations: Due to the in-depth nature of the study, results may not be generalisable.

Research/Practical Implications: International development organisations exist to tackle global challenges of poverty and inequality across the globe, yet internal inequalities between staff groups risk undermining these goals. These findings offer insights into how organisations and individuals can challenge inequalities and create more inclusive and effective operating environments.

Originality/Value: This study moves beyond demonstrating the existence of inequalities to understanding *how* they are maintained or challenged, and offers a novel contribution to the understanding of the role of organisational context and structure in reproducing or disrupting inequalities.

Presentation 4: Optimising competency profiles for staffing humanitarian aid teams

Stephen G. Atkins - Otago Polytechnic of New Zealand & Rotary's Global Water And Sanitation/Hygiene (WASH) eClub

State of the Art: There's been, in *humanitarian-aid arenas*, inadequate consideration for human-talent profiles in staffing field-work+affiliated online advisory teams (Atkins, et al, 2018). Accurate talent requirement profiles enable optimisation of 'worker-to-job' fit. This presentation will describe a project within Rotary International's WASH community in which Aguinis, et al's (2009) online 'frame-of-reference (FoR) approach has been customized to humanitarian water-aid. We describe a state of the art model which other aid arenas can utilize.

New Perspectives/Practical Implications: We migrate ongoing research/development (R&D) work improving New Zealand spacecraft-industry recruiting/talent management. This builds upon Rotary co-funded research dedicated to do likewise for global-humanitarian WASH communities. Hundreds of relevant talent-dimensions are being captured from very recent scholarly proceedings using "full-project life-cycle" R&D papers to refresh older talent-requirements taxonomies. The FoR approach then prepares project leaders to define their envisioned team's talent needs via team work analysis scales from Atkins (2012/2018). It also trains humanitarian-aid workers to self-assess their talents against identified aid-project team requirements.

Research/Practical Implications: These are largely proposed 'replication-with-extension' efforts re: Aguinis, et al (2009) coupled to Atkins (2012; 2013). But given the water-aid extension is designed to '*talent-profile*' up to 1/6th of the world's 1.2 million Rotarians, and capture '*talent-requirements*' for hundreds of water-aid projects, the practical implications are substantial (...and more so once migrated to other aid arenas).

Originality/Value: There is considerable value in this project because of its potential for making life-saving (...and global...) contributions. The project demonstrates very innovative application of technologies not originally developed for humanitarian work.

Presentation 5: Supporting breastfeeding at work among low income clothing factory workers in South Africa

Ameeta Jaga and Gina Botha, University of Cape Town

Bianca Stumbitz, University of Middlesex

Purpose: South Africa (SA) had the lowest exclusive breastfeeding rates in the world in 2012 at 8%, this has increased to 36% in 2016 but the progress is still too slow. Returning to work

is one of the main reasons women stop breastfeeding. Our research on advancing support for workplace breastfeeding focuses on a vulnerable group of women working in clothing factories, a female dominated industry (89%) in SA. These women are mainly black and poor. High poverty rates in this context often mean that they return to work soon after childbirth because of economic necessity, placing further constraints on breastfeeding. Although covered by legislated maternity protection and breastfeeding breaks, the enforcement of these laws is very low. Low skill, low income women are more easily replaceable, have less access to resources, and little bargaining power to request their breastfeeding rights.

Method: This research presents findings from a qualitative pilot study conducted in five clothing factories. In-depth semi structured interviews were conducted with mothers who had a baby in the past two years as well as managers.

Implications for practice and significance: With these findings, we present low-cost recommendations for improving workplace support for breastfeeding. Workplaces that are supportive of women breastfeeding at work encourage mothers to breastfeed their children for longer, improving both the infants' health (e.g., reduced malnutrition, child mortality and morbidity) and mothers' health (e.g., reduced ovarian cancer). This work will contribute to an important body of knowledge that can impact policy and policy implementation in SA and is aligned to the United Nations' (UN's) Sustainable Development Goals.

776 - TRAINING MIGRANT WORKERS TO SAFETY IN THE CONSTRUCTION INDUSTRY: A EUROPEAN STUDY

Symposium Chairs:

Professor Jose M: Peiró. University of Valencia, Spain.

Professor Karina Nielsen, University of Sheffield, UK.

Safety and health at work is a key goal in the Western world. In spite of progress made, there are still areas and target groups where important challenges remain. The construction sector has been identified as being at high risk for accidents and injuries (Buckley et al., 2016). The construction sector is heavily reliant on a migrant workforce. The UN defines "migrant worker" as a person who is engaged or has been engaged in a remunerated activity in a State of which he or she is not a national (UN, 1990). In the US, between 1996 and 2001, nearly one of four migrant workers who died on the job was employed in construction (Loh & Richardson, 2004).

Safety training of migrant workers may be one way forward to improve safety. In the present symposium, we will present preliminary findings from a EU-funded project on training migrant workers in construction. The first presentation will be a literature review on the safety training of migrant workers to date focusing both on the transfer and outcomes of training. The second presentation will present the results of focus groups and interviews in Spain elaborating on the challenges of migrant workers suggesting ways forward to safety training of migrant workers. Third, we will present a bespoke training package that has been developed to address the particular challenges of migrant workers in construction. Finally, we will present a conceptual training evaluation model considering both training transfer and the ability of training to improve safety behaviours.

Discussant.

Professor Kevin Kelloway. Saint Mary's University, Canada.

Enhancing Safety Training for Migrant Workers in the Construction Industry: A Systematic Review

Rose Shepherd

The University of Sheffield, Sheffield, UK.

Professor José María Peiró

University of Valencia, Valencia, Spain.

Professor Karina M. Nielsen

The University of Sheffield, Sheffield, UK.

Dr Michela Vignoli
University of Bologna, Bologna, Italy.

Dr. Felisa Latorre
University of Valencia, Spain.

Purpose

Whilst there are extensive literatures on safety and training, there are few studies of migrant construction workers in Europe, a group particularly at risk. With the aim of improving safety for this group, this paper presents the findings of a systematic literature review of studies focusing on the design, implementation and evaluation of safety training for migrant construction workers.

Methodology

Multiple databases (e.g., Web of Science, Scopus) were searched for papers in the disciplines of psychology, medicine and engineering between 2000 and 2017. Of the 890 papers identified, 42 related to the safety of migrant construction workers, with only 10 empirical studies focused on training design, implementation and/or evaluation.

Results

All 10 studies were conducted in the US and primarily concerned Hispanic or Latino workers. They focused on technical skills, identifying difficulties relating to language, safety attitudes/values, poor workplace integration and lack of learning/knowledge retention. Evaluation was particularly scarce, with no studies assessing post-training transfer.

Limitations

Assessing the transferability of the findings of this small number of US studies to Europe is challenging, as migrants are from multiple nationalities and speak many different languages.

Implications

The literature review highlighted the challenges associated with training migrant construction workers, such as language barriers and cultural differences, which must be considered when designing training interventions. Additionally, soft skills training and training transfer evaluation frameworks are needed.

Value

To enhance safety for migrant construction workers it is essential to review the current literature and identify implications for future research, practice and policy.

Issues and Challenges of Training Construction Migrant Workers in Spain: A Qualitative Study on the multiple stakeholders' views

Professor José María Peiró
University of Valencia, Valencia, Spain.

Ass. Professor Laura Lorente
University of Valencia, Valencia, Spain.

Professor Alicia Salvador
University of Valencia, Valencia, Spain.

Professor Vicente Martínez-Tur
University of Valencia, Valencia, Spain.

Purpose.

This paper aims to identify the critical issues and challenges of the safety training for the migrant construction workers in Spain.

Methodology.

Qualitative methodology with a combination of semi-structured interviews (7 migrants and 3 national workers) and focus groups with Safety and Health trainers (6 participants), worksites' managers (7 participants) and safety professionals (6 participants). The analysis has been carried using template analysis and inserted on within NVivo.

Results.

Information about the issues on the training, language, design, methods and communication addressed by the different stakeholders. Migrants and national workers emphasized safety outcomes while experts focus on the risks the workers face

Limitations.

The study provides relevant insights but it needs to be complemented by a quantitative analysis.

Implications.

Understanding the specificities of training for low skilled migrant workers has theoretical and practical implications.

Value.

The study contributes to clarify the training context, conditions, processes, and outcomes providing insights for a better design and practice of migrant constructions workers training.

The Safety Training Package: a new training to ensure safety outcomes for migrant workers in the construction sector

Dr. Michela Vignoli

Department of Education Studies, University of Bologna, Bologna, Italy

Professor Dina Guglielmi

Department of Education Studies, University of Bologna, Bologna, Italy

Dr. Marco Giovanni Mariani

Department of Psychology, University of Bologna, Cesena, Italy

Professor Marco Depolo

Department of Psychology, University of Bologna, Cesena, Italy

State of the art.

Many studies demonstrated that safety training is an important preventive measure (e.g. Freitas and Silva, 2017) and effective in modifying workers' behaviours (e.g. Robson et al., 2012). According to the strategic framework on safety and health at work (European Commission, 2014), European regulations on safety training generally provide longer safety training courses for high risk sectors such as the construction one, which heavily relies on immigrant workers that usually have lower skills and language issues. Despite this attention, there is a lack of knowledge on the effectiveness of safety training for migrant workers in the construction sector.

New perspectives/Contributions.

Starting from these issues and based on an extensive research (composed by academic and applied literature, regulations, focus groups and interviews) we developed a Safety Training Package (STP) dedicated to migrant workers in the construction sector which took into account the key elements of transfer of training and potential barriers. The STP is composed by both on-line and engaging class-room training and will include both safety technical and non-technical skills (which have never been investigated before in the construction sector).

Research/Practical Implications.

STP is a reliable and effective instrument for organisations in the construction sector aiming to increase the level of safety for migrant workers.

Originality/Value.

STP is based on different data sources that cover almost all the knowledge on this topic.

The Effectiveness of Safety Training for Migrant Construction Workers: A Training Transfer and Evaluation Framework

Professor Karina M. Nielsen
The University of Sheffield, Sheffield, UK.

Rose Shepherd
The University of Sheffield, Sheffield, UK.

Dr Michela Vignoli
University of Bologna, Bologna, Italy.

State-of-the-Art

In the construction industry, challenges associated with language barriers and cultural differences mean that migrant workers are more at risk of injuries, accidents and fatalities than native workers. Although evaluation models are well established within the wider training literature, there are none directly focused either on the construction industry or migrant workers.

Contributions

This study contributes to this important area by presenting a framework developed specifically for evaluating safety training for this high risk group of workers within the construction industry in Europe. Specifically, it extends existing evaluation models by drawing together three key research areas, realist evaluation, training transfer and training evaluation. In contrast to previous models, the framework has a sequential and longitudinal design and incorporates pre-and post-measures of intended training outcomes.

Implications

Through evaluating the effectiveness of training, this framework will have direct implications for the design and delivery of future training programmes for migrant workers in the construction industry in Europe. The transferability of the framework to other international contexts in the construction industry could be explored in future studies.

Value

To the best of our knowledge, this study is the first to present a framework to evaluate the effectiveness of safety training with the aim of reducing the risk of injuries, accidents and fatalities for migrants working in the EU construction industry.

777 - THE INFLUENCE OF DARK PERSONALITY TRAITS ON LEADERSHIP SELECTION AND WORKPLACE HEALTH (SYMPOSIUM)

Convener: Prof. Dragos Iliescu, University of Bucharest, Romania

Discussant: Prof. Cornelius König, Universität des Saarlandes, Saarbrücken, Germany

State of the Art

The Dark Triad, a conglomerate of the apparently undesirable personality traits of Machiavellianism, Narcissism and Psychopathy, is a hot topic in both personality research and applied settings where personality has an impact. Research published during the past decade has shown that these three personality traits have value for practical applications in work settings, and that the initial expectations, demonizing these three personality traits, are not necessarily grounded in reality.

New Perspectives/Contributions

A number of significant gaps continue to loom on the Dark Triad, some of the related to the quality of measurement, some of them related to the impact dark traits may have on constructs and contexts where we know that personality is an important predictor. This symposium brings together 5 papers addressing such gaps. The first two papers focus on the influence of dark personality traits on leadership behaviors, alone and in combination with other traits. The third paper looks deeper into the construct of Machiavelianism. The fourth paper addresses the issue of measurement equivalence of dark traits between high and low stakes testing. The fifth paper discusses the impact of dark traits as moderators in the dominant model for the explanation of occupational health and engagement.

Research/Practical Implications

The symposium has important implication for the selection and healthy workplace development of leaders.

PAPER 1

Title, name and affiliation of the authors

The Good and the Bad, an Effective Personality Combination for Leaders?

Prof. Dr. Marise Ph. Born, Erasmus University Rotterdam

Dr. Alec W. Serlie, Erasmus University Rotterdam & GITP

Purpose

There is ample research on the relation between bright side personality traits and effective leadership, and on dark side traits in relation to toxic leadership. Only few studies combine both sides to predict job criteria for leaders. The present study fills that void by investigating the incremental validity of dark side personality over the bright side, when predicting job criteria for employees in a leader position.

Design/Methodology/Approach/Intervention

We assessed the relation between bright (Big Five) and dark (Hogan development survey) personality traits and leadership orientation, leadership versatility, performance, counterproductive work behavior (CWB), and organizational commitment (OC). Data of 127 leaders were acquired via self-report questionnaires and appraisals made by trained psychologists. All had participated in an assessment center up to two years earlier for inferences about their leadership potential.

Results

Dark side traits showed incremental validity for leadership behavior, leadership versatility and leader performance. The trait Reserved had a negative and Diligent a positive incremental effect. Exceptions were CWB and organizational commitment, only showing a relation with Honesty-Humility and conscientiousness, respectively.

Limitations

The study limitations are the moderate sample size and the self-reported leadership criteria.

Research/Practical Implications

In assessment centers more attention should be paid to dark-side traits, which show an incremental validity when predicting leadership performance indicators.

Originality/Value

Many managers derail in their career. Assessing the darker sides of eligible managers, may avert wrong hiring choices, and can also give the assessee a fair warning where potential threats lie.

PAPER 2

Title, name and affiliation of the authors

Successful Psychopathic Leaders: Evidence for a Differential Configuration Model

Dr. Jasmine Vergauwe, Ghent University, Belgium

Prof. Dr. Bart Wille, Ghent University, Belgium

Prof. Dr. Joeri Hofmans, Vrije Universiteit Brussel, Belgium

Prof. Dr. Filip De Fruyt, Ghent University, Belgium

Purpose

Three potential frameworks were proposed for conceptualizing “successful psychopathy” (Lilienfeld et al., 2015): the differential-severity model, the moderated-expression model, and the differential-configuration model. This study aims to provide evidence for a differential configuration model, such that successful psychopathy differs from unsuccessful psychopathy in the sense that it is characterized by a different constellation of traits.

Methodology

Leaders’ ($N = 204$) psychopathic traits (Psychopathic Personality Inventory-Revised; PPI-R) were related to (1) subordinate-rated success indicators (i.e., job performance and charismatic leadership), and to (2) other personality traits, using both “bright” (NEO-FFI) and “dark” side (HDS) measures.

Results

Results showed that leaders’ fearless dominance (PPI-I) was positively related to performance and charismatic leadership, while self-centered impulsivity (PPI-II) and cold-heartedness (PPI-III) negatively related to professional success. Further, divergent relationships were found between the different psychopathy factors and the leaders’ personality traits using both “bright” and “dark” side personality measures.

Limitations

While the multi-rater design in this study can be considered as a major strength, we recognize the possibility of selection bias, as each leader nominated one subordinate willing and able to evaluate them.

Originality

Although the existence of successful psychopathy is fascinating in many ways, it is scientifically controversial, and to date, it remains unclear what characterizes successful psychopathy. This study supports a differential configuration model, such that successful psychopathy in leaders is characterized by a different constellation of traits (cf. fearlessness, stress immunity, social influence) than is unsuccessful psychopathy.

PAPER 3

Title, name and affiliation of the authors

Why Conventional Measures do not Tap Successful Machiavellians

Bastian Kückelhaus, University of Bonn, Germany

Iris Kranefeld, University of Bonn, Germany

Prof. Gerhard Bickle, University of Bonn, Germany

Purpose

A meta-analysis showed (O'Boyle et al., 2012) that Machiavellians seem to be associated with low performers at work. This is surprising because Niccolò Machiavelli had success in mind when he repudiated traditional morality as naïve. Collison et al. (2018) suggested that conventional measures of Machiavellians are saturated with a lack of self-control. They posit that successful Machiavellians combine amorality and distrust with high levels of self-control. Jones (2014) argued that successful Machiavellians with high self-control demonstrate lower levels of counterproductive workplace behavior (CWB) in order to appear morally minded and thereby achieve higher levels of promotions.

Methodology

In an anonymous online study 687 employees rated the Machiavellian personality inventory, a self-control scale, and reported CWB, and their number of promotions over the past five years. Data were analyzed with hierarchical, quadratic, moderated regression analyses.

Results

We found that Machiavellians with low self-control reported both higher levels and higher gradients of CWB than those with high levels of self-control. Machiavellians with high self-control, however, achieved higher numbers of promotions. Our study resolves the paradox, why, in the past, research mostly failed to show associations between Machiavellian personality and success at work. Indeed, it is high scores on traditional scales of Machiavellianism combined with high self-control which makes these individuals successful at work.

Limitations

In this study we used a cross-sectional design. Future studies should address longitudinal effects.

Originality

We contribute to new conceptions of Machiavellian personality scales combining high self-control with amorality and distrust.

PAPER 4

Title, name and affiliation of the authors

The Measurement Invariance of the Short Dark Triad in Low and High Stakes Contexts

Mihaela Grigoras, University of Bucharest, Bucharest, Romania

Andreea Butucescu, University of Bucharest, Bucharest, Romania

Dr. Cristian Opariuc-Dan, "Ovidius" University of Constanta, Constanta, Romania

Prof. Dragos Iliescu, University of Bucharest, Bucharest, Romania

Purpose

The present study addresses the appropriateness of employing dark personality measures in high stake contexts given the increased interest in these traits in work settings. Specifically, we investigated item and scale level differential functioning of the Short Dark Triad (SD3; Jones & Paulhus, 2014) measure across high and low testing contexts.

Methodology

Measurement invariance of the SD3 was tested in applicant ($N=457$) and non-applicant ($N=592$) samples using a mixed-method approach. Item-level invariance was tested using an IRT-based approach, while scale-level invariance was investigated using Exploratory Structural Equations Modeling (ESEM).

Results

Item-level analyses show a differential item functioning for half of the SD3 items. Results of scale-level analyses supported configural and metric invariance, but not scalar invariance.

Limitations

Our research employs a between-subject design, so we could not control for individual differences biases.

Originality

Our study uses a comprehensive approach to measurement invariance, using both item and scale level analyses. Also, it is one of the first to investigate the measurement invariance of a dark triad measure across testing contexts.

PAPER 5

Title, name and affiliation of the authors

Understanding Dark Triad at Work: Perceived Job Characteristics and Work Attitudes

Andreea Butucescu, University of Bucharest, Bucharest, Romania

Mihaela Grigoras, University of Bucharest, Bucharest, Romania

Prof. Dragos Iliescu, University of Bucharest, Bucharest, Romania

Purpose

The main objective of this study is to investigate how dark traits influence the perception of job characteristics, which in turn can impact their work attitude. We tested how Dark triad influence the perception of job characteristics from the perspective of the JD-R model (job resources, e.g., feedback; and job demands, e.g., cognitive demands) in order to explain

organizational attitudes (e.g., engagement). The role of personal resources is also discussed (i.e., optimism and self-efficacy).

Methodology

The study employed a convenience sample of 147 workers/ with different Holland codes. We use hierarchical regression, mediation and moderation analysis (Hayes & Preacher, 2014) to better fit our models.

Results

Preliminary analyses show results vary upon criteria and the Dark Triad trait investigated. For example, individuals high on psychopathy and Machiavellianism perceived their workplaces as being more demanding (e.g., having role conflicts) than resourceful (e.g., not having the opportunity to apply their talent), whereas individuals high on narcissism perceived their workplaces as having more opportunities and fewer demands. The level of their engagement or exhaustion also differs, as well as their personal resources. For example, self-efficacy is typically for Machiavellianism and narcissism, but not for the psychopathy.

Limitations

The causal conclusions drawn from this study should be taken with caution because of the cross-sectional design of the research.

Originality

The study is one of the first to investigate perceived job characteristics and work attitudes in relation to Dark Triad traits. Valuable practical insights can be inferred: since personality traits are stable and less malleable on organizational interventions, this study emphasise the need for the HR department to screen in dark personality preferences in order to ensure particularized resources upon different typology.

778 - ON THE LEADER-MEMBER RELATIONSHIP FRONTIER

Organizers

Maria Tomprou (Carnegie Mellon University, US)

Maria Simosi (Royal Holloway University of London, UK)

Symposium Abstract

State of the Art:

This symposium brings together exciting new research on how leaders manage their relationships with their followers.

New Perspectives:

George Graen once mentioned: "if you want career success, you must have a good relationship with your leader." (Anecdote, 2011). Following on this statement that highlights the importance of the relationship, we organize this symposium capturing new developments in the field.

Contributions:

We offer two papers of new scales that assess leadership behaviors and relationships with followers offered for interventions improving the quality of the leader-member relationship. Jepsen and Rousseau develop a measure of followers' perception of supervisor evidence use to address the importance of well-informed managers for leading team relationships. Chaudhry utilizes a profile approach with a new scale to investigate leader and follower's assessments of currencies of the exchange. Two more papers discuss leader-member relationships within the emerging trends of new workplace. Coun, Peters, and Blomme argue how emergent leaders develop and the implications for sharing such a status and managing it in virtual workplaces. Kerschreiter and Alex show that leaders crafting a shared team identity may aspire their followers with implications to their health. A final study by Freeney, van der Werff, and Collings brings attention to a long-standing problem of female employees returning to work after maternity leave; this research addresses how supervisors engage (or disengage) in promoting new mothers' careers.

Research/Practical Implications:

The symposium contributes in theory and practice bringing up-to-date research on leader's relationships with their followers with implications for interventions.

Authors

Denise Jepsen(Macquarie University, Australia)

Denise Rousseau (Carnegie Mellon University, US)

How managerial evidence use relates to employee perceptions of leadership

Abstract

Purpose:

This research establishes a measure of perception of supervisor evidence use and investigates relationships between those perceptions and other important workplace relationships.

Design/Methodology:

The perceptions of evidence use scale was tested in multiple contexts, demonstrating excellent test-retest reliability and discriminant validity with leadership (MLQ, LMX), organizational justice and perceived organizational support.

Results:

Structural equation modelling used the eight item, single factor scale which demonstrated important relationships with trust in supervisor, workplace learning, psychological distress and perceptions of organizational quality.

Limitations:

Despite longitudinal scale development design, the cross sectional hypothesized model limits causality interpretation.

Research/Practical Implications:

Evidence use's relatively large contributions to both LMX and trust in leader suggest an opportunity to rethink leadership theory, particularly effective leadership and behaviors that good leaders manifest. How information-rich leaders use scientific evidence and organizational data may now be a source of important leader qualities in itself.

Originality/Value:

The evidence-based management construct introduces a new dimension to leadership research and practice. As a mode of management practice with implications for both workplace relationships and learning, evidence-based management introduces the quality of decision making information and leader efforts to generate evidence via experimentation as important dimensions of leader behavior and contributors to leader-member relationships.

Understanding one's manager's efforts to base decisions on good quality information may help reduce anxiety associated with the decisions on which employees are required to act, and may reduce the sense of politics associated with organizational decisions.

Author

Anjali Chaudhry, Dominican University, Illinois, US

A Profile Approach to LMX

Abstract

Purpose:

Utilizing the "currencies of exchange" concept (Dienesch & Liden, 1986), this study examines differences in leader- member understanding of what is exchanged in the relationship.

Design/Methodology/Approach/Intervention:

This measure expands LMX-MDM (Liden & Maslyn, 1998) and assesses what is provided to and what is received from the other party on four dimensions: affect, contribution, loyalty, and professional respect. Consistent with previous work, data was analyzed using hierarchical cluster analysis.

Results:

Findings show five clusters of employees' LMX: 'Mutual Admiration' (high affect and professional respect), 'Transactional' (low affect, high contribution and professional respect), 'Bad Soldier' (employee beneficiary score lower than leader beneficiary score), 'Good Soldier' (employee beneficiary score higher than leader beneficiary score), and 'Bad Relationship' (low scores on all dimensions). The leader's LMX provided three clusters: 'Reciprocated In-group' (employee beneficiary score higher than leader beneficiary score), 'Unreciprocated In-group' (employee beneficiary score lower than leader beneficiary score), and 'Outgroup' (low scores on all dimensions).

Limitations:

Weaknesses of this exploratory study: small sample and multi-collinearity.

Research/Practical Implications:

This study moves research away from the simplistic low/high LMX treatment and suggests that the lack of agreement in LMX is of substantive consideration. Practically, it highlights that leader and member value different aspects of their relationship.

Originality/Value:

This research adds value to LMX research by empirically testing different exchanges. It also tests the assertion that low agreement between LMX ratings leader and member is due to the quality of the data.

Authors

Martine Coun (Open University of the Netherlands)

Pascale Peters (Institute for Management Research, Nijmegen School of Management Radboud University Nijmegen and Nyenrode Business Universiteit)

Rob Blomme (Nyenrode Business Universiteit: Centre for Leadership and Management Development, and Open University of the Netherlands)

Understanding leadership as an emerging process across team and organizational boundaries: consequences for the employment relationship

Abstract

State of the art:

Contemporary workers cooperate in multiple, temporary, boundaryless and often virtual teams to pursue shared value-based goals. The growing empowerment implies that future leadership will be increasingly diffuse, which is reflected in how the employment relationship is managed.

New Perspectives/Contribution:

We argue that leadership is no longer simply appointed to a formal leader, but refers to an emerging process by which individuals are expected to be pro-active and to motivate themselves (self-leadership) and others (shared leadership). However, hierarchical leadership still remains important to create and communicate meaning and direction in organizational activities. Formal leaders increasingly delegate the management of the employment relationship to their followers and teams, who have to take over aspects of the governance of the employment relationship (e.g. via peer or clan control), who become part of the exchange relationship (e.g. via knowledge sharing and mutual support) and have to co-shape the cooperation dimension (e.g. via partnerships based on 'swift' trust). The emergent leadership process should lead to better individual outcomes (e.g. psychological need satisfaction, shared goal-orientation and psychological empowerment, proactive behaviors) necessary to stimulate organizational performance (e.g. co-creativity and ongoing innovation).

Research/Practical Implications:

Whoever takes on the leadership role (organization, formal leader and team members), has a responsibility in managing the employment relationship and need to understand how individuals can be motivated.

Orginality/Value:

Building on insights from HRM, leadership and organizational behavior literature, our study explores how changes in leadership (outsourcing the leadership role) influences the extension of the employment relationship.

Authors

Rudolf Kerschreiter & Benjamin Alex

Social, Organizational, & Economic Psychology, Freie Universität Berlin, Germany

Can leader identity entrepreneurship reduce follower depressive symptoms and burnout? Testing a serial mediation model with work group identification and loneliness at work as mediators

Abstract

Purpose:

Depression and burnout bring about tremendous costs, not only for individuals but also for organizations. In organizations, leaders' activities oriented towards crafting a shared social identity in their teams (leader identity entrepreneurship) have been linked to follower health and well-being. Yet, at present, little is known about the psychological processes responsible for the beneficial effects of leader identity entrepreneurship.

Design/Methodology:

Addressing this gap, we proposed and tested a serial mediation model that links leader identity entrepreneurship to follower depressive symptoms and burnout. These relationships were hypothesized to be serially mediated by follower (1) work group identification and (2) feelings of loneliness. We tested the model in a longitudinal field study with 303 participants from the working population in Germany.

Results:

Results support the proposed serial mediation model. Higher levels of leader identity entrepreneurship related to lower levels of follower depressive symptoms and burnout. Moreover, these relationships were serially mediated by (1) increased follower work group identification and (2) decreased loneliness at work.

Limitations:

Conclusions are derived from a sample of followers participating in a longitudinal study with two points of measurement. Hence, no definite inferences about causality are possible.

Research/Practical Implications:

This research demonstrates that leader identity entrepreneurship translates into reduced follower depression and burnout. Moreover, we further the understanding of the mediating processes.

Originality/Value:

To the best of our knowledge, this study is the first that examines the effect of identity leadership on follower depression and burnout through work group identification and loneliness at work.

Authors

Yseult Freeney, Lisa van der Werff & David Collings

Dublin City University Business School, Ireland

The effect of maternity leave in the leader – new mother employee exchange: Implications for managing employment relationships

Abstract

Purpose:

This paper examines relational aspects of workplace transitions, specifically, how leaders manage professional relationships with women resocializing into the workplace following maternity leave. Drawing on this context, we explore shifts in workplace relationships during this transitional period and the emotional responses that result from the perceived changes within this leader-follower dyad.

Methodology:

We interviewed 27 dyads within organizations, resulting in 54 interviews with women returning to work and their line managers.

Results:

Our findings demonstrate how relational shifts can shape the return to work experience lead to positive and negative changes in psychological contracts. Finally, we identify the various emotional responses to these shifts.

Limitations

While the majority of our sample is drawn from recognizable multi-national firms representing a range of industries, all of the participants were employees within the Irish jurisdiction and so the findings may not generalize to different countries where maternity leave conditions vary considerably.

Research/Practical Implications:

The paper presents implications for future research, both in relation to theories of resocialization as well as practical implications for how leaders manage relationships through resocialization practices in the context of maternity leave programs and career interventions aimed at retaining and supporting talented women.

Originality:

This study emphasizes the significant role of the relationship with a line manager during workplace transitions, a somewhat overlooked topic in the career transition literature. Further, it presents clear evidence of the scope for positive shifts to occur in psychological contracts, in addition to breaches that are extensively studied in the extant literature.

807 - ANTECEDENTS TO LEADER EMERGENCE AND LEADERSHIP BEHAVIOURS

SYMPOSIUM

Chair:

Anika Cloutier, Queen's University (Smith School of Business), Kingston Canada

Symposium Abstract:

Current state. Although much is known about the positive and negative consequences of leadership, far less empirical evidence exists to explain leader emergence, and the antecedents of positive and negative leadership behaviours. With organizations constantly seeking evidence-based information in which to base hiring and promotional decisions, this is an important shortcoming.

New perspectives. This symposium presents a collection of novel antecedents to describe who emerges as a leader and consequently who may not, as well as what leads to or prevents engagement in positive and negative leadership behaviours.

Proponents. Two presentations consider distal early life events that influence leader emergence, including early exposure to domestic violence (presentation 1) and early engagement in externalizing behaviours (presentation 2). The 3rd presentation poses a theoretical model explaining how the leader label may differentially affect motivation to lead for males and females. Finally, two presentations consider more proximal events that influence the quality of leadership behaviours. Across two studies, the fourth presentation considers how leaders' performance-related attributions of followers affect abusive supervision; while the fifth presentation investigates the boundary conditions by which safety training enhances positive safety leadership behaviours.

Implications. Collectively, results from these five studies provide empirical evidence regarding the importance of developmental and contextual events within and beyond the workplace in predicting leader emergence and positive leadership behaviours.

Presentation #1

Title:

Does a History of Domestic Violence Affect Leader Emergence?

Authors:

Anika Cloutier, Queen's University (Smith School of Business), Kingston Canada [presenter]

Julian Barling, Queen's University (Smith School of Business), Kingston Canada

Abstract:

Purpose and value. Early life events have the potential to shape experiences throughout adulthood, and we consider how early personal and vicarious exposure to domestic violence

as a child affects later leadership emergence. Given the relational nature of leadership, we predict that early negative relational experiences with primary caregivers will negatively affect leader emergence by harming the ability to successfully navigate social relationships. Specifically, we predict that early experiences of physical violence by one's parents, or vicariously witnessing parents engage in inter-partner violence will result in the development of anxious and avoidant attachment styles. In turn, anxious and avoidant attachment styles will decrease the likelihood of later leader emergence. We also predict that the negative effects of anxious and avoidant attachment styles will be more harmful for females, as they are expected to have higher relational skill.

Method. To test this model, we draw on a sub-sample of participants ($n = 1709$) from the NCS-R.

Results. Using Hayes' (2013) Process macro, (1) witnessing parental violence and (2) experiencing violence by one's parents increased anxious (but not avoidant) attachment, and in turn, decreased leader emergence. Contrary to our hypothesis, these effects were stronger for males than females.

Limitations. Results may be limited by mono-method bias and cross-sectional data, however, the presence of an interaction excludes the possibility of mono-method bias, while the temporal precedence of events studied somewhat reduces concerns about sole reliance on cross-sectional data.

Implications. This research contributes novel insights into how parental relationships affect later leadership.

Presentation 2:

Title: The “L-word”: How Granting Leader Identity Impacts Leadership Emergence Differently by Gender

Authors:

Julie Weatherhead, Queen's University (Smith School of Business), Kingston, Canada [presenter]

Julian Barling, Queen's University (Smith School of Business), Kingston, Canada

Nick Turner, University of Calgary (Haskayne School of Business), Calgary, Canada

Wren Montgomery, Western University (Ivey School of Business), London, Canada

Abstract:

A critical step in the leadership emergence process is being selected into a leadership role. We are interested in the role of individuals' motivation to lead and their likelihood of being selected to be a leader. This is part of a larger study looking at the relationship between socioeconomic status, motivation to lead, and leadership emergence. We propose that showing indications of a high level of motivation to lead will make job applicants more

attractive in the recruitment and hiring process than individuals who do not indicate a motivation to lead. To test this we use a resume study, in which we manipulate fictional applicants' motivation to lead. HR professionals who work in recruitment and selection will judge the resumes of fictional applications and rate the quality of the applicant as well as indicate the likelihood that the applicant would be selected to be a leader.

Participants will be instructed that they will be reading a resume from an applicant applying to a managerial role. Across conditions the resumes are the same other than the 'overview' section, in which we manipulate the applications motivation to lead by providing details that indicate the candidates' level and type of motivation to lead. The four conditions are as follows: 1) affective/identity motivation to lead, 2) normative motivation to lead, 3) non-calculative motivation to lead, and 4) the control. These are based on Chan and Drasgow's (2001) model of motivation to lead. Data collection and analyses will be completed by the presentation deadline.

Chan, K.Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of Applied Psychology*, 86, 481-498.

Presentation 3:

Title: Leader Identity, Gender, and Motivation to Lead

Authors:

Alyson Byrne, Memorial University (School of Business), St. John's, Canada [presenter]

Ingrid Chadwick, Concordia University (School of Business), Montreal, Canada

Abstract:

State of the Art

Understanding leader identity is a critical piece to understanding leadership emergence. Research suggests that leaders who are able to both claim a leader identity and have that identity granted to them are more likely to seek out development experiences and have increased motivation to lead. Yet, the very function of claiming and being granted a leader identity may be nuanced by gender, an area that has received little empirical attention.

New Perspectives/Contributions

We argue that claiming and being granted a leader identity is in conflict with gender identity. We suggest that labeling women as leaders is incompatible with their gender identity, given the juxtaposition of masculinity inherent in implicit leadership theory. Consequently, claiming and being granted a leader identity becomes a hurdle to women's leadership development. In contrast, we argue that claiming and being granted the label of leader for males boosts the likelihood that they will seek out leadership development experiences, as it is aligned with their male identity.

Research/Practical Implications

Understanding the effects of labeling individuals as leaders, through a gender and identity lens, provides a nuanced approach to leadership development. Getting leaders to feel positively about their leader identity is critical to their leadership, but must be understood in light of contextual differences such as gender. Practically speaking, understanding the gendered effects of labeling individuals as leaders is critical for effective leadership training and development.

Originality/Value

This work helps to examine the gender and identity nuances associated with leadership development and leadership emergence.

Presentation 4:

Title: Employee Performance and Experienced Abusive Supervision via Supervisor Attributions

Authors:

Jennifer Bozeman, West Chester University (School of Business), Pennsylvania USA
M. Sandy Hershcovis, University of Calgary (Haskayne School of Business), Calgary, Canada
Nick Turner, University of Calgary (Haskayne School of Business), Calgary, Canada
Zhanna Lyubykh, University of Calgary (Haskayne School of Business), Calgary, Canada
J. Valerie Shan, University of Calgary (Haskayne School of Business), Calgary, Canada
[presenter]

Abstract:

Purpose

Drawing on attribution theories, we argue that supervisors are susceptible to attribution biases such as fundamental attribution error and intentionality bias, over-attributing employees' poor performance to low conscientiousness and intention, which will later translate into abusive supervision.

Methodology

In Study 1, we collected data from a sample of 109 employee-supervisor dyads. In Study 2, we used a vignette design to test the underlying mechanism: whether or not supervisors over-attribute internal factors to employees' undesirable performance and subsequently engage in abusive supervision.

Results

Study 1 found support for the proposition that supervisors tend to attribute low conscientiousness to the poor performance of employees, which results in a higher likelihood of abusive supervision. We did not find support for similar effect for intention. We are currently in the process of collecting data for Study 2 and the results will be available in time for the conference.

Limitations

The main limitation of Study 1 is that we measured intentionality using a reference-based approach, which set up an unfair comparison between conscientiousness and intentionality.

Research Implications

The present study explains why employee performance can trigger abusive supervision.

Value

This paper contributes to abusive supervision literature by examining not only the performance determinants of abusive supervision, but also attributional mechanisms that explain why employee performance triggers abusive reactions.

Presentation 5:

Title: Workload and Training Transfer in Safety Leadership

Authors:

E. Kevin Kelloway, Saint Mary's University (Department of Psychology), Halifax, Canada [presenter]

Timur Ozbilir, Saint Mary's University (Department of Psychology), Halifax, Canada

Jennifer Wong, University of Canterbury (Department of Psychology), Christchurch, New Zealand

Stephanie Gilbert, Cape Breton University (Shannon School of Business), Sydney, Canada

Michael Teed, Bishop's University (School of Business), Sherbrooke, Canada

Abstract:

Purpose: Like other forms of leadership training (e.g., Barling, Weber & Kelloway, 1996; Mullen & Kelloway, 2009), the S.A.F.E.R. approach (Wong, Kelloway & Makhan, 2015) to training safety leaders requires leaders to set specific behavioral goals to change their behavior. Based on the observation that leaders may not "follow through" on their goals, the current study examined workload as a potential determinant of training transfer (i.e., goal implementation).

Design: Following a 3 – hour S.A.F.E.R. leadership workshop, leaders ($n=73$) completed monthly ($k=4$) measures of workload and self-rated S.A.F.E.R. leadership.

Results: Longitudinal mixed model regressions showed that S.A.F.E.R. leadership behaviors declined over time ($b=-.33$, $p < .01$), and that leaders reported fewer leadership behaviors when they experience high workload ($b=-.18$). However, time and load interacted such that the decline in leadership over time was less for leaders experiencing high levels of work load.

Limitations: Data are all based on leaders' self-report and are all drawn from one health care organization.

Implications: Consistent with the training transfer literature, the results of the study suggest that workload may influence the outcomes of leadership training but that this influence may be both negative (fewer behaviors implemented) and positive (smaller decline in leadership behaviors over time) for leaders with high work load.

813 - THE MERITS AND PARADOXES OF FLEXIBLE WORK (PART I/II)

Christian Korunka* & Bettina Kubicek**

*University of Vienna, Austria

**University of Graz, Austria

Discussant: Evangelia Demerouti, Eindhoven University of Technology, NL

State of the Art

Flexible work defined as (1) flexibility in time and (2) flexibility in working locations, (3) supported by information and communication technologies (ICT), is spreading rapidly. Current Eurofund/ILO data categorize 10% to 35% of the European workplaces as highly flexible. Empirical studies so far confirm both positive and negative effects of flexible working on the quality of working life of the employees. The concept of organizational paradoxes, but also the integration of effects outside work may help to explain such differences.

New Perspectives/Contributions

The symposium brings together an international group of researchers dealing with diverse aspects of flexible work and their role on quality of working life. Four studies deal with flexibility in office work, both within the offices (Korunka et al., ter Hoeven et al., Uhlig et al.), and in blended work settings (Wörtler et al.). Agile working is investigated as a new form of organizational flexibility (Knecht & Krause). Two studies examine the effects of flexible work across work boundaries (smartphone use in the evening: Binnewies et al.; work-life conflict: Mellner). One large study analyzes effects of work flexibility on well-being in the US: Ray & Pana-Cryan).

Research/Practical Implications

Combining and integrating the different approaches to the investigation of flexible work as an important current trend in work organization may help to better understand this new phenomenon. The studies show that personal preferences and the organizational context matter for positive and/or negative outcomes of flexible work.

Moving into a flexible office: (I) The role of leadership and organizational culture

Christian Korunka*, Lars Uhlig*, Bettina Kubicek**

*University of Vienna, Austria

**University of Graz, Austria

Purpose

Flexible offices are a current trend in today's organizations. Supported by information and communication technologies employees are offered flexible use of time and locations within the office building. Empirical studies show both increases and decreases of quality of working life in such office concepts. Organizational paradoxes, like the autonomy paradox, may help to explain such contradictory results.

Design

This study is designed as a comprehensive longitudinal study accompanying the move into a new flexible office. The new office consists of different work zones. Measurements were taken before the move into the new building (t1), two months after the move (t2) and about 8 months after the move (t3).

Results

Up to 497 employees participated at each of the measurements. 238 cases were available for longitudinal analyses. The move into the flexible office was accompanied by significant increases in flexible use of work locations. Quality of working life diminished at t2 and improved slightly again at t3. Improvements were observed only for managers. Perceptions of high organizational trust at t1 as the most important predictor of change management were accompanied by improvements in quality of working life.

Limitations

Data were collected in a longitudinal design, but the data stem only from one specific case.

Research/Practical Implications

Contradictory results related to the implementation of flexible offices may be explained both by aspects of organizational change culture (organizational trust) and different effects for employees and managers.

Originality/Value

This is one of the few longitudinal studies dealing with flexible offices.

Moving into a flexible office: (II) Effects on job stressors and employee motivation

Lars Uhlig*, Bettina Kubicek** & Christian Korunka*

*University of Vienna, Austria

**University of Graz, Austria

Purpose

More and more organizations are switching to flexible office designs in order to adapt to the requirements of flexible work organization and to save costs. However, flexible offices have been found to produce more distractions for employees. Distractions can be a source of stress and hinder employees to concentrate. As a result, flexible offices hold the potential to weaken employee engagement.

Design

We conducted a three-wave longitudinal study accompanying the move of a large Austrian company into a new flexible office. Measurements were taken two months before the move (T1), two months after the move (T2) and 8 months after the move (T3). Up to 497 persons participated in each wave.

Results

In order to capture the changes of distractions and engagement we analyzed the data using latent change score modelling. Distractions increased significantly at T2 and stayed at a stable high level at T3. Positive changes in distractions from T1 to T2 predicted simultaneous negative changes in engagement but subsequent positive changes in engagement from T2 to T3. These results suggest that the increase in distractions after the move first led to a decrease in engagement which later got reversed, possibly due to adaptation processes.

Limitations

The single group design limits the generalization of results. Further, all constructs were measured using self-reported data.

Originality

Using latent change score modelling our study is the first to investigate how changes during a move to a flexible office affect simultaneous and subsequent changes in employee engagement.

"If you experience noise, you just haven't planned your work well": Individualization and regulation within a flexible work design.

Claartje L. ter Hoeven*, Eva van Gemert** & Caryn E. Medved***

*The Amsterdam School of Communication Research ASCoR, University of Amsterdam

**Department of Sociology, Erasmus University Rotterdam

***Department of Communication Studies, Baruch College

Purpose

This study investigates the spatial dimension of flexible work designs (FWDs) by mapping the experiences of employees as they try to acclimate to open-plan offices and drop-in desks.

Method

23 in-depth interviews were conducted with employees of an international construction company (here: CONSTRUCT)

Results

Findings show the interaction between occupational context and personal preferences in employees' FWD experiences. Employees' differential success in adapting to FWD also exemplifies what we term the flexibility paradox: While FWDs ostensibly allow for employees' freedom to choose when, where and how to work, these workplace structures paradoxically impose a surprising level of rigidity – a rigidity, perhaps, that results from the unquestioned

use and valorization of the flexible knowledge worker as the model for the design of flexibility in the workplace.

Limitations

Our single-organization case study method provides the perspectives only of employees at CONSTRUCT and their perspectives at only one point in time in the adaptation of FWDs.

Practical Implications

We encourage human resource professionals and managers to design and implement FWDs by keeping in mind there exists a variety of employee needs and preferences; design for *flexible flexibility*.

We demonstrate how FWDs govern employee conduct by prescribing a specific way of working understood as 'flexible' while delegitimizing others. By exploring occupational status in relation to boundary management strategies, we differentiate among four employee categories. All personnel must perform within the FWD, although it seems designed for knowledge workers. Employees cope with the resulting FWD tensions through the individualization of the problems *and* their solutions.

The importance of employees' job-related psychological needs for blended working

Burkhard Wörtler*, Nico W. Van Yperen*, Kiki M. M. De Jonge*, Eric F. Rietzschel*

*Department of Psychology, University of Groningen, Groningen, the Netherlands

Purpose

The opportunity to seamlessly blend on-site and off-site working (i.e., blended working) is enabled by the availability of continuously improving ICTs that provide employees with almost constant access to job-relevant information and coworkers. The aim of our research was to examine when blended working is likely to entail desirable outcomes by focusing on the role of employees' job-related psychological needs.

Design/Methodology

We conducted two independent cross-sectional survey studies. We recruited a sample of 348 and 657 employees for the first and second study, respectively.

Results

In the first study, we found that employees low in need for relatedness and structure, and high in need for autonomy, tend to perceive blended working to be effective for them. In the second study, we obtained evidence that the perceived opportunity for blended working can maintain employees' intrinsic work motivation when quantitative job demands are high, given that employees have a strong job-related need for autonomy.

Limitations

The design of both studies denied conclusions about causal relations between the variables.

Research/Practical Implications

Our findings contribute to the literature by highlighting the importance of fit between work context and employees' psychological needs. We recommend to practitioners in organizations to consider employees' psychological needs to decide for whom blended working is likely to be advantageous, rather than adopting a 'one-size-fits-all approach' by offering the opportunity for blended working to the entire workforce.

Originality/Value

We provide evidence that blended working may be a contemporary resource for employees, yet individual differences in job-related psychological needs are likely to influence its usefulness.

The association of agile methods, team processes and engagement

Michaela Knecht, Marcel Baumgartner, Andreas Krause, Jonas Mumenthaler, Ariane Vetter & Albert Vollmer

University of Applied Sciences Northwestern Switzerland FHNW, School of Applied Psychology

Purpose

Agile working is becoming more and more prevalent. Agile working is highly flexible. Agile teams do not follow a long-term project schedule but they plan step-by-step and decide continuously what delivers most values to the customer or user. Agile teams use several different methods to implement agile working. In the current study, we focus on the agile methods iterations and retrospective meetings. An iteration is a short two to four weeks single development cycle, where a team finishes several tasks (in the software context a running software). In retrospective meetings, teams reflect and analyze their way of work. Aim of the current study is to assess association between agile methods, team processes and engagement of the employees.

Design/Methodology

The sample consists of $N = 148$ employees nested in 33 teams, working as software developer in three Swiss companies, mostly males (87%). Multi-level regression analyses will be conducted to assess the relations for individuals and teams.

Results

First results show a positive association between agile methods and several team processes such as team autonomy, team job crafting, or team resilience. Furthermore, there is a positive relationship between agile methods and engagement. Data analysis is still ongoing.

Limitations

It is a cross-sectional study with a sample of only software developer.

Research/Practical Implication

The study suggests positive effects of agile methods on team processes that go along with higher engagement.

Originality/Value

This study adds to the small empirical database on the IO-psychological aspects of effects of agile practices.

Is every smartphone use in the evening detrimental? The role of different smartphone activities for employees recovery and well-being

Carmen Binnewies, Kristin Holtrup & Suzana Milicevic

University of Muenster, Muenster, Germany

Purpose

The goal of our study was to examine the daily use of different smartphone activities during leisure evening time for employees' recovery and well-being. Based on the study of Sonnentag (2001) distinguishing different leisure time activities, we examined the role of work-related, private-duty, health-related, social and amusement smartphone activities for employees' recovery experiences (psychological detachment, relaxation) and affective well-being in the evening. We assumed detrimental effects of work-related and private-duty smartphone activities and beneficial effects of health-related, social and amusement activities for recovery experiences and affective well-being.

Design/Methodology

We conducted a 5-day diary study with a mixed sample of 77 employees (providing data of 297 days).

Results

Results of hierarchical linear modelling showed that work-related smartphone activities were detrimental for psychological detachment and relaxation in the evening and for negative affect and work-family conflict. Social and amusement smartphone activities were positive for psychological detachment but showed no relations with affective well-being. Health-related smartphone activities did not show the expected relations. Additionally, we found some relationships contrary to our hypotheses, e.g. negative relationships between work-related and private-duty smartphone activities with fatigue.

Limitations

Despite our diary design and focus on within-person processes we cannot draw conclusions about causality.

Research/Practical Implications

Results show that simple implications to not use your smartphone are not reflecting more complex pattern which activities are useful or detrimental for different outcomes.

Originality/Value

Our study is one of the few studying the use of specific smartphone activities during evening leisure time.

Individual Perceptions of Boundary Control Mitigate the Effect of (in) Congruence Between Workers' Preferred Work/Non-Work Boundaries and their Enacted Boundary Management on Work-Life Conflict

Christin Mellner*, Pascale Peters** & Susanna Toivanen***

*Stockholm University, Sweden

**Radboud University, Nijmegen, Netherlands

***Stockholm University/Karolinska Institutet, Stockholm, Sweden

Purpose

Rapid development of boundary-transcending ICTs have led to more flexible forms of work organization, marking a fundamental shift in the flexibility and permeability of employees' work-nonwork boundaries. This study investigates the inter-relationships between employees' boundary management types, representing boundary (in)congruence between their preferred and enacted boundary management, and work-life conflict, and the potential moderating role of perceived boundary control herein.

Design/Methodology

Data comprised 3,154 Swedish professional workers in different occupations within both the public and private sector. Correlations, *t*-tests, Chi square tests and univariate general linear model analyses (ANCOVA) were performed.

Findings

Enacted integration as well as boundary incongruence were both positively associated with work-life-conflict. Moreover, incongruence accompanied by a high degree of enacted integration increased work-life conflict. Finally, boundary control mitigated work-life conflict. This was especially the case among employees preferring segmentation but enacting integration, i.e., boundary incongruence, but also among employees both preferring and enacting integration, i.e., boundary congruence.

Practical implications

This study provides new and valuable knowledge on different boundary management types, reflecting boundary (in)congruence, that are associated with increased work-life conflict depending on the specific type of (in)congruence in question, and the role of boundary control herein as an important factor to combat work-life conflict. This kind of knowledge is of high relevance in contemporary working life characterized by an ever-increased blurring of work-

nonwork boundaries. Organizations play an important role in creating new legitimate beliefs and as such, leisure norms could be implemented that promote employees' boundary control, and subsequent reduced work-life conflict.

Work flexibility and well-being across work arrangements in the US

Tapas K Ray* & Rene Pana-Cryan*

*NIOSH/CDC; Washington DC, USA

Purpose

We assessed the prevalence of work flexibility by work arrangement type among US workers during 2002-2014. We further investigated whether work flexibility was associated with work related well-being – job satisfaction, job stress, and health related quality of life.

Design/Methodology

We used data from the Quality of Work life (QWL) module of the General Social Survey (GSS). We analyzed pooled cross sectional data from 2002, 2006, 2010, and 2014 (weighted sample of 5911 observations). To understand work flexibility, we used the following variables: 1) Work schedule; 2) Telework; 3) Ability to take time off work for non-work matters; 4) Work demands; 5) Productivity-conducive work conditions; 6) Opportunity to develop special abilities; 7) Availability of help and equipment at work; and 8) Freedom to decide. We assessed the effect of work arrangement on work flexibility and the association between work flexibility and work related well-being.

Findings

Overall work flexibility changed minimally during 2002-2014 in the US, although some individual flexibility variables followed cyclical trends. Work arrangement was an important determinant of work flexibility. After controlling for demographics and overall health status, work flexibility was positively associated with well-being.

Practical Implications

The study demonstrated the importance of work flexibility for well-being and provided valuable information about flexibility by work arrangement type.

Originality/Value

As far as we know, this is the first study on this topic in the US context. Our findings are relevant for stakeholders, including policy makers.

814 - EMPLOYABILITY ACROSS CAREER STAGES AND TYPES III: NEW FRONTIERS IN RESEARCH ON EMPLOYABILITY IN NON-STANDARD WORK TYPES

Chairs:

Sjanne Marie van den Groenendaal, Tilburg University, the Netherlands

Ans De Vos, Antwerp Management School, Belgium

Charissa Freese, Tilburg University, the Netherlands

Discussant:

Jos Akkermans, Vrije Universiteit Amsterdam, The Netherlands

Overall coordinators of the three symposia on employability:

Pascale Le Blanc

Beatrice Van der Heijden

Ans De Vos

Jos Akkermans

State of the Art. Employability research has flourished in recent years, leading to many new insights into its importance in the contemporary world of work. However, more in-depth research is needed to address several blind spots related to employability in different career stages, occupational groups and employment relations. In three interrelated symposia stemming from the 2018 EAWOP Small Group Meeting organized by Pascale Le Blanc and Beatrice Van der Heijden, these topics are addressed. Together, these symposia aim to contribute to academic progress in the field and to improving (HRM) policy and practices in business. This third symposium explores new frontiers regarding employability of workers in non-standard work types.

New Perspectives/Contributions. The contemporary labor market has witnessed a rise of non-standard employment types, including solo self-employed workers, crowdworkers, and project managers. Although these non-standard workers are increasing in numbers, research on their careers has been minimal (Lo Presti, Pluviano, & Briscoe, 2018). We therefore aim for

a better understanding of the career attitudes of workers in non-standard work types, how they build their careers, and the consequences for their employability and career success.

Research and Practical Implications. Research on employability of different types of non-standard workers will be shared from a career perspective. We will advance knowledge on this uncovered topic and explore avenues for future research. Additionally, more knowledge on the careers and potential vulnerability of non-standard workers can challenge policy makers and organizations to promote the employability and career success of non-standard workers through interventions and career-enhancing facilities.

(1)The importance of participating in (in)formal professional networks. Consequences for freelancers' employability competencies and career outcomes.

Sabet Van Steenbergen¹, David Stuer¹, Ans De Vos¹ and Beatrice Van der Heijden²

¹*Antwerp Management School and University of Antwerp, Belgium*

²*Institute for Management Research, Radboud University, Nijmegen, the Netherlands, Open University of the Netherlands, Kingston University, London, UK, Hubei University, Wuhan, China.*

Purpose. Research has shown the importance of participating in (in)formal networks for employees' career success. This might be particularly relevant for freelancers who cannot depend on organizational career support. Building strong relations with client organizations and putting effort into developing and maintaining professional networks with other freelancers can be fundamental in sustaining and promoting their employability, career success and future career prospects. This paper takes both an input-based and output-based perspective on employability and investigates whether freelancers' participation in networks is positively associated with career outcomes, through the mediating role of employability-enhancing competencies.

Design/Methodology. Hypotheses will be tested through Structural Equation Modelling using a sample of 1.874 independent workers in Belgium, France, Germany, The Netherlands and the United Kingdom.

Results. Initial results, obtained by using linear regression analysis, show a positive association between social network participation and employability-enhancing competencies, and between employability-enhancing competencies and career success, perceived employability and future career optimism. Structural equation modeling is currently performed to test the full model.

Limitations. Reversed causality cannot be ruled out.

Research Implications. This research calls for attention to freelancers' participation in networks and the effect on sustaining and promoting their employability, career success and future career optimism.

Originality/Value. Our knowledge about how freelancers can safeguard their employability, despite the lack of an organizational context providing support for career development, is limited. This study tries to address this gap.

(2) The career development of solo self-employed workers – A qualitative study

Sjanne Marie Van den Groenendaal¹ and Chen Fleisher²

¹*Department of Human Resource Studies, Tilburg University*

²*Utrecht University School of Economics & Utrecht Centre for Entrepreneurship*

Purpose. Research on solo self-employed workers mainly focused on the decision to become self-employed. Little research investigated what happens after launching a business, and particularly the consequences for entrepreneurial careers and future employability. Therefore, we aim to advance knowledge on the career development of solo self-employed workers. We examine how entrepreneurial motivation, investments in personal and business development, and goal-setting behaviors influence how they build their business and make career choices accordingly.

Design/Methodology. Data collection is ongoing. We interviewed 60 Dutch solo self-employed workers on their work history, entrepreneurial motivation, building the business, and future goals. This study is part of a larger project in which we examine a heterogeneous sample of solo self-employed workers in various contexts, industries, business ages, and education levels, and explore how these aspects influence their entrepreneurial career.

Results. Preliminary results reveal that solo self-employed workers do not engage explicitly in goal-setting behavior as they do not seem to set goals to foster personal development which may affect their employability.

Limitations. Focusing on a specific work type is likely to influence the generalizability of the findings.

Research/Practical Implications. More research is necessary to better understand careers of solo self-employed workers. In practice, interventions to create awareness among solo self-employed workers of the importance of personal and business development to sustain employability are needed.

Originality/Value. This study looks beyond the start-up phase of the business and examines the career development of a heterogeneous sample of solo self-employed workers, thus applying a career perspective.

(3) The Interplay between Career Attitudes and Organizational Factors for Project Managers' Career Success. Does Employability make a difference?

Alessandro Lo Presti¹, Angelo Elia², Pasquale Concilio³

¹*University of Campania "Luigi Vanvitelli", Caserta, Italy,*

²*Project Management Institute - Italy Chapters*

³*University of Campania "Luigi Vanvitelli", Caserta, Italy*

Purpose. This paper aims at examining, through a mixed-method approach, the interaction between protean and boundaryless career attitudes and organizational factors in predicting project managers' subjective and objective career success. Moreover, it examines the intermediate role of employability in mediating these associations.

Design/Methodology. Study 1 was carried out on 552 Italian project managers who filled an online survey; responses were analyzed through conditional process analysis (PROCESS macro). Study 2 results were based on 50 structured interviews, which were analyzed through co-occurrence text analysis (T-LAB).

Results. As for Study 1, objective boundarylessness, protean and boundaryless career attitudes, employability culture, clear career paths and organizational project management orientation were significantly associated with subjective career success, while objective career success was predicted by protean career attitude, employability culture and team project management orientation. Employability did not emerge as a mediator in neither cases. Several interactions between predictors were found. As for Study 2, numerous themes emerged in regards to employability, career and success: growth, autonomy, values, training, organizational culture, gratification, role and economic rewards.

Limitation. Cross-sectional design and self-report data are the main limitations.

Research/Practical Implications. Our study showed that both organizational factors and career attitudes contributed to predicting project managers' career success, while employability's role was negligible. Project-based organizations should care of these

predictors, through appropriate interventions, in order to foster their employees' career satisfaction and attainments.

Originality/Value. This is the first study focusing on Italian project managers' career success and its determinants. The mixed-method research approach provided additional value.

(4) The Right Tools for the Job: Device Inequalities in Crowdworking Careers

Gemma Newlands and Christoph Lutz¹

¹*BI Norwegian Business School*

Purpose. Crowdworking platforms have provided career opportunities for freelancers across the globe. However, crowdwork careers differ from traditional alternatives as they offer more limited pathways to upward mobility and skill development. One understudied aspect is that these careers increasingly rely on personal financial investments into their practical crowdworking infrastructure, such as IT devices, software, home-office furniture, and internet connectivity. If scarce crowdworking opportunities are directed towards those who have invested the most, then the career chances and upward mobility of lower-income crowdworkers become increasingly limited.

Design/Methodology. This study is based on a survey of Amazon Mechanical Turk workers, conducted in autumn 2018. Open and closed questions relating to worker experiences, device use, and investment were included in the survey.

Limitations. The cross-sectional design limits causal inferences.

Research/Practical Implications. Preliminary findings indicate that the most effective and income-generating crowdworkers rely on a mixture of devices and operate with high-quality access to technological infrastructure. These findings suggest that access to career-enhancing crowdwork could be broadened with greater attention paid on behalf of platforms and requesters to the particular requirements of mobile-first, device-sharing, or internet-restricted populations.

Originality/Value. The results of this study extend our understanding on how crowdworkers invest in the future through expensive equipment and software, creating additional inequalities between crowdworking 'haves' and 'have-nots'. This study is one of the first to examine crowdwork from a device perspective.

(5) From Job Crafting to Building Resilience: A Crowdworkers' Story

Sut I Wong¹, Christian Fieseler¹, Dominique Kost²

¹*BI Norwegian Business School*

²*Oslo Metropolitan University*

Purpose. We showcase how crowdworkers cope with the relatively isolated work environment that comes with online, computer-mediated gig labor, through proactively changing their work towards self-constructed narratives of meaningfulness of their work and work identity. We employ a bottom-up approach and argue that crowdworkers may, despite the seemingly isolated work environment, prosper in this work environment depending on their ability to engage in both individual and collaborative job crafting that builds resilience.

Design/Methodology. This study is based on a two-wave longitudinal survey of 334 crowdworkers from Amazon Mechanical Turk (MTurk). We used PROCESS to test the moderating and moderated mediation hypotheses.

Limitations. The cross-sectional design limits causal inferences.

Research/Practical Implications. Our findings show that degree to which crowdworkers engage in individual job crafting and collaborative job crafting activities strengthens their personal resilience and subsequently their commitment to a crowdwork career. Although the platform-mediated crowdwork environment seems isolated on first inspection, crowdworkers benefit from taking proactive steps reaching out to others. Recommendations are formulated towards platforms to break down their currently isolating design structure and to facilitate more collaborative opportunities among crowdworkers.

Originality/Value. The results of this study extend our understanding on how individuals under a relatively constrained environment may go beyond their boundaries in shaping their work.

820 - IFPOC* SYMPOSIUM - LEADING ORGANIZATIONAL CHANGE: NEW INSIGHTS ON HOW LEADERS NAVIGATE TURBULENT WATERS

Proponent: Pedro Neves (Nova School of Business and Economics, Portugal)

✓ State of the Art

While it is widely accepted that leaders are a key component of change management, our knowledge of what they actually do and how they influence change is still surprisingly underwhelming. Such literature is often clouded with myths and assumptions (By et al., 2016), which contribute to the confusion. As Ford and Ford (2012) put it: “unfortunately [we] can’t say what that influence is, what leader actions and interactions are responsible for it” (p. 33).

✓ New Perspectives/Contributions

Our symposium provides novel evidence on the role and importance of leaders for successful change implementation. We achieve this goal by incorporating five papers that use a diverse set of methods (experimental, longitudinal, multiple sources) and concepts related to leadership (servant, empowering, transformational and instrumental leadership) and change (change construal, adaptive performance, intentions to resist future change). Our discussant will help integrate the knowledge stemming from this international collection of studies and provide insights for future research.

✓ Research/Practical Implications

This collection of studies advances theory by highlighting the importance of factors that remain largely unexplored in the change management literature such as managers' own construal of change, perceptions of visionary leadership, structural and cultural factors, or intentions to resist future change. From a practical perspective, it brings to our attention elements of leadership that are seldom integrated in change-oriented training and demonstrates that leadership for change can be trained.

* International Forum on the Psychology of Organizational Change has organized two EAWOP small group meetings and several symposia.

Discussant: Birgit Schyns (NEOMA Business School, France)

Title (1)

CLT at the Interface of Managers and Employees During Organizational Change: Introducing the Concept of Change Construal

Name and affiliation of the authors

Yair Berson (Bar-Ilan University, Israel)

Shaul Oreg (The Hebrew University, Israel)

Batia Wiesenfeld (NYU, Israel)

Purpose

How people think about change plays a central role in how they react to it. Given the high levels of ambiguity that typically exist during change, there is much room for diverging interpretations of the change by members of the organization, including change leaders. In the present study we aim to capture these interpretations through the concept of change construal. We propose that differences in the level at which managers construe organizational change are predicted by the visionary leadership of these managers' supervisors, and, in turn, that managers' change construals interact with their perceived control over the change for predicting unit performance in the context of an organizational change.

Method

To test our predictions we developed a measure of change construal, and collected change construal data among 311 department managers, and the visionary behavior of their 37 branch managers.

Results

As expected, branch managers' visionary leadership was linked with their department managers' change construal, which in turn interacted with perceived control for predicting departments' performance.

Limitations

Given the challenge of obtaining field data from senior managers, our sample of branch managers is rather small.

Implications

Our findings highlight the important role of how change is construed by change recipients, and points to the route through which these construals are shaped.

Originality

Our study is among the first to integrate construal-level theory into a theory about responses to change. Moreover, it is the first to demonstrate the role of leaders' visionary leadership on the construal of change.

Title (2)

Servant leadership and work engagement as antecedents of employees' adaptational performance during organizational changes

Authors:

Janne Kaltiainen, Finnish Institute of Occupational Health

Jari Hakanen, Finnish Institute of Occupational Health

Purpose

This study examined whether employees' experiences of servant leadership and work engagement foster work-related outcomes through enhancing employees' adaptive performance during organizational changes.

Design/Methodology/Approach/Intervention

We utilized a two-wave longitudinal survey sample with one-year interval ($N=2453$). The respondents were Finnish municipality workers who experienced changes in their work due to nationwide change initiatives. To model within-person changes in the constructs, data were analyzed by using latent change score modeling.

Results

The findings showed how employees' favorable perceptions of servant leadership were related to increases in work engagement. Increases in engagement in turn were associated with increases in adaptive behaviors (i.e., creativity, stress management, team adaptation, and reactivity). Especially increases in stress management were consequently related to increases in work performance and commitment, whereas increases in team adaption mitigated burnout.

Limitations

The use of survey data and lack of temporal separation between the examined latent change scores limits causal inferences.

Research/Practical Implications

These findings provide new insights regarding the importance of leadership and work engagement as antecedents of employees' adaptive performance in the context of organizational changes. Amongst the four types of adaptive behaviors, the results suggested that team adaptation and stress management are most important for fostering employees' performance and commitment, and reducing burnout.

Originality/Value

Whereas prior organizational research has investigated antecedents of adaptive performance and work engagement, this is the first study that shows (a) how work engagement may affect adaptive behaviors and (b) how different types of adaptive performance influence work-related outcomes during organizational changes.

Title (3)

Effects of a change-oriented training in transformational and instrumental leadership: A two-study experiment.

Name and affiliation of the authors

Catrin Millhoff (TU Dortmund, Germany)

Jens Rowold (TU Dortmund, Germany)

Purpose

Leadership plays a key role in the implementation of organizational change processes. Previous studies show that transformational (TL) and instrumental (IL) leadership in particular have a positive effect on implementation. Based on these findings and the assumption that both leadership styles are learnable as behavior-based leadership concepts, this study pursues the goal of evaluating a training on TL and IL and showing positive effects on change-relevant criteria.

Specifically, we posit a moderated mediation model in which the training variable moderates the indirect effects of the difference values of IL and TL between the pre- and posttest on the difference value of change outcomes.

Method

According to a pre-test post-test control group design, data were collected about 1 months before and 4 months after training. The experimental group (EG) consists of N = 59 and the control group of N = 54 executives.

Results

RM-Ancova and multilevel path analysis showed significant positive differences between the estimated leadership behaviors before and after training. Additionally, the indirect effects of the difference values of leadership on the change outcomes were significant for leaders of the EG.

Limitations

The internal validity of the study is low and no statements can be made about a long-term effect of the training.

Implications

The two-day training efficiently supports executives through change. The high demand for evaluated training concepts has been met so far only with a few empirical studies.

Originality

This study demonstrates a high level of practical orientation and extends the previous research on a training approach to the development of IL.

Title (4)

Empowering leadership and organizational trust: Implications for intentions to resist future change

Name and affiliation of the authors

Pedro Neves (Nova School of Business and Economics, Portugal)

Purpose.

Change events do not occur in a vacuum and are strongly influenced by a long time span. However, most change efforts are prepared as the beginning of a new cycle, rather than a part of the organizational life cycle. Although recent research has signaled the importance of taking into account individuals' intentions to resist future change (Neves et al., 2018), there is still little research on its underlying process. Our study examines the roles of two key factors, empowering leadership and organizational trust, on intentions to resist future change.

Design/Methodology/Approach/Intervention.

Our sample was composed by 300 employees (who rated their psychological and structural empowerment, organizational trust and intentions to resist future change) and their respective supervisors (who rated their own empowering leadership).

Results.

Our findings suggest that empowering leadership, via structural and psychological empowerment, predicts intentions to resist future change. The structural empowerment - intentions relationship is largely conditional on the levels of organizational trust.

Limitations.

Cross-sectional design.

Research/Practical Implications.

The main implications are that a) organizations need to take into account intentions to resist change and b) shows that empowerment efforts do not always work. It also sheds light to the need to prepare for change in times of stability and provides tools that can help employees make sense of organizational life.

Originality/Value.

Our findings advance our (yet scarce) knowledge of the antecedents and mechanisms that predict intentions to resist future change and show that the process involves multiple factors simultaneously.

Title (5)

Organisational structure, climate and culture: Conceptual issues and empirical evidence regarding working conditions and individual outcomes of leaders and employees

Name and affiliation of the authors

Corinna Steidelmüller, German Federal Institute of Occupational Safety and Health

Anja Wittmers, German Federal Institute of Occupational Safety and Health

Purpose

The purpose of this review is to analyse the associations of organisational structure, climate and culture with working conditions and individual outcomes for both leaders and followers.

Design/ Methodology

We conducted a scoping review to identify and summarise corresponding research. We scanned the databases Medline, PsycINFO, PsycARTICLES, PSYNDEX and EconLit using relevant key terms. To get at a manageable number of studies, we concentrated our search on reviews and meta-analyses. After removing duplicates and irrelevant articles, we included 56 articles in a qualitative synthesis. The appraisal of the manual search is still in progress.

Results

A narrative overview of the results will be provided based on a developed category system of structure, climate and culture elements. The preliminary results of our review confirmed presumed,

direct associations with health, attitude and behaviour variables, but also reveal a highly undifferentiated use of terminology, conceptual difficulties and empirical research gaps.

Limitations

Due to the broad research question we revealed a completely heterogeneous field of evidence. A more focused search on primary studies should be undertaken subsequently.

Implications

The scoping review emphasizes the necessity of a substantiated and distinct definition of organisational constructs as well as a careful selection of adequate measuring tools. Moreover, valuing leadership as a key function in dynamic change processes, we should consider more perspectives and possible factors of influence in leadership research.

Originality/ Value

This review highlights the impact of organisational frame conditions on multiple variables and contributes to its purposeful application in work and organisational psychology.

828 - LEADING FOR CREATIVITY AND INNOVATION

Proponents: Eric Rietzschel (University of Groningen), Barbara Wisse (University of Groningen and Durham University), Diana Rus (Creative Peas and University of Groningen)

State of the art: This symposium takes a new look at two core organizational constructs: leadership and creativity/innovation. Although leaders have long been acknowledged to be a crucial influence on creativity and innovation, this symposium aims to broaden our view, addressing questions such as: do people have different prototypes of creative leaders versus generic leaders, how does ambidextrous leadership contribute to team innovation, at which levels can leadership or management affect employee creativity, and how does leader emotion regulation shape team creativity?

New perspectives/contributions: This collection of presentations highlights new research in leadership in the innovation process. With a wide variety of topics (ranging from the importance of leader personality and ambidexterity to the effects of leader emotional competencies and leader prototypes), and employing a variety of methodologies (from experimental and field research to meta-analytic review), this symposium showcases the leadership research of the future.

Research/practical implications: The research presented in this symposium will contribute to a shift in our thinking about leadership, emphasizing (a) the multilevel nature of leadership, (b) the various (e.g., emotional) competencies leaders may need over and above 'classic' and unidimensional leader skills, and (c) the importance of (meta-analytic) integration of the field. Ultimately, this research will enable leaders as well as their followers to achieve their ultimate aim: working for the greater good.

Presentation 1

Title: Leaders' Emotional Regulation Strategy and Team Creativity

Authors: Qin Zhou and Yitao (Dorothy) Qian (Durham University Business School)

Purpose: We proposed a model that explains the processes through which leaders' emotional regulation strategies influence team creativity. We specifically focus on two emotional regulation strategies (reappraisal and suppression) that have been shown to have differential implications in interpersonal contexts.

Methodology: We tested the model with survey data drawn from a sample of 49 teams (144 employees) from an elevator manufacturer in China.

Results: Results showed that reappraisal, compared to suppression is more effective in fostering a positive team climate leading to creativity. However, the positive indirect effect of reappraisal on team creativity via positive team climate is stronger when team interdependence is high rather than low.

Limitations: The results need to be interpreted with cautions given the small sample size and the cross-sectional design.

Practical Implications: When confronted with negative situations, leaders could encourage teams to alter their perceptions of the cause of the problem, rather than suppress negative emotions. In so doing, leaders could foster a positive team climate leading to team creativity. This could be particularly effective when team members rely on each other to accomplish their tasks.

Originality/Value: Although leaders are known for their influences on employees' emotions and creativity, it remains unclear whether leaders can manage team emotions to influence team creativity. Our study is an initial effort to address this knowledge gap.

Presentation 2

Title: Ambidextrous Leadership: Balancing Opening and Closing Behaviors for Creativity and Innovation.

Authors: Jesus Mascareno (University of Groningen); Barbara Wisse (University of Groningen, Durham University); Eric F. Rietzschel (University of Groningen)

Purpose: Creativity (idea generation) and innovation (the promotion and implementation of these creative ideas) are important for organizational performance. Unfortunately, however, creativity does not always translate into innovation. We argue that both employee creativity and the transition from creativity to innovation could benefit from the flexibility of ambidextrous leadership, because ambidextrous leaders display both opening behaviors (fostering exploration) and closing leader behaviors (fostering exploitation), as the situation requires. In the current study, we test the hypothesis that opening leader behaviors stimulate innovation by promoting creativity, but that the relationship between creativity and innovation will depend on whether the leader also shows closing behaviors.

Design/Methodology: We collected survey data from 201 dyads of leaders and followers in Dutch organizations across different industries.

Results: Consistent with predictions, we found that opening leader behaviors predicted innovation by promoting creativity. Moreover, as expected we found that closing behaviors strengthened the relationship between creativity and innovation.

Limitations: The correlational nature of the study does not allow us to establish a causal relationship.

Research/ Practical implications: Our results suggest that leaders should display opening leader behaviors to foster employee creativity. However, in order to stimulate the promotion and implementation of ideas, leaders should supplement this with closing behaviors.

Originality/Value: The transition from creativity to innovation is still understudied, and we need a better understanding how leadership can contribute to this process. Our research contributes to this.

Presentation 3

Title: The Creative Leader: Competent but not Warm

Authors: Roni Reiter-Palmon (University of Nebraska, Omaha), Tiffany Keller-Hansbrough (Fairleigh Dickinson University)

Purpose: To examine how the creative leader prototype differs from that of a generic leader.

Methodology: Two studies were conducted. 1) 240 students in 6 conditions described a creative leader, effective leader, ineffective leader, leader of a creative team, leader of an effective creative team, or leader of an ineffective creative team. 2) 660 respondents in 2 conditions indicated how well

124 items generated from Study 1 as well as items from other ILT measures described a creative leader or leader of a creative team.

Results: Creative leaders were described as intelligent and gifted but not kind and warm. However, leaders of creative teams were described in line with characteristics previously associated with generic leaders.

Limitations: Samples drawn from student and MTURK populations may not be representative.

Research/Practical Implications: Creative leaders were considered competent but not warm. This suggests that creative leaders may be given greater latitude for negative, or even abusive, behaviors in organizations. This exception making is consistent with Hollander's (1958) notion of idiosyncrasy credits whereby exemplary group members are allowed greater deviation from group norms.

Originality: Previous research primarily focused on the characteristics associated with typical leaders. Our work provides insight into what individuals think about a specific type of leader—the creative leader.

Presentation 4

Title: Trying is not Enough: A Three-Level Multilevel Approach to the Effort–Output Relationship in Employee Creativity

Authors: Bart Verwaeren and Tim Vriend (University of Groningen)

Purpose: Researchers and practitioners often assume that employees can come up with creative and innovative ideas simply by putting in the effort. Empirical evidence of this relationship, however, is mostly inconsistent and far from conclusive. In this study, we adopt a multilevel interactionist approach to explore how team- and organization-level characteristics moderate this inconsistent individual-level relationship between employees' creative process engagement and creative outcomes. We argue that team leaders and organizations have the ability to provide a supportive environment for creativity by providing autonomy and support to their employees to facilitate (or hinder) creative efforts.

Method: We collected multilevel survey data comprising 580 employees, 127 teams, and 22 CEOs employed in 23 SMEs.

Results: Controlling for personal and job characteristics, we find partial support for our hypotheses. Specifically, the results show a stronger relationship between creative efforts and outcomes when leaders openness is high and when organizational norms for creativity are stronger.

Limitations: The cross-sectional nature of the data limits the conclusions regarding the causal effort–outcome relationship.

Research/practical implications: The results shed light on the creative effort – outcomes relationship, a topic of concern for theorists of creative processes, but also a common problem for organizations not fully realizing their creative potential.

Originality/value: While recently some work has started to examine the relationship between creativity and innovation, this work zooms in on the relationship between individual creative efforts and leader-rated creative outcomes.

Presentation 5

Title: Leading Teams Towards Successful Innovation: A Meta-Analytic Integration

Authors: Eric F. Rietzschel (University of Groningen), Diana Rus (Creative Peas and University of Groningen), Barbara Wisse (University of Groningen and Durham University)

Purpose: We aim to provide a meta-analytic review on the role of leadership in team creativity and innovation, studying leadership as (1) a *predictor* of team creativity and innovation, (2) a *moderator*, and (3) a *catalyst* that strengthens the link between creativity and innovation.

Design/methodology: After a systematic literature search and subsequent screening of the database, we will collect and synthesize the relevant statistics in a meta-analytic procedure according to Borenstein, Hedges, Higgins, and Rothstein (2009). Notably, while some aspects of leadership (such as transformational leadership, LMX, and ambidexterity) have regularly been linked to team creativity/innovation, others have not (such as authoritarian leadership).

Results: We are currently in the process of compiling the database, and expect to have preliminary results soon. We expect that leadership is effective both as a predictor and a moderator, but that its role as an innovation catalyst cannot yet be reliably assessed.

Limitations: Much of the literature is correlational in nature, precluding causal conclusions. The file-drawer problem may raise questions related to the validity of the conclusions of any meta-analysis.

Research/practical implications: Our results identify crucial knowledge gaps and help us to outline a future research agenda. Getting reliable estimates of effects will also be crucial for effective intervention and/or leadership training.

Originality/value: Although practitioners and researchers alike claim that leadership is crucial for team creativity and innovation, previous meta-analyses have not focused on this specific link.

829 - NEW PERSPECTIVES ON LEADERSHIP TRAINING

Susanne Tafvelin & Anne Richter

State of the art

Although studies have shown that leadership training has a positive impact on leadership behavior and performance (e.g., Barling et al., 1996; Hardy et al., 2010) the range of effects have been found to be inconsistent and large variability in effect size has been found (Avolio et al., 2009). More research are needed on factors that help explain when and why leadership training is effective. The purpose of the present symposium is therefor to present new and innovative approaches to leadership training that may shed light on this issue.

New perspectives/ contributions

The five presentations in this symposium contribute to the leadership literature by evaluating safety specific leadership training, examining how leader-team perceptual distance may predict outcomes of leadership training, identifying factors support leaders' adherence to digital training of leaders, exploring contextual antecedents to intervention specific leadership during an organizational intervention as well as identifying factors that facilitate transfer of leadership training (i.e., the application of new knowledge and skills back at work).

Research/Practical implications

The present symposium will enrich our understanding of how to approach leadership training, as well as expanding our knowledge of when, why, and for whom leadership training is effective. Three important lessons will be learned; 1) whom shall organizations send to leadership trainings, 2) how context may influence leaders' ability to develop during training 3) how the use of new knowledge and skills may be maximized when leaders return to work.

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STUDY 1:

S.A.F.E.R. Leadership: A longitudinal evaluation

E.Kevin Kelloway, Saint Mary's University

Michael Teed, Bishop's University

Tabatha Thibault, Saint Mary's University

Stephanie Gilbert, Cape Breton University

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Purpose: This study provides an initial evaluation of the S.A.F.E.R. (Wong, Kelloway & Makhan, 2015) model of training safety leaders. Rooted in safety specific transformational leadership (Mullen & Kelloway, 2009), the S.A.F.E.R. model focuses on five key leadership behaviors: Speaking about safety, Acting safely, Focusing on safety, Engaging others in safety and Recognizing safe behaviors.

Design: We conducted a two-wave longitudinal survey of operational employees at a large bus company. Just after T1 data collection all leaders in the organization participated in S.A.F.E.R. leadership training. A matched sample of 245 employees completed measures of S.A.F.E.R. leadership, safety compliance, safety participation and injuries.

Results: Participants reported increased perceptions of S.A.F.E.R. leadership from T1 ($M= 5.40$) to T2 ($M=5.79$). Longitudinal mixed model regressions with participants nested within leaders showed that S.A.F.E.R. leadership was associated with changes in safety participation ($b=.26$, $p < .01$) and safety compliance ($b=.40$, $p < .01$) but was not associated with changes in injuries.

Limitations: The lack of a control group makes it impossible to unambiguously attribute changes to the training

Implications: The results of this initial study are promising in suggesting that S.A.F.E.R. leadership is associated with significant improvements in organizational safety outcomes.

STUDY 2:

Leader-Team Perceptual Distance on Organizational Practices Affect Outcomes of Leadership Training

Susanne Tafvelin^{1,2}, Robert Lundmark¹ Karina Nielsen³, Ulrica von Thiele Schwarz^{1,4} & Henna Hasson^{2,5}

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Abstract

Background and Purpose

Whether leaders and their teams agree or not on perceptions of the work environment has been found to impact follower well-being and performance. Less is known about how agreements or disagreements play a role in relation to leadership training. The present study examined how leaders' and followers' perceptual distance on organizational practices prior to a leadership training is related to outcomes of leadership training.

Method and Results

The present paper is based on data from a natural experiment; a leadership training program in the Swedish forest industry. Thirty eight leaders and their employees completed surveys before and after training. Polynomial regression with response surface analyses revealed that the agreement between leaders and their followers regarding organizational practices including innovation, formalization, and employee orientation before training was positively related to training outcomes in terms of improved transformational leadership. Leaders who rated formalization and employee orientation higher than their employees before training had less favorable training outcomes.

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 agreement between leader and their teams on perception of the organization impacts outcomes of leadership training, and organizations therefor needs to consider these prior to training.

Originality/Value

The study contributes to the literature on leadership training, by suggesting that leader-team perceptual distance may influence the effectiveness of leadership training.

STUDY 3:

Authors

Luisa A. Grimm, Gregor J. Jenny, Georg F. Bauer, Rebecca Brauchli
Center of Salutogenesis, University of Zurich EBPI POH

Title

Digital training of leaders for team development: What factors support adherence?

Purpose

Intervention research recommends a two-step approach to health-oriented team development: First, team leaders are trained to see, talk and act on the issue of work and health. Second, they analyse job demands and resources together with their team and develop improvement actions. We developed a fully automatised tool («wecoach») that guides leaders through such a team development process, by means of a rule-based chatbot, training materials, surveys and online tools. In this study, we analyse what factors support the leaders' adherence to the wecoach during the training phase.

Design/Methodology/Approach/Intervention

The wecoach inherently collects data on context, process and outcome. During the e-coaching process, the leader answers short surveys and fills in various forms. We implemented a range of scales, measuring self-efficacy in regard to team development, previous experience, health awareness, readiness for change, implementation leadership, team climate, perceived risks and chances, and usability perception. With regression analysis, we will analyse what factors predict a leader's adherence to the wecoach and her/his intention to follow through with the team development.

Results

Preliminary results will be presented at the conference.

Limitations

Due to the novelty of this research, many scales had to be adapted or newly developed.

Research/Practical Implications

These results will inform other researchers developing online tools on the factors supporting adherence and what needs to be considered in their design.

Originality/Value

Presently, we are not aware of any other fully automatised digital trainings for team leaders.

STUDY 4:

TITLE: Learning to lead the change - the importance of manager, unit and context factors for iLead

Authors:

Marta Roczniewska¹, Ulrica von Thiele Schwarz^{1,2}, Henna Hasson¹, Anne Richter¹

¹Karolinska Institutet, Stockholm, Sweden

²Mälardalen University, Västerås, Sweden

Purpose

Although organizations introduce changes quite frequently, research shows that two-third of changes introduced in service organizations fail. This has tremendous consequences for the organization, the employees, and service-receivers, e.g. patients in healthcare. For that purpose we designed and implemented a transformational leadership intervention (iLead). In this study, we investigate if outcomes of the intervention are conditional on managers' motivation to participate, work group's ability to participate in the change, their perception of fit and opportunity as well as social resources on the work group level.

Design/Methodology/Approach/Intervention

The intervention was conducted in healthcare sector in Stockholm County (Sweden), where first- and second-line managers were invited to participate. The intervention comprised five half-day workshops, where managers developed implementation skills that they could use for the upcoming changes in their units. We also included a control group. We applied questionnaires at three time points (pre-, directly after the intervention, and 6 months post-intervention) along with qualitative interviews to assess (1) intervention effectiveness, and (2) the influence of implementation skills on subordinates' well-being during the changes.

Results Preliminary analyses showed the importance of context factors for the outcome of the implementation leadership intervention.

Limitations

The relatively small number of units (level 2) poses a threat to the power of the multilevel analyses.

Research/Practical Implications

The results demonstrated that implementation skills are generic leaders' abilities that can be trained, however that context factors are of importance.

Originality/Value

This intervention is a novel contribution to the implementation literature, demonstrating the importance of manager as well as context factors to understand the outcomes of an intervention.

STUDY 5:

Title:

The association between span of control, leadership style, and employee outcomes in conjunction with a leadership training

Authors:

*Lundmark, Robert, PhD, & Tafvelin, Susanne, Associate professor, Umeå University

*Corresponding author

Purpose:

As the role of line managers becomes more salient during organizational interventions, span of control can lead to more, or less, opportunities for high-quality interactions, time to plan for activities and follow-up of intervention goals, ultimately influencing the possibilities for leadership training transfer, and in the long run outcomes of the intervention. Thus, the purpose of the study to examine the prospective relationship between span of control (as a contextual antecedent), line managers' constructive and destructive intervention leadership, and intervention outcomes.

Design:

Data is collected from an organisational intervention which initially focused on training managers in intervention-specific leadership as a pre-intervention component. Multilevel analysis in Mplus will be used to analyse the data.

Results:

Preliminary analysis has shown that span of control is related negatively to a constructive intervention leadership, and positively to a passive destructive intervention specific leadership.

Limitations:

Limitations include a relative small number of workgroups for multilevel analysis, and only studying one contextual antecedent.

Implications/Originality:

Assessing contextual conditions can help secure the resources needed for line managers to lead interventions effectively after training. This is the first study investigating the influence of destructive forms of leadership during organizational interventions, it is also the first to consider the importance of span of control as an antecedent to different forms of intervention leadership.

840 - EXPLORING THE COMPLEXITY OF LEADER-FOLLOWER RELATIONSHIPS

Co-Chairs: Kerrie Unsworth & Elisa Adriasola

State of the Art

We know that leader-follower relationships are key to strong performance and well-being. One theory has dominated research into these relationships – leader-member exchange. While this theory has provided a substantial bank of knowledge, we must move beyond to understand wider dynamics of leader-follower relationships.

New Perspectives and Contributions

In this international symposium we examine the complexity of leader-follower relationships. Adriasola investigates how people can be both a leader and a follower while engaging in shared leadership in Chile; Wang and Unsworth explore how a pre-existing friendship with a start-up leader can affect followers' engagement in the UK and China; Foti tests the effect of the pattern of congruence between leaders' and followers' implicit theories on relational outcomes in the US; and Song and colleagues show that paradoxical leader behaviour can undermine the effects of a good leader-follower relationship on firm performance in China. Kevin Lowe, University of Sydney, Australia, will synthesize the implications of the papers and identify future research directions.

Research and Practical Implications

The symposium demonstrates the need to go beyond LMX and engage in broader dyadic theorising and research. Across longitudinal, multi-source and qualitative data, and using both inductive and deductive approaches, we highlight the need to question taken-for-granted assumptions about the relationship between leaders and followers.

Effects of Dyadic Personality & Task on Shared Leadership

Elisa Adriasola, Giuliani Coluccio, Alvaro Espejo

Universidad Adolfo Ibáñez, Chile

Purpose

In a dynamic, complex environment, a leader needs to be able to take a backseat and get advice from his/her followers. But what affects a leader's ability to not only influence others' but also accept influence from others? In this study we explored how conscientiousness and agreeableness within the dyad related to shifting roles from leading to following and from following to leading.

Methods

We collected data from 233 hospital employees working in 61 teams. We measured personality at baseline and then shared leadership at the end of four consecutive work-shifts.

Results

We found that dyads in which both individuals rated themselves highly in conscientiousness were more likely to shift leading and following roles related to task. However, task difficulty moderated this relationship, such that when the task was perceived as more difficult, there was less shifting between leader and follower roles.

Limitations

Self-report data although longitudinal collection.

Implications

We show that high dyadic conscientiousness, particularly when tasks are not difficult, can create the requisite complexity and the ability to provide adaptive dyadic responses to the environment.

Value

Dyadic relationships often function with a power structure already defined, such is the relationship of the leader and the follower. It has been argued that requisite complexity can come from individuals (i.e., leaders), but also can be co-created within dyads and teams. Our study is one of the first to look at the combination of the leader, the follower and the situation on shared leadership.

Congruence of leader and follower ILTS affecting relationship quality
Roseanne Foti
Virginia Tech University, USA

Purpose

Leader-follower relationships are assumed to rely on similar beliefs about leadership and followership but research has not directly addressed the patterns of congruence. The purpose of this study was to investigate different patterns of implicit theory congruence at the **leader-follower dyad level**.

Methods

Latent class analysis (LCA) was used to describe classes of leader-follower dyads with specific patterns of prototype congruence. A multivariate general linear model (GLM) was constructed to compare within class means on LMX, perceived support, and perceived contribution, as rated by both dyadic partners. Finally, relational outcomes were tested for mean-level differences by gender.

Results

Results showed that while congruence between partners on one role (e.g. leader) improves that partner's perception of the relationship (e.g. leader rated relationship quality), congruence on both roles is needed to achieve mutually high ratings of relationship quality.

Implications

The maintenance of high quality relationships is important for both partners in a leader-follower relationship. This research shows that to achieve those high quality relationships, both the leader and the follower need to have congruent expectations of each other.

Value

The extent to which leaders and followers hold similar ILT's has been shown to impact leaders' assessment of relationship quality, while similarity on IFT's predicts follower assessed relationship quality (Engle & Lord, 1997; Coyle & Foti, 2015, Topakas, 2011). To date, however, all investigations of congruence have used variable-oriented analyses which assume characteristics specified in implicit theories (e.g. intelligent) are equally meaningful.

How do Pre-Existing Friendships Affect the Leader-Follower Relationship and Engagement in Small Start-ups?

Mingchu Wang & Kerrie L. Unsworth

University of Leeds, UK

Purpose

Start-up founders often look to their own network first when recruiting staff. But 93% of start-up leaders report problems associated with pre-existing friendships (PeopleCapital, 2016). We therefore investigated both leaders' and followers' perceptions of pre-existing friendships in affecting employee work engagement.

Methods

We interviewed five leaders and 10 friend-followers across five start-ups in China (more interviews are planned with another 9 companies). Participants were chosen to represent gender, age and tenure of both leaders and followers. We used inductive grounded-theory-type analyses.

Results

We identified a friendship taxonomy based on interaction frequency and friendship length: companion, acquaintance, encounter and latency. This affected engagement directly but engagement was also influenced by identity (boundary) and power (balance) conflicts originating from both leaders' and followers' viewpoints. A process model was developed.

Limitations

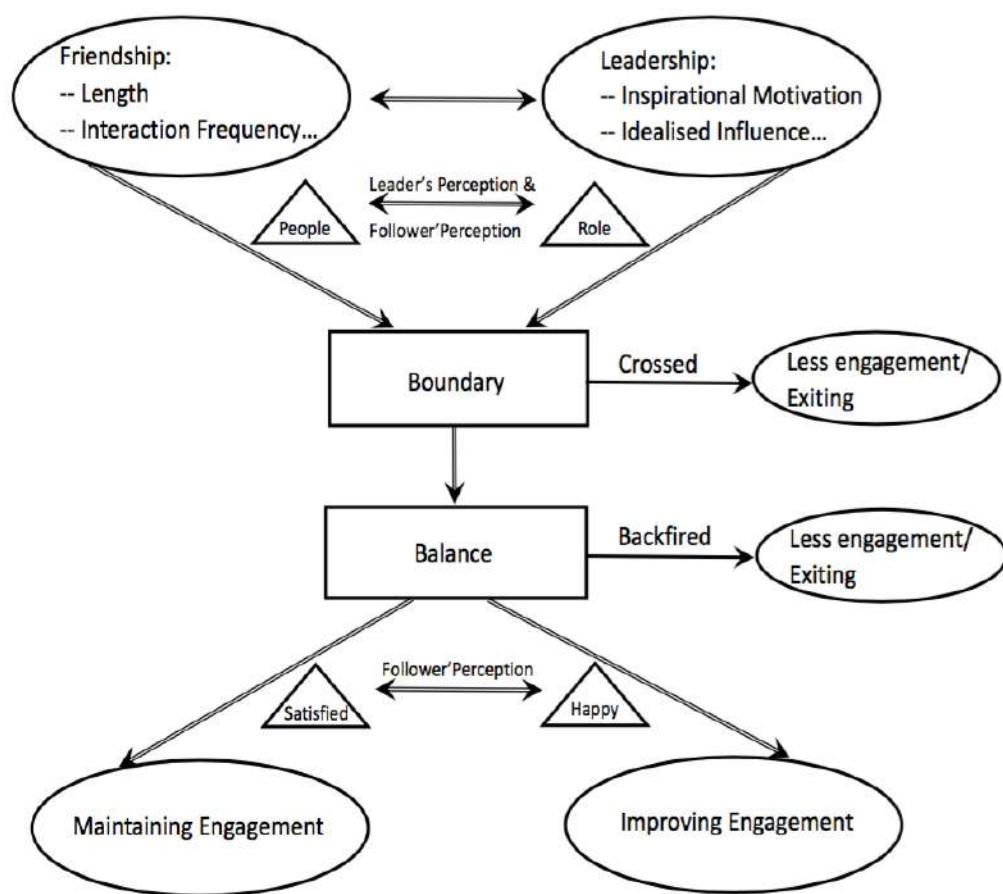
The interviews were done at one point in time; ideally these would be longitudinal to unpack relationship development. We also took a relatively simplistic view focusing on the dyadic relationship but co-founders and multiple friendships will need to be examined in future research.

Implications

From the perspective of start-up founders, this research offers insights on psychological preparation and coping techniques for selecting, recruiting, maintaining and motivating friend-followers.

Value

Very little research has examined pre-existing friendships and nothing has looked at its role in followers' work engagement in the start-up context.



Is Paradoxical Leader Behaviour Really Helpful? A Moderated Mediation Test of CEO LMX with Followers, Entrepreneurial Orientation and Firm Performance

Lynda Song, Jinyun Sun, Linyi Ouyang, & Byron Lee

Renmin University of China, Fudan University, Renmin University, China Europe International Business School

Purpose

This study examines the effects of CEO and followers' relationship (LMX) on various measures of other-rated firm performance in entrepreneurial firms. We develop and test a moderated-mediation model based on identity theory showing that CEO's paradoxical leader behaviour moderates entrepreneurial orientation (EO)'s mediated effect between LMX and firm performance.

Methods

We sampled 169 start-up firms and measured the CEO's LMX, EO (Covin & Slevin, 1989) and paradoxical behaviour (Zhang et al., 2014) and an external rating of firm performance (McDougall et al., 1994).

Results

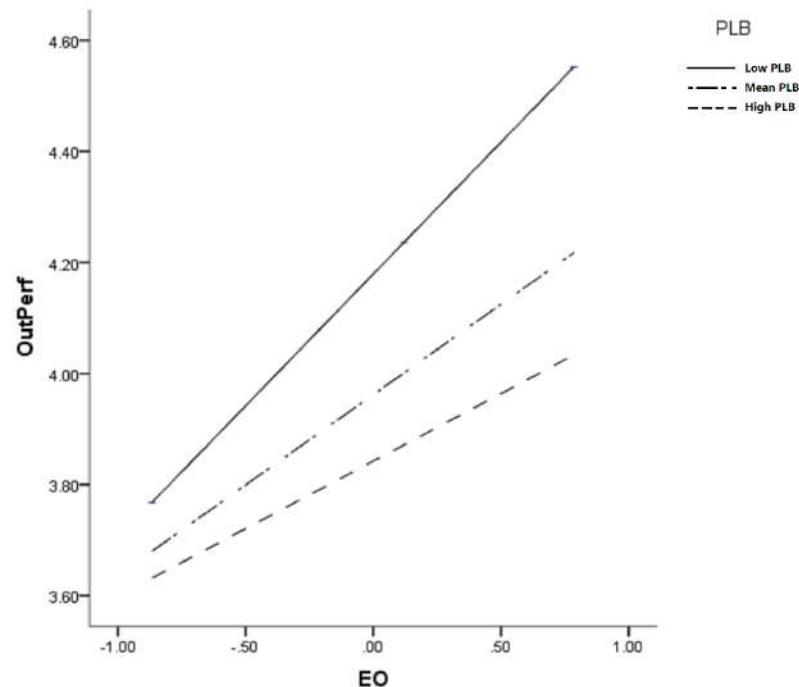
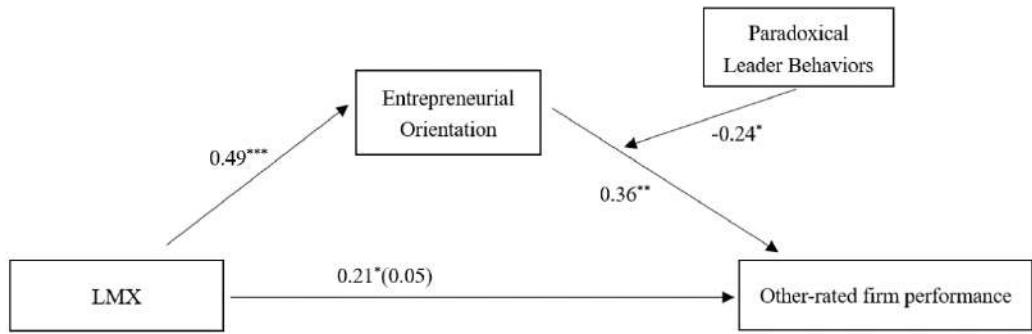
Results from a sample of 169 firms show a positive impact of LMX on EO and firm performance, while EO mediates the relationship between LMX and performance. Led by CEOs with high quality LMX, start-ups are more innovative, proactive, and risk-taking, which results in higher performance. During this process, the positive impact of EO on firm performance is undermined by paradoxical CEO leadership behaviours, specifically, their uncertain management style regarding task rigid/flexibility, uniformed/individualized deals and self-/other-centeredness create ambiguity of identity in start-ups, which leads to lower firm performance.

Limitations

These data were taken at one point in time, although common method bias is minimised due to multiple sources.

Implications & Value

Our exploration of relationship between leader and followers demonstrates the need for CEOs to (1) develop a high quality relationship with subordinates, and (2) behave consistently in their leadership behaviours instead of demonstrating paradoxical leadership behaviours in order to improve firm performance.



Significant PLB Sub-dimensions in Moderation

Uniformly

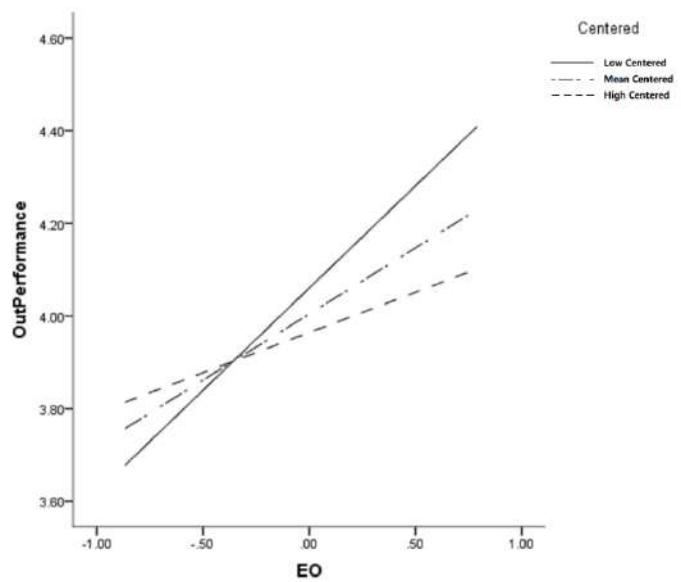
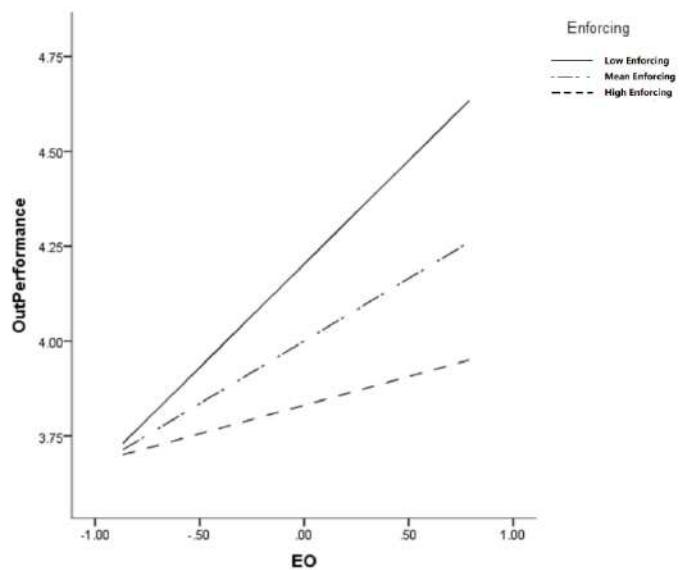
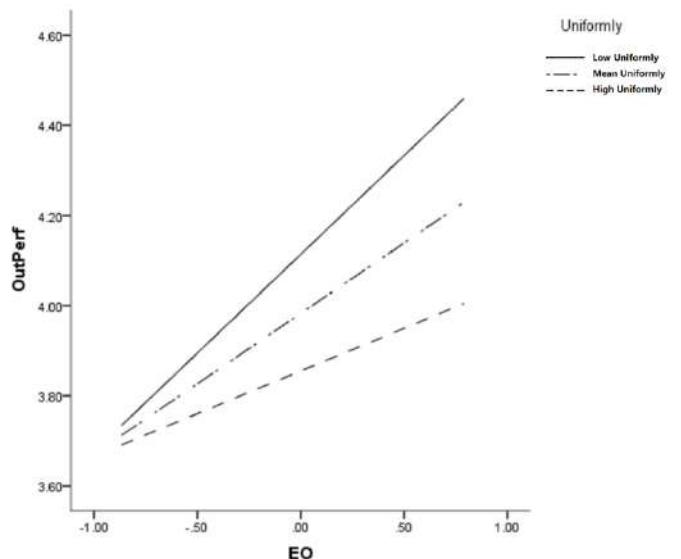
Treating subordinates uniformly while allowing individualization

Enforcing

Enforcing work requirements while allowing flexibility

Centered

Combining self-centeredness with other-centeredness



848 - USING PERSONALITY TYPE TO ENHANCE WELL-BEING IN THE MODERN WORKPLACE

Chairperson: John Hackston, OPP Ltd.

State of the Art

Can the personality type help individuals cope with new workplace trends, or even enhance wellbeing? This symposium presents research findings, practical applications and a case study exploring this topic.

New Perspectives/Contributions

Contributions include:

- **The role of personality in the ‘always on’ culture**, where smartphone internet access is available 24/7. The research demonstrates how this relates to workplace stress and presents personality-based guidelines for managing the ‘always on’ culture.
- **Gig work: Does personality matter?** Research identifies personality differences in why individuals become gig workers and what is seen as good and bad about gig work; guidelines for workers and organizations are presented.
- **The impact of personality on exercise preferences and attitudes.** Although exercise has positive health impacts, many people aren’t exercising enough. This research examines the impact of personality on preferences for and attitudes about exercise and can form the basis for developing customized personality-based exercise feedback.
- **Workplace well-being: gender, occupation, age and personality influences.** Identifies links between well-being at work, age, gender, occupation and personality type in a global sample of over 10,000 individuals.
- **Using type to navigate organisational change within Macmillan Cancer Support.** Explores how the authors worked with a large, recently-merged delivery team as they underwent significant organisational restructure and change.

Research/Practical Implications

Many individuals already know their MBTI personality preferences; this symposium demonstrates how this knowledge can be used to enhance wellbeing.

The role of personality in the “always on” culture

Nikhita Dost, OPP Ltd (presenter).

Helen Rayner, OPP Ltd.

Purpose

To understand how people of all personality types navigate the “always on” culture, in which smartphones and internet are available 24/7 and people struggle to “switch off”.

Design/Methodology

Results below are based on a preliminary sample of 274 survey respondents. Respondents answered questions about their MBTI personality type, behaviour, stress and organisational culture. Data collection is ongoing (current n=1056) and full results will be reported at the conference.

Results

- Those with access to work emails at home reported more difficulty switching off, compulsive checking of phones and work-home conflict, than those without. However, they also reported higher work engagement and satisfaction.
- Introverts had a greater desire to keep work and home life separate than Extraverts. Stress and difficulty switching off was more likely for those preferring Judging (preferring structure and closure) than those preferring Perceiving (preferring flexibility and keeping options open).
- Respondents reporting greater job-related stress reported greater work/home conflict, difficulty switching off, distraction and compulsive phone checking. They were also less likely to have a workplace culture of separating work and home.

Limitations

Correlations show relationships exist, but not why.

Research/Practical Implications

This research suggests organisations should minimise workplace stress by creating a culture of switching off from work. The results also inform personality-based guidelines for managing the always on culture, which attendees will receive.

Originality/Value

This study is the first to explore links between the always on culture and personality.

Gig work: Does personality matter?

John Hackston, OPP Ltd.

Purpose

Gig workers are essential to many organizations, forming a significant part of the workforce. This study investigated how personality and other factors relate to gig work, in order to help gig workers thrive and organizations manage them.

Design/Methodology

1,308 individuals completed an online survey about their gig and/or regular job and provided their MBTI personality type.

Results

Compared with others, gig workers were more likely to:

- Have an Intuitive personality type
- Rate their job as enjoyable, flexible and financially rewarding (but as less empowered and with less additional benefits)
- See autonomy and flexibility as the best thing about their job and insecurity and uncertainty as the worst

Analysis suggested three factors underlying why people became gig workers; positive reasons, temporary or contingent reasons, and needing to work.

Limitations

The research used a correlational design and a convenience sample, largely in 'white collar' roles; however skilled workers do make up a large proportion of the gig economy (Burke & Cowling, 2015).

Practical Implications

People with different personality type preferences mentioned different features as the best and worst things about gig work. This was used to develop guidelines for people of each type. Organizations can use the findings to help keep valuable gig workers engaged; for example, providing opportunities for autonomy and flexibility.

Originality/Value

There has been little systematic research into how an individual gig worker's personality relates to how they thrive at work.

The Impact of Personality on Exercise Preferences and Attitudes

Nancy A. Schaubhut, CPP Inc. (presenter)

Richard C. Thompson, CPP, Inc.

Purpose

Exercise is the single best way to improve health. Research shows it has a positive impact on every aspect of health including physical, mental, and cognitive. Yet, too many people around the world aren't getting enough exercise. This study examines whether personality impacts people's preferences for and attitudes about exercise. Findings can be used for developing customized personality-based exercise feedback.

Design

International survey data was collected from 722 individuals who responded to exercise-related items on topics such as activities, reasons, interest in company-sponsored support, and barriers to exercise. Participants previously completed the MBTI® and opted-in to participate in research. Analyses were conducted to examine differences based on personality.

Results

T-tests showed differences in exercise preferences and attitudes between MBTI types. The most differences occurred on the TF , JP , and EI pairs. Extraverts were more open to using resources if offered by their employers, including discounted gym memberships, fitness classes at work, and lunchtime walking groups. There were differences in reasons for exercising, with those preferring Feeling more likely to exercise to reduce stress, boost confidence, and sleep better. People preferring Perceiving were more likely to/want to engage in 17 different activities, from swimming to dancing to tennis.

Limitations

This study is reliant on self-report data.

Research/Practical Implications

This research demonstrates potential value in providing customized exercise-related feedback based on differences found between personality types.

Originality/Value

There has been limited research using personality type to examine exercise preferences, although the MBTI is widely used in other contexts.

Title: Workplace Well-being: Gender, Occupation, Age and Personality Influences.

Richard C. Thompson, CPP Inc. (presenter)

Martin Boult, CPP Asia Pacific

Nancy A. Schaubhut, CPP, Inc.

Purpose

An increasing body of research has identified how a person's well-being influences a wide range of life outcomes, including health, relationships, academic performance, creativity, collaboration, and income (Amabile, Barsade, Mueller, & Staw, 2005; Bryson et al., 2014; Diener & Tay, 2012; Heintzelman & King, 2014; Khaw & Kern, 2015; Lyubomirsky, King, & Diener, 2005; Seligman, 2011; Swart & Rothmann 2012). This study explores the links between well-being at work, age, gender, occupation and personality type in a global sample.

Design/Methodology

In 2016, 2017, and 2018 over 10,000 combined international respondents rated their well-being on a measure of workplace well-being derived from Seligman's (2011) PERMA (Positive emotions, Engagement, Relationships, Meaning and Accomplishment) model of well-being. In addition, key demographic items and personality type measured by the MBTI® were obtained.

Results

Results showed differences in workplace well-being based on age and occupation, with differences in the specific elements of well-being being higher or lower. The study also shows some dispositional differences in workplace well-being based on personality type. Unexpectedly, there were no differences based on gender.

Limitations

All data was self-report from samples of convenience.

Research/Practical Implications

The study shows workplace well-being is generally high, and that age and occupation along with personality type play roles in workplace well-being. The findings provide insights for practitioners involved in assessing and developing employee well-being.

Originality/Value

The study is the only multi-year international evaluation of workplace well-being known to the authors.

Using type to navigate organisational change within Macmillan Cancer Support

Alice King, OPP Ltd (presenter)

Catherine Ellwood, OPP Ltd

State of the Art

Increasingly organisations report that they are operating in a state of almost constant change and flux, all of which can be unsettling and disruptive for employees. An understanding of our own and others' reactions to change can help individuals and teams navigate organisational transitions – allowing them to better support themselves and each other to maintain individual well-being and organisational performance.

In this paper, we explore how we worked with a large, recently-merged delivery team from Macmillan Cancer Support as they underwent significant organisational restructure and change.

New Perspectives/Contributions

Taking place over a period of more than two years, this paper explains how we used tools, including the Myers-Briggs Type Indicator (MBTI) to raise awareness, build relationships and prepare the team for the challenges ahead. Participants will understand how we designed, delivered and evaluated a multi-event team development programme, working in close partnership with a client for an extended period of time.

Practical Implications

This paper will provide facilitators and practitioners with support and ideas when looking to work with individuals and teams going through significant change. It will also provide practical examples to bring personality and psychological theory to life – demonstrating how these ideas can have real organisational benefit.

Originality/Value

It is unusual to be able to share the experience of working at depth with one team across several years.

857 - EMPLOYEE AS INVESTMENT IN CORPORATE AMERICA

Olga Tararukhina, Ph.D;

Maria Odiamar Rachó, MSOD, and Gifford Pinchot III, Ph.D.;

Daniel Reimer, Ph.D.;

Chadwick Graham, MSLOC (Candidate)

State of the Art

The experience of employees inside classic American companies is changing faster and faster, while it also varies company by company. There is a quickening and more intense focus on productivity and results that can hurt professional relationships, physical well-being and career satisfaction. In some companies, while new technology can inspire awe and grow business, plenty of employees are worried about losing their jobs to artificial intelligence, robots, while there is little understanding of what these changes will impact, how, when, and how significantly. In yet other companies, one can find focus on work-life balance, respect, growth, ethics, and human collaboration.

New contributions proposed in this symposium include practical understanding and effective working with organizational culture that drives results; the concept of intrapreneurship as a driving force of innovation and engagement; internalities as processes that shape and impact employee experience; storytelling as a leadership and change tool. As the symposium tackles promoting employee excellence from different angles, the presentations are united by a common belief that when employee succeeds, the organization succeeds.

Research / Practical implications

When employee is perceived as a business partner who helps driving the business forward, it drives results for the company bottom line. The symposium discusses practical ways of achieving that excellence for employee, enterprise, and their partnership.

Leverage, Align, Transform, or Design? How to Do Culture Work That Drives Results

Olga Tararukhina, Ph.D., Allstate Insurance Corp.

State of the Art

Changing organizational culture is a hot topic for organizations and organizational consultants today. Books, magazines, podcasts, consulting methodologies seem to emerge every day. Most approaches to working with organizational culture are lacking something: sometimes lacking practicality, equating culture to engagement, reputation, employee morale, or otherwise simplifying a complex phenomenon; other ones not looking at the relationship between culture and business/operating strategy; or proposing to measure culture through

self-reporting surveys; or not making a difference between different life stages or situations that companies go through; otherwise prescribing a culture that is good for every company.

New Perspectives/Contributions

The approach proposed here is offering an answer to all of these concerns: a coherent theory of what is organizational culture, its 5 layers, leverage points that provide the opportunity for the most impact when influencing culture; ways of effective study, diagnose, and measurement of culture.

Research/Practical implications

This approach provides actionable insights that drive bottom line in a practical way; as well as four ways of working with culture at different stages and needs of organizational lifecycle: starting a new organization, sagging productivity and performance, need to respond to significant changes in the company environment, or mergers-acquisitions.

Originality/value

This approach, grounded in processes of social learning, combining the empirical and theoretical approaches to diagnosis, measurement, and execution, has been tested multiple times within different organizations, and produced impactful and actionable results.

Maria Odiamar Rachó, MSOD, Allstate Insurance Corp.

Gifford Pinchot III, Ph.D., American entrepreneur, author, and inventor.

State of the Art

The intrapreneur, just like the entrepreneur of a small business, is the driving force behind their idea and vision, as well as a source of continuous innovation for organizations. In 1978, the concept of intrapreneurship was coined by Gifford and explored since with thinkers and businesspeople such as Steve Jobs and Richard Branson.

New Perspectives/Contributions

In corporations around the globe, Intrapreneurs are nested deeply into systems with ideas and drive to bring ideas to life. With the changing expectations of a millennial and generation Z workforce, and the influence of technology and access to information, intrapreneurship is an employee value proposition that can help shape and enable the future of work. It's a new contract between employees and employers that can provide more career growth and options for employees, while creating a pipeline of innovation from an army of employees willing to drive it.

Research/Practical implications

Learn about what companies are doing offering platforms, resources, access and skills that are enabling employees to bring their ideas to life and how it's helping organizations

transform. Hear about insights into the characteristics of employees being drawn to the intrapreneur programs and the potential it can offer with the changing workforce expectations.

Originality/value

Discuss what intrapreneurship is, how it's evolved over the years, current day application and the important role it plays in innovation and the future of work.

Organizational Internalities and Their Impact on Employee Performance, Retention and Engagement

Daniel Reimer, Ph.D., Allstate Insurance Corp.

State of the Art

The concept of externalities was introduced to the organizational psychological literature by Biglan (2009).

New Perspectives/Contributions

Building on that work, we introduce the economic concept of internalities and discuss how it can be integrated into positive organizational practices. Practices that produce "organizational internalities" will be analyzed, with a discussion on how positive internalities can be promoted by an organization's leadership, and how negative internalities can be mitigated.

Research/Practical Implications

Organizational internalities provide a useful framework to discuss the promotion of practices within an organization that benefit and enrich employees. It can be used to discuss benefits to employee programs which may not appear to have a positive impact on an organization's bottom line. Subsequently, it can frame discussions on potential long-term practices which are harmful to employees and, thus, to the organization.

Originality/Value

Utilizing economic principles can enhance the application of psychological practice within organizations. The collaboration between the two fields leads to a more comprehensive understanding of human behavior in the workplace and expands the vocabulary the field can use to communicate the value of employees to an organization.

How Leaders Can Use Storytelling to Drive Change

Chad Graham, MSLOC (Candidate) Northwestern University, Evanston, IL; Allstate Insurance Corp.

Purpose

How can business leaders use storytelling to positively impact employee experience with change? We examine how one of the oldest forms of communication can guide modern change efforts in an increasingly complex business world.

Design/Methodology/Approach/Intervention

We present new research conducted in association with Northwestern University that provides perspective on storytelling. It revealed barriers and enablers to senior leaders taking a storytelling approach. We then suggest ways that storytelling can better integrate into change communications.

Results

Some senior leaders are reluctant to use an intentional and strategic storytelling approach due to key three reasons: A misunderstanding of the concept of storytelling, a lack of training and the desire to avoid vulnerability. Yet leaders who regularly employ storytelling report greater engagement, buy-in and trust with employees navigating change.

Limitations

This research consisted of qualitative interviews with 10 senior leaders. It would be valuable to incorporate additional interviews, in various geographies.

Research/Practical Implications

This session will help participants determine the best ways to use storytelling in change situations and help train senior leaders.

Originality/Value

More than three decades of academic research shows that storytelling, as part of a leadership change communications strategy, can spark employee action, strengthen team trust, deepen knowledge sharing and help employees better visualize the future. Yet, for all indications that strategic leadership storytelling should be universally embraced, questions remain if that is happening.

873 - UNDERSTANDING GENDERED CAREER TRAJECTORIES: A FOCUS ON SELF-STEREOTYPING AND WOMEN'S REACTIONS IN THE FACE OF BIAS

Symposium Chairs:

Tanja Hentschel, Amsterdam Business School, University of Amsterdam, the Netherlands
Michelle Ryan, University of Exeter, United Kingdom; and University of Groningen, the Netherlands

State of the Art. Women are underrepresented in leadership positions. Previous research has identified gender biases and organizational barriers as limits to women's advancement. However, more women than men decide against pursuing leadership careers. This symposium shifts focus to women's active roles and their responses in the face of bias.

New Perspectives/Contributions. In six presentations, we discuss how women's career and leadership ambitions are influenced by self-stereotyping processes, reactions to external biases, and the context in which they are imbedded. First, Hentschel (Netherlands) provides a theoretical analysis of how prescriptive self-stereotyping differently affects women's and men's career decisions. Second, Meeussen (Belgium) extends this notion demonstrating how women's felt pressure to be a perfect mother negatively relates to work-family-balance and diminishing career ambitions. Third, Begeny (UK) demonstrates how distinctive work treatment may lessen career ambitions. Forth, Sczesny (Switzerland) shows that women experience more stress than men in interviews for leadership positions particularly when interviewing for male-typed leadership positions. Fifth, van Veelen (Netherlands) expands on this finding showing that the gender identity threat that women face in male-dominated environments negatively influences their career confidence. Finally, Schaumberg (USA) addresses a mitigating factor and finds that in individualistic, but not collectivistic cultures, imagining a self-reliant female leader can increase women's leadership aspirations.

Research/Practical Implications. Research on women's active roles and reactions to being a target of gender bias is limited. This past omission is consequential as resulting distinct career ambitions of women and men can be a pivotal driver of unequal career trajectories.

Abstract 1

The person I ought to be: Prescriptive self-stereotyping of men and women

Authors:

Tanja Hentschel, Amsterdam Business School, University of Amsterdam, the Netherlands

Michelle Ryan, University of Exeter, United Kingdom; and University of Groningen, the Netherlands

State of the Art. Women and men often have different career outcomes. Research shows that this is, in part, due to three types of gender stereotypes: (1) descriptive stereotypes (others' assumptions about what other men and women *are* like); (2) prescriptive stereotypes (others' expectations about what other men and women *should be* like); and (3) self-stereotypes (one's *descriptive* assumptions of what they *themselves are* like). Stereotypes influence hiring, evaluation, and promotion decisions – and people's own career decisions.

New Perspectives/Contributions. We propose another – fourth – type of stereotype currently not recognized: *Prescriptive self-stereotypes*. Prescriptive self-stereotypes are personal expectations about what "I as a man" or "I as a woman" *ought* to be. We theorize that such stereotypes influence both career and family decisions because people feel may feel obliged to behave in a stereotype-congruent manner, or indeed, they themselves may want to behave in such a manner.

Research/Practical Implications. The concept of prescriptive self-stereotypes and its effects is of major importance for both academics and practitioners. The gendered nature of prescriptive self-stereotypes may constrain women's and men's career choices, reinforcing gendered career outcomes and inequality. For example, to be stereotype-congruent (to be the person they think they *ought* to be), men may strive for careers while women may prioritise other aspects of their lives, such as domestic or parenting achievements.

Originality/Value. Our key aims are to introduce prescriptive self-stereotypes theory to the field, uncover their pervasiveness and impact on gendered career outcomes, and consider ways to limit their potentially detrimental effects.

Abstract 2

Feeling pressure to be a perfect mother relates to parental burnout and career ambitions

Authors:

Loes Meeussen, University of Leuven, Belgium
Colette Van Laar, Research Foundation Flanders, Belgium

Purpose. Intensive mothering norms provide a stereotypical view that mothers have an innate capacity to be great parents. While this is a positive group stereotype, it prescribes women to be perfect mothers. We examine how mothers regulate such pressure towards perfect mothering affectively, cognitively, and behaviorally, and how such regulation may relate to parental burnout. Moreover, we examine how feeling pressure towards perfect mothering may affect mothers' work aspirations.

Methodology. Through Prolific Academic, an online survey was sent to fulltime working mothers in the UK and USA with at least one child living at home (N = 169).

Results. Feeling pressure to be a perfect mother was positively related to parental burnout, and this relation was mediated by parental stress, by a stronger cognitive prevention focus aimed at avoiding mistakes as a mother, and by higher maternal gatekeeping behaviors taking over family tasks from one's partner. Moreover, mothers with higher felt pressure towards perfect mothering experienced lower work-family balance, which in turn related to lower career ambitions.

Limitations. The data are correlational and self-reported.

Implications. Intensive mothering norms might have severe costs for women's family and work outcomes. Insights into how to change intensive mothering norms are needed to reduce women's risk of parental burnout as well as gender inequalities in work and family domains.

Value. This is the first study to evidence social risk factors of parental burnout, and to show that mothering norms may drive women's 'choices' to reduce career ambitions.

Abstract 3

How women and men are treated at work: Experiences of distinctive treatment and its implications for one's confidence and career ambitions

Authors:

Christopher T. Begeny, University of Exeter, UK

Michelle Ryan, University of Exeter, United Kingdom; and University of Groningen, the Netherlands

Purpose. A popular narrative for explaining why women are underrepresented in certain industries (e.g., IT/tech), particularly in more senior positions, is that women (compared to men) are less ambitious and/or lack the confidence necessary to achieve those positions. Our research tests an alternative explanation: that the strength of *any individuals'* confidence and career ambitions has less to do with their gender per se, and more to do with how they are treated by colleagues at work.

Methodology. Five studies (e.g., longitudinal, experimental) examine how individuals are treated at work –specifically, how often colleagues seek them out for ideas or advice on work-related issues, termed *distinctive treatment* – and how this shapes their self-concept (seeing themselves as valued/admired), their confidence and career ambitions.

Results. Results demonstrate that individuals' treatment at work impacts their self-concept and in turn their confidence and career ambitions. Overall, these effects are evident among both women and men. However, women in male-dominated industries are less likely to be treated in these distinctive ways.

Limitations. The complexity of workplace interactions precludes systematic accounting of certain aspects (e.g., nonverbal communication).

Implications. Embedded in individuals' everyday workplace interactions are both overt and subtle messages, signalling what colleagues think of them. This shapes how individuals see themselves and ultimately their levels of confidence and career ambitions. Importantly, both women's *and men's* confidence/ambitions are affected by these interactions, albeit in subtly gendered ways.

Originality. To our knowledge, this is the first program of research explicating how distinctive treatment shapes individuals' confidence/career ambitions.

Abstract 4

Women's perceived lack of fit for leadership predicts their physiological stress response and performance evaluations in simulated job interviews for leadership positions

Authors:

Sabine Sczesny, University of Bern, Switzerland

Christa Nater, University of Bern, Switzerland

Nadine Messerli, University of Fribourg, Switzerland

Madeline E. Heilman, New York University, USA

Alice H. Eagly, Northwestern University, USA

Purpose. Determining how perceived lack of fit affects women's and men's physiological and self-reported stress responses in a selection situation and subsequent evaluations of their performance by themselves and others.

Design/Methodology/Approach/Intervention. 2 (Participant's sex: female vs. male) x 2 (Gender-typing of leader position: female vs. male) between-subjects design. The sample included 209 management students.

Results. In the preparation phase prior to the interview, women reported less self-ascribed fit accompanied by lower performance expectations than men. Moreover, among women, those interviewing for the male-typed leadership position reported lower fit and performance expectations than those interviewing for the female-typed leadership position. In the actual job interview, women presenting for the male-typed position experienced more physiological stress than women presenting for the female-typed position, whereas men's physiological stress did not differ. However, regardless of the leadership position, women reported experiencing more stress, more actively monitored their behavior, and more negatively evaluated their performance than men. In addition, independent raters evaluated women's performance as worse than men's.

Limitations. We examined job interviews for leadership positions exclusively. Nevertheless, knowledge about women's stress responses in job interviews for other positions could deepen the understanding of the present findings.

Research/Practical Implications. This study is the first to demonstrate that women's perceived lack of fit results in higher levels of physiological stress in job interviews for leadership positions.

Originality/Value. Job interviews for male-typed leadership positions are especially stressful for women, and extra efforts are required to overcome this first hurdle on their way to leadership.

Abstract 5

Double trouble: How being outnumbered and negatively stereotyped threatens career outcomes of women in STEM fields

Authors:

Ruth van Veelen, Utrecht University, the Netherlands

Belle Derkx, Utrecht University, the Netherlands

Maike D. Endedijk, University of Twente, the Netherlands

Purpose. Masculine work contexts form an important source of social identity threat for working women. This study aimed to disentangle the unique and joint influence of two aspects of masculine work contexts, namely a numerical majority of male colleagues and negative gender stereotypes about a professional field, on the experience of identity threat among women working in STEM fields.

Method. A field study was conducted via an online survey distributed among alumni holding an educational degree in STEM. Respondents (N=177 women; N=630 men) either worked in- or outside the STEM sector (i.e., stronger vs. weaker gender stereotype) and estimated the ratio of men to women in their direct work environment.

Results. Results from a multi-group SEM model showed that for women (not men), the combination of working almost solely with male colleagues (being outnumbered) and working in the STEM sector (where women are negatively stereotyped) predicted the highest levels of gender identity threat, with negative downstream effects for work engagement and career confidence.

Limitations. This study relied on cross-sectional self-report data. Therefore, potential limitations regarding causality and common-method bias were carefully considered.

Practical Implications. Policy to optimize a gender-inclusive workplace should *simultaneously* focus on decreasing numerical underrepresentation of women, and defeating negative gender stereotypes about women's belonging and competence in STEM.

Originality/Value. Considering that the women in this sample already hold a degree in STEM, and have proven their competence in STEM, this research reveals how in naturalistic work settings, prevailing social identity threats continue to affect women's professional careers.

Abstract 6

Cross-cultural differences in the benefits of self-reliance for women's leadership

Authors:

Rebecca Schaumberg, University of Pennsylvania, USA

Julia Bear, Stony Brook University, USA

Purpose. We assess whether the benefits of self-reliance for women's leadership outcomes are stronger in higher than lower individualism cultures.

Design. We recruited a cross-cultural sample of students and measured the individualism of their home country (Study 1). We then ran an experiment in which participants thought about a highly self-reliant or a highly-dominant exemplar (randomly assigned) and then reported their leadership aspirations. We also used data from the World Values Survey to assess the relationship between self-reliance and leadership attainment for men and women in higher or lower individualism countries (Study 2).

Results. We find that women have lower leadership aspirations than men after thinking about a dominant exemplar, but higher leadership aspirations than men after thinking about a self-reliant exemplar, but only among participants from higher, not lower, individualism countries (Study 1). We further find a significant, positive relationship between self-reliance and actual attainment of leadership roles for women, but not for men, but only among participants from higher, not lower, individualism countries (Study 2).

Limitations. The current studies do not assess our theoretical mechanism of attainment expectancy. They also leave open the possibility that self-reliance manifests differently for men than women and/or differently in higher than lower individualism cultures.

Practical implications. This paper shows how an agentic quality – self-reliance—can be more motivating for women's than men's leadership, thereby helping to address gender difference in leadership.

Originality/Value. This paper demonstrates an important, and theoretically consistent, boundary condition to the benefits of self-reliance for women's leadership outcomes.

876 - APPLYING COMPUTATIONAL MODELING TO ORGANIZATIONAL RESEARCH

Steve W. J. Kozlowski

Georgia T. Chao

Michigan State University

National Science Foundation

Computational modeling (CM) has been used for decades in weather forecasting, physics, biology, and other hard sciences. Until recently, applications of CM in industrial-organizational (I-O) psychology and related disciplines have been quite limited (e.g., Monte Carlo studies). However, with the rising interest and emphasis on processes in I-O psychology and increasing use of CM in our field, many researchers are interested in learning more about CM, but how do they get started? The purpose of this symposium is to provide a *concise* seminar of CM so the interested researcher can get oriented to basic CM concepts. Four presentations are proposed to provide an introductory, concise overview of computational models, describe common myths and realities of what CMs can do, outline principles for CM theory development, and demonstrate the integration of theory, method, and data that is inherent in CM research.

This symposium provides an introduction to organizational researchers on how to apply computational models to advance organizational research. It is designed to inspire and facilitate the development and application of computational models by audience members in their own research. The four presentations are arranged to provide an initial high-level overview and then progress in detailed examinations of CM, culminating with an example of the data that CMs can generate to further develop theory and research. In lieu of a discussant, the chairs will facilitate an interactive exchange between the presenters and members of the audience so learning points and insights can crystalize.

An Overview of Computational Modeling

Steve W. J. Kozlowski

Georgia T. Chao

Michigan State University

National Science Foundation

The first presentation provides an overview of what CM is and how it can be used. It will highlight the distinction between CM – the formal theoretical specification – and computer simulation (i.e., software code) in which CM is instantiated. Different simulation approaches will be discussed, but the primary focus will be on agent-based simulation (ABS), because it is uniquely well-suited to emulating organizational systems. Different potential uses of CM will be presented. In particular, the use of CM in an *intellective* capacity as a means to build, evaluate, and refine theory will be contrasted with the use of CM in an *emulative* capacity as a means to predict, prescript, and optimize a target system. Steps for the application of CM in research, key references to consult, and available software packages will be discussed. The goal is to orient interested researchers to key resources they need to start using CM.

Basic steps for using CM / ABS include: (a) identify the phenomenon and synthesize the theory; (b) specify substantive content, processes, and mechanisms; (c) operationalize the CM in an ABS with process algorithms (i.e., what, when and how specific elements interact in the system), and (d) evaluate the CM / ABS with virtual experiments. Unlike most experimental and correlational studies, CM / ABS research is not constrained by small or nonrepresentative samples, limited variables, and time restrictions. Systems can be heavily stressed and low probability “what if” scenarios can be explored. They are ideally suited to study dynamic behavior in human systems.

The Uses and Utility of Computational Modeling: Debunking Common Misconceptions

Michael T. Braun

University of South Florida

Computational modeling (CM) represents an exciting approach to study the multilevel, dynamic nature of organizations. While CM has gained traction, there are still many misconceptions with respect to its goals, strengths, and weaknesses for advancing understanding of organizational phenomena. Therefore, the second presentation will highlight four common misconceptions and identify the realities that underlie them so that CM can be better understood, applied, and evaluated.

- Misconception 1: *Computational modeling is a new means of quantitative data collection (and should be evaluated as such).* The reality is that computational data allow the modeler to “see” what data would “look like” *given* their theory is true and ask “what if” questions to examine data patterns under different hypothetical conditions.
- Misconception 2: *Since computational data are “made up,” they are not useful.* The truth is that computational data test whether the computational theory is logically consistent (i.e., can even produce data) and then can be compared to human data to evaluate whether the theory provides a plausible explanation for observed phenomena.
- Misconception 3: *Computational data should reveal interesting new patterns of results.* In reality, computational data *can* reveal novel data patterns resulting in unexpected insights; however, they also can simply match previously collected human data, which provides evidence that modeled mechanisms could be generating known relationships.
- Misconception 4: *Computational models should perfectly explain phenomena.* Like statistical models, computational models should be parsimonious. Rooted in complexity theory, the goal of computational modeling is to broadly explain complex phenomena with the fewest, simplest mechanisms possible.

Priming the Pump: Principles for Computational Theory Development

James A. Grand

University of Maryland

Developing and testing computational theories requires an alternative conceptual lens to conventional paradigms commonly employed in the organizational sciences. Contemporary approaches most often focus on describing the covariation among variables/constructs (e.g., construct A positively relates to construct B; construct C mediates the relationship between constructs D and E). In contrast, the objective of computational theories focuses on describing how lower-level mechanisms in a system operate (e.g., if person 1 performs behavior A, then person 2 performs behavior B). This is a distinction between thinking in terms of “variable-based” theory versus “process-based” theory. The goal of this presentation is to summarize a small number of concise principles for facilitating the requisite thinking required to develop and evaluate computational theories. The principles will be described through the use of concrete examples that highlight unique considerations, decisions, and foci that accompany computational theorizing. A summary of these principles is provided below:

- **Principle 1—Think and theorize in terms of what actually happens.** Computational theories explain how and why phenomena *emerge* from interactions within a system; that is what, when, and why events occur.
- **Principle 2— Consider the goal of the theory early and often.** Computational theories can be used for prediction, proof, discovery, explanation, critique, prescription, and empirical guidance. Which of these goals is emphasized establishes important boundaries for the computational theorist.

- **Principle 3—Take note of patterns, not parameters.** Computational theories afford the potential to identify nonlinearities, thresholds, equilibria, attractors, etc. that are not adequately reflected in our common statistical indices.

The Interplay between Computational Modeling and Empirical Data

Goran Kuljanin, Neal B. Outland, Elizabeth A. Guth, Jake A. Weiss, Ashlyn P. Lowe

DePaul University

This presentation focuses on integrating computational modeling with empirical methods and data. We discuss the types of empirical observations necessary to examine proposed process mechanisms, how to evaluate CMs with respect to empirical data, and how to initiate the iterative scientific process between computational theorizing and empirical data. Besides a conceptual discussion, this presentation highlights the iterative comparison process between data and CM with professional basketball teams. The goal is to familiarize audience members with how CM and data work together to advance understanding, and how the interplay between computational theorizing and empirical data initiates iterative science.

A researcher may integrate computational modeling with empirical data to iterate understanding on three theoretical foci: inputs, processes, and outcomes. First, a researcher focuses on iterating through a range of empirical values found in the research literature to represent inputs in a computational model. Second, the researcher iterates on mapping observed empirical processes to modeled computational processes. Third, the researcher iterates on mapping observed phenomena (e.g., an inferiorly-resourced team defeating a superiorly-resourced team) or effects (e.g., mean differences between groups or correlations between variables). Depending on the research goals, the researcher may compare (1) whether computationally-generated process or outcome data matches empirically-observed process or outcome data, (2) whether particular processes lead to desired outcomes, and/or (3) alternative explanations for observed phenomena. Of course, a researcher may

integrate computational modeling with empirical data by jointly iterating understanding on all three theoretical foci.

882 - BITS AND BOTS: DIGITAL INTERVENTIONS FOR GOOD WORK, RECOVERY AND BETTER HEALTH

Christine Busch¹, Gregor J. Jenny²

¹ Universität Hamburg, Germany

² Center of Salutogenesis, University of Zurich EBPI POH, Switzerland

State of the Art

The use of information and communication technologies (ICT) for health promotion, prevention, and rehabilitation is well researched in clinical psychology (Richards & Richardson, 2012). In the field of work and organizational psychology, meta-reviews have shown that digital coaching can be effective to reduce stress – if it is focussed (goal setting, action plans), has a short time span (up to 2 months), and is combined with personal support (Heber et al., 2017). Nevertheless, reach and transfer stay the main challenges for occupational health interventions.

Contributions

This symposium presents digital approaches and intervention studies that range from blended coaching to smart-phone applications and stand-alone tools operating with chatbots:

1. Coaching leaders and teams with a chatbot («wecoach»)
2. “Holidaily” - a smartphone application promoting recovery post-vacation
3. Efficacy of a self-guided recovery online-training to improve sleep for employees
4. Enhancing resilience and well-being at work through web-based trainings
5. Blended coaching to promote work-life balance of small business owners

Implications

Psychologists have accumulated much knowledge on how to change individual and organizational behaviour. If they aim to apply this knowledge to the digital level, they need the help of programmers and graphic artists to design attractive user interfaces, trigger an engaging user experience, and build reliable operating systems. Consequently, researchers need usability and user experience studies, and they have to rethink their research methods: Digital approaches generate big data on the coaching context, process and outcome – and machine learning opens new fields for intervention and evaluation research.

SYMPORIUM PRESENTATION 1

Coaching leaders and teams with a chatbot – design and preliminary results of an RCT-study

Luisa A. Grimm¹, Gregor J. Jenny¹, Rebecca Brauchli¹, Georg Bauer¹

Purpose

E-Coaching tools are becoming popular in the field of Organizational Health Psychology. Many e-coaching tools are already available for improving individual health and well-being, but as of today, there are very few tools that operate on team-level. We developed a team-level e-coaching tool for improving working conditions; the «wecoach». In this study, we examine the effectiveness of this tool.

Design

The «wecoach» empowers a team leader to conduct a team survey and a participatory team workshop to develop actions for improving job demands and resources. She/he is coached by means of a chatbot through the entire improvement cycle (incl. self-evaluation). Team leaders were recruited for a waitlist RCT study. Both subjective and objective data on context, process, and outcome are collected automatically as part of the «wecoach». Data is analysed by means of multi-level methods.

Results

Preliminary evaluation results will be available until the EAWOP conference, where we will present first findings.

Limitations

The e-coaching approach is limited to a self-selected target group that might not be representative of the entire population.

Implications

This research will generate knowledge on the feasibility of team-level online interventions. In addition, this project will show how evaluation research methods can make use of digital methods to collect data on a change process often invisible and hardly accessible to researchers.

Originality

As of today, we are unaware of e-coaching tools that operate on the team-level, especially ones that empower leaders to perform a team development autonomously.

SYMPOSIUM PRESENTATION 2

Extending the magic of vacations. “Holidaily” - a smartphone application promoting recovery post-vacation: preliminary results from a randomized-controlled trial

Alexandra Smyth¹, Jo Annika Reins^{1,5}, Christine Syrek², Jessica de Bloom^{4,5}, Markus Domin^{1,3}, Monique Janneck³, Dirk Lehr¹

¹ Department of Health Psychology and Applied Biological Psychology, Institute of Psychology, Leuphana University of Lueneburg, Lueneburg, Germany

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³ Department of Electrical Engineering and Computer Science, Technische Hochschule Luebeck, Luebeck, Germany

⁴ Department HRM & OB, University of Groningen, Netherlands

⁵ Department of Psychology, University of Tampere, Finland

Purpose

To extend the positive vacation effect for workers mental health the app “Holidaily” was developed with the aim to use vacations as a motivational kick off to foster recovery behavior beyond vacation and during daily working life. The user receives 3 daily inspirations to increase recreational activities. Holidaily was developed according the DRAMMA model, claiming that recreational activities lead to the experience of mental-detachment. The aim of this randomized-controlled trial (RCT) is to evaluate the efficacy of Holidaily in reducing work-related rumination.

Design

To date N=107 employees have been included in this RCT. The intervention group i.e. app users will be compared to a waitlist control group (WLC) on the basis of intention-to-treat (ITT) analyses. The primary outcome measure is work-related rumination.

Results

Preliminary analyses of covariance (ANCOVA) has shown that Holidaily users, compared to the WLC, reported significantly less work-related rumination two-weeks post-vacation ($F_{1,104}=14.028, p<0.001$) with an effect of $g=0.48$ (95% CI, 0.096-0.867).

Limitations

These preliminary results should be interpreted with caution, as the planned sample size is not yet reached. The study dropout was higher than expected. However, completer analyses and ITT analyses lead to comparable results.

Implications

Despite the short-lived vacation effect, vacations can be a promising starting point to integrate recovery into daily working life through a recovery-app to sustain the beneficial recovery effect.

Originality

To the best of our knowledge, Holidaily is the first app aiming at sustaining the recovery effect beyond workers vacation and the first digital intervention based on the DRAMMA model.

SYMPORIUM PRESENTATION 3

Efficacy of a self-guided recovery online-training to improve sleep for employees: results from a randomised controlled trial in universal prevention

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³Department of Psychiatry and Psychotherapy, Medical Centre – University of Freiburg, Faculty of Medicine, University of Freiburg, Germany

Purpose

This study examined the efficacy of a self-guided online-training to improve sleep among the general working population and investigated general and work-related cognitive activation as mediators of intervention's effect.

Design

180 participants were randomised to either an internet-delivered intervention based on cognitive-behavioural therapy for insomnia (iCBT-I) or control group. Data were assessed at baseline, after 8 weeks and after 6 months. Primary outcome was insomnia severity. Secondary outcomes included cognitive activation, mental and work-related health.

Results

Analyses of Covariance showed that, relative to controls, the iCBT-I group reported significantly lower insomnia severity after 8 weeks, $F(1,177)=59.10$, $p<.001$, $d=0.90$ and after 6 months $F(1,177)=44.1$, $p<.001$, $d=0.76$. Significant differences, with small-to-large effect sizes, were also detected for secondary outcomes. Parallel multiple mediation demonstrated that general and work-related cognitive activation, measured as worry and work-related rumination, mediated the intervention's effect.

Limitations

Effective behavioral interventions for employees run the risk that potentials of workplace-related interventions are overseen.

Practical Implications

Based on findings the next step might be an implementation of the online-training in routine occupational health care. Work-related rumination as a mediator of intervention's effect indicates

that tailoring interventions to the work life domain might be an important principle for designing iCBT-I for employees.

Originality

While iCBT-Is have been shown to be effective in clinical samples, this study demonstrates efficacy in the general working population in the short and long term.

SYMPOSIUM PRESENTATION 4

Enhancing resilience and well-being at work through web-based trainings on mindfulness, self-efficacy, and optimism

Roman Soucek¹, Christian Schlett², Nina Pauls², Anja S. Göritz², & Klaus Moser¹

¹*Friedrich-Alexander University Erlangen-Nürnberg, Germany*

²*University of Freiburg, Germany*

Purpose

Today's employees are facing high demands at work that put their well-being at risk. We introduce resilience as an approach to cope with such situations and present an intervention that aims to strengthen personal resources for resilience, namely mindfulness, occupational self-efficacy, and optimism.

Design

The intervention was provided as three self-administered web-based trainings. Each training consisted of five sessions of 5 to 10 minutes' length. The order of the trainings was randomized. The effectiveness of the intervention was tested with 520 employees who participated in a longitudinal evaluation study with six waves.

Results

The intervention was successful in enhancing personal resources for resilience and had positive effects on proximal and distal outcomes. The increase in personal resources enhanced resilient behavior in the workplace, which in turn improved psychological well-being and work engagement.

Limitations

Since the personal resources are related to each other, we did not always observe an exclusive effect of the particular training on the respective resource. Though we assumed an immediate effect on personal resources, the effectiveness of the trainings might reveal not immediately but rather incubate over time.

Implications

Interventions should not only aim at personal resources for resilience but may directly promote the development and application of behavioral strategies for coping with adverse situations at work (i.e., resilient behavior).

Originality

Web-based interventions are a scalable approach for the enhancement of personal resources as well as resilient behavior, and therefore, a promising avenue for promoting psychological well-being at work.

SYMPORIUM PRESENTATION 5

Blended coaching to promote work-life balance of small business owners

Christine Busch¹, Romana Dreyer¹, Markus Domin², & Monique Janneck²

¹ Universität Hamburg, Germany,

² Technische Hochschule Lübeck, Germany

Purpose

In this study we investigated blended coaching for entrepreneurial couples of small businesses. Small business owners in craft industry are a vulnerable sample when it comes to Work-life balance (WLB) and health. They evince unique demands, e.g., highly integrated roles and blurred lines but also facilitating factors, e.g., supply of regional network social support in implementing innovations and of spousal social support in creating a satisfying WLB.

Design

We combined realist evaluation with a quasi-experimental wait-list control group design and process evaluation. We successfully reached small business owners by offering the intervention to regional craft networks and entrepreneurial couples (N=27). We focused the digital coaching parts on attractive knowledge transfer, e.g., by video. The digital coaching parts were mandatory for the subsequent face-to-face or tele-coaching sessions.

Results

The coaching intervention successfully managed to enhance satisfaction with WLB and to reduce casual blood pressure. Nevertheless, a third of the intervention couples dropped out because they felt mentally overstrained, had technical problems, showed mental disorders or were not open-minded in regard to self-reflection.

Limitations

The main limitation of the study is the small sample size.

Implications

Based on our findings, blended coaching to improve wlb of small business owners is successful, when regional networks and couples are involved, when the owners are open-minded with regard to self-reflection and when the digital parts are very much focused on attractive knowledge transfer.

Originality

This study shows a successful blended health intervention for the vulnerable sample of small business owners.

887 - IFPOC SYMPOSIUM: DISCOVERING ANTECEDENTS AND CONSEQUENCES OF COMPLEX CHANGE RECIPIENTS' REACTIONS TO ORGANIZATIONAL CHANGE

Chairs: Maria Vakola (Athens University of Economics and Business) & Karen Van Dam (Open University)

Discussant: Mel Fugate (American University, Washington, D.C)

State of the art

Organisations are required to continuously change and develop but there is a high failure rate associated with change implementation success. In the past two decades, change researchers have started to investigate change recipients' reactions to change recognizing the crucial role of these reactions for successful change. This symposium aims at identifying and discussing the complex processes that underlie the relationships among antecedents, reactions and outcomes associated with organizational change.

New perspective / contributions

This symposium consists of five studies that extend our knowledge in the field by (i) providing an analysis of change recipients' reactions going beyond the dichotomous approaches (acceptance or resistance) (ii) revealing understudied antecedents-reactions and reactions-consequences patterns and relationships (iii) shedding light on the role of contextual factors i.e team climate and individual factors i.e emotion regulation on the adaptation to change. This symposium is based on a combination of both quantitative (i.e diary, survey) and qualitative (i.e interviews) research methodology.

Research / practical implications

This symposium aims to increase our understanding of the complex processes associated with change recipients' reactions to change. Discovering how these reactions are created and what are their results may reveal important contingencies that can explain how positive organizational outcomes during times of change can be stimulated which is beneficial for both researchers and practitioners.

Synthesizing research on organizational change reactions: A systematic review

Rouven Kanitz, Ludwig-Maximilians-University Munich

Purpose

Because individuals play a key role in successfully implementing change in organizations, recipients' explicit reactions to change have become an important theme research. With contributions stemming from a range of theoretical perspectives using qualitative as well as quantitative methods, the literature has become fragmented. The diversity of theoretical perspectives is one of the greatest challenges for researchers. The purpose of this study is to synthesize the literature and develop cumulative knowledge on reactions to change.

Methodology

This study systematically reviews the diverse literature streams to provide a more integrated view.

Results

We provide an overview of the types of reactions studied, revealing patterns and understudied antecedent-reaction relationships. By doing so, we also aim to identify underdeveloped areas.

Limitations

Given the large body of literature, we focus the review on a certain time frame (2000-2018) and consider only a subset of relevant journals.

Research implications

By integrating perspectives and by summarizing antecedent-reaction relationships situated within various types of changes and organizations, we identify gaps in the current body of knowledge and provide a basis for new scholarly perspectives to flourish.

Originality and value

Given the splintered conceptual underpinnings and diverse theoretical perspectives that have developed in the field, we advance cumulative knowledge by bridging between qualitative and quantitative scholars.

Ambivalence and adaptive performance: The moderating role of work engagement

Maria Vakola (Athens University of Economics and Business), Kleanthis Katsaros (Hellenic Ministry of Finance) & Paraskevas Petrou (Erasmus University Rotterdam)

Purpose

There is still a high rate of change failure and there is vast agreement among change researchers that employees adjustment is a factor of critical importance. Change recipients' reactions to change are conceptualized as negative or positive so far neglecting the fact that employees may exhibit more complex reactions that include positive and negative reactions at the same time. The paper aims at examining the relationship of change recipients' ambivalence and adaptive performance to change and the role of work engagement.

Design/methodology

Participants were employed by a local cosmetics company which was recently acquired by a multinational one. 57 employees filled in a diary survey lasted from 3-5 working days.

Results

The analysis showed that on days that ambivalent employees feel work engaged, they adapt to change.

Limitations

We used only self-reports but we collected information at different measurement points

Research/Practical implications

Research will benefit from results to build a solid framework regarding ambivalence and change outcomes. We can better understand change recipients' reactions and as a result we can design better change interventions and foster work engagement.

Originality/Value

This paper is based on a diary methodology offering results on a within person basis. Also, it is important to clarify constructs such as ambivalence and understand its impact on both individuals and organizations.

Taking an event-based approach to understanding emotional responses to ongoing change

Tina Kiefer (Warwick Business School) & Laurie Barclay (Wilfrid Laurier University)

Purpose

Organizational change has well-established implications for employee attitudes, wellbeing and behaviour, triggering a myriad of – largely negative – emotional responses. Despite well-established theoretical and empirical links between events and emotions, the field has overlooked the importance of understanding how large-scale change trickle down to everyday experiences. This paper uses an event-based paradigm to shift focus to how change is experienced “in the here and now”. Drawing on appraisal theory of emotion, we develop and test a framework to understand antecedents and consequences of positive and negative everyday emotional events and explore how those affect attitudes and behaviours towards change over time.

Design/Methodology

Diary study with 472 public service employees, reporting on 10 working days, using an event-sampling approach, followed by a survey.

Results

Within and between person analysis support our hypotheses that emotional events affect daily attitudes, well-being and behaviour and stack up to affect commitment towards change in emotion-specific ways. Positive change events are more impactful than expected.

Limitations:

self-report data only; shortened scales; repeated measures can affect responses.

Research/Practical Implications

An event-based paradigm opens up different ways to theorise the impact of change on employees. Change agents should pay attention to “the little things”, which significantly impact on change attitudes and behaviours.

Originality/Value

Focusing on how change trickles down to everyday experiences, allowing to analyse negative and positive change experiences simultaneously over time.

Positive organizational change: The role of sense making and emotion regulation for adaptive performance

Cornelia Niessen (*Friedrich Alexander University of Erlangen-Nürnberg*)

Karen van Dam (*Open University of the Netherlands*)

Purpose: Research has generally emphasized the negative impact of organizational change for employees' change responses. The purpose of this study was to investigate the conditions (i.e. job control and team climate) that might stimulate employees' sense making (i.e. seeing their job as a meaningful contribution to the organization) and emotion regulation, and, in turn, their adaptive performance during change.

Design/Methodology: A total of 273 employees, in situations of organizational change, completed surveys on 2 occasions. We used a time lag of two months between our two data collections because we wanted to measure predictor variables and criteria separately in order to reduce common method bias.

Results: Structural equation modeling showed that job control and team climate were positively related to sense making, which predicted emotion regulation. In turn, emotion regulation was a strong predictor of adaptive behaviour during the change.

Limitations: The study is limited because of the issue of causality, and the self-reported nature of the measures.

Implications: By providing a positive work environment, organizations may increase employees' perception that their work matters. This sense making can serve as a positive force in times of organizational change, and can help strengthen employee adaptability to change.

Originality/Value: Whereas much previous research had pointed at the negative outcomes of organizational change, this study focused on the

positive side of change processes by showing that positive work conditions can enhance employee adaptive performance.

Accepting failure: A configuration-based perspective on organizational failure

Dave Bouckenooghe, Brock University (Canada)

Gavin Schwarz, UNSW (Australia)

Purpose

This paper proposes a new way of interpreting individual's response towards organizational failure. Instead of focusing only on failure as something to be avoided, we introduce the concept of accepting failure, or the ability of individuals experiencing failure to switch from avoidance-type to a functional view of failure.

Design

First we collected data from interviews and inferred that two dimensions characterize individual's response towards failure. Each response is based on (1) the *approval of failure*, which is the extent to which individuals consider failure reasonable, and (2) a *defense of failure*, which represents the extent to which individuals actively embrace failure. Next, we designed two scales to measure both dimensions and drew from configurational perspective to analyze these profiles.

Results

Combining both dimensions, our qualitative and quantitative data offers support for four types of responses to failure (acceptor, rejecter, endorser and fearer).

Limitations

This study finds evidence for different responses towards to failure, yet it overlooks the reasons why people become acceptors, rejecters, endorsers or fearers.

Implications

By calling attention to the acceptance towards failure orientation, we have presented an alternative way of categorizing failure in organizations (i.e., the successful failure).

Originality

This paper attempts to get past viewing failure as something to be avoided. From this vantage point we propose that failing is not a constraining course of action, but also enabling mechanism that translates into different acceptance responses.

Symposium chair: Christine JEOFFRION

The evolution of the working environment has led business leaders to rethink the way they manage their company by experimenting innovation managerial practices. Empowering leadership (EL) promotes the share of power and responsibilities between the manager and his/her team by engaging employees to act autonomously and to take the responsibility to bring job improvements (Boudrias et al., 2009). Thus EL is positively related to proactive performance in general (Lee et al., 2018).

The researchers of this international symposium come from three universities: the University of Montreal (Canada), the University of Nantes (France) and the International University of Monaco. They share a common interest on innovative managerial practices and their links with psychological health and performance. The two first presentations highlight the benefits of EL behaviors on the performance (proactive workplace behavior and commitment) by taking into account the interactions with the psychological health. Indeed, both positive and negative sides of health at work are investigated: psychological well-being and psychological distress. The third presentation examines the social exchange resources (with teammates and leaders) that drive the effects of well-being on proactivity. The last presentation is a practical application to foster empowering leadership by involving employees in the decision-making process.

If the link between well-being at work and performance are clearly established (Courcy, Boudrias & Montani, 2018), the originality of our symposium is the integration of innovative managerial practices as key theoretical explicative factors and great leverage to foster healthy organizations.

ABSTRACT 1

Authors: Alison CAILLÉ*, Christine JEOFFRION* & Jean-Michel GALHARRET*

*University of Nantes - Psychology Laboratory of Pays de la Loire (EA 4638)

Title: How does “empowering leadership” fosters the job and organizational commitment? The mediating role of well-being at work.

Purpose: The shift in the world of work and the arrival of new generations in the workplace have led organizations to reconsider their managerial practices by enhancing participative methods focusing on trust, autonomy, team work and collaboration. Since four years, an aerospace industry experiments empowering leadership within a production unit of about 300 employees. In an action-research perspective, our survey intended to study the link between empowering management, well-being at work and commitment (well known as a performance factor).

Methodology: A questionnaire, composed of scientifically validated scales, (Bien-Etre Psychologique au Travail - Gilbert, *et al.*, 2011 ; Leadership Habilitant - Yahia *et al.*, 2018 ; Engagement au travail - Rich *et al.*, 2010 ; Engagement organisationnel - Meyer *et al.*, 1993) has been filled in by 260 employees of the “empowered unit”.

Results: The results highlight the predictor role of “empowering leadership” on job commitment($r=.46$; $b=.30$) and on affective organizational commitment ($r=.52$; $b=.59$). More specifically, it appears that “giving meaning to the work” and “showing confidence” are the two behaviors of the leader that promote employees commitment. The results also show that the psychological well-being at work has a mediating effect in this relation.

Originality/value: Our research brings significant theoretical contributions by investigating the “empowering” style of leadership as a determinant of performance (with the measure of commitment) through the promotion of well-being at work.

Practical implications: This study provides recommendations to companies in order to accompany their organizational change and support their initiatives of managerial innovation.

Limitations: Future researches should investigate these topics in a longitudinal perspective.

ABSTRACT 2

Authors : Vincent ROBERGE*, Jean-Sebastien, BOUDRIAS*.

*Université de Montréal, C.P. 6128 Succ. Centre-ville, Montréal (Québec), H3C 3J7, Canada

Title: The moderating role of employee distress on the empowering leadership – proactive performance relationship

Purpose: Empowering leadership (EL) engages employees to act autonomously and to take the responsibility to bring job improvements. Therefore, EL is positively related to proactive performance in general (Lee et al., 2018). However, because EL puts a lot of emphasis on employee's resources investment, it is likely that employees will end up in situations characterized by a high level of cognitive demands (Sharma and Kirkman, 2015). The purpose of this study is to investigate the benefits of EL behaviors on proactive workplace behaviors while considering employees psychological distress as a moderating factor.

Design/Methodology/Approach/Intervention: This study was carried out with a two-time measurement design and data was collected through self-reported questionnaires. A total of 723 Quebec workers participated to this study.

Results: Moderation analyses revealed that EL had positive effects on employees' proactive performance and that these effects were attenuated by employees' level of psychological distress. Examination of these effects at EL dimensions-level indicates that the link between some specific leader behaviors and proactive performance are more susceptible to be attenuated.

Limitations: This study is a non-causal one and measures are self-reported.

Research/Practical Implications: This study supports the idea that the relationship between empowering leadership and proactive performance depend on the psychological health of employees. Organizations intending to increase the proactive behaviors of their employees through empowering leaders should first focus on reducing employees' distress.

Originality/Value: To our knowledge, this study is the first to examine psychological distress as a moderator in the relationship between EL and proactive performance.

ABSTRACT 3

Authors: Jean-Sébastien Boudrias*, Francesco Montani** & Viviane Masciotra*

*Department of Psychology, University of Montreal

Title: How and when well-being fuels the social-exchange fire of proactivity: A moderated mediation model.

Purpose: The mechanisms and conditions enabling well-being to influence employee proactivity are disregarded. This study examines the social exchange resources that drive the effects of well-being on proactivity and the conditions that moderate these effects. By integrating conservation of resources and social exchange theories, we hypothesize that well-being improves social exchanges with teammates (TMX) and leader (LMX), thereby providing relevant resources for employee proactivity. Furthermore, we propose that high levels of job complexity and task interdependence enhance the need for these social resources, thereby improving the social-exchange effects of well-being.

Methodology: A three-wave, time-lagged study was conducted on 362 employees and their supervisors from multiple organizations. Employees rated well-being, job complexity and task interdependence at Time 1, and TMX and LMX at Time 2, whereas supervisors evaluated employees' proactivity at Time 3.

Results: The results of hierarchical regressions show that LMX positively mediates the well-being–proactivity relationship, and that this mediated relationship improves at high levels of job complexity. Unexpectedly, TMX exerts a negative mediating effect on the well-being–proactivity relationship, which occurs only at low levels of task interdependence.

Originality/value: The longitudinal and multi-source nature of data are a strength.

Practical implications: This study indicates that promotion of well-being and LMX to foster proactivity is especially important for high complex jobs. In contrast, the promotion of TMX is not recommended in contexts characterized by low task interdependence.

Limitations: Future studies should consider not only the social, but also the cognitive and motivational mechanisms linking well-being to proactivity.

ABSTRACT 4

Authors: Alison CAILLÉ* & Christine JEOFFRION**

University of Nantes - Psychology Laboratory of Pays de la Loire

Title: Participation in decision-making and Employees Empowerment: proposal of a tool/guide for managers

Purpose: Nowadays, employees empowerment is more and more recognized as a leverage towards company efficiency and well-being at work. In regards to topics such as the participation in the decision-making process, what benchmarks do managers have to orient their position with respect to their team? The aim of this presentation is to propose a practical tool for managers.

Methodology/Intervention: A research-action has been co-designed between scientists and operational managers in order to involve more members of the teams in the decision-making process.

Results: As a result, a grid has been developed by using Heller and Yukl model (1969). According to these authors, the participation of employees in decision-making can be perceived along a continuum: from managers who make all their decisions on their own ("authoritarian" leadership) to managers who give their team a high degree of freedom ("empowering" leadership). It depends on the decision's level of information shared with the team. Moreover, the authors put forward a typology of three organizational levels of decision-making (operational, tactical, and strategic).

Originality/value: Based on a theoretical background, this new tool can be used to draw up a framework to determine the team's room for manoeuvre and thus provide transparency and clarity about each person's role (as much for managers as for their team).

Practical implications: Our table has been experimented by several managers of a production unit within an aeronautic industry. It gives benchmarks for changing managerial practices towards a greater empowerment, or at least to open a dynamic dialogue about the employee's expectations.

900 - THE BURNOUT ASSESSMENT TOOL (BAT) SYMPOSIUM 1 – A NEW INTERNATIONAL BURNOUT MEASURE

Wilmar Schaufeli ⁽¹⁾ - Hans De Witte ⁽²⁾

Universiteit Utrecht, Utrecht, Netherlands ⁽¹⁾ - *KU Leuven, Leuven, Belgium* ⁽²⁾

The Burnout Assessment Tool (BAT)

Symposium 1 – A new international burnout measure

Chair: Wilmar Schaufeli ^{1,2}

Co-Chair: Hans de Witte ^{2,3}

Discussant: Michael Leiter ⁴

¹ KU Leuven – Leuven, Belgium

² Utrecht University – Utrecht, Netherlands

³ Optentia Research Focus Area – Vanderbijlpark, South Africa

⁴ Deakin University – Melbourne, Australia

State of the Art. Burnout is a favorite topic in occupational health psychology (95.000 publications in Google Scholar and 12.000 in PsychINFO). 90% of the research uses the Maslach Burnout Inventory (MBI), so that it acts as the ‘gold standard’. However, not all that glitters is gold. Since its introduction conceptual, psychometric and practical problems with the MBI have been identified. For instance, the role of professional efficacy as a constituting element of MBI-burnout is questioned and instead of one score the MBI produces three scores which precludes the identification of ‘burned-out’ employees. In short, the use of MBI as a diagnostic tool is limited. Therefore an international consortium set out to develop a new burnout measure -- the Burnout Assessment Tool (BAT).

New perspectives. Based on literature research, qualitative interviews, and preliminary psychometric analyses, the BAT was developed that includes four symptom clusters – exhaustion, mental distance, and impaired emotional and cognitive control.

Research. In this symposium the first results are presented of the international research consortium. After a brief introduction in which the nature and the initial development of the BAT are discussed, Ana Vazquez and Chiara Consiglio report on the dimensionality of the BAT in Brazil, and Italy, respectively. Next, based on South African data, Leon de Beer shows how the BAT can be integrated in the Job-Demands Resources model, which adds to its conceptual validity. Finally, Steffie Desart reports on the establishing clinically validated cut-off points that allow distinguishing between burnout and non-burnout cases.

Conclusion. The preliminary results with the BAT in four countries are encouraging.

Evidences of Validity of the BAT in a Brazilian sample

Ana C. S. Vazquez ¹, Clarissa P. P. Freitas ², Cristian Zanon ³, Claudio S. Hutz ³

¹ Federal University of Health Sciences - Porto Alegre, Brazil

² Salgado de Oliveira University (UNIVERSO) – Niteroi, Rio de Janeiro, Brazil

³ Federal University of Rio Grande do Sul, Porto Alegre, Brazil

Purpose. This study investigated the dimensionality of burnout, using the Brazilian adaptation of the Burnout Assessment Tool (BAT-23 and BAT-12).

Methodology. Participants were 941 workers from all Brazilian regions. The four subscales of 23-item BAT measure exhaustion, mental distance, impaired emotional control and impaired

cognitive control. Exploratory factor analyzes were conducted to assess the dimensionality of the BAT-23 and BAT-12. Based on these results, different models were evaluated through confirmatory factor analysis. By correlating burnout and its dimensions with engagement, satisfaction with life, and hope, evidence of convergent validity of the BAT was obtained.

Results. Exploratory factor analysis suggested a unidimensional model as the best solution for BAT-23 and BAT-12. Confirmatory factor analysis indicated that the bi-factor model in which all items load on one factor showed the best fit for both versions. On the common burnout dimension of BAT-23 and BAT-12, item loadings varied between .43 and .86. Items on the common burnout factor showed loadings higher than .48, whereas those on the sub-dimensions were higher than .30. As expected, burnout and its dimensions measured by BAT-23 and BAT-12 showed negative correlations with engagement, hope and satisfaction with life.

Conclusion. This study supports the view that burnout – as assessed with the Brazilian version of the BAT – should be considered as a one-dimensional construct that includes four highly correlated aspects. Results were similar for the extended and shortened versions of the BAT. The practical implication is that the BAT can be used to assess burnout in Brazil.

Psychometric properties of the Italian Version of BAT: preliminary evidence of its validity

Chiara Consiglio, Cristiano Violani, Roberto Cenciotti, Diletta Pinzuti

Sapienza, University of Rome

Purpose. The Burnout Assessment Tool (BAT) is a newly developed questionnaire to assess burnout, comprising four different aspects (exhaustion, mental distance, impaired cognitive control and emotional control) and targeted to produce an overall burnout score. This study investigated the psychometric properties of the Italian adaptation of the BAT.

Methodology. Dimensionality of the BAT was firstly tested using a sample of 300 Italian employees. Additionally, an in-depth analysis was conducted using 1200 employees (health care, administrative, and technical staff). Different factorial models were compared to identify the best fitting solution. Associations were also analyzed of the BAT (dimensions and single score) with a number of burnout correlates, and demographic and organizational characteristics.

Results. An exploratory factor analysis confirmed the four-factor structure; each factor demonstrated high reliability. Confirmatory factor analysis confirmed this factorial structure as well. Moreover, burnout and its dimensions were associated, significantly and in the expected direction, with job characteristics, personal resources, health indicators and job attitudes. Relevant differences in burnout scores emerged across occupational and demographic groups.

Conclusion. Results provided preliminary evidence of the validity of the Italian version of the BAT as a tool able to measure burnout with a single score, according to its definition as a syndrome including a specific set of symptoms. Limitations of the study refer to the sample, that is not representative at a national level, and that predictive validity was not tested. Nevertheless, these preliminary results are encouraging. A sound overall burnout measure could be relevant for psychosocial risk assessment and organizational interventions.

A preliminary job demands-resources model in the context of the Burnout Assessment Tool

Leon T. de Beer

North-West University – Potchefstroom, South Africa

Purpose. This study investigates a preliminary job demands-resources (JD-R) model where burnout is measured with the new Burnout Assessment Tool (BAT).

Methodology. A convenience sample of South African employees was used ($n = 304$). Structural equation modelling (SEM) methods were applied to specify the model. In terms of job demands, overload and emotional load were used; for job resources – autonomy, colleague support, supervisor support and role clarity were used. Burnout was specified as a second-order latent factor represented by the four proposed symptom clusters of exhaustion, mental distance, and impaired emotional and cognitive control. Work engagement was also used. The outcome variables of the model were psychological distress symptoms (PDS), psychosomatic complaints (PSC) and turnover intention.

Results. Fit statistics revealed that the model was an acceptable fit to the data (e.g. CFI = 0.91). The structural paths revealed that emotional load was the strongest positive path to burnout, but that overload was also a significant. Supervisor support was the only job resource to have a significant negative path to burnout. Supervisor support and role clarity showed significant positive paths to work engagement. None of the job demands or job resources had significant direct paths to either PDS or PSC. However, burnout was revealed strong positive paths to both. Work engagement showed no significant paths to PDS or PSC. Finally, burnout showed a positive path, and work engagement a negative, to turnover intention.

Conclusion. This study supports the traditional health impairment process in which job demands impacts burnout and turnover intention.

Establishing clinically validated cut-off points for the Burnout Assessment Tool

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² Utrecht University – Utrecht, Netherlands

³ Optentia Research Focus Area – Vanderbijlspark, South Africa

Purpose. The present study investigates the clinical validity of the Burnout Assessment Tool (BAT). The BAT is a new instrument to measure burnout that assesses four core symptom clusters – exhaustion, mental distance, and impaired emotional and cognitive control.

Methodology. Using a Relative Operating Characteristics (ROC) analysis, the trade-off between sensitivity and specificity is used to calculate the clinically validated cut-off points for each subscale of the BAT, and the overall BAT. This method determines how good a questionnaire is in discriminating between a pre-defined problematic and non-problematic group. In our case the problematic group is a patient sample, which have received the diagnosis burnout ($N=150$), whereas the non-problematic group is a representative sample of the Flemish working population ($N=1,403$). A score is considered to be ‘problematic’ If the trade-off between

specificity and sensitivity is at its maximum, and 'very problematic' if the specificity is equal or above .90. After establishing the clinically validated cut-off points they were re-applied to a representative sample of the Flemish working population to determine the prevalence of burnout in Flanders.

Results. The Area Under the Curve (AUC) varies from .86 to .95, indicating that the BAT can adequately discriminate burnout from non-burnout cases. In total, about 8% of the Flemish working population has a high risk of burning out, whilst 11% has a medium risk of burning out.

Conclusion. This study supports the clinical validity of the BAT. Furthermore, it contributes to the use of the BAT in both research and practice to identify employees with elevated burnout risks.

917 - CURRENT TRENDS IN CREATIVITY RESEARCH

Paraskevas Petrou, Erasmus University Rotterdam (Chair)

Roni Reiter-Palmon, University of Nebraska at Omaha (Discussant)

Integrated summary

State of the art

To survive as well as flourish, organizations increasingly need to foster employee creativity. Therefore, it is imperative to understand the precursors of creativity, namely, individual and situational triggers of creativity and, most importantly, their interaction. Additionally, to address current discussions among creativity researchers and practitioners, this symposium explores whether creativity may be unethical or create conflict for employees.

New perspectives/ contributions

The studies in the present symposium use multiple methodologies, including experiments (Study 1 and Study 4), a diary survey study (Study 2), and a weekly survey study (Study 3). Together, they reveal that creativity increases when individuals with avoidance motivation work on structured tasks (Study 1), when young employees experience negative emotions or old employees experience positive emotions (Study 2), and when moderately rebellious employees experience high promotion focus or low negative emotions (Study 3). Furthermore, despite popular claims, creativity is not hampered by ethical goals, although ethical outcomes may be hampered by creativity goals (Study 4).

Research implications

Future research is yet to confirm whether these findings are relevant for all phases of creativity (e.g., idea generation, validation and implementation) or the cognitive processes that influence idea generation (e.g., problem definition, identification, recognition or construction).

Practical Implications

Our findings highlight tools organizations may use (task structure, emotions or regulatory focus) to enhance creativity of certain employees (e.g., avoidant, rebellious or old employees).

Presentation 1:

Providing structure to facilitate creativity

Dr. Marieke Roskes, VU University Amsterdam (Presenter)

Purpose

Ironically, although the saying goes that necessity is the mother of invention, generating novel ideas is easier when striving for improvement (approach motivation) rather than striving to avoid failure (avoidance motivation). Providing task structure may reduce anxiety, provide direction, and fit the systematic way of thinking associated with avoidance motivation, and could therefore enhance creativity under avoidance motivation.

Methods

In two experiments, individual differences in approach and avoidance motivation were measured and students wrote intervention proposals about the refugee crisis (study 1, N=100) or food waste (study 2, N=130). All students could prepare their assignment, but only half structured their task by making an outline (study 1) or a mind map (study 2).

Results

Task structure led to higher grades in both studies, specifically for originality of the proposals, and especially for students higher in avoidance motivation.

Limitations

First, of the many ways to structure tasks, two were assessed, leaving questions open regarding what characterizes effective structure. Second, future research should test whether generalization to situationally induced avoidance motivation.

Implications

For people with a strong avoidance motivation, and potentially also in avoidance motivation evoking (e.g., threatening) situations, it is useful to structure creative tasks.

Originality/Value

The popular notion is that creativity requires uninhibited thinking, and is obstructed by external constraints and structure. However, when applied correctly, structure improves creativity. For people high in avoidance motivation creative tasks are out of character, stressful, and difficult. Task structure reduces these hindrances and liberates people high in avoidance motivation to think creatively.

Presentation 2:

Daily affective experiences and daily creativity: The moderating role of age

Judith Volmer, Otto-Friedrich University of Bamberg (Presenter)

Purpose

Creativity and innovation are crucial for organizational performance, growth, and survival. In today's workforce, we observe a rapid increase in employees' average age. Existing research has emphasized the role of affect for creativity, yet findings have been mixed. Drawing on age-related changes in affective experiences, we suggest that employee age might explain discrepant findings.

Design

We applied a web-based diary study over five consecutive working days (Monday to Friday) of a typical working week from various companies in Germany ($N = 116$ employees).

Results

In line with our assumptions, results from hierarchical linear modeling revealed differential effects with respect to the affect-creativity association. Whereas older employees were most creative on days with a high level of positive affect, younger employees were most creative on days with a high level of negative affect, also when controlling for the general level of positive and negative affect and perceived time-pressure. Finally, explorative tests of curvilinear age effects revealed no significant results.

Limitations

First, our study focused on high-activated affect. Second, further aspects of the social environment (e.g., leadership styles) should be considered in future research.

Research/Practical Implications

Our findings highlight the beneficial impact of positive affect at work on creativity. At the same time, organizations should provide a positive, creativity enhancing environment.

Originality/Value

Our study expands previous research on the affect-creativity link by showing differential effects in the association between daily affective experiences and creativity, depending on employees' age.

Presentation 3:

The creative rebel: A weekly survey study among employees

Paraskevas Petrou, Erasmus University Rotterdam (Presenter)

Dimitri van der Linden, Erasmus University Rotterdam

Charalampos Mainemelis, ALBA Graduate Business School

Oana Catalina Salcescu, Erasmus University Rotterdam

Purpose

Although literature implies that rebelliousness can be a precursor of creative behavior, this assumption has rarely been tested. In the present study, we hypothesized that trait-level rebelliousness has an inverted U-shaped relationship with week-level creativity. Additionally, we expected that the effect is pronounced under any of the four following conditions: Individuals (1) strive for success (i.e., high promotion focus), (2) they are not failure-avoidant (i.e., low prevention focus), (3) they display high positive emotions, and (4) low negative emotions.

Design

We conducted a weekly survey study with three measurements among a heterogeneous sample of 156 employees to test our hypotheses and we conducted multilevel analyses with MlwiN to analyse the data.

Results

While we did not find a direct significant nonlinear link between rebelliousness and creativity (i.e., highest levels of creativity at moderate levels of rebelliousness), we did find that such an effect occurs under the conditions of high promotion focus or low negative emotions. Prevention focus and positive emotions did not moderate the link.

Limitations

All variables are self-reported.

Research/practical implications

Organizations and managers should be open to consider moderately rebellious employees as an asset rather than a danger. However, they should make sure that rebelliousness is complemented with the right employee states (i.e., promotion focus and absence of negative emotions).

Originality/value

Our study reveals that moderate rebelliousness is not sufficient by itself to unlock creativity. Instead, we uncover two discrete conditions that amplify the effect: employees are motivated to succeed and they refrain from negativity.

Presentation 4:

Dual Ethical-Creative Goals and Outcomes

Andra F. Toader, University of Konstanz (Presenter)

Purpose

Previous research has uncovered, concerningly, that creative people tend to be more unethical. While this suggests an inherent conflict between creativity and ethics, no research so far has explored the nature of this conflict. By using a dual goal pursuit model of ethics and creativity, we aim to get at the root of this conflict.

Design

An experiment (study 1) and a survey (study 2) were conducted. In study 1, people were assigned ethical goals, creative goals, both or none. In study 2, people had to report on their ethical and creative goals. Cognitive conflict, creativity and ethical behavior were measured.

Results

People with creative goals only experienced the highest amount of conflict and lowest ethical outcomes, supporting previous research. People with dual ethical-creative goals, however, did not experience conflict, and instead had similar creative outcomes as people with creative goals only and higher ethical outcomes.

Limitations

In the experiment, we did not assess actual ethical behavior, but quality of ethical ideas (study 1). The outcomes were self-reported in the survey.

Implications

Our results suggest that creativity and ethics may actually not conflict, but conflict may be inherent to the creative personality. Ethical goals seem to curb this effect of creative personality, thereby having a high practical relevance.

Originality

This is the first study that explored the implicit conflict between creativity and ethics.

922 - ACADEMIC CAREERS

Chair: Simone Kauffeld, TU Braunschweig

Discussant: Beatrice van der Heijden, Radboud Universiteit Nijmegen

State of the Art

With this symposium, we aim to shed light on careers in academia. Academia is a highly competitive, insecure and unstable environment. There is little importance of organizational boundaries and a strong focus on protean aspects. Researchers often work on temporary, part-time contracts and their career paths are less predictable than the ones in other sectors. Therefore, we think that the academic context offers a well-suited background to discuss career goals, and resources required for a successful career.

New Perspectives/Contributions

This symposium brings together a series of empirical studies that address challenges within academic careers, career goals of academics, and important resources in the light of career success. A common core of the papers is a focus on academia and careers, including a resource perspective.

Research/Practical Implications

The presented papers help to sharpen our understanding of career goals in academia and resources needed in the light of successful careers and coping with demands (e.g., career insecurity). The studies offer advice on career interventions and career counselling.

Career goal profiles of PhD students and doctorate holders – A latent profile approach

Ruth Noppeney, Anna M. Stertz & Bettina S. Wiese

RWTH Aachen University, Germany

Purpose

PhD students and doctorate holders have multiple career options that include the academic track but also careers in non-academic fields. For a better understanding of career decisions of this group of highly educated scholars and by adapting ideas from the sociology of professions, this study looks at the career goals from a person-oriented perspective.

Design/Methodology/Approach/Intervention

Using Latent Profile Analysis, we investigated different career goal profiles. The sample consisted of N = 2038 doctoral students and doctorate holders from the STEM fields (60.2% men). Participants were asked to indicate to what extent they aspired to each of the following five career goals: professorship, management position, entrepreneurship, other research activities, other career positions within industry (each to be rated on a six-point scale).

Results

A four-class-solution obtained the best model fit: Profile 1 is characterized by low interest in all five career goals, Profile 2 by high interest in all goals, Profile 3 by high interest in both professorship and other researcher positions, and Profile 4 by high interest in management positions and entrepreneurship.

Limitations

We solely considered participants from the STEM fields.

Research/Practical Implications

The existence of multiple career goals has to be considered when investigating predictors of career decisions. Striving for multiple career goals should also be paid attention to in career counselling.

Originality/Value

This study draws a more complete picture of the representation of career goals. Discovering goal profiles offers a better understanding of individual's career development.

Applying the job demands-resources theory: A longitudinal study in academia

Nora Nixon¹, Daniel Spurk² & Simone Kauffeld¹

TU Braunschweig, Germany¹

University of Bern, Switzerland²

Purpose

Job demands-resources theory majorly influenced research over the last decades. Following Bakker and Demerouti (2018), we build a model of resources (e.g., autonomy), demands (e.g., insecurity), motivation (e.g., work engagement), strain (e.g., irritation), and performance (e.g., creativity) fitting to the demands and resources relevant in academia.

Design/Methodology/Approach/Intervention

We test our model with a sample of academics ($N = 1062$) in a longitudinal design over three years. According to theory, we analyze direct and indirect paths from resources and demands to performance over strain and motivation.

Results

We found support for the indirect effect model on the motivation-performance link, but not for the strain-performance link. The resources, autonomy and optimism, were significant predictors of work engagement, which in turn, was a significant predictor of creativity. Work-family conflict, but not insecurity, is significantly positive related to irritation, and irritation is not significantly related to creativity.

Limitations

The sample consists of German researchers only; therefore, it is limited to the field of academia with highly educated people. Only a few selected demands and resources were added in the model.

Research/Practical Implications

We found support for the resources-motivation-performance link – a possible buffering effect of these paths on the strain-link could be analyzed in the future.

Originality/Value

To our knowledge, we are the first to apply a comprehensive model of the job demands-resources theory to the context of academia. We used a longitudinal design over three measurements and included a set of resources and demands important in the field of careers and academia.

The interplay of career insecurity and self-management: A longitudinal study

Aida Alisic, Christian L. Burk & Bettina S. Wiese

RWTH Aachen University, Germany

Purpose

Academic careers are characterized by high levels of uncertainty. Therefore, successfully dealing with career insecurity is a central developmental demand for young scholars. Building on the social cognitive theory of self-regulation (SCT; Bandura, 1991) and the conservation of

resources theory (COR; Hobfoll, 1989, 2001), the present study investigates the longitudinal relationships between self-management and perceived career insecurity.

Design/Methodology/Approach/Intervention

We collected questionnaire data (online survey) at six measurement points (with six months intervals) from a sample of 3091 PhD students and PhD holders from the STEM-fields, and used random intercept cross-lagged panel modeling (RI-CLPM; Hamaker, Kuiper, & Grasman, 2015) for data analysis.

Results

Self-management and career insecurity were found to be negatively correlated at the between-person level. At the within-person level, all time-lagged effects from self-management to career insecurity as well as all from career insecurity to self-management reached significance.

Limitations

The sample was limited to highly educated respondents from the STEM fields.

Research/Practical Implications

Results are in line with the idea of gain and loss spirals that are central to the COR theory and SCT. More attention should be paid to interventions (e.g., coaching, training) that support the development of self-management skills.

Originality/Value

We implemented a longitudinal design with six measurement points and a large sample size. Methodologically, with using RI-CLPM (Hamaker et al., 2015), the study builds on a new development in cross-lagged modeling.

Social Capital as Predictor of Objective Career Success in Academia

Luisa Barthauer & Simone Kauffeld

TU Braunschweig, Germany

Purpose

According to the social capital of career success theory, an individual's social network is crucial for achieving career success. Within this study, we assessed whether social capital in the form

of structural aspects (e.g., density), social resources (e.g., contacts in other functions), and network benefits (e.g., career support) within developmental networks is predictive of objective career success in academia (i.e., research funding, the number of publications).

Design/Methodology/Approach/Intervention

The sample consists of 278 German researchers in their PhD and postdoc phase within versatile research fields. The proposed model was verified by means of a time-lagged mediation analysis with the Hayes macro in SPSS 24.00.

Results

The results suggest that weak ties (i.e., density) are predictive of objective career success in academia (i.e., number of publications and grants) two years later and that this relationship is mediated by the number of contacts into other functions than the own and the amount of career support received from this social network.

Limitations

The study is limited in its generalizability due to a German sample.

Research/Practical Implications

For being objectively successful in academia, the study suggests that researchers should have a dispersed network and to be connected to other researchers in other functions than their own.

Originality/Value

We assess the composition of researchers' social networks and indicate how they can foster a career in academia.

Positive psychological capital – a key to career success in academia?

Philipp Kaucher¹, Daniel Spurk² & Simone Kauffeld¹

TU Braunschweig, Germany¹

University of Bern, Switzerland²

Purpose

Positive Psychological Capital (PsyCap; Luthans & Youssef, 2004) was neglected in the context of career success research. Therefore, the aim of the current study is to examine the effect of PsyCap on subjective and objective career success as well as the mechanisms that lead to this

effect. PsyCap is defined as an individual's positive psychological state of development linking self-efficacy, hope, optimism, and resilience to a higher order construct (Luthans et al., 2007). Applying conservation of resources theory, we argue that personal key resources, like stable traits (e.g., PsyCap), lead to the facilitation, obstruction, and development of other career resources (e.g., career planning, networking) and, hence, to career success.

Design/Methodology/Approach/Intervention

We tested our hypotheses with a sample of $N = 1100$ academic scientists that filled in an online survey three times with an interval of about a year.

Results

Results suggest a positive effect of PsyCap on subjective and objective career success that is stronger for subjective career success. We found support for our mediation model: The effect of PsyCap on career success was mediated by career related resource management behaviors (e.g., career planning and networking).

Limitations

The results should be carefully interpreted outside the sample that is scientists in Germany.

Research/Practical Implications

The presented results can be fruitful for applying PsyCap training or interventions to foster career success.

Originality/Value

We combine positive psychology and conservation of resources theory within the context of academic careers using structural equation modeling with longitudinal data.

927 - MANAGING MENTAL ILLNESS AND PROMOTING GOOD MENTAL HEALTH IN THE WORKPLACE.

Proponents: Sheena Johnson¹ and Laurent M. Lapierre².

¹Alliance Manchester Business School, University of Manchester, UK.

²Telfer School of Management, University of Ottawa, Canada.

State of the Art: Remarkably little is understood about poor mental health in the workplace in terms of how best to support the mental health challenges of employees. This is surprising given the estimates of high costs related to mental health for both organisations and employees. Supporting individuals facing mental health challenges can help to reduce such costs but greater understanding of how best to implement support is needed.

New Perspectives/Contributions: This symposium presents 5 studies investigating different aspects of mental health research, with a focus on workplace support. Presentations will cover: understanding the disclosure of mental health challenges at work; the impact of Mental Health First Aid; understanding context in effective stress management interventions; poor psychological health and the development of practical guidance for improved wellbeing in the veterinary profession; mental health effects on bystanders who witness workplace bullying and their support needs.

Following the presentations a panel Q & A session with audience members will allow wider discussion of mental health support research and initiatives.

Research/Practical Implications: Understanding and improving workplace support for poor mental health is important for organisations and yet there is a lack of research available to reliably inform support decision making. This symposium collates a range of research studies into mental ill health and investigates ways in which support for mental health challenges can be best implemented.

Title: An Exploration of Why and How Employees Disclose Having a Mental Illness

Author and affiliation: Laurent M. Lapierre¹, Sheena Johnson², Silvia Bonaccio¹, Jane O'Reilly¹, Ivy Bourgeault¹, Magda Donia¹, Yanhong Li¹.

¹Telfer School of Management, University of Ottawa, Canada.

²Alliance Manchester Business School, University of Manchester, UK.

Purpose: Employed individuals living with a mental health challenge, particularly one relating to anxiety, depression, and/or substance abuse, is of increasing concern. Disclosing mental health struggles, especially to one's immediate manager, is important for receiving support and accommodations that could reduce or prevent significant costs stemming from reduced

productivity, absences, and turnover. Many employees refrain from disclosing, and thus avoid seeking help, primarily due to the fear of stigmatization, shunning, or retaliation. Understanding disclosure decision making is important to encourage disclosure. This study explores possible antecedents and manifestations of disclosing one's mental illness at work.

Design/Method: Open-ended interviews conducted with employed individuals from a variety of occupations/organizations in Canada and the UK who are currently experiencing or have recently experienced a mental health struggle.

Results: Interviews will be completed by December, 2018. Meaningful themes will be extracted for presentation at the conference.

Limitations: Inductive/exploratory results can only point toward theoretical possibilities, not generalizable truths.

Implications: After being tested deductively/quantitatively, theoretical insights gained from this work will ultimately help managers to foster more supportive work settings where employees feel more comfortable disclosing their mental health struggles and actually receive needed support after doing so.

Originality/Value: There is limited understanding of the disclosure decision-making process. This study is the first stage of a wider research project investigating mental health disclosure in the workplace.

Title: An investigation into individual and organisational impacts of Mental Health First Aid (MHFA) initiatives in a Media Organisation.

Author and affiliation: Susannah Robertson-Hart & Sheena Johnson, Alliance Manchester Business School, University of Manchester, UK.

Purpose: To explore the impact of workplace Mental Health First Aid (MHFA) initiatives on psychological wellbeing of recipients and deliverers of MHFA support. The role of Psychological Capital (PsyCap), Emotional Labour, absence and productivity will be explored.

Method: A mixed-methods two stage study. (1) Interviews, already completed, have explored perceptions of MHFA and informed Stage 2 study design. (2) MHFA training participants will be surveyed before and three months after training. A cross-sectional organisational survey will explore organisation-wide perceptions. Interviews will explore outcomes relating to MHFA support.

Results: Preliminary findings from Stage 1 interviews suggest a positive impact of MHFA on psychological wellbeing with PsyCap and Emotional Labour both relevant factors. Stage 1 and interim stage 2 results will be presented at EAWOP2019.

Limitations: The main limitation of MHFA research relates to the challenges of implementing robust methodology to assess recipients of MHFA support, given its confidential and sensitive nature. This risk is minimised by the access the researcher has to the organisation.

Implications: The research provides unique insights and is directly relevant to employers using MHFA as a workplace mental health strategy.

Originality/Value: Very little is currently known about the impact of MHFA on psychological wellbeing. This research will be the first study to explore the impact of MHFA in a large, international organisation.

Title: Unlocking the “Black Box”: An Investigation of Contextual Variables Influencing the Effectiveness of Stress Management Interventions

Author and affiliation: Lina Siegl, PhD Student, The University of Manchester

Purpose: Finding ways to Improve employee mental health and engagement is a common goal of many academics, practitioners and organisations alike, however, studies are showing inconsistent effects of Stress Management Interventions (SMIs). This study examines the extent to which two contextual variables, in form of Psychosocial Safety Climate (PSC) and Job Insecurity (JI) may influence the effectiveness of SMIs in improving both employee well-being and work engagement.

Design/Method: A cross-sectional research design was utilised comprising of an online survey completed by 204 employees of a large engineering firm in the UK.

Results: PSC significantly moderated the relationship between implemented SMIs and employee well-being so that the positive relationship was stronger under high PSC conditions. When PSC was low, SMIs were not effective in improving employee well-being. No significant moderating effect of JI was found.

Limitations: The absence of baseline data, the cross-sectional design and the focus on a single-level of analysis prevented a more rigorous evaluation of the effectiveness of the implemented SMIs and the influence of the contextual variables.

Implications: Creating a high PSC environment may lay the foundation for SMIs to achieve more consistent positive effects. Additionally, implementing SMIs could have positive effects on employee outcomes even during times of restructuring.

Originality/Value: The first empirical examination of the influence PSC and JI can have on the effectiveness of SMIs.

Title: Psychological Health and Wellbeing in Veterinary Surgeons

Author and affiliation: Elinor O'Connor, Sheena Johnson and David Hughes.

Alliance Manchester Business School, University of Manchester, UK

Purpose: Evidence of elevated suicide rates among veterinarians (e.g. Platt et al, 2010) is a matter of concern for the veterinary profession. Occupational stress has been suggested as a factor in veterinarians' poor psychological health (e.g. Bartram and Baldwin, 2010), but research evidence regarding stressors in veterinary work is limited, hindering identification of appropriate stress management interventions for veterinarians.

Methodology: An interview study was conducted with 18 UK-based veterinarians to explore their experience of work stressors. Data were analysed inductively using thematic analysis.

Results: Principal stressors identified included work-life balance, interaction with animal owners, staff management, and aspects of animal euthanasia. High perfectionism was apparent among some participants. Critical self-evaluation is a component of perfectionism associated with psychological distress and suicidality (O'Connor, 2007), and might also lead to greater strain in the face of work-related stressors, particularly those that reinforce self-criticism, such as client complaints.

Limitations: Shonfeld and Farrell (2010) highlight the benefits of qualitative methods in stress research, but qualitative studies have recognised limitations. A quantitative, longitudinal study is being undertaken to examine the relationship between stressors and strain in veterinary work, including the role of individual differences in perfectionism. Initial results of the study will be presented.

Research/Practical Implications: The research underpins a project being undertaken with the UK veterinary profession to develop practical guidance for veterinary workplaces on enhancing wellbeing and managing stress at work.

Originality/Value: The research contributes to understanding of stress in veterinary work and to identification of stress management initiatives for the profession.

Title: Mass effect: A review of mental health effects of workplace bullying bystanders

Author and affiliation: Kara Ng, Alliance Manchester Business School, University of Manchester.

Purpose: Although workplace bullying occurs in social contexts, researchers have tended to ignore the experiences of bystanders. Past studies suggest that workplace bullying bystanders can experience negative psychological outcomes. Consequently, it is important to consider and deepen our understanding of those not directly involved in bullying. This review examines existing literature on the mental health effects of these individuals.

Design: A review of key online search databases was conducted, supplemented by additional manual searches of reference lists.

Results: Preliminary results suggest that bystander exposure to workplace bullying is associated with detrimental outcomes similar to those experienced by victims, such as depression, stress, or burnout. It may also be important to understand bystanders who are *not* affected and who can act destructively.

Limitations: This review focused on English language studies since 1990. Thus, certain bodies of literature may have been excluded. Different keywords or review questions may have yielded different results.

Implications: Findings highlight the need to view workplace bullying as a social phenomenon. It is important to treat bullying holistically and acknowledge that those outside of the dyad may also suffer. This review can help academics and practitioners to better understand the bystanders in workplace bullying, as well as provide directions for future research.

Value: Research on bystanders is small relative to workplace bullying literature. This review goes beyond the 'epicentre' of the bullying dyad and acknowledges the consequences of being a bystander.

946 - IMPLICIT MOTIVES IN I/O: NEW FINDINGS AND PRACTICAL APPLICATIONS

J. Malte Runge and Jonas W.B. Lang
Ghent University

Discussant: Tanja Bipp (University of Würzburg)

State of the Art

Implicit motives are typically described as stable preferences for classes of affectively charged incentives such as need for achievement, power, or affiliation. They are commonly measured through indirect means because they are not accessible through introspection. Researchers have long been interested to study the effect of implicit motives on people's work life and found that implicit motives predict task and contextual performance (Lang, Zettler, Ewen, & Hüsleger, 2012), career success (Spangler, 1992; Winter et al., 1998), entrepreneurial success (Rauch & Frese, 2007; Wainer & Rubin, 1969), and Counterproductive Work Behavior (CWB; James et al. 2005).

New Perspectives/Contributions

All four presentations contribute to the understanding of implicit motives as individual differences that cover central motivational aspects of employees in organizations. The first paper (Galić, Ružočić, & Restubog) predicts CWB with an interaction effect between the implicit motive to aggress and machiavellism. The second paper (Runge & Lang) shows incremental validity of implicit motives above explicit personality measures in the prediction of CWB. The third paper (Brueckner, Lang, & Bosak) studies gender differences in CEO implicit motives. The fourth paper (Van Cauwenberghe & Velghe) presents the application of an implicit motive measure in a personal selection process including test development, practical implementation of the test procedure, and empirical evaluation of reliability and validity.

Research/Practical Implications

Overall, this symposium presents new findings in implicit motive research in I/O expanding existing literature on employee CWB, CEO motivation, and performance. Additionally to those theoretical contributions, the symposium has a high value for practitioners who are interested in implementing implicit motives in personnel selection.

Integrating implicit and explicit personality: Machiavellianism channels implicit aggressiveness into deviant workplace behavior.

Zvonimir Galic (University of Zagreb), Mitja Ružočić (University of Zagreb), and Simon Restubog (University of Illinois)

Purpose

Guided by the channeling hypothesis (Winter et al., 1998) which postulates that wishes, desires and goals that stem from implicit personality are directed in behavior through explicit personality traits, we examined the interactive effects of implicit aggressiveness (IA) and Machiavellianism (Mach) on workplace deviance (WD).

Design/Methodology/Approach/Intervention

We conducted two studies on samples of Croatian employees in which IA was captured by the Conditional Reasoning Test for Aggression (CRT-A) whereas Mach was assessed with questionnaires. In Study 1, we asked a sample of employees ($n = 286$) to complete the CRT-A and a Mach scale, and collected ratings of WD from their co-workers. In Study 2, another sample ($n = 187$) completed the CRT-A, another Mach scale, and self-reported about WD. Additionally, in Study 2, we collected self-reports about inclinations toward moral disengagement.

Results

The results from both studies showed a significant interaction between IA and Mach: the effect of IA on WD was stronger for participants higher on Mach. A moderated mediation analysis indicated that employees who are high both on IA and Mach might be especially inclined to WD due to their readiness to morally disengage from undesirable behavior.

Limitations

Both studies were conducted in a specific cultural context.

Research/Practical Implications

Our findings indicate a value of considering both explicit and implicit personality aspects to better understand/predict WD.

Originality/Value

Our study is among the few that explored the interplay between implicit and explicit personality in determining workplace behavior.

Counterproductive Work Behavior: Do Implicit Motives Have Incremental Validity Beyond Explicit Traits?

J. Malte Runge and Jonas W. B. Lang (Ghent University)

Purpose

I/O psychologists have long been interested in understanding the individual difference correlates of employee counterproductive workplace behavior (CWB). Existing research has,

amongst others, studied explicit personality traits (e.g. Five Factor Model) as antecedents of CWB. The goal of the present presentations is to extend this research for implicit personality and study whether the implicit achievement, power, and affiliation motive contribute to the prediction of CWB above explicit personality traits.

Design/Methodology/Approach/Intervention

We report two studies with employee samples. The first study ($N=263$) is a reanalysis of an earlier sample (Lang, Zettler, Ewen, & Hüscher, 2012). In this study, explicit personality traits were measured with the Big Five Inventory, and the three implicit motives with the Operant Motive Test (OMT). CWB was self-rated using the scale from Bennet and Robinson (2000). The second study ($N=121$) extends the first study by using supervisor ratings instead of self-ratings (Berry, Carpenter, & Barratt, 2012) and the HEXACO personality inventory to control for honesty-humility.

Results

Results revealed that implicit motives had significant incremental validity in both Study 1 ($\Delta R^2=.03$, $p<0.01$) and Study 2 ($\Delta R^2=.08$, $p=0.03$). In Study 1, this incremental validity resulted from a significant effect of affiliation motivation. In Study 2, both affiliation and power motivation had a significant effect on CWB.

Limitations

Both studies use a cross-sectional design.

Research/Practical Implications

Implicit motives may be useful in applied and research contexts to prevent and predict CWB.

Originality/Value

We study the role of implicit motives as a buffer for employee CWB.

Implicit Motives in the Upper Echelons: Gender Differences in CEOs' Expression of Power and Affiliation Motivation

Julie Brueckner (Dublin City University), Jonas W.B. Lang (Ghent University), and Janine Bosak (Dublin City University)

Purpose

The present research aims to advance the understanding of how gender relates to CEOs' expression of implicit achievement, power, and affiliation motives.

Design/Methodology

The study samples 45 male and 45 female CEOs sourced from the ExecuComp database. CEOs were matched using a propensity score method. Archival materials were collected to measure motives by means of Winter's (1994) manual for scoring motive imagery in a blind triple-coding process with trained raters.

Results

T-tests revealed that in the present sample male CEOs express a higher need for power than female CEOs and female CEOs express a higher need for affiliation. The authors found no gender difference in CEOs' achievement motivation.

Limitations

The underrepresentation of female CEOs in the S&P Index limits the possibility of generating a larger sample.

Research/Practical Implications

Adding empirical evidence of how male and female CEOs express their motivational needs positively contributes to the field of management diagnostics and development and has practical relevance for investor relations.

Originality/Value

This research is the first of its kind to systematically investigate differences in the motives of top-managers in a gender-balanced sample by applying a validated research method in a novel way: Specifically, analyzing CEO letters, one of the most important communication channels in the CEO-shareholder relationship, through a well-established tool for scoring motives in running text (Winter, 1994) allows to study leaders' motives from a distance. Further, the study adds value by addressing inconsistent findings in the literature regarding the extent to which men and women differ in their motivational needs.

Developing an automated implicit motivation test for personnel selection

Marijn Van Cauwenbergh & Cédric Velghe (The VIGOR Unit, Belgium)

Purpose

Despite the widespread application of motivation assessments in the selection context, measures for implicit motivation have seen little use. This is, in part, attributable to the resource intensive manual scoring methods for common implicit motivation measures. We developed a measure for implicit affiliation, achievement, and power motivation based on self-ratings for the selection procedure of a large public employer, using real applicants.

Design/Methodology/Approach/Intervention

In the new test, applicants see 10 pictures. They chose one of four items that describe the scene in the picture best and one that describes it least. The items are directly linked to an implicit motive. We applied the test in a real selection procedure ($n = 452$) and successfully fitted a Thurstonian IRT model (DTM; Lang, 2014) to score the test, evaluate items, and study IRT reliability. Data on predictive validity with supervisor ratings of performance using the relative percentile method (Goffin et al., 2009) are currently being collected.

Results

Results suggest that forced choice scoring of implicit motives using written out stories can be effective.

Limitations

The closed answer format reduces applicants' freedom of response. As a result, the instrument is in between implicit and explicit motives.

Research/Practical Implications

As implicit measures have shown incremental predictive validity over explicit measures (Bing et al., 2007), the development of an automated projective test creates a useful additional tool for personnel selection.

Originality/Value

This study proposes a novel approach for the item development, response-format, and the automated response scoring of a projective test for implicit motives.

948 - UNDERSTANDING THE ROLE OF AGE IN CONTEMPORARY ORGANIZATIONS: ABOUT DIVERSITY, (DIS)SIMILARITY AND CLIMATE

Maria C.W. Peeters^{1,2} and Sonja Rispens²

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State of the art. As a consequence of demographical changes many organizations face a growing age diversity. Similar to gender and cultural diversity, age diversity is a “double-edged sword”: some studies report positive effects on well-being and performance whereas others report negative or no effects.

New perspectives. The effects of age diversity can be better understood if we focus more in-depth on mechanisms explaining the link between age and outcomes. The present symposium addresses this issue by including five studies focussing on the role of (1) age (dis)similarity between employees, and (2) an age supportive climate.

Research. The first contribution by Gamboa and colleagues examines to what extent HRM measures contribute to preventing turnover intention in an age homogenous group of young graduates. In the second contribution, Ellen Peeters and colleagues focus on the effect of age (dis)similarities between employees and supervisors and the effect on self-perceived and supervisor-rated employability. In the third contribution, De Meulenaere and Kunze introduce the concept of age distance to understand the impact of two types of age diversity on firm performance. In the fourth contribution, Maria Peeters and colleagues demonstrate that a positive intergenerational climate in organizations is related to engagement and performance via a mediating role of strengths’ use behavior. Finally, Kilroy and colleagues show that a supportive climate aimed at older workers increases perceived organizational support, which in turn results in higher levels of vitality and dedication. Tinka van Vuuren will moderate an open discussion about how the presented studies advance theory on age diversity and what the possible implications are for organizational practice.

Preventing turnover among overqualified young graduates: The role of human resources management practices for reducing the propensity to leave the job and the company

Juan P. Gamboa¹, Ana Hernández², Carmen Picazo^{1,2}, Inés Tomás², Vicente González-Romá²

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Purpose. Overqualification is a problem not only for young graduates, but also for organizations that, frequently, are afraid overqualified employees will be quitting the job and the organization as soon as they can. This study analyzes whether human resources management (HRM) practices in relation to people flow (e.g. training, development and promotion), employment relationships and performance management contribute to buffering the effects of young graduates' overqualification on their propensity to leave the company and the job.

Methodology. The moderation model was tested in a Spanish sample of 81 recent graduates that had a job. Sample age was relatively homogenous. Overqualification and HRM practices were measured six months after graduation. Propensity to leave the job and the company were measured about three months later.

Results. Overqualification positively predicted the propensity to leave both the company and the job. The three HRM practices negatively predicted the propensity to leave the company. Regarding the moderating effects of HRM practices, the results showed that only HRM practices related to people flow buffered the positive relationship between overqualification and propensity to leave the company. **Limitations.** Generalizability is constrained because graduates came from only one university.

Implications. HRM practices that pay attention to people flow contribute to preventing the propensity to leave organizations of young graduates that are overqualified to some extent.

Originality/Value. This study provides an extended understanding for preventing the negative consequences of overqualification for organizations.

Age and Employability: A Polynomial Test of Age-Related Stereotyping

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Purpose. Literature on (age-related) stereotyping argues that individuals who are more similar, rate each other more positively, which can have consequences for employability. Consequently, to gain more insight, this study focuses on the effect of age (dis)similarities between employees and supervisors, the effect on self-perceived and supervisor-rated employability, and the role of employability competencies also rated by the employee and the supervisor.

Design. The analyses were performed using 203 dyads of employees and their direct supervisor through polynomial regressions and are plotted in three-dimensional graphs.

Findings. The results of this study indicate mainly significantly negative slopes of the similarity and dissimilarity lines with age of the employee and age of the supervisor as independent variables, with different types (internal, external, qualitative, quantitative) of self- and other-rated perceived employability as dependent variables. With regard to the distinguished employability competencies, age did not have any relationship with occupational expertise, but we did find effects of (dis)similarity slopes and curvatures for anticipation and optimization, corporate sense, balance, and personal flexibility.

Conclusion and originality. The results indicate similarity and dissimilarity effects, mainly in the light of personal flexibility as ranked by the supervisor, but also for other indicators of employability. In sum, the effect of age on employability may be explained by age-related stereotyping and needs further in-depth studies.

How an inclusive age climate at work relates to well-being and performance: The mediating role of strengths' use behavior

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Purpose. Several societal and demographical trends reinforce a development towards a more age-diverse workplace. In some workplaces, as many as four generations of adults can be found working together. For organizations it is important to know how they can foster positive consequences of the increasing prevalence of age diversity. In this study we test the assumption that an inclusive intergenerational climate in organizations will contribute to well-being and performance. Moreover, based on the information/decision-making perspective on diversity, we hypothesize that these relationships will be mediated by strengths' use behavior.

Methodology. Three different Dutch samples have been used to test our hypotheses building upon cross-sectional designs. For measuring the intergenerational climate in an organization, we translated and adapted The Workplace Intergenerational Climate Scale (WICS) of King and Bryant (2016) for use in the Dutch work context.

Results. The results confirm our hypothesis that a positive perception of the intergenerational climate in organizations is related to higher scores on engagement (being an important indicator of well-being) and performance (i.e. innovative behavior and extra-role behavior). Also, we found empirical support for the mediating role of strengths' use behavior.

Limitations. Cross-sectional design and self-reports only.

Practical Implications. The study shows that it is important for supervisors and/or HRM practitioners to invest in an age-inclusive climate in organizations/teams.

Originality. It is the first time that the WICS is used in a non-English speaking country and that the potentials of strengths' use behavior are illustrated as a consequence of a positive age diversity climate.

Engaging Older Workers; the Role of a Supportive Climate

Steven Kilroy¹, Dorien Kooij¹ and Karina Van de Voorde¹

¹Tilburg University, The Netherlands

Purpose. This study argues that a supportive climate specifically aimed at older workers will increase their perceived organizational support, which in turn will result in higher levels of vitality ('can work longer') and dedication ('want to work longer').

Design/Methodology/Approach/Intervention. A longitudinal multi-level study was employed among Dutch university employees. 281 older employees (> 45) nested within 52 work units participated.

Results. Multi-level results revealed, while controlling for prior organizational support, vitality and dedication at T1, a positive relationships between a supportive climate for older workers at T2 and vitality and dedication at T2, which are mediated by perceived organizational support at T2.

Limitations. Limitations include not measuring a supportive climate at time 1 and because of the lack of universal cut off points for distinguishing age groups, the choice for this study may not be universally applicable.

Practical Implications. A significant challenge for HR managers is to encourage older workers to remain engaged and active members of the workforce for as long as possible. This study identifies a useful strategy for tackling this issue and explains the process through which it occurs.

Originality. The study offers unique insights of how to engage and retain older workers.

Reflecting on the role of age in contemporary organizations

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Are we giving too much credit to age differences in organizations? Positive effects and negative or no effects of age diversity on well-being and performance are found. The presented studies explain the link between age and outcomes by more in-depth mechanisms as the existence of an age supportive climate and age distance between employees. Can we translate this in practical implications for organizations, or is this too much of a good thing? To stimulate an interactive discussion with the audience several propositions will be made to bring into the discussion.

950 - WORK-FAMILY INTERFACE: GOING THROUGH PROCESSES AND LIFESPAN

Donatienne Desmette (1) and Gabriela Topa (2)

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State of the art: Although research on work-family interface (WFI) has grown over and over the past several decades, some scholars have argued that we still need a better understanding of how and why work-family conflict (WFC, i.e. when experiences in a role interfere with requirements of another role, Greenhaus & Beutell, 1985) and work family-enrichment (WFE, i.e., positive relationships between work outcomes work and family, e.g., Greenhaus & Powell, 2006) may have important implications for well-being, work outcomes and family functioning (McNall *et al.*, 2010). Additionally, work-family interface has rarely been examined from a life course perspective (Allen & Finkelstein, 2014).

New perspective/contribution: In reply to that, using a vast panel of methods, the studies that are presented highlight new explanatory processes for WFC and/or WFE and their consequences, in relation to individual and/or organizational variables. The symposium contributes also to disentangle causal relationships between WFC and work outcomes. Finally, it provides a valuable tool for analyzing WFC in relation to age matter.

Practical implications: Our symposium provides researchers and organizations relevant knowledge and tools about which organizational and individual resources likely can either reduce the negative side of the work-family interface or to reinforce its positive side.

Five papers are presented, in an international perspective. The contribution of the symposium will be envisioned by the discussant before the general discussion is open.

The effects of new technologies on the work-family interface: A comparative study between Italy and France

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Purpose: Recent studies have investigated the effects of the use of new technologies for work purposes during off-work time (Derks *et al.*, 2014); nevertheless, little attention has been dedicated to its determinants so far. In France, the “Loi Travail” regulates the technology-assisted work during off-work time, while in Italy this practice is common but not regulated. The study’s aim is to investigate the mediational role of the frequency of technology use during leisure time between job demands (workload, destructive leadership) and job resources (job autonomy, colleagues support) on the one hand, and work-family conflict (WFC) and enrichment (WFE) on the other, comparing Italy and France.

Design/Methodology/Approach/Intervention: The study involved a convenience sample of 696 workers (Italian=313, French=383) who filled-in a self-report questionnaire. Analyses were conducted through SPSS24 and Mplus7 for the full multi-group structural equation model (MG-SEM).

Results: The MG-SEM [Chi-square(458)=990.30; p<.01; CFI=.91; TLI=.90; RMSEA=.06; SRMR=.06] showed a positive relationship of workload (only in the Italian sample), destructive leadership and autonomy with frequency of technology use, which, in turn, showed a positive relationship with both WFC and WFE, in both samples.

Limitations: Cross-sectional design, the use of a self-report questionnaire and the convenience samples are the main limitations.

Research/Practical Implications: Practical implications should aim at addressing the use of technology during leisure time and its determinants, in both Countries. For Italy, a legislative intervention should be considered.

Originality/Value: This study contributes to the literature on work-life interface analysing the role of new technologies and comparing two Countries with different practices.

Costs and Benefits of Self-Regulated Work: A Diary Study on the Ambivalence of Regulatory Demands

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Purpose: This study aims at assessing the ambivalent nature of regulatory demands by testing simultaneously positive and negative associations with work-home outcomes and uncovering the underlying psychological processes. Specifically, we analysed whether structuring one's work and coordinating work with others, as two types of regulatory demands, are positively associated with both work-to-home conflict and work-to-home enrichment via two distinct serial processes that include cognitive load and reduced psychological detachment on the strain side and learning to organize oneself and cognitive flexibility on the learning side.

Design: Using a diary study with two daily measurement occasions over ten workdays, we collected data from 54 employees of an IT company who provided 334 day-level data entries.

Results: Contrary to our expectations, multilevel serial mediation analyses revealed that the two regulatory demands spark differential rather than ambivalent processes. While structuring one's work is associated with learning to organize oneself, which in turn relates to work-to-home enrichment via cognitive flexibility, coordinating work with others is associated with cognitive load, which in turn relates to work-to-home conflict via reduced psychological detachment.

Limitations: All variables are based on self-reported data.

Research/Practical Implications: These findings suggest that regulatory demands as a whole may be ambivalent, yet their specific components spark either positive (learning) or negative (strain) processes.

Originality/Value: The results highlight the underlying strain and learning processes that link regulatory demands to positive and negative work-home outcomes.

Work investment, HR practices, and justice at work: What lights on the dynamic of work-to-family interface and well-being at work?

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Purpose: Through this research, we investigated four questions focusing on work-to-family conflict and enrichment (WFC/WFE):

1. The mediating role of WFC between organizational justice, perceived organizational support and individual outcomes (job satisfaction, intention to quit, job strain and work engagement)*

2. The causal relationships between WFC/WFE and individual outcomes (job strain and work engagement)**

3. The mediating role of WFC/WFE between high performance work systems and individual outcomes (job strain and work engagement)*

4. The mediating role of work investment between workload, opportunities for development and WFC**

Design: Four quantitative studies based on data from Belgian organizations were conducted (*cross-sectional designs /**longitudinal designs).

Results: We found that fairness, support, opportunities for development and high performance work systems lead workers to perceive lower WFC and/or higher WFE. Workload influences employees' investment, affecting therefore their perception of WFC. By experiencing WFC, workers are less satisfied and think more to leave. Over time, WFC increases workers' stress and reduces their engagement; these states increase in turn WFC (vicious circle). Workers perceiving WFE feel more engaged over time; increasing in turn their perception of WFE (enriching circle).

Limitations: Limitations concern notably the generalizability of the results and the use of self-reported measures.

Practical Implications: This research highlights the importance of promoting fairness, proving support and help when needed, and allowing workers to develop personal resources in order to manage work and family responsibilities.

Originality/value: This research responds to recent recommendations and gaps identified in the work-family literature.

Work-family conflict: the role of occupational future time perspective and coping strategies.

Hélène Henry¹ and Donatienne Desmette¹

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Purpose: As workforce is aging, it is important to understand the consequences of age on balancing work and family demands. On the basis of socio-emotional selectivity theory (Carstensen, 1999), the first study examines effects of occupational future time perspective (OFTP) on work-family conflict (WFC) among older workers. The second study extends these findings among workers of all ages, and analyses coping strategies as a moderator of the relationship between OFTP and WFC.

Methodology: Using a cross-lagged panel design, data from Study 1 were provided online by 362 workers from the UK (61% of women, mean age = 52.3 years, SD = 5.4). Study 2 used cross-sectional data from 303 Belgian employees (51.8% of male, mean age = 45.89 years, SD = 10.16). OFTP, WFC and coping strategies were measured with validated scales (e.g., Zacher & Frese, 2009).

Results: Results showed that the dimension "focus on limitations" of OFTP had a positive lagged effect on WFC. In addition, Study 2 demonstrated that proactive coping strategies moderated the relationships between "focus on opportunities" and WFC, such that negative effects were stronger among those highly engaged in proactive coping.

Limitations: Limitations concern the use of self-reported measures.

Research/Practical Implications: Because aging is likely to be related to a limited OFTP, which increases WFC, this study highlights the importance of giving resources to older workers to helping them to extend their OFTP.

Originality/Value: To our knowledge, this study is the first which empirically demonstrates that OFTP contributes to WFC changes over lifespan.

Eldercare-Work conflict Spanish scale: Psychometric properties and effects on late career intentions.

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Purpose: As population ages, the eldercare-work conflict (EWC) increases, along with its detrimental consequences on caregivers' well-being and on their late career decisions (National Alliance for Caregiving, 2009).

This paper aims, first, to test the psychometric properties of the EWC scale with Spanish population and, second, to explore the sequential mediation of occupational future time perspective (OFTP) dimensions in the relationships between EWC and late career indicators.

Methodology: Two studies were conducted. The first cross-sectional study, with 147 Spanish workers, (23% males, mean age= 40.8 years, SD= 7.5) applied the EWC (Henry & Desmette, 2017) and the Spanish SWING (Romeo et al., 2014). In Study 2, with a panel design (N= 247 Spanish workers, 68% females, mean age = 41.5 years, SD = 11.8), we measured at Time 1 the EWC scale and at Time 2, OFTP, early retirement intentions and motivation to continue working.

Results: Study 1 showed that psychometric properties of the EWC scale Spanish were adequate. Study 2 found that both direct effects of EWC on early retirement intentions and the indirect effects via OFTP (Focus on opportunities) and OFTP (Focus on limitations) were significant. Results for motivations to continue working were not significant.

Limitations: Among others, our findings are based on self-reported measures.

Practical implications: The EWC Scale Spanish seems a valuable instrument assessing a phenomenon that can have a medium and long-term impact in late careers of workers.

Value: This paper continues exploring the complex relationships between older workers' conditions and their late career choices.

General discussion

Marco Depolo, University of Bologna, Department of Psychology.

The general contribution of the symposium will be envisioned in relation to each presentation before the general discussion is open.

972 - THE BURNOUT ASSESSMENT TOOL (BAT) SYMPOSIUM 2 – EXPLORING THE NOMOLOGICAL NETWORK OF A NEW INTERNATIONAL BURNOUT MEASURE

Chair: Hans De Witte ^{1,2}

Co-Chair: Wilmar Schaufeli^{1,3}

Discussant: Arnold Bakker ⁴

¹ KU Leuven – Leuven, Belgium

² Optentia Research Focus Area – Vanderbijlpark, South Africa

³ Utrecht University – Utrecht, the Netherlands

⁴ Erasmus University Rotterdam, the Netherlands

State of the Art. This symposium is the second symposium on the Burnout Assessment Tool (BAT), a new instrument to assess burnout. The BAT was developed in response to the conceptual, psychometric and practical problems with the Maslach Burnout Inventory (MBI), which is dominantly used to measure burnout. In the first symposium the conceptualization of the BAT was discussed and preliminary findings were presented of an international research consortium that analyzed the psychometric properties of this newly developed questionnaire in a variety of countries. In the BAT, burnout is conceptualized to include four symptom clusters – exhaustion, mental distance, and impaired emotional and cognitive control.

New perspectives. In this second symposium, further evidence is presented on the validity of the Burnout Assessment Tool, and its nomological network is explored. Data from five European countries are used: Belgium, the Netherlands, Finland, Ireland and Poland.

Research. Schaufeli, Witte and Desart first of all analyze data from two countries to test whether a single score can be used. They conclude that the BAT measures a one-dimensional construct that includes four highly related sub dimensions. Hakanen continues by exploring the relative contribution of a variety of job demands, job resources and job crafting behaviours to three versions of the BAT as well as to job boredom and work engagement. He concludes that hindrance demands and workload are the strongest predictors of burnout. Bosak tests (and confirms) the construct validity of the BAT by analyzing its link with perfectionism, and the mediation of that relationship by work-to-non-work interrupting behaviours and boundary control. She thus offers insights into the why and when perfectionism fosters burnout. Finally, Basinska, Gruszczynska and Schaufeli test whether job burnout mediates the relationship between two job demands (work overload and illegitimate tasks) and two kinds of performance (in-role versus extra-role behaviours). The results of the four papers will be discussed by Arnold Bakker.

Conclusion. The results regarding the validity at the BAT are encouraging.

The dimensionality of burnout

Wilmar Schaufeli ^{1,2}, Hans De Witte ^{1,3}, Steffie Desart ¹

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Purpose. The present study investigates the dimensionality of burnout, using the newly developed Burnout Assessment Tool (BAT). The issue whether burnout can be expressed in a single score, or that various independent dimensions should be used has haunted burnout research from the outset.

Methodology. Using two representative samples of the working population from Flanders and The Netherlands of about 1,500 employees each, the dimensionality of the BAT was studied. The BAT consists of four subscales tapping exhaustion, mental distance, and impaired emotional and cognitive control, respectively. Three types of analyses were conducted: (1) explorative and confirmative factor analysis, (2) Rasch analysis, and (3) Latent Class Analysis. These analyses were carried out independently in both samples.

Results. Explorative factor analysis showed that all items load high ($> .70$) on the first unrotated factor. Furthermore the best fit was achieved for a bi-factor confirmatory factor model in which all items load on one single burnout factor, as well as on their respective subscale. Rasch analysis – a method based on Item Response Theory to test the homogeneity of a set of items – confirmed the one-dimensionality of BAT as a measure of burnout. Finally, Latent Class Analyses revealed that a five-class solution best represents the data, whereby respondents are classified in a similar way across all four subscales as (very) high, average, and (very) low on burnout. Only minor differences were found in the results of these analyses between both samples.

Conclusion. This study strongly supports the view that burnout – as assessed with the BAT – should be considered as a one-dimensional construct that includes four aspects that are intimately related. This agrees with the notion of burnout as a syndrome: i.e., a group of symptoms that occur together and characterize a particular condition. The practical implication is that the BAT can be used to assess burnout, for instance in the context of psychosocial risk assessment.

Relative contribution of different job resources, job demands and proactive behaviors to future burnout (BAT), job boredom, and work engagement

Jari Hakanen

Finnish Institute of Occupational Health

Purpose. The aim of this half-longitudinal study was to investigate the relative importance of three organizational job resources (servant leadership, justice, and social capital), four job demands (challenge and hindrance demands, workload and work underload) and four job crafting behaviors (increasing structural and social resources and challenging demands and reducing hindering demands) for the BAT-4, BAT-13 and BAT-23 versions of the newly

developed Burnout Assessment Tool (BAT) and its four sub-dimensions as well as for job boredom and work engagement.

Methodology. An 18-month follow-up study among employees of 34 municipalities ($N=2453$) was conducted. All the predictors were measured at T1 and all the outcomes at T2. Dominance analysis was used to determine the relative contribution of each predictor to each outcome.

Results. Regardless of the BAT instrument, hindrance demands was the strongest and workload the second strongest predictor of burnout. Work underload was the strongest contributor to the mental distance dimension of BAT, job boredom, and work engagement. As regards job crafting strategies, reducing hindering demands contributed most to burnout and job boredom, and increasing challenging demands to work engagement.

Limitations. BAT was only available at T2 and only self-reports were used.

Research/practical implications. This study compares different work characteristics and job crafting strategies and identifies relatively speaking the most important predictors of different types of employee well-being. This knowledge can be used in organizations to enhance employee-well-being.

Originality. A longitudinal design was used to study a new measure of burnout. Dominance analysis is rarely used in work and organizational psychology.

When and why perfectionism and burnout are close friends

Janine Bosak

Business School, Dublin City University

Purpose. Previous research has shown that perfectionism is associated with worry and rumination in relation to work, which may negatively impact work-life balance, health, and wellbeing (Flaxman et al., 2012; Mitchelson, 2009). Perfectionism is one of the personality dispositions that predicts burnout in employees (Taris et al., 2010). Interestingly, despite the prevalence of perfectionism in the work domain, research on perfectionism has paid little attention to employees. To address this gap, this study tested (a) the validity of the new burnout assessment tool (BAT); (b) work-to-non-work interrupting behaviors and boundary control as process variables underlying the link between perfectionism and burnout; and (c) the moderating role of segmentation preferences in the mediated model.

Methodology. The study used cross-sectional survey data from 1011 Irish employees who completed validated measures of burnout, work-to-nonwork interrupting behaviors, boundary control, segmentation preferences and critical perfectionism.

Results. The findings (a) confirmed the construct validity of the BAT for the Irish sample; (b) showed that perfectionism was positively related to work-to-nonwork interrupting behaviors which in turn were negatively associated with boundary control; and (c) found that for

segmenters (but not integrators) work-to-nonwork interrupting behaviors were negatively linked to boundary control.

Limitations. The cross-sectional data do not allow for causal inferences.

Implications. The study provides further insights into the *why* and *when* perfectionism fosters burnout and in doing so, provides ideas for future interventions.

Originality. This is the first study to integrate boundary theory and the Job-Demands-Resources model to understand the processes underlying and conditions for the perfectionism-burnout link.

Job demands and performance: the indirect role of job burnout

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Purpose. The aim of the study is to examine the indirect role of job burnout in the relationship between job demands and performance. Job demands were operationalized by work overload and illegitimate tasks (red type), and job performance by in-role and extra role performance.

Methods. The JD-R Questionnaire (Schaufeli, 2015) and the BAT (Desart, Schaufeli, De Witte, 2017) were used in a cross-sectional design. A group of 293 white-collar workers took part in the survey.

Results. After controlling for work overload, mental distance and loss of cognitive control mediated the relationship between illegitimate tasks and in-role performance. Further, the relationship between illegitimate tasks and extra-role performance was mediated via loss of cognitive control.

Contribution. The new job burnout measurement allows to explain how primary symptoms of job burnout can enhance the health impairment process between job demands and job performance.

977 - JOB INSECURITY SYMPOSIUM 2: ORGANIZATIONAL OUTCOMES

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State of the Art

Research on the consequences of job insecurity (JI) has mostly focused on health and well-being, whereas organizational consequences received lesser attention from scholars. In this symposium, we address this lacuna by focusing on a variety of organizationally relevant outcomes: trust, organizational justice, safety outcomes, and turnover (intentions).

New Perspectives/Contributions

This symposium contains six presentations, covering studies conducted in Europe and the USA. By looking at labour market prosperity Doden et al. introduce a macro-economic level moderator to the relationship between JI and trust in the employer. Lazauskaitė-Zabielskė et al. analyze the longitudinal relationship between qualitative JI and organizational justice, suggesting reversed rather than normal causation. Two papers focus on safety outcomes. Petitta et al. analyze whether economic stress mediates the relationship between emotional contagion at work and safety outcomes. They test these relationships in Italy and the USA. Probst et al. continue this two country comparison by showing that the JI-safety outcomes relationship is mediated by sleep disturbances. The last two papers focus on turnover. Vander Elst et al. examine whether JI predicts voluntary versus involuntary turnover 6 months later, and whether availability of an alternative job in the future plays a role. Finally, Selenko & De Witte investigate whether the JI-turnover intentions relationship is mediated by relative deprivation in a 4 wave study.

Research/Practical Implications

This symposium underlines the importance of JI for organizations, by presenting new findings and explanations of the associations of JI with relevant organizational outcomes.

Job Insecurity in the Face of Attributions:

How the Macroeconomic Context Shapes Employees' Trust in Their Employer

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³ETH Zurich,

Purpose. Job insecurity (JI) rose sharply after the financial crisis in 2008 with about 30% of the European workforce feeling insecure about their jobs. Studies have shown that JI can have a negative impact on employees' trust in their employer. However, meta-analyses demonstrated that the relationship between JI and organizational trust varies in effect sizes, suggesting the role of moderator variables. While most studies focused on moderators at individual levels, factors at the macroeconomic level have largely been neglected. Drawing from attribution theory, we argue that employees respond differently to JI depending on whether the organization is assessed to be responsible for their situation. We hypothesize that the association between JI and organizational trust is weaker for employees in regions with less prosperous market situations. Labor market characteristics may determine whether employees blame their employer for why their job is at risk or whether they attribute their JI to the market situation.

Design/Methodology. We tested our hypotheses in a sample of 4,436 employees nested in 55 macro-regions in Central Europe. To illustrate macroeconomic conditions, we collected data on regional unemployment rates from statistical offices.

Results. The results confirmed our hypotheses that high unemployment rates act as a buffer.

Limitations. Socio-psychological mechanisms (e.g., attribution) have not been explicitly measured.

Research/Practical Implications. Our study helps practitioners and policymakers to better understand how macroeconomic contexts and individual processes are interrelated.

Originality/Value. We highlight the importance of macroeconomic factors when it comes to individual attribution processes as a reaction to JI.

On the Relationship Between Qualitative Job Insecurity and Organizational Justice: Longitudinal Evidence

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Purpose. Perceived organizational justice is usually considered as an organizational antecedent of job security (Lee et al., 2018). Building upon uncertainty management theory (Lind & Van den Bos, 2002), some studies (Wang et al., 2015) show perceived justice to buffer the negative effects of job insecurity on manifold outcomes. Other studies rely on the social exchange framework (Cronan & Mitchell, 2005) and suggest job insecurity to impair employee's fairness perceptions (Bernhard-Oettel et al., 2011). Given the ambiguous role of perceived justice for job insecurity, the current study is aimed at analyzing the relationship between qualitative job insecurity and different types of perceived organizational justice over time.

Design/Methodology. The hypotheses were tested using cross-lagged structural equation modeling based on two-wave data from 126 employees working in a public sector organization.

Results. The results showed that perceptions of organizational justice were related to lower qualitative job insecurity one year later. However, qualitative job insecurity did not have a cross-lagged effect on perceived organizational justice. The same pattern of results was observed for all four types of justice, including distributive, procedural, informational, and interactional.

Limitations. While the longitudinal design is undoubtedly a strength of this study, the results were obtained from one organization only. Therefore, additional evidence is needed to generalize the results.

Research/Practical Implications. Managers and HR practitioners who aim to prevent job insecurity in organizations may consider focusing on individual justice perceptions when planning preventive efforts.

Originality/Value. This study provides an insight into the longitudinal effect of perceived justice on job insecurity.

Emotional Contagion, Economic Stress, and Safety Outcomes:

A Cross-country Study

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Purpose. The world-wide economic instability produced by the financial crisis of 2008 increased employment-related (i.e., job insecurity) and income-related (i.e., financial stress)

economic stressors. The purpose of the current cross-country research was to examine the extent to which emotional contagion of negative and positive emotions at work contributes to increases or decreases in affective job insecurity and financial stress. Moreover, we test whether these economic stressors mediate the relationships between emotional contagion and employee work-related injuries and accident under-reporting.

Method. Using survey data from employees in Italy (N=366) and the USA (N=498), we first assessed measurement invariance across countries and then tested the invariance of the hypothesized conceptual (structural) model.

Results. Results were invariant across countries. Specifically, greater anger contagion levels predicted higher experienced levels of financial stress and affective job insecurity whereas greater joy contagion reduced these economic stressors. Furthermore, financial stress was the primary mediator between emotional contagion and poor safety outcomes.

Limitations. Although results were consistent across two different cultural contexts, these findings could be strengthened by collecting cross-lagged data.

Implications. Employees' concerns about their income (financial stress) may take precedence over their worries regarding job instability (affective job insecurity) in prompting higher injuries and accident under-reporting. Moreover, higher levels of anger contagion among employees are associated with increased financial stress.

Originality. This is the first study to empirically examine how social exchanges of positive/negative emotions (contagion) at work may be related to employee levels of economic-related stress and subsequent accident reporting behaviors and injuries.

The Impact of Job Insecurity on Accidents and Injuries:

A Moderated Mediation with Production Pressure and Sleep Disturbances

Tahira M. Probst¹; Laura Petitta²; Claudio Barbaranelli²; Valerio Ghezzi²; Erica L. Bettac¹

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Purpose. Research has found that job insecurity results in adverse employee safety outcomes. The purpose of the current study was to test whether disturbed sleep accounts for (i.e., mediates) this relationship, as well as if organizational production pressure exacerbates the impact of poor sleep on safety outcomes.

Method. Using survey data from employees in Italy (N=1140) and the USA (N=366), we conducted second-stage moderated mediation analyses in both countries to assess the direct

and indirect (via sleep) effects of job insecurity on safety outcomes, as well as the moderating impact of production pressure.

Results. Results were consistent in both countries. Specifically, job insecurity was significantly associated with increased sleep disturbances in IT and the US ($B=.08$ and $.52$, respectively). Sleep disturbances in turn were significantly and positively associated with accidents ($B=.67$ and 1.36) and injuries ($B=.59$ and 1.20). Finally, production pressure significantly exacerbated the relationship between sleep and accidents ($B=.22$ and $.56$) and injuries ($B=.18$ and $.53$).

Limitations. Although results were consistent across two different cultural contexts, these findings could be strengthened by collecting longitudinal data.

Implications. Impaired sleep appears to fully mediate the impact of job insecurity on adverse safety outcomes. Moreover, the detrimental effects of nighttime sleep disturbances are compounded when employees face high levels of production pressure.

Originality. This is the first study to explore the extent to which impaired sleep accounts for the negative effects of job insecurity on employee accidents and injuries. Moreover, we examine an organizational contextual variable that may further worsen these relationships.

Perceived job insecurity predicting involuntary and voluntary turnover 6 months later

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Purpose. This study aimed to investigate perceived job insecurity (i.e., the threat to lose the current job) in relation to future involuntary (i.e., getting fired) and voluntary turnover (i.e., quitting). We predicted that employees would only quit their job when they were able to find another job.

Methodology. Logistic regression analysis was conducted on a sample of 650 Belgian permanent workers who were surveyed twice six months apart.

Results. First, job insecurity was associated with involuntary turnover within six months. Second, job insecurity predicted future voluntary turnover, however conditional upon the availability of an alternative job six months later.

Limitation. The voluntary turnover variable was based on people's situation at Time 2: did they have an alternative job or not? Future research should also survey specific job offers or other personal arrangements at the time of quitting.

Practical implications. As job-insecure employees might leave the organization when they are actually able to find another job, we encourage managers to set up interventions to reduce feelings of uncertainty, for instance by investing in realistic communication programs.

Value. By linking job insecurity to future involuntary turnover, we showed that feelings of job insecurity concern realistic perceptions of the objective precarious job situation. Further, the relationship between job insecurity and involuntary turnover among individuals with another job six months later might explain the lack of a significant relationship in certain previous studies in which the condition of having an alternative position was not taken into account.

I deserve better than this, I quit!

Relative deprivation as an explanation of turnover in times of job insecurity

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²KU Leuven, Belgium

Purpose. Job insecurity is not something that fits most people's expectation of good employment. Drawing on relative deprivation theory and justice research we argue that job insecurity is likely to violate people's deservingness expectations. These feelings of relative deprivation can motivate people to withdraw from an organisation. In this study we set out to investigate whether (1) job insecurity indeed triggers feelings of relative deprivation and (2) whether this explains turnover intentions.

Methodology. In a longitudinal survey study among 1,000 British adults, qualitative and quantitative job insecurity, perceived relative deprivation as well as turnover intentions were assessed over four measurement waves.

Results. Results at all four time points confirm that the effect of job insecurity (quantitative as well as qualitative) on turnover intentions is mediated by feelings of relative deprivation. Longitudinally, our hypotheses are only partially confirmed; relative deprivation significantly predicted changes in turnover intentions over time, but it was only qualitative job insecurity that predicted it.

Limitations. This is the first study looking on the relationship between job insecurity and relative deprivation, the robustness of the effects still need to be confirmed and explored further.

Research/Practical implications. This study shows that attributions, especially of relative deprivation play an important part in explaining outcomes of job insecurity.

Originality. This is the first study that looks at relative deprivation as an explanatory mechanism in the context of job insecurity and shows that feeling relative deprivation in response to job insecurity will have pervasive effects on a person's intention to quit.

983 - SYMPOSIUM: INCLUSIVE ORGANISATIONAL SOCIALIZATION: PERSPECTIVES ON INTEGRATING AND SUPPORTING NEW EMPLOYEES

Helena Cooper-Thomas⁽¹⁾ - Sasa Batistic⁽²⁾

Auckland University of Technology (AUT), Management Department, Auckland, New Zealand⁽¹⁾ - Tilburg University, Department of Human Resource Studies, Tilburg, Netherlands⁽²⁾

Inclusive organisational socialisation: Perspectives on integrating and supporting new employees

Proponents: Helena D. Cooper-Thomas¹ & Saša Batistic²

Discussant: Helena D. Cooper-Thomas

¹ *Auckland University of Technology, NZ; ² Tilburg University, NL*

State of the Art:

Organisational socialisation is defined as a learning and adjustment process that enables an individual newly entering an organisation (“newcomer”) to assume a given role in a manner that meets both their and the organisation’s needs. Ideally, organisational socialisation enables newcomers to fulfil their potential, finding their work motivating and meaningful, performing well, developing creative ideas and bringing these to fruition as innovations. As work is configured in different ways (e.g., virtual work), and different kinds of workers need to be integrated (e.g., volunteers, resettled refugees), socialisation will need to look and function differently so that these newcomers can become fully contributing organisational members.

New Perspectives/Contributions:

This symposium is wide-ranging in its scope. It includes researchers from the UK, US, the Netherlands, Italy, China, Australia and New Zealand; a range of research types (survey, interview, experimental, theoretical); and a variety of novel types of newcomers are investigated, including low-skilled, volunteers, resettled refugees, and employees working virtually, as well as graduates.

Research/Practical Implications:

Organisations are managing diverse workers, with different work experience, skill levels and working conditions (e.g., voluntary work, virtual work). From a research perspective, it is important to investigate these different types of worker and work conditions to better

understand how to improve organisational socialisation to meet both individual and organisational needs. Practically, each presentation will emphasise how newcomers, organisations, and where possible society, can work towards more inclusive and meaningful newcomer adjustment.

Understanding newcomer role orientation in the workplace: A self-determination theory perspective

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Purpose. Newcomers can be a source of innovation for organisations, bringing fresh perspectives and novel solutions. Thus, in many organisations, it is desirable for newcomers to adopt an innovative (versus custodial) role orientation. Using self-determination theory (SDT), this study investigated how competence (investiture socialisation tactics), autonomy (job autonomy) and relatedness (perceived insider status) predict newcomers' motivation (work engagement) to adopt an innovative role orientation. Specifically, in line with SDT, we propose that autonomy and competence will predominantly predict work engagement, whereas perceived insider status is proposed to have a more distal, moderating role on the relationship of work engagement with innovative role orientation.

Design. Data were collected from 102 Chinese university graduates across two timepoints.

Results. Support was found for the mediating effect of work engagement on the relationship between job autonomy (but not investiture) and innovative role orientation. Further, newcomers' perception of insider status had a significant moderating effect such that the positive relationship between work engagement and innovative role orientation was stronger for those newcomers who do not perceive themselves as insiders in their new organisation.

Limitations. Data are self-report and collected from graduates in China; the results may not generalize.

Practical implications. Given the value of graduate newcomers being innovative, we discuss how organisations can leverage these findings to optimise conditions for innovative role orientation.

Originality. While newcomer role orientation has been a theoretical focus of newcomer research, relatively little empirical research has been conducted, especially on the effects of work context.

Unpacking the Role of Adaptability Components in the Successful Socialisation of Low-Skill Workers in China: An Interactive Framework

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Purpose: The main workforce for many low-skill jobs in China is migrant, young, mostly female, and possesses low levels of education. Despite the fact that many Chinese organisations heavily depend on this group of workers, little is known about the factors that lead to successful organisational socialisation among them. Adopting an interactive framework, this paper examines how trust in the supervisor interacts with, respectively, learning adaptability and interpersonal adaptability, to predict two socialisation outcomes, task performance and innovative work behaviours, among Chinese low-skill workers.

Design/methodology: Questionnaires were completed by 179 Chinese workers performing low-skill jobs.

Results: The trust-performance relationship is significantly moderated by learning adaptability and interpersonal adaptability, such that it is stronger at high levels of learning adaptability and weaker at high levels of interpersonal adaptability. The trust-innovative work behaviours relationship is significantly moderated by interpersonal adaptability, but not learning adaptability, such that it is stronger at high levels of interpersonal adaptability.

Limitations: Self-reported, cross-sectional data were used in this study.

Research/Practical Implications: Adaptability, particularly its interpersonal component, plays an important, yet paradoxical role, in shaping the trust-socialisation outcomes relationships. Organisations employing low-skill workers should not only support supervisors in establishing trustful relationships with them, but also consider, in their recruitment and job design practices, which adaptability components and which socialisation outcomes should be sought for.

Originality/value: This study represents one of the first attempts at examining socialisation outcomes among Chinese low-skill workers, and identified adaptability components as variables that, interestingly, can help and hinder socialisation outcomes.

Towards a more inclusive workplace: Resettled refugee experiences adjusting to work in New Zealand.

Tamsin Dehar¹, Helena D. Cooper-Thomas², Jay Marlowe¹, & Claire Cartwright¹

¹ University of Auckland, NZ; ² Auckland University of Technology, NZ;

Purpose: New Zealand has demonstrated an ongoing commitment to assisting refugees since the Second World War. Employment is a critical factor enabling successful integration into a new society, yet resettled refugees experience more difficulty securing employment than other migrant groups. This study explored the experiences of resettled refugees in New Zealand to identify ways to facilitate their adjustment to work.

Design/Method: Semi-structured, in-depth interviews were conducted with 16 refugee-background adults, 11 men and 5 women, from a range of African, Middle Eastern and Asian countries. An inductive thematic analysis was performed on the qualitative data.

Results: Six main themes were established: Navigating a new landscape; the importance of work; pathways to suitable employment; (re)settling for unemployment and underemployment; newcomer experiences in work; and issues of social policy. Particular attention is paid to newcomer adjustment experiences and how these can provide insight into making workplaces more inclusive.

Limitations: New Zealand is recognised as one of the most accepting countries for refugees in the world, therefore the experiences of resettled refugees in New Zealand may be more positive than those in other countries.

Practical Implications: The outcomes of this research provide guidance for both social policy and employer strategies to maximise resettled refugee work adjustment.

Originality: Limited research has examined resettled refugee adjustment to work. Given the increasing refugee population, it is important to understand resettled refugee perspectives, as such learning can have wide-ranging benefits for such employees, employers, and society at large.

Digitize me – implications of new employees' strategic value for their virtual organizational socialisation

Sasa Batistic¹, Helena D. Cooper-Thomas², Renata Kenda¹

¹ Tilburg University, NL; ² Auckland University of Technology, NZ

Purpose. Virtual work is increasingly pervasive, yet little is known about how newcomers can be socialized effectively into virtual environments in ways that prevent undesired outcomes for the organization and individuals, such as stress or turnover intentions. To explore this issue, we tap into three domains of literature – human resources (HR), organizational

socialisation, and virtuality, in order to provide three key typologies how newcomers can be socialized in a virtual environment.

New Perspectives/Contributions. Drawing on these typologies we provide three contributions. First, we propose an integrative framework linking HR and information communication technology (ICT) to inform the socialisation process and its three major aspects – socialisation tactics, socialisation agents, and newcomer proactive behaviour. Second, we extend the notion that newcomers vary in both their own expectations and needs, and relatedly, their strategic value for the organization. This yields different combinations of virtuality and socialisation type. Last, we focus on the dynamics of socialisation as a process and introduce the idea of intensity.

Research/Practical Implications. Our theoretical framework provides testable propositions for future research, as well as practical suggestions on what organizations could do to socialize newcomers with varying degrees of virtual work.

Originality/Value. In merging three theoretical lenses we provide an integrative approach indicating how virtual newcomers might be socialized more effectively. Moreover, as virtual work becomes a more pervasive phenomenon across all workplaces, it is vital to consider how such workers can be effectively socialized.

Motivating Volunteers: Getting It Right From The Start

Jane X.Y. Chong¹, Marylène Gagné², Patrick D. Dunlop², & Djurre Holtrop¹

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² *The Future of Work Institute, Curtin University, Australia*

Purpose: Retention of volunteers is a pressing issue for many non-profit organisations, yet little is known about the causes of volunteer turnover. Drawing from extant research involving paid employees, which suggests that effective socialisation shapes newcomers' adjustments and long-term commitment, this study aims to distinguish the effects of different newcomer experiences on volunteer retention. Using Self-Determination Theory (SDT), we investigate the effects of different newcomer socialisation tactics on volunteers' retention outcomes through their impact on newcomers' autonomous and controlled motivations (Figure 1).

Design: Partnering with Scouts Australia and using a rolling-recruited sample of adult volunteers, a three-wave longitudinal data collection is underway. Volunteers are surveyed at the 3-, 6-, and 12-month mark of their volunteer journey.

Results: Preliminary results from the first wave suggest different socialisation tactics do indeed affect volunteers' autonomous and controlled motivations, and subsequently their intentions to remain at Scouts. Results from the second wave will also be presented at the symposium.

Limitations: Although socialisation tactics differ across Scouts branches, the data collected are nonetheless drawn from a single organisation and may limit the generalisability of findings.

Implications/Value: A novel, SDT perspective of newcomer socialisation is tested. No research has examined how socialisation practices influence volunteer motivation and retention, something that could help forestall the high rate of turnover in this sector. Practically, this piece of research is valuable for not-for-profit organisations such that it provides evidence-based strategies to facilitate autonomous motivation of volunteers right from the very start of their volunteer journey.

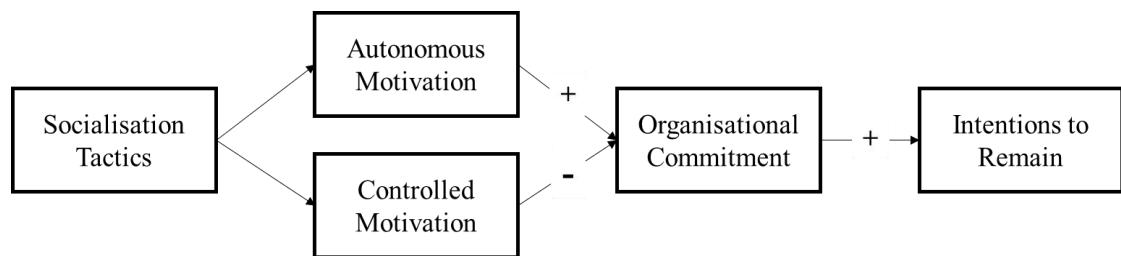


Figure 1. Research model.

The inclusion of uniqueness: The role of need for closure and expertise in the adoption of newcomers' unique ideas in a group

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² *Department of Psychology, University of Pittsburgh, USA*

³ *Department of Psychology, University of Maryland, USA*

Purpose. In workgroups, innovation is often valued for ensuring greater performance (Paulus & Nijstad, 2003). Among others, substantial evidence points to new members as important bringers of innovations (Choi & Levine, 2004). However, not everyone adopts newcomers' ideas. It is likely that individuals with high (vs. low) levels of need for closure (NFC; Kruglanski, 2004), accountable for intolerance of different opinions in the group, are more reluctant to be open to newcomers' innovative ideas. Moreover, when group expertise is high they should "freeze" on the group's ideas, regardless of the newcomer's expertise. Nevertheless, when group expertise is low they are supposed to "seize" on the more expert newcomer's ideas.

Methodology. Three experimental studies were conducted, and data were analyzed through ANOVA.

Results. Study 1 confirmed that in the presence of innovative (vs. not innovative) newcomer's ideas, high (vs. low) NFC individuals are more resistant to ideas proposed. In Study 2, naïve high NFC individuals are convinced to be part of a group in an online game and both freezing and seizing are captured. In Study 3, the seizing effect is present in artificial groups composed of high (not low) NFC members.

Limitations. The research is original and should be replicated by further studies.

Practical Implications. Findings suggest that to encourage the inclusion of newcomers' uniqueness, organizations should consider levels of workers' NFC and expertise.

Originality. This research provides a novel perspective on the important issue of newcomer-induced innovation.

990 - GAME-BASED ASSESSMENT – FACTS AND FICTION

PROPONENTS

Alina Siemsen, Prof. Dr. Tim Warszta, Sarena Bhatia Ph.D., Henrik Jöhnk, Prof. Dr. Katharina Lochner, Prof. Dr. Ulrich Steingen

SUMMARY

Game-based assessment (GBA) continues to be a “hot topic” in both research and practice. One reason why GBA enjoys such popularity is because it claims to overcome some of the issues of “classical” psychometric assessment, such as enjoyment and perceived innovation. Overall, GBA seems to be a promising new development - however, which of the promises do they really hold?

State of the Art

This symposium incorporates both theoretical groundwork and international empirical research on game-based assessments with data gathered in the US and Europe. It takes a critical view on the positive voices that have been published so far.

New perspectives

Overall, this symposium shows that GBAs and their effects on candidates vary a lot. The paper by Warszta & Siemsen describes how individual game design elements have different impacts on candidate’s perception of flow. Bhatia provides empirical evidence for the relationship between flow and gamification for one type of GBA – while the research by Siemsen & Warszta found no differences between other types of GBA and traditional assessments in test performance, attractiveness, fairness and motivation. Finally, the paper by Jöhnk looks at video games that were not originally designed to measure abilities or personality and how they relate to intelligence.

Research/Practical Implications

Most research done on GBA so far has been very positive. However, this symposium shows that results vary depending on what kind of GBA is used. Thus, when doing research on GBA or using in practice, a closer and more specified look is needed.

The Impact of Game Design Elements in Game-Based Assessment

Tim Warszta¹ & Alina Siemsen²

¹West Coast University of Applied Sciences

²cut-e Group

Purpose

This conceptual paper gives an overview on what game elements can be used in Game-based Assessments (GBAs) and how they impact candidates' motivation and feeling of flow. Conclusions on practical applications are drawn and recommendations for research are given.

Approach

Literature on flow theory and motivation (Csikszentmihalyi, 1975; Ryan & Deci, 2000) as well as insights on game design (Sweetser & Wyeth, 2005; Zichermann & Cunningham, 2011) are used to draw conclusions on which specific game elements can be used in an assessment context, and how they impact the candidate's motivation and flow.

Results

Many of the “classical” game elements, such as points, levels, interaction, story and context, badges, and leader boards can have a positive effect on candidates’ motivation and flow. However, they come with limitations when used in personnel selection, as they bear certain risks (i.e., leader boards tell candidates their score and compare them to others, which is a violation of data protection). When used for attraction purposes, the possibilities are close to unlimited.

Limitations

This paper proposes a theoretical approach regarding the motivation potential of game design elements. Empirical evidence needs to follow.

Implications

For academia, this paper opens new research possibilities on the field of GBA. For test developers and organizations, this paper gives insights and recommendation for designing and using GBAs.

Originality

This paper is the first to evaluate specific game elements in the recruitment and selection context, and give recommendations for organizations, developers, and future research.

References

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Getting into the Game: Applicant Reactions to Game-Based Assessments

Sarena Bhatia

Aon Hewitt

Purpose

This study aimed to compare how applicants respond to use of a game-based assessment in comparison to a traditional assessment in a selection context.

Design

This study utilizes a 2 (GBA, traditional selection assessment) by 2 (made an offer, not made an offer) experimental time-lagged design. Participants imagined they were applying to a role and took one of the assessments. The next day, they were emailed either an acceptance or rejection letter.

Results

Those in the GBA condition were significantly more likely to experience higher rates of flow. Taking the GBA was positively related to perceived job-relatedness (when mediated by flow), justice perceptions, perceived person organization fit, organizational attractiveness and positive intentions to accept the offer. Selection decision was a moderator in that those who were made an offer and perceived the assessment to be job relevant had the highest perceptions of justice.

Limitations

The limitations of this study is that it did not use real applicants, and many of the reactions were evaluated through self-report.

Implications

The implications of this work are assessments that induce flow in candidates can garner more positive reactions, and that using GBAs may result in higher justice and fit perceptions than a traditional assessment can yield.

Originality

This study is one of the first to introduce and measure the role flow to the assessment literature, and to shed light on the relationship between GBAs and many important applicant reactions outcomes.

Traditional vs. Gamified Tests – Are They Really Different?

Alina Siemsen¹ & Tim Warszta²

¹cut-e Group

² Westcoast University of Applied Sciences

Purpose

This study aims to provide empirical data to look into (1) if and how different kinds of gamification affects test motivation, flow experience, fairness perceptions and organizational attractiveness, and (2) the equivalence of gamified and non-gamified tests with respect to test performance.

Design

Two independent studies were conducted, each involving one version of a GBA (one had a video story “wrapping” the assessments, and in one the assessments themselves were changed graphically) and the traditional equivalent. In both studies, participants first rated their perception of organizational attractiveness, fairness and test motivation, and were then randomly assigned one out of two conditions: GBA vs. the traditional equivalent. Afterwards, the same variables were collected again.

Results

Two-sample t-tests showed no differences in attractiveness, fairness, motivation, and test performance in neither of the studies.

Limitations

Both studies had a between-subject approach. Thus, participants did not rate the assessments in comparison to each other. Additionally, this was a low stake situation.

Implications

The studies show that those gamification approaches used did not have any effect on any of the variables. This implies that the organizations’ aim of being viewed as more attractive and fairer is not reached. On the other hand, as test performance is not affected, gamification can be used for personnel selection without the downside of risking validity.

Originality

This study is the first to systematically look at different kinds of GBAs and provide valuable insights into how they influence test performance and candidate reactions.

Video Games and Intelligence – Correlations between Playing Different Video Game Genres and Cognitive Abilities

Henrik Jöhnk¹, Katharina Lochner², Ulrich Steingen³

¹cut-e Group

²University of Applied Sciences Europe Iserlohn

Purpose

While playing video games has mostly been connotated negatively in the past, positive effects and associations start to catch the spotlight in modern media psychology (Granic, Lobel & Engels, 2014). The goal of this study is to explore the link between the variety of video game genres with different cognitive abilities.

Methodology

45 people participated in the study. Subjects' average use of different genres of video games was assessed using a self-report questionnaire. Cognitive abilities (inductive logical thinking and ability to concentrate) were measured using validated ability tests.

Results

Correlations between inductive-logical thinking and time spent on video games were $r = .31$ for action games, $r = .31$ for adventure games, and $r = .36$ for strategy games. Additionally, the correlation between the ability to concentrate and average time spent on adventure games was $r = .25$.

Limitations

Due to its cross-sectional design, no interpretations regarding causality are possible. Thus, further research based on the found correlations - using longitudinal/experimental designs – seems necessary.

Research/Practical implications

The study shows a consistent connection between inductive logical thinking and playing video games, tending to support the modern notion of video games demanding and supporting problem solving skills (Prensky, 2012). Playing video games can be used as an indicator for cognitive abilities in selection.

Originality/Value

It is one of the first studies to differentiate between different kinds of video games being played and thus addressing the issue of generalizing video games.

References

- Granic, Lobel & Engels (2014). The Benefits of Playing Video Games. *American Psychologist*, 69(1), 66–78.
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999 - BUILDING MORE EFFECTIVE TEAMS ON EARTH AND BEYOND! TEAMWORK IN SPACE AND SPACE ANALOGUE ENVIRONMENTS

Proponents:

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²*Department of Communication Studies, Northwestern University, Evanston, Illinois, USA*

Discussant:

Ana M. Passos

Business Research Unit, ISCTE- Instituto Universitário de Lisboa, Lisboa, Portugal

State of the Art The prospect of sending humans to Mars in the next decades has lead researchers from a variety of disciplines to work with NASA and ESA. Space teams cannot be studied the regular way since access to space is limited and resource intensive. The unique conditions these teams face require us to use analog environments such as polar stations, submarines or other isolated confined and extreme environments.

New Perspectives/Contributions This symposium aims to uncover the secrets of successful collaboration in space using analogue environments. Based on a literature review and interview study Schmutz et al. built a taxonomy of teamwork in isolated, confined and extreme environments. Rico et al., have examined how task fluctuations modify team coordination processes and team cognitions in fire-fighting teams. Marques-Quinteiro et al. conducted a qualitative field study during an Antarctica summer campaign, to identify the main stressors of teamwork and how the teams adapt to these. Bessone proposes cave expeditions as a space analogue training environment to build astronaut team resilience during exploration of new locations. Finally, DeChurch et al. investigate humans in a spaceflight simulator and provide insight into how team performance changes over time in isolation.

Research/Practical Implications: This symposium combines a variety of studies investigating the unique conditions of teams in space analog environments. Based on the results we can draw valuable conclusions on the drivers of teamwork effectiveness in low-orbit and long duration space missions.

Researching Teams across the Extremeness Continuum:
The Inherent Challenges and Opportunities

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²*Department of Management, Technology and Economics, ETH Zurich, Switzerland*

³*College of Business, Colorado State University, USA*

Purpose: The literature about extreme teams is often scattered across disciplines and published in applied journals specific to the environment. Looking closer at the teams that researchers have considered as extreme suggests that they are highly diverse and the question of comparability arises. Therefore, one of the primary goals of this paper is to provide a framework of extremeness in teams.

Methodology: We will apply an iterative approach leveraging the insights drawn from a literature review as well as interviews with researchers who conducted studies with extreme teams. So, we will be able to provide a picture of what types of extreme teams have been investigated as well as how they have been studied.

Results: Based on preliminary examinations, it is clear that the extreme nature not only makes working in these environments difficult but also researching the phenomenon that make for better teamwork. The common theories in traditional team settings may not be appropriate for extreme teams. Further, the literature revealed that extreme can be seen as a continuum with various dimensions.

Limitations: Data is based on literature review and qualitative data only.

Practical Implications: This study will provide valuable insight into challenges of researching extreme teams and provide a general framework that will allow comparability between various extreme team contexts.

Originality: This two-pronged approach of a literature review and data drawn from qualitative interviews with researchers will allow us to better understand the conducted research in the area of extreme teams thus far.

Coordination and Performance: Unpacking Adaptation on Firefighter Teams

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²*Universidad Complutense de Madrid*

³*Penn State University.*

Purpose: We examine how teams adapt to changes in their task environment. Applying team cognition theories, we reveal how teams actively understand task fluctuations and subsequently modify team coordination processes to obtain team adaptive outcomes. Specifically, we investigate how change challenges the correspondence between team mental models (TMMs) and team situational models (TSMs).

Method: We employed a multi-wave cross-lagged design using two information sources, and gathered data from 58 emergency firefighter teams working in emergencies and natural disasters in South America.

Results: We found the greater the magnitude of change in a team's task, the less the TMM-TSM correspondence. Under such conditions, more explicit coordination processes enabled firefighter teams to effectively perform on field missions. Additionally, procedural rigidity reduced the negative relationship between magnitude of change and TMM-TSM correspondence.

Limitations: Bigger sample desirable.

Practical Implications: We contribute to theory and research on team adaptation and effectiveness, first by providing a finer grained approach to understand team adaptation through coordination processes; and second, by testing the role of procedural rigidity in moderating the relationship between changes and TMM-TSM correspondence. This led us to provide practical guidance to

managers by avoiding the dysfunctional consequences of overly rigid protocols when teams cope with unexpected changes.

Originality: The added value of this work resides in developing a process approach to adaptation characterizing team knowledge structures combined and sequenced through coordination processes. Additionally, we tested the TMM-TSM correspondence logic in teams in the wild; providing a methodological approach to do so.

How Team Adaptation Drives Performance in Antarctica

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⁵*Management Department, College of Business, Colorado State University, USA.*

Purpose: Teams in Antarctica face challenges regular teams never experience. In this research, we aim to understand how Antarctica Science Teams (AST) conduct field research, and how they adapt to maintain and restore team performance during Antarctica campaigns.

Methodology: Using grounded theory, we performed on-site observations in multiple scientific base stations and 23 in-depth semi-structured interviews during the 2017-2018 Antarctica summer campaign. Data collection and preliminary analysis proceeded iteratively, and ongoing data analysis using constant comparison support theory development and refinement.

Results: Preliminary results suggest that during summer campaigns, AST face a variety of stressors that threaten mission success. We first classified critical episodes requiring adaptation. These include sudden and unpredictable weather changes and logistical challenges related to critical equipment failures. During campaigns, AST maintain and restore performance through deliberate team adaptation influenced by: individual factors such as “*keeping a positive mind set*” and “*being patient*,” and collective factors such as “*adapting to multiple stressors by changing between tasks*,” or

“establishing good collaboration with other scientific/logistic teams.” Likewise, social cohesion appears to enable team adaptation.

Limitations: We studied one specific extreme scenario only.

Practical Implications: We demonstrated the factors that contribute to an AST being successful in the changing environments in which they operate – namely, factors that influence team adaptation.

Originality: Antarctica is Earth’s best space analogue environment to learn and predict how individuals perform in out-of-earth locations. Our empirical data collected at multiple Antarctica stations sheds light into how teams adapt to unexpected events in isolated, confined and extreme environments.

Improving Team Resilience by exposure to Modulated, Controlled Stress in Extreme Environments

Loredana Bessone¹

¹*Analogue Training and Exploration Testing Unit, Human and Robotics Exploration Directory, European Space Agency*

Purpose: Whilst the technical challenges of long-duration missions outside low-Earth orbit are being systematically overcome by technology advances, mission success depends on human behavior and performance in extreme, alien and poorly characterized environments. Knowledge of which must be either obtained through space research or extrapolated from human experience on Earth.

Methodology: Caving expeditions have recently been developed as a spaceflight analogue for astronaut training purposes. Integrating realistic scientific exploration and documentation objectives with operational protocols, and modulating the level of stress by mission complexity, level of crew autonomy and mission duration, as well as by injection of controlled unknown situations, it is possible to recreate credible mission scenarios, with realistic crew compositions.

Results: Data collection is ongoing. I anticipate that team resilience can be improved by creating similar opportunities for exercising behavioral competencies in a realistic but unfamiliar environment requiring team collaboration, where the consequences of ineffective teamwork can be both technical and safety related.

Limitations: Small sample size.

Practical Implications: The integration of behavioral competency models with the specific technical and scientific requirements for safety and mission success in extreme environments, and the reinforcement created by enforcing combined technical and behavioral crew centered debriefing, can create a positive loop of enhancing team learning, and augmentation of a correct team mental model and as a consequence of the team resilience.

Originality: This research regards cave expedition activities as a space analogue training environment to develop astronauts' resilience to adversity in unexplored work sites.

Can We Get Along Long Enough to Get to Mars? Team Performance over Time

Leslie DeChurch¹, Lindsay Larson¹, Ilya Gokhman¹, Harrison Wojcik², Suzanne Bell², Noshir Contractor¹

¹*Department of Communication Studies, Northwestern University, Evanston, Illinois, USA*

²*DePaul University, Department of Psychology*

Purpose: The workplaces of the future will involve outer space. The jobs will require high functioning teams living in extreme conditions for extended periods of time. This necessitates precision in understanding team performance as it changes, on multiple facets, over time as team members continue living and working together.

Methodology: Participants were 9, 4-person teams who lived in a NASA space analog for either 30 or 45 days. During this time, crews were exposed to confined living conditions, isolation from loved ones, restricted and bland diets, sustained sleep deprivation, monotony, and high workload. We administered a battery of four team tasks, each reflecting one of McGrath's performance dimensions: generate ideas, choose from among a set of ideas, execute, and negotiate.

Results: Our findings show performance on each of these facets shows different growth trends over time. Execute performance tends to increase and stabilize as crews learn to work together. In contrast, crews are less able to think creatively or to collectively make high quality decisions as time goes on.

Negotiate performance remains relatively stable over time, though we saw substantial variation between crews in their innate ability to negotiate and resolve different member viewpoints.

Limitations: Small sample size.

Practical Implications: Learning how different dimension of team performance change in isolated and confined work environments may help developing effective countermeasures to support teamwork during long duration space missions.

Originality: This study makes one first examination of how team performance changes over time, during extended isolation period missions.

1004 - EMPLOYEE PERCEPTIONS OF HUMAN RESOURCE MANAGEMENT, EMPLOYEE WELL-BEING AND JOB PERFORMANCE

Proponents of the Symposium

Jeske van Beurden, Tilburg University, the Netherlands, Department of Human Resource Studies

Marc van Veldhoven, Tilburg University, the Netherlands, Department of Human Resource Studie

Karina van de Voorde Tilburg University, the Netherlands, Department of Human Resource Studies

Discussion facilitator:

Marc van Veldhoven, Tilburg University, the Netherlands, Department of Human Resource Studies

State of the art

Strategic Human Resource Management literature has started to focus more on the role of employees and employee well-being in the relationship between Human Resource Management policy and practice and performance. In particular, recent research has shown that it is the employee perception of HR practices that influences employee well-being and employees' behavior, rather than the implemented HR practices as rated by managers. This reinforces the need to study better how employees experience HR practices. Despite the growing interest in research on employee HRM perceptions, there is still a limited understanding of what constitutes the employee perception and how (bundles of) perceived HR practices impact employee well-being and performance.

New perspectives/Contributions

Accordingly, by presenting and discussing four studies in this symposium we aim:

- To provide insights in how employee perceptions of HRM are conceptualized and which challenges are identified in measuring employee perceptions of HRM;
- To understand the theoretical processes between (sets of) implemented and perceived HR practices and employee well-being and performance outcomes;

Research/Practical implications

With this symposium, we aspire to contribute to the theoretical and empirical knowledge on (1) the conceptualization of employee perceptions of HRM and on (2) the effect of (sets of) HR practices on employee well-being and performance outcomes. In addition, insights from this symposium can be applied by practitioners to design and implement HRM in such a way that employee well-being and performance can be optimized.

(1) Employee Perceptions of HR Practices: A Critical Review and Proposed Way Forward

Dr. Susanne Beijer
Vrije Universiteit Amsterdam
Department of Management and Organization

Prof. dr. Riccardo Peccei
King's College London
King's Business School

Prof. dr. Marc van Veldhoven
Tilburg University
Department of Human Resource Studies

Prof. dr. Jaap Paauwe
Tilburg University
Department of Human Resource Studies

State of the Art: While initially studies examining HRM-outcome relationships only used management-based ratings of HR practices, arguments have been advanced in favor of using employee-based ratings. To examine this, a systematic analysis of HRM-outcome studies published between 2000-2017 is performed. A total of 211 studies is analyzed, including a subset of 72 studies that made use of employee measures only.

Contributions: Our analysis shows that over time studies have indeed increasingly made use of employees as respondents to measures of HR practices. An in-depth analysis of these measures of perceived HR practices revealed that various problems and issues can be identified when critically reviewing these measures.

Research Implications: It is observed that considerable idiosyncrasy exists in measures of perceived HR practices, coupled with a lack of transparency in how these measures are often reported in existing studies.

Originality: It is shown that a mixture of evaluative and descriptive items is used in measures of HR practices which creates concerns about jingle fallacies in extant research and in turn about the validity of HRM-outcome results. Recommendations are therefore provided to further advance the measurement and conceptualization of this core construct.

(2) A Theoretical Rational for Selecting HR Practices for 'High Performance', 'High Commitment' and 'High Involvement' HRM Systems.

Professor Julian Seymour Gould-Williams
Cardiff University
Business School

State of the Art: The ‘High Performance’ label has been loosely used to describe systems of HR practices that are designed to lead to enhanced performance outcomes. Boxall and Macky (2009) begin to provide clarification in this area by distinguishing between ‘high commitment’ and ‘high involvement’ systems.

Contributions: Here, I extend their analysis by theoretically differentiating between ‘high performance’, ‘high commitment’ and ‘high involvement’ HRM systems. In the main, my approach is based on the well-established dichotomy of ‘hard’ and ‘soft’ approaches to HRM (Storey 1992), with ‘high performance’ systems associated with ‘hard’ approaches, and ‘high commitment’ and ‘high involvement’ systems associated with ‘soft’ approaches. Thereafter, I suggest that AMO theory best describes ‘high performance’ systems, whereas social exchange theory (SET) and self-determination theory (SDT) respectively explaining ‘high commitment’ and ‘high involvement’ systems.

Implications: On this basis, each system is theoretically distinct with the respective HR practices making up each system being selected on the basis of the core outcomes associated with each micro-theory, namely, performance (AMO), mutuality (SET), performance and employee well-being (SDT). Further research is needed to: i) test whether the theoretically-based selection of HR practices are empirically consistent within each system, ii) determine whether the ‘hard’ and ‘soft’ HRM systems are conceptually distinct, and iii) determine if their outcomes are congruent with those of the underpinning theory.

Originality: This paper uses theory in the selection of HR practices to form HR systems. This approach is consistent with micro motivational theories and signaling theory.

(3) The effect of perceived HR Practices on Employee Well-being and Performance: investigating HR practice use and effectiveness ratings

Jeske van Beurden
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Marc van Veldhoven
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Department of Human Resource Studies

Karina van de Voorde
Tilburg University
Department of Human Resource Studies

Purpose: Although SHRM research has progressed in integrating employee perceptions of HR practices, what constitutes the employee perception of HR practices is not entirely clear. One specific angle is to investigate the (mis)match between employees’ use of HR practices and employee HR practices effectiveness ratings, and how this matters for employee outcomes. Drawing on expectancy theory, we expect that employees who use HR practices and rate the practices as effective or who do not use HR practices and would not expect the practice to be

effective (match of expectations and experiences), report higher on well-being and performance compared to employees who either use the practices and rate the HR practice as not effective or who do not use HR practices and expect that the HR practice would have made them more effective (mismatch of expectations and experiences).

Design: Data was collected from 465 employees working in the Netherlands. Employees' use of HR practices, HR effectiveness rating, work engagement, exhaustion, and performance were assessed.

Results: For most HR practices, findings indicate that the 'positive and negative match group' scored significant higher on engagement and performance and lower on exhaustion compared to the mismatch groups.

Limitations: The use of a cross-sectional design and self-report measures.

Implications: Results emphasize the importance of differentiating between HR practice use and effectiveness ratings and how these match.

Originality: This study provides a specific original and useful angle on employee perceptions of HR practices and how these relate to employee well-being and performance outcomes.

(4) Line Manager HRM Implementation and Employee Wellbeing: The Mediating Role of HRM System Strength

Na Fu

The University of Dublin

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Dublin City University

Business School

Denise M. Rousseau

Carnegie Mellon University

Tepper School of Business

Tim Morris

University of Oxford

Saïd Business School

Purpose: This study aims to investigate whether and how line manager HRM implementation influences employee wellbeing. The mediating role of HRM system strength was theorized and tested in the HRM implementation – employee wellbeing link.

Design: Data was collected from 174 team members within 60 management consulting teams. Multi-level analysis approach was adopted.

Results: We found that line manager's implementation HRM is positively linked to employee engagement and negatively linked to employee burnout. The impact of line manager HRM implementation on employee wellbeing occurs via building a strong HRM system perceived by employees.

Limitations: This study is limited by cross-sectional design and same source data collection.

Research Implications: By examining the impact line manager HRM implementation, also called the actual HRM, on employee wellbeing, this study enriches HRM-employee wellbeing research whereby the majority of research has been focusing on employee experienced or perceived HRM. Line managers are the key information source and organisational agents for implementing HRM. Thus, it is important to establish the relationship between line manager's implementation of HRM and employee wellbeing. In addition, we found that HRM system strength mediates such relationship. In doing so, this study contributes to the antecedent and consequences of HRM system strength.

Practical Implications: Organisations need to upskill line manager's capability to implement organisational HRM practices which will enhance employees' experiences of a strong HRM system, ultimately improves their wellbeing.

Originality/Value: This study is the first study linking the HRM implementation, HRM system strength and employee wellbeing.

1005 - UNRAVELLING BOUNDARY CONDITIONS AND UNDERLYING MECHANISMS OF SPILLOVER PROCESSES: THE ROLE OF RESOURCES, APPRAISAL, DETACHMENT AND OFF-JOB CRAFTING.

Proponent of the symposium:

Lynn Germeyns¹

¹ KU Leuven, Belgium

Discussant of the symposium:

Carmen Binnewies¹

¹ University of Muenster, Germany

State of the Art

Nowadays, many individuals combine work and home responsibilities. Previously, scholars focused on investigating which work/home characteristics enrich or impair the home/work domain (i.e., spillover). However, currently the question remains why and how individuals can increase positive and avoid negative work-home combinations.

New Perspectives/Contributions

This symposium aims to provide insight in the **boundary conditions and underlying explanatory mechanisms** of episodic beneficial and detrimental spillover processes. We will add knowledge on how to improve positive and impede negative work-to-home and home-to-work spillover by using a rich variety of methods (quantitative and qualitative) and cross-cultural samples. The first contribution by Prof. Dettmers and his colleagues examines how daily family and commute demands influence job performance through fatigue and whether contextual resources moderate these relations. Next, Prof. Tement will share how episodic work intrusions in the home domain influence fatigue and sleep quality depending on the appraisal of the intrusion. The third paper of Prof. Meier and his colleagues investigates how workload influences behavior directed towards one's partner via psychological availability and whether this relation is conditional upon detaching from work. The fourth contribution by Dr. Germeyns and colleagues examines whether receiving collegial support increases the likelihood to provide spousal support via sharing positive work events and detaching from work. Finally, Dra. Kujanopää will present how shaping off-job activities will influence psychological need satisfaction and recovery.

Research/Practical Implications

This symposium will shed light on the complex interrelation between the work and home domain and offer suggestions for successfully juggling both domains.

Exhausted before work? A diary study on demands before work and their impact on fatigue and job performance.

Jan Dettmers¹, Carolin Wendt¹ & Jana Biemelt¹

¹ Medical School Hamburg, Germany

Purpose. Referring to the Work-Home Resources Model, we examined the impact of daily family- and commute-related demands in the morning on the development of fatigue before starting the actual work. We assume that demands increase fatigue between awakening and arrival at work that in turn may predict job performance. Furthermore, we assume contextual resources that may attenuate this effect.

Design/Methodology. We conducted an online diary study with 120 working parents on five consecutive days. Daily fatigue was assessed directly after waking up and at arrival at work on each day. We measured daily demands at arrival at work, daily job performance directly after finishing work. We conducted multilevel analysis to account for the nested data structure and for contextual variables.

Results. The results indicate that fluctuation in daily morning family-related and commute-related demands increased start-of-work time fatigue. Contextual resources such as flexible work time moderated this effect. The daily level of fatigue when arriving at work in turn was associated with fluctuations in daily job performance.

Limitations. All variables were self-report measures and all participants were working parents.

Research/Practical Implications. To enhance job performance and maintain the wellbeing of working parents, future research should pay more attention to contextual factors before daily work starts and should examine the impact of daily resources in the morning as well.

Originality/Value. By focusing explicitly on the home side before work, our study contributes to widen the debate beyond characteristics of the home domain after work and its influence on work-related outcomes.

Episodes of work-related intrusions at home and well-being: The role of appraisal.

Sara Tement¹, Marina Horvat¹, & Kristen Shockley²

¹ University of Maribor, Slovenia

² University of Georgia, USA

Purpose. Work-life researchers are increasingly discussing the importance of role transitions between work and nonwork. However, little work has been aimed at exploring these transitions episodically, which allows for an understanding of their content, valence, and subsequent relation to well-being. With this in mind, the present study aimed at exploring the link between episodes of work-related intrusions at home (i.e., intrusions from the work domain into the home domain) and well-being outcomes (fatigue, sleep quality). Moreover, we tested whether the link is moderated by the appraisal of the intrusion (i.e., positive/negative for work/home domain).

Design/Methodology. To test our assumptions, a study is currently in progress ($N \approx 80$ employees). Employees report episodes of work-related interruptions via a daily diary method across five consecutive weekdays and the following weekends. Descriptions of the discrete episodes of intrusions are captured via open-ended items.

Results. Preliminary analyses showed that most prevalent work-related intrusions were communication-based (e.g., talking to one's spouse about work), whereas behavior-based (e.g., work-related ICT use) and cognition-based intrusions (e.g., work-related rumination) showed greater fluctuation across days. The meaning ascribed to each of these intrusions varied greatly across individuals (e.g., some found work-related communication positive, others not).

Limitations. The study relies on self-report data across a small sample of time and may thus be biased.

Research/Practical Implications. The tentative findings suggest that the nature and valence of the intrusions matter in predicting well-being.

Originality/Value. The study introduces a new approach to work-related intrusions at home and broadens the understanding of work-family boundary dynamics.

The role of psychological detachment and psychological availability in the effects of workload on the behavior towards the partner: A diary study among dual-earner couples.

Laurenz L. Meier¹, Eunae Cho², & Cyril Chariatte¹

¹ University of Neuchâtel, Switzerland

² Nanyang Technological University, Singapore

Purpose. Combining the Spillover-Crossover model and the Stressor-Detachment model, we investigated how workload affects behavior towards the partner during off-job time. We tested whether high workload reduces employee's ability and motivation to direct psychological resources towards the partner (i.e., psychological availability), which then may lead to reduced prosocial behavior and increased antisocial and withdrawal behavior. Additionally, we examined whether psychological detachment moderates the workload-psychological availability link.

Design. We conducted a 10-workday diary study among 147 dual-earner couples. ($N=294$ participants; $N=1,632$ occasions). Individuals reported their workload after work; at bedtime, they reported their psychological detachment and psychological availability and their partner's prosocial, antisocial, and withdrawal behavior.

Results. High workload predicted low psychological availability in the evening, only when individuals failed to detach from work. Then, low psychological availability related to less prosocial behavior, more withdrawal behavior, and no change in antisocial behavior.

Limitations. Convenient sampling was used, which might limit the generalizability of the results.

Implications & Value. This study advances the spillover-crossover literature by offering empirical evidence for psychological availability as an underlying mechanism through which

workload shapes employee behavior at home. Findings on detachment as a moderator extend the stressor-detachment model and point to potential interventions to alleviate the adverse impact of workload.

How do supportive colleagues at work make me a supportive partner at home? The role of interpersonal capitalization and psychological detachment.

Lynn Germeyns¹, Elisabeth Abraham¹, & Marijke Verbruggen¹

¹ KU Leuven, Belgium

Purpose. To date, work-home research underexplored positive spillover effects and the underlying mechanisms explaining these effects. In this study, we aim to examine how experiencing collegial support at work can prompt an employee to be more supportive towards his/her partner at home. In addition, we investigated the mediating role of interpersonal capitalization (i.e., reflecting on and sharing positive experiences, emotions and thoughts) and psychological detachment (i.e., abstaining from work-related thoughts, feelings and experiences after working hours).

Methodology. Experience sampling data were collected of 130 employees during five consecutive working days.

Results. Multilevel path analyses found no direct relation between daily collegial support and an employee's provision of spousal support in the evening. Collegial support experienced at work fosters interpersonal capitalization and psychological detachment at home, which in turn (marginally significantly) promote being a supportive partner at home. The mediation of collegial on spousal support was only significant through interpersonal capitalization.

Limitations. Future research could supplement positive spillover processes by including negative spillover and rely on other-rated data.

Research/Practical Implications. Although interpersonal capitalization and psychological detachment seem semantic opposites they can co-occur and improve employees' private life. Individuals and organizations could benefit from increasing and stimulating both types of behavior.

Originality/Value. To the best of our knowledge, this is the first study to examine (1) the effect of interpersonal capitalization and psychological detachment concurrently and (2) the (daily mediating) effect of psychological detachment in positive spillover processes.

Off-job crafting to proactively shape recovery time

Miika Kujanpää¹, Jessica de Bloom²¹, & Ulla Kinnunen¹

¹ University of Tampere

² University of Groningen

Purpose. Recovery from work during off-job time is essential for employees' working ability, performance and well-being. But in a changing working life where boundaries between the job and off-job domains become increasingly permeable, employees may need to purposely shape their off-job activities in order to satisfy their psychological needs and to fully recover from work.

Methodology. This presentation focuses on off-job crafting based on the newly developed Needs Model of Crafting (de Bloom et al.). The model examines both motives, as well as behaviors associated with off-job crafting. Psychological needs may energize particular types of off-job crafting, while successful crafting efforts may lead to better recovery and need satisfaction, and ultimately to better health, well-being and performance. We conducted several quantitative data collections using a new questionnaire on off-job crafting and job crafting.

Results. Preliminary validation data and quantitative results using the new questionnaire in large, cross-cultural samples will be presented along with the theoretical model.

Limitations. Our data collections rely on quantitative self-report questionnaires. However, we also conducted qualitative interviews during scale development.

Implications. This research advances theory-building regarding crafting the off-job domain, and offers a new framework for understanding how employees proactively improve their well-being both on-, and off the job.

Originality/Value. Until now, there are only very few studies on workers' proactive attempts to shape their recovery time and match their leisure activities to their own goals, needs and preferences.

1009 - DEVELOPMENTS IN DIVERSITY – TOWARDS EFFECTIVE DIVERSITY MANAGEMENT IN ORGANIZATIONS

Chair: dr. Annemarie Hiemstra

Discussant: Prof. dr. Michelle (Mikki) Hebl

Overall Symposium Abstract

State of the Art: Western organizations are becoming increasingly diverse due to broad (demographic) developments, such as increased migration, globalization, and participation. Being ‘different’ can have a huge influence at the individual level, on the lives of job seekers and employees, and at the organizational level when trying to effectively manage a more diverse work force. Driven by these developments, diversity-related research has increased over the past decade.

New Perspectives/Contributions: This symposium discusses the latest empirical and conceptual research on diversity by taking on a multi-dimensional diversity perspective. We include empirical studies that address visual stigma (tattoos, port wine stains), gender, and cultural diversity. Following the empirical studies on these diversity dimensions, an integrative theoretical view on diversity management is presented, with the specific aim to build a bridge between science and practice.

Research/Practical Implications: This symposium aims to increase our understanding of diversity at work by highlighting the role of psychological mechanisms that lead to diversity-supporting and hindering behaviour in organisations. This has important implications for theory and practice: Both the empirical findings and conceptual model will help to better understand how to ‘deal’ with diversity and steer organisations into a more inclusive direction. Elaborating on diversity at work may trigger thinking about relevant developments and models for future research.

Presentation 1.

Title. Effects of visual stigmas on video-resume reviews: An experimental study

Author. Derous, Eva (Ghent University), Buijsrogge, Alexander (Deloitte), Hiemstra, Annemarie (EURotterdam)

Purpose. Organizational diversity starts with the inflow of applicants and implementation of bias-free selection procedures. We investigated whether video-resumes (an upcoming selection tool) are susceptible to hiring discrimination of applicants with visible stigmas (port-wine stains, tattoos). Inspired by social-psychological theories, we examined whether these visible stigmas led to discrimination of (equally) qualified applicants and whether this was more pronounced for applicants with a controllable (tattoo) than a congenital stigma (port-wine stains).

Method. 115 HRM-students who participated in a HRM-simulation screened video-resumes of three male applicants for a commercial job (Stigma: tribal tattoo vs. port-wine stain vs. no stigma; counterbalanced) and decided who to invite for a job interview (binary outcome: yes/no). A professional make-up artist painted the stigmas; study materials were pilot-tested beforehand ($n=31$).

Results. The chance for inviting an applicant with a tattoo was 4.29 times lower than for an equally suitable applicant without a visual stigma, and 3.04 times lower for an applicant with a tattoo than a port-wine stain.

Limitations. Future research designs might consider decision-makers' recruiting experience, their attitudes towards (visible) tattoos/port-wine stains, both male and female applicants, and other job types.

Conclusion. Male applicants with a visible tattoo (controllable stigma) but not a port-wine stain (congenital/uncontrollable stigma) were discriminated against. Given their popularity and in light of the realization of organizational diversity, recruiters/policy-makers should also consider body modifications/embellishments as potential grounds of discrimination.

Presentation 2.

Title: Not up for the task? Men and women with work-family conflicts between disrespect and admiration

Authors: Franciska Krings, University of Lausanne, Rebekka S. Steiner, University of Bern

Purpose: The media often depict working mothers' lives as a constant race between work and family demands, a "life in overwhelmia", where they are continuously on the edge of a nervous breakdown. Media depictions of overwhelmed working fathers are rare, suggesting that working mothers – but not working fathers - are considered as not being up to the task. Is this media image actually shared, i.e., do co-workers or supervisors indeed perceive women with work family conflict more negatively, compared to men? And if yes, what are the implications, e.g., for how they are treated at work?

Methodology: In four experimental studies, participants (employees, working parents, students; $n_{total} = 1,272$) evaluated different target persons described in a vignette.

Results: Most evidence showed that independently of gender, employees with family-to-work conflicts (FWC) were perceived as less competent, were less respected and less likely to be promoted than those with work-to-family conflicts (WFC). However, they were admired as being the better parents.

Limitations: Vignettes were relatively short.

Research/practical implications: This research suggests that employees with FWC mostly suffer for not corresponding to the good worker stereotype, which demands that work is the central focus of one's life and deserves undivided allegiance. Admiring them as parents does not affect how they are treated at work.

Originality/value: This research reveals important, yet unexplored consequences for employees with FWC that represent additional sources of distress, which add to or may interact with the various negative consequences unravelled by previous work.

Presentation 3.

Title: Antecedents of employees' cultural diversity support

Authors: Annemarie M.F. Hiemstra (Erasmus University Rotterdam), Marissa Flipse (Erasmus University Rotterdam), Eva Derous (Ghent University)

Purpose: Cultural diversity is one of the most important dimensions of diversity in Western countries. Yet, empirical studies on factors that affect individuals' diversity support and behavior are limited. This study empirically tested Avery's (2011) model of causes and consequences of employee diversity endorsement in organizations among Western European employees.

Method: Cultural diversity typologies were measured by a newly developed 16 item scale, 4 items by type: Silence, Championing, Subtle resistance, and Flagrant discrimination. These scales and psychological antecedents (e.g., internal motivation to respond without prejudice; IMS) were tested among 440 participants using a cross-sectional design. Data were collected in the Netherlands ($n=150$) and Belgium ($n=390$).

Results: Both intrinsic motivation to refrain from discrimination and positive diversity attitudes were related to championing cultural diversity. Low egalitarianism and negative diversity attitudes were related to active diversity opposition.

Limitations: Future research may distinguish between supervisor, co-worker and customer endorsement as well as study the link between diversity endorsement and activism. Finally, it would be interesting to study different kinds of diversity, like gender and age.

Implications and value: Several psychological factors are related to various responses to diversity ranging from silently supporting diversity to flagrant discrimination. With an increasingly diverse workforce in Europe, and diversity support as an important factor in ensuring the success of diversity initiatives, this study adds to our understanding of psychological antecedents of cultural diversity support in the workplace.

Presentation 4.

TITLE: Towards effective diversity management: building bridges between science and practice

Authors: Wiebren S. Jansen, Naomi Ellemers, Onur, Şahin, Joanneke M. Van der Toorn (Utrecht University)

State of the Art: To foster workplace equality and improve productivity, contemporary organizations spend a fortune on diversity policies, such as network meetings, mentoring programs, and affirmative action policies. Yet, despite, the large costs involved, there is now substantial evidence that these diversity policies are generally ineffective and sometimes even backfire. In addition, while there is a large body of scientific knowledge about the ingredients of effective diversity policies, this knowledge seems to be insufficiently implemented in practice.

New Perspectives/Contributions: We pose that, to be effective, diversity management should be holistic. That is, interventions should cover all HR domains, including recruitment and selection, socialization, promotion, and exit. In addition, we argue that diversity policies should be implemented systematically. That is, each policy should have a clear vision, matching goals, sufficient support from employees, and be evaluated properly. Based on these principles we introduce a tool (The Netherlands Inclusiveness Monitor) that helps organizations to diagnose

the effectiveness of their diversity policies and receive customized advice based on scientific knowledge.

Research/Practical Implications: Our tool generates highly detailed research data about which and how diversity policies are implemented by organizations and how effective they are. It will also help organizations to improve the effectiveness of their diversity policies.

Originality/Value: This contribution lays out a novel model of effective diversity management and introduces a corresponding tool that aims to build a bridge between diversity science and practice.

5. Discussion by discussant, prof. Michelle (Mikki) Hebl.

Professor Hebl is the Martha and Henry Malcolm Lovett Professor of Psychology, Professor of Management at Rice University - Department of Psychology Houston, TX – United States of America. Her research focuses on issues related to diversity and discrimination. Prof. Hebl examines subtle ways in which discrimination is displayed, and how such discrimination is remediated by targets, allies, and organizations.

1010 - WORKAHOLISM: TOWARDS A BETTER UNDERSTANDING OF ITS NATURE AND CONSEQUENCES

Proponents: Cristian Balducci¹ and Paola Spagnoli²

¹ University of Bologna, Bologna, Italy;

² University of Campania “Luigi Vanvitelli”, Caserta, Italy

State of the Art: In recent years there has been increasing attention towards the phenomenon of workaholism, a dysfunctional form of heavy work investment characterized by a set of recurrent behaviors (e.g., working for long hours) and cognitions (e.g., being mentally focused on work activities even when not at work) that have potentially strong implications for individual and organizational well-being and vitality. Various studies have confirmed a relationship between workaholism and adverse health outcomes, including burnout. Additionally, workaholism doesn't seem to be related to increased job performance.

New Perspectives/Contributions: Despite these important advancements in the understanding of workaholism, a number of ambiguities still surround the phenomenon, especially because its nomological network has been investigated only partially and, in most cases, with non-robust (i.e., cross-sectional) research designs. Thus, the present symposium collects five different studies that address underinvestigated issues related to workaholism such as its interaction with variables that may buffer or intensify its effect and/or adopt robust research designs including objective (physiological) measures such as blood pressure.

Research/Practical Implications: To remain healthy and competitive, modern organizations need motivated and engaged individuals; not workaholics. All together, the studies included in the present symposium will strengthen the quality of the empirical evidence on workaholism. Specifically, they will further document why workaholics may constitute a significant problem, rather than an important resource, for organizations. Additionally, they will highlight some potential avenues for its prevention or for mitigating its most damaging health-related effect.

Contribution 1:

When is workaholism associated with biomarkers of stress? Exploring the moderating role of work engagement

Authors: Damiano Girardi¹, Alessandra Falco¹, Laura Dal Corso¹, Alessandro De Carlo²

¹ University of Padova, Padova, Italy

² LUMSA University, Roma, Italy

Purpose: Workaholism and work engagement are different forms of heavy work investment. Indeed, workaholism may have detrimental consequences for the health of the worker. Conversely, work engagement is typically associated with positive outcomes, and may buffer

against the negative consequences of workaholism. Therefore, drawing on the allostatic load model, we hypothesized that workaholism is positively associated with serum levels of Interleukin 17 (IL-17), a pro-inflammatory cytokine that may contribute to both acute and chronic inflammation. We also hypothesized that work engagement may buffer this association.

Design/Methodology/Approach: One hundred nineteen employees in an Italian healthcare organization completed a self-report questionnaire, and then underwent blood sample collection. Data were analyzed using moderated multiple regression. The analyses were conducted controlling for the effect of gender, age, and body mass index.

Results: Workaholism was positively associated with IL-17, whereas the association between work engagement and IL-17 was not significant. Furthermore, work engagement moderated the association between workaholism and IL-17, so that this relationship was not significant when work engagement was high.

Limitations: The cross-sectional research design did not allow for causal inferences, and the small sample size may preclude the generalization of the results.

Research/Practical Implications: This study showed that workaholism is associated with a possible biomarker of stress, and that work engagement may protect against negative consequences of workaholism. Accordingly, interventions should be aimed at preventing workaholism and fostering work engagement.

Originality/Value: This is one of the first studies that investigated the association between workaholism, work engagement, and a possible biomarker of stress.

Contribution 2:

Job demands, workaholism, individual well-being, and stress crossover: A within-person perspective

Authors: Malissa A. Clark¹, Emily M. Hunter², and Dawn S. Carlson²

¹ University of Georgia, Georgia, USA;

² Baylor University, Texas, USA

Purpose: Workaholism has been consistently linked to a variety of negative outcomes. These studies have assumed workaholism does not fluctuate from day to day, but to date this assumption has not been directly tested. The present study utilizes a within-person design to examine fluctuations in workaholism from day to day as well as other dynamic predictors and outcomes of workaholism.

Design/Methodology/Approach: One hundred twenty one U.S. employees and their spouses completed self-report surveys for ten working days. The relationships between daily job demands, workaholism, and self and partner strain outcomes were examined.

Results: Multilevel analyses supported the idea that workaholism varies at the daily level. Trait workaholism was significantly related to daily workaholism averaged across the ten days. At the within-person level, daily job demands were positively associated with daily workaholism, which in turn was directly and indirectly (through evening self-reported strain) related to daily spouse stress crossover.

Limitations: A limitation of this study is all individual well-being outcomes were assessed via self-report (e.g., self-reported physical symptoms). Future research should use objective physiological assessments of well-being.

Research/Practical Implications: Results from this study suggest workaholism may not be as stable as previously thought, and dynamic workplace factors such as daily job demands may enhance workaholism characteristics. Daily workaholism was also related to greater self-reported strain that evening and spouse stress crossover, which provides a deeper understanding of how workaholism impacts well-being outside of work for individuals and their spouses.

Originality/Value: This study is the first to examine within-person variability in workaholism.

Contribution 3:

Workaholism, intensive smartphone use and sleep disorders: a multiple mediation model.

Authors: Paola Spagnoli¹, Cristian Balducci², Giuseppe Barbato¹, Marco Fabbri¹

¹ University of Campania “Luigi Vanvitelli”, Caserta, Italy

² University of Bologna, Bologna, Italy

Purpose: Recent contributions have reported sleep disorders as one of the health impairment outcomes of being workaholic. However, little is still known on the mechanism underlying this relationship. Moreover, sleep disorders were often observed using measures of sleep quality at night, neglecting the sleep consequences during the day, that is daytime sleepiness. The current study aimed at filling this gaps by exploring the role of intensive smartphone use in this process and using both a measure of the sleep quality and daytime sleepiness.

Design/Methodology/Approach: A multiple mediation model was tested on a sample of 224 employees using conditional process analysis (Hayes, 2017) for testing direct and indirect effects.

Results: Results reported a significant mediating effect of intensive smartphone use in the relationship between workaholism and sleep quality, a significant mediating effect of sleep quality in the relationship between intensive smartphone use and daytime sleepiness, and a significant mediating effect of sleep quality in the relationship between workhaolism and daytime sleepiness. Interestingly, the effect of the mediators made the direct relationship between workaholism and daytime sleepiness not significant.

Limitations: The cross-sectional nature of the study and the snowball technique for collecting the data were the main limitations.

Research/Practical implication: Results are discussed through an interdisciplinary perspective including biological and psychological arguments.

Originality/Value: The current study is one of the first on revealing the potential detrimental effect of the intensive smartphone use on workaholism outcomes, such as sleep disorders. Moreover, it proposes a more comprehensive approach to the study of this outcome by considering the sleep-wake cycle.

Contribution 4:

Consequences of workaholism

Author: Jari Hakanen¹

¹ Finnish Institute of Occupational Health, Helsinki, Finland

Purpose: Despite increasing interest in workaholism research, longitudinal studies are sparse. In addition, typically previous longitudinal studies have focused on a limited number (one or two) of outcomes of workaholism. Thus, although the cross-sectional correlates of workaholism are quite well-known, long-term impacts are not. The purpose of this study was to investigate several potential outcomes of workaholism in one professional group.

Methodology: A two-wave four-year follow-up full panel design and a representative sample of Finnish dentists ($N = 1877$) were used. A series of cross-lagged panel analyses was conducted to test causal, reversed, and reciprocal relationships between workaholism and a) job demands and job resources; b) home demands and home resources; c) personal resources (optimism) and proactivity (personal initiative); d) work-related attitudes; and e) health and mental health.

Results: Most model comparisons supported the “causal model”; i.e. workaholism predicting outcomes (and not vice versa). Half of the expected longitudinal impacts of workaholism were found. Interestingly, both workability and proactivity positively predicted workaholism over time.

Limitations: Only one professional group was studied and only self-reports could be used.

Research/practical implications: This study longitudinally supported the findings of many cross-sectional studies so that workaholism may have detrimental influence on various outcomes both at work and at home, and on personal resources, work-related attitudes and health.

Originality: The current study may be the first one to test simultaneously many potential outcomes of workaholism over a long period of time.

Contribution 5:

A within-individual investigation on the relationship between workaholism and blood pressure

Authors: Cristian Balducci¹ Paola Spagnoli² Stefano Toderi¹

¹ University of Bologna, Bologna, Italy;

² University of Campania “Luigi Vanvitelli”, Caserta, Italy

Purpose: Workaholism can be defined as a unhealthy form of heavy work investment characterized by an obsession for work – that is, workaholics constantly think about work even when they are not at work and spend very long hours in work-related activities. Day level processes by which workaholism exerts its health damaging effects have received little attention. Building on allostatic load theory, we hypothesized that day level workaholic cognition and behavior would be associated with daily systolic and diastolic blood pressure, with this relationship being mediated by daily hours worked.

Methodology: Sixty-one participants with high responsibility jobs (e.g. managers) were administered a preliminary questionnaire and, at the end of each of ten consecutive working days, a daily questionnaire. As part of the daily data collection, blood pressure was also measured with a digital sphygmomanometer.

Results: There were significant daily fluctuations in workaholism. Multilevel structural equation modelling revealed that, over and above daily workload, daily workaholic cognition and behavior positively influenced daily systolic and diastolic blood pressure. The workaholism-blood pressure relationship was particularly strong for males and was partially mediated by the number of hours worked.

Main limitation: The small sample size available for the analyses.

Implications: The daily alterations in blood pressure caused by workaholism may explain its long term effects on health outcomes. Organizations need to limit daily workaholic cognition and behavior to preserve the well-being of their human resources.

Originality: This is one of the first studies showing the daily physiological implications of workaholism.

1011 - IN DEFENSE OF DEMOCRACY IN EUROPE: WHAT CAN LEADERS AND ORGANIZATIONS DO TO PROMOTE INVOLVEMENT AND SOLIDARITY AT WORK AND BEYOND?

Thomas Jønsson and Michael Knoll

State of the Art.

During the last decade, nations with a status as 'Full Democracy' became less and less (The Economist's Democracy Index, 2008-2017). Even the status of Europe declined slightly. At least since Kurt Lewin, much Work and Organizational Psychology (WOP) have been based on democratic values and norms. Therefore, it is timely to discuss the role of WOP in facilitating democratic values in organizations and society.

New perspectives/contributions

The talks of this symposium address concepts that are inspired by democratic thinking, norms and values:

- *Freedom of speech* inspired WOP topics like voice and silence, which are central to two studies of the symposium: They provide a cross-cultural analysis of the link between silence and well-being and silence as a mediator between incivility and well-being.
- Democratic elections have inspired *participation in decision-making* and the democratic value of *solidarity* inspires WOP concepts like collective coping and employee solidarity. Two studies examine a) whether participation and solidarity affects innovation and b) whether collective coping reduces stress.
- Democratic norms prescribing *inclusion and respect for individuals and groups* relates to WOP themes diversity management and responsibility. One presentation provides a literature review on responsibility in WOP, and one study investigates how respectful error management culture relates to innovation and CSR.

Practical Implications

The presentations elucidates that nurturing democratic norms and values relates to desirable organizational outcomes, in particular innovation and employee health.

Remaining silent in eleven languages: Validating scales for employee silence motives across fifteen countries

Martin Götz¹, Michael Knoll², Elisa Adriasola Barroilhet³, Alicia Arenas⁴, Stephen Barrett⁵, Grégoire Bollmann¹, Madeline Carter⁶, Sue Chui⁷, Donatella Di Marco⁸, Vicky Elsey⁶, Paola Gatti⁹, Chiara Ghislieri⁹, Joeri Hofmans¹⁰, Thomas F. Jønsson¹¹, Christina Lundsgaard Ottsen¹², Jennifer L. Pickett¹⁰, Sylwiusz Retowski¹², Silvia A. Silva⁸, Ana Šimunić¹³, Daria Szücs², Susana M. Tavares⁸, Rolf van Dick¹⁴, and Hannes Zacher¹⁵

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Sopot, Poland; ¹³University of Zadar, Croatia; ¹⁴Goethe Universität Frankfurt, Germany;

¹⁵Leipzig University, Germany.

Purpose

The exchange of ideas, opinions, and concerns is vital for sustainable individual and collective development. If employees conceal information or withhold their views, potential for improvement and learning lays dormant and negative circumstances may endure which potentially harm, employees, organizations, and stakeholders. Research and media reports indicate that employee silence is an internationally occurring phenomenon. To facilitate research on employee silence, we validate a measure of four forms of silence based on their underlying motives (i.e., fear, resignation, prosocial, and opportunistic; Knoll & van Dick, 2013) across fifteen countries (eleven languages). We expand this measure by two additional motives, namely disengagement and lacking confidence (Brinsfield, 2013), and examine whether relationships between the six motives and relevant antecedents (i.e., psychological safety) and outcomes (i.e., health) of silence differ across motives and samples.

Design/Methodology

We collected cross-sectional survey data in sixteen samples ($N = 3'639$) and inspected the scale's reliability and validity across these using latent variable modeling.

Results

Measurement invariance holds across samples. Associations of psychological safety with the silence motives seem invariant across samples (but distinct with respect to motives) whereas the associations with health differ.

Limitations

We used convenience sampling.

Research/Practical Implications

We provide researchers with a validated scale of the six postulated motives of employee silence and explore international differences in silence motives and relationships of silence with psychological safety and health.

Originality/Value

Our large-scale international study is the first to develop and validate a fine-grained measure of silence motives and provides preliminary evidence for its usefulness.

Uncivil behaviors at work make me shut up. The role played by climate for authenticity in the relationship between workplace incivility, prosocial silence and psychological health.

Donatella Di Marco, Sílvia A. Silva, & Susana M. Tavares

Instituto Universitário de Lisboa (ISCTE-IUL)

Purpose

The goal of this research is to understand the direct and indirect effect (through prosocial silence) of workplace incivility on workers' psychological well-being. Moreover, we explore

the interaction of workplace incivility with climate for authenticity predicting prosocial silence.

Methodology

An online study was carried out in order to explore the moderated mediation described above. Participants were 337 employees, working at different organizations.

Results

Our findings show that workplace incivility is associated with lower levels of psychological well-being through prosocial silence. However, this relationship is moderated by climate for authenticity. Thus, for higher levels of climate for authenticity the lower workplace incivility, the lower prosocial silence. For lower levels of climate for authenticity, workplace incivility is not related to prosocial silence.

Limitations

The cross-sectional design and common method variance represent the main limitations of this study.

Research/Practical Implications

The study contributes to understand the complexity of prosocial silence and its relationship with workplace incivility and psychological well-being. Moreover, it helps to understand in which conditions perceiving a climate for authenticity might have a beneficial effect in reducing prosocial silence. At practical level, the study suggests that perceiving a climate where people can show their real self and manifest their feeling can have beneficial effects for the organization and for people's well-being.

Originality/Value

This study contributes to understand the complexity of silence and its effects on workers' mental health.

It is not all about competition: The impact of democratic and participative practices in organizations on employees' solidarity at work and innovative work behavior.

Christine Unterrainer, Wolfgang G. Weber, & Thomas Höge
University of Innsbruck, Austria

Purpose

Contrary to competition, selfish individualism, and other components of neoliberal ideology – which seem to be prominent in Western societies (Bal & Dóci, 2018; Kasser et al., 2007) – citizens' humanistic, solidary, and prosocial orientations are indispensable for a democratic society (Weber et al, 2008). The workplace as one fractal of society may also provide opportunities to defend democracy. Our study investigates if participative and democratic practices in organizations foster employees' solidarity at work and if this cooperative, respectful behavior leads to more innovative work behavior.

Design/Methodology/Approach/Intervention

We conducted a self-report questionnaire study with employees from different economic sectors and occupations. Employees were studied at two time points with a time lag of four weeks. To reduce common method bias, we analyzed individually perceived participation, sociomoral-climate and solidarity at work at Time1, innovative work behavior at Time2.

Results

A serial multiple mediation analysis showed that perceived participation in decision making directly and indirectly affects employees' innovative behavior. Having influence in decision-making fosters the development of an appreciating climate, which in turn increases employees' solidarity at work and leads finally to more innovative work behavior.

Limitations

The cross-sectional design limits the propositions on the causality of the mediation model.

Research/Practical Implications

Organizations can stimulate workers' innovative behavior by enabling democratic processes in terms of real empowerment and by supporting employees' solidarity instead of competitive behavior.

Originality/Value

The present study examines for the first time the potential of a solidary orientation for improving employees' innovative behavior.

Involvement and collective coping. A mixed methods study of collective coping in organizations.

Author: Tanja Kirkegaard, Department of psychology and behavioral science, Aarhus BSS, Aarhus University

Purpose

The aim of the study is to examine the distributed nature of collective coping and stress in organizations.

Methodology

The study is a mixed methods study consisting of fieldwork, individual and group interviews, a survey distributed three times during a year combined with a social network analysis in two departments in a large Danish organization.

Results

The degree of involvement of the employees in addressing work environmental issues had an impact on the collective coping efforts of the employees. A low degree of involvement of the employees contributed to the development of collective stress. A high degree of involvement influenced solution-oriented collective coping efforts among the employees.

Limitations

The study is conducted in one organization and the external validity is therefore problematic.

Research Implications:

The results accentuate the importance of the degree of involvement regarding the well-being of the employees and their way of coping with work environmental issues. The results contribute to the generation of hypotheses of the possible relation between involvement and collective coping.

Originality/Value:

The link between involvement and collective coping is a new research field, which has not yet been addressed within work and environmental research. Future research within this area is needed in order to establish a more profound understanding of the relation between involvement and collective coping.

An integrated model of work and organizational psychology of responsibility: A literature review

Thomas Jønsson
Aarhus University, Denmark

State of the art

Responsibility may be among the most important elements of organizational life because it is inherent in division of labour and in hierarchical structuring. Though accounting, law and philosophy have their own theoretical concepts, WO Psychology has not yet treated this concept comprehensively. Different conceptualizations exists, which may have different antecedents and consequences. This includes for example what responsibility is or (e.g. tasks, well-being, environment). Responsibility can refer to past events or future actions, to success or failure. It may be ascribed to one self or to others. Moreover, responsibility may be accepted or denied, and motivating or burdensome to have.

New Perspectives/Contributions

This literature review integrates extant research on responsibility within WOP into a theoretical model. The model comprises of cross-level dynamics of attributions and acceptance/denial of responsibility between individuals, groups and organizations. Furthermore, the model includes the temporal dimension of responsibility for past or future actions. The experience of responsibility is viewed in perspective of motivation, cognition, and emotion.

Research/Practical Implications

The review lays the groundwork for further psychological research on this phenomenon. Future studies may apply the results to understand how and why some persons take, accept or deny responsibility, for example in relation to employee involvement and voice opportunities, professional roles, OCB, power and influence, and business ethics.

Originality Value

To the author's knowledge, no comprehensive theoretical model of responsibility has so far been established in WO Psychology.

A strong error management culture promotes corporate social responsibility: A Multi-level analysis in an international organization across 10 countries

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Purpose

In organizations with strong *error management cultures* it is accepted that people make errors. Moreover, organizational norms and practices promote learning from errors, an open communication about errors, helping in error situations and error handling. We investigate potential antecedents of *error management cultures* at the team level (e.g. age and tenure diversity) and analyze important correlates at the individual level (e.g., innovation and corporate social responsibility), controlling for cultural value differences across 10 different countries.

Design

We analyze a dataset of a large international tele-communication enterprise encompassing 82,927 subordinates in 9,253 teams working in Europe, South America or Asia.

Results: Our multilevel analyses showed, as predicted, that a strong *error management culture* is positively associated with innovation and corporate social responsibility (both $p < .01$). Team member diversity regarding tenure (not age) had a positive influence on error management ($p < .01$). Finally, uncertainty-avoidance ($p < .05$), tightness ($p < .05$) as well as humane orientation ($p < .05$) had a negative influence on error management.

Limitations

The results are based on cross sectional data.

Research Implications

These findings highlight the importance of *error management cultures* for promoting innovation and corporate social responsibility in organizations.

Originality

To the best of our knowledge, we provide the first large scale multi-level analysis indicating strong links between error management and moral behavior of employees. Our study also highlights the importance to consider multiple levels (i.e. teams and national cultures), to better understand the antecedents and correlates of error management cultures.

1012 - INTERVENTIONS AIMED AT CREATING HEALTHY WORKPLACES

Chair Diana Rus, Creative Peas, The Netherlands

Overall abstract

This 90-minute symposium will focus on the design and development of the intervention and its application in practice. Scientists and practitioners will describe how they worked together to communicate and apply research to practice. As part of the scientist – practitioner collaborative stream this symposium complements the conference theme of working for the greater good looking at how to enhance workplace well-being. There will be four presentations exploring linkages and collaboration processes between scientists and practitioners. The academic presentations will explore scientific constructs, the design and data collection within the intervention. These will be followed by a description of the application of a training programme in practice and its evaluation by employees and managers. Presenters will then provide insights and discuss the challenges of translating evidence from research into meaningful tools for sustaining and promoting employee well-being. There will be ample time in the symposium for audience interaction immediately after the papers and in a plenary ending session.

Responding to burnout with “GRRR”!

A training programme for enhancing GRit, Resilience and Recovery in the workplace (Part 1 – scientists’ presentation)

Andrea Ceschi, Arianna Costantini, Verona University, Department of Human Sciences, Italy
Franco Fraccaroli, Trento University, Department of Psychology and Cognitive Science, Italy
Riccardo Sartori, Verona University, Department of Human Sciences, Italy

Purpose: During times of constant changes and impelling deadlines, organizations ask for employees capable of facing the exposure to frequent stress and overwhelming job demands, which, if prolonged, can result in burnout. Scientific literature presents three main psychological constructs which at different stages can prevent, manage, and help to recover from burnout. They are: grit, resilience and recovery in the workplace. Bridging these three constructs together, the present study introduces an ad hoc training, named “GRRR”, that has been developed with the aim of decreasing exhaustion levels in participants.

Methodology: A sample of employees (n=44) from two organizations operating in the private sector followed the GRRR one-day training workshop. After training employees completed a notebook of development in relation to the workshop aims. Participants also wrote a quantitative diary at the beginning and after training.

Results: Preliminary analyses partially supported our hypotheses. Overall, the training improved employee well-being levels. We predicted and found that grit was positively associated with increasing resilience and recovery; and all three constructs were associated

with decreased levels of employee exhaustion. Finally, we were able to establish a causality among the development of the three constructs: grit as a personality trait was associated with resilience development, and resilience with the learning of new recovery coping strategies.

Limitations: Similar to several WOP studies, the present research lacks objective measures.

Practical Implications: Implications for companies consist in a new evidence-based training programme specifically designed for dealing with burnout and exhaustion.

Originality: The present study fills a gap in research by combining grit, resilience and recovery and by applying a quasi-experimental approach for the development of such constructs.

Keywords: Grit, Resilience, Recovery, Burnout.

Responding to burnout with “GRRR”!

A training programme for enhancing GRit, Resilience and Recovery in the workplace (Part 2 – practitioners’ presentation)

Andrea Ceschi, Verona University, Department of Human Sciences, Italy

Marija Gostimir, Evidence-Based Management Consultancy, Verona, Italy

Stefania Carnevali, Giuseppe Gualandris, Profice, Mantova, Italy

Marco Malavasi, BPR Group, Mantova, Italy

Purpose: Practitioners share their experiences about testing a training programme for enhancing grit, resilience and recovery in the workplace (i.e., GRRR training).

Design: Practitioners describe all stages of training design from the conceptual development to the report production describing the evaluation and benefits of training.

Results: Practitioners, based on their roles, were differently involved in each part of the training. The training manager helped with the participants targeting, the development of awareness about the constructs of the GRRR training, and with the notebook and the training material production. The trainer who conducted the GRRR programme with employees also took note of participants feedbacks. A second consultant was involved in marketing and strategic positioning of the GRRR programme among companies.

Practical Implications: Opinions, suggestions and comments from managers of the companies involved are considered and reported in the presentation.

Keywords: Grit, Resilience, Recovery, Burnout.

Intervention and communication processes to translate research into well-being at work: Evidence from research

Arianna Costantini, Verona University, Department of Human Sciences, Italy

Evangelia Demerouti, Eindhoven University of Technology, The Netherlands

Andrea Ceschi and Riccardo Sartori, Verona University, Department of Human Sciences, Italy

Purpose: Previous research has documented that job crafting is positively associated with work engagement (Vogt, Hakanen, Brauchli, Jenny & Bauer, 2016) and that such a behaviour is volitional (Bipp & Demerouti, 2015). Based on these premises, this investigated the effectiveness of an intervention to translate intentions to engage in job crafting into actual behaviour, in order to indirectly sustain work engagement.

Methodology: This is a quasi-experimental study involved non-random assignment to intervention and control groups, with -pre -post, and diary measures. Participants in the intervention group received training focused on self-monitoring, planning, and goal-setting techniques.

Results from a cross-domain growth model integrated with a path analysis showed participants in the intervention group (N=55) reported significant positive co-variation between initial levels of behavioural intention and changes in subsequent behaviours. A series of repeated measure ANOVAs showed participation in the intervention was associated with higher levels of work engagement.

Limitations: Collected measures were all self-reported.

Research Implications: Results suggest the intervention was effective in sustaining implementation processes to engage in job crafting strategies. Also, findings suggest that participation in the intervention was associated with greater work engagement, both across time and compared to the control group.

Originality: To the best of our knowledge, this is the first study focusing on whether and how an intervention focusing on supporting intentions to engage in job crafting is effective to sustain both job crafting behaviors and work engagement.

Keywords: Job crafting, Interventions, Work engagement.

Intervention and communication processes to translate research into well-being at work: Experiences from practice

Nicola Salandini, Stefania Benassuti

Clara Magnano, Kelvin S.r.l. – Rittal GmbH & Co. KG

Arianna Costantini, Department of Human Sciences, University of Verona, Verona, Italy

Purpose: This presentation will provide insights and discuss the challenges of translating evidence from research into meaningful tools for sustaining and promoting employee well-being.

Design: Drawing on our experience of collaboration with Verona University, we will elaborate on the processes and communication strategies adopted to share and make use of data collected from a survey to monitor job demands and resources, along with work engagement, among people working at our company.

Results: Experience from our on-going strategy to support employees' well-being by relying on the collaboration with academics suggests that, in order to capitalise on the value of research, it is essential to define a recursive communication channel to translate evidence from research into meaningful information for people at work.

Limitations: It is difficult to generalise our experiences to an entire range of different organizations.

Practical Implications: We aim to provide insights on how effective communication strategies represent a fundamental tool to boost employee well-being and motivation at work, based on data and evidence from research.

Value: While research often focuses on the processes through which well-being at work unfolds and develops; the way through which well-being can be sustained by making use of research itself remains overlooked. This intervention offers practitioners' contributions to explore these processes.

Keywords: Job demands and resources, Human Resource Management, Employee well-being.

1018 - OUT OF OFFICE? EFFECTS OF BEING COGNITIVELY CONNECTED TO ONES' WORK DURING OFF-WORK HOURS FOR RECOVERY, HEALTH, AND PERFORMANCE

Tim Vahle-Hinz, Humboldt University Berlin, Germany

Mark Cropley, University of Surrey, UK

State of the Art

Thinking about work while at home and not detaching is believed to be an important mechanism to explain the development of poor health as a result of experiencing workplace stressors/demands, mainly by disrupting recovery processes. Indeed, empirical evidence suggests that work-related rumination, which describes the repeated or chronic cognitive activation of stressful work experiences, is related to disruptive recovery, and poor well-being of employees. However, less is known about long-term health consequences of rumination, the effects of cognitive anticipation of upcoming work demands (and not just brooding on past experiences) for recovery, or possible interventions that help detaching from work.

New Perspectives/Contributions

This symposium aims at providing new perspectives on the effects of being cognitively connected to ones' work during off-work hours. The studies presented in the symposium use longitudinal and daily diary designs to investigate health consequences of rumination, shed light on the relationship between rumination and performance, and investigate the relationship between the cognitive urge to check and respond to ICT messages and well-being. Furthermore, they explore the importance of anticipating the demands of the upcoming workweek for recovery, and provide evidence for activities that help to stop ruminating and being active in ones' free time.

Research/Practical Implications

In this symposium we bring together innovative research with strong methodological designs that further explore the role of being cognitively connected to ones' work while out of office for employees' health and well-being.

Presentation 1

Title: Longitudinal evidence of individual- and team-level effects of workplace stressors on ill health: Rumination as a mediator

Tim Vahle-Hinz, Humboldt University Berlin, Berlin, Germany

Thomas Rigotti, Johannes-Gutenberg University Mainz, Mainz, Germany

Kathleen Otto, Philipps University Marburg, Marburg, Germany

Purpose

In the present study we use a longitudinal design to test the relationship between time pressure and job insecurity with depression and somatic health. Rumination is tested as a mediator of these relationships. Additionally, as workplace stressors are both, an individual and a shared group phenomenon, and evidence suggests that rumination might also function on the team-level (e.g. co-rumination), we also test the proposed relationships on the team-level of analysis.

Design

Longitudinal study with three measurement waves (T2 13 month, and T3 20 month). 468 employees, nested in 94 teams. Multilevel path analysis investigating individual-level (within-person), and team-level (between-person) effects.

Results

Job insecurity was positively related to depression on the within- and between-person level, and related to somatic health on the between-person level of analysis. There were no direct effects of time pressure. However, the indirect effect of time pressure on both outcomes via work-related rumination reached significance on the within-person level of analysis.

Limitations

The test of all effects in one model was not possible because of power limitations on the between-level.

Practical Implications

Job stress interventions need to address both, team-level and individual-level stressors. Interventions that reduce rumination might be particularly important on the individual-level.

Originality

Rumination is theoretically proposed to be a mechanism translating stressful experiences at work into negative health consequences. However, longitudinal studies that test the indirect relationship between work stressors and illness via rumination are still rare. Additionally, rumination is supported as an individual-level mediator, but not as a team-level mediator.

Presentation 2

Title: Rumination as a Predictor of Subjective Performance in Problem Solving: A Two-Week Diary Study.

Authors: Sabrina Krys

Affiliation: Kiel University, Kiel, Germany

Purpose

Goal-directed ruminative thoughts are generally associated with impairments in well-being and performance. However, rumination is also associated with higher levels of resources put into problem solving, likely leading to an improvement in performance. The current study therefore examines the impact of rumination on problem-solving performance in the everyday context. I argue that this relationship is negatively mediated by perceived stress, negative mood, and tiredness, whereas it is positively mediated by attention and effort put into problem solving.

Design

Over a period of two weeks, 147 students completed a brief survey each evening. The design included both weekdays and weekends. Methods: Data were analysed by means of a multiple mediation analysis on within-subject level in the multilevel modelling framework.

Results

The analyses revealed that perceived stress and negative mood negatively mediated the relationship between rumination and subjective performance, while attention and effort positively mediated this relationship. Finally, it was found that the direct effect between rumination and performance was negative.

Conclusions

Conclusively, rumination exerted a negative indirect effect on subjective performance via perceived stress and negative mood, whereas it positively affected performance via attention and effort.

Presentation 3

Title: When the phone beeps – A longitudinal study on the relationship between workplace telepressure and well-being

Janina Zinke, Tim Vahle-Hinz, & Annekatrin Hoppe, Humboldt University Berlin, Berlin, Germany

Purpose

When the phone beeps or an e-mail pops up, employees get cognitively involved. They start to think about the need to reply and feel an urge to respond. This phenomenon is described as workplace telepressure. The aim of the present study is to examine the relationship between workplace telepressure and well-being longitudinally. Additionally, we investigate the effect of actually using ICT technologies for work-related purposes during ones' free time on well-being.

Design

Micro-longitudinal study with three measurement occasions within three weeks. 230 employees participated at all measurement occasions. We tested our hypotheses using structural equation modelling.

Results

Results suggest that workplace telepressure has a negative relationship with well-being indicators over time. Using ICT technologies during ones' free time, however, was not related to well-being.

Limitations

As we used a micro-longitudinal design, we cannot predict long term effects. Furthermore, we did not investigate the origin of workplace telepressure and if it may be internally or externally generated.

Implications

As ICTs appear to be indispensable for many work-related tasks, it is important to understand the health effects of stressors related to the ICT use. The cognitive urge to check and respond to ICT messages was related to well-being, but using ICT during ones' free time for work-related purposes was not.

Originality

Previous studies on workplace telepressure and well-being are mainly based on cross-sectional data, and the only longitudinal study was conducted with a student sample. Therefore, our study advances previous work by deepening insights of causality within a working sample.

Presentation 4

Title: Are all days created equal? Weekly rhythms in recovery and the role of the future time perspective

Authors: Hulsheger, U. R., Zijlstra, F. R. H., & Walkowiak, A.

Affiliation: Maastricht University, Maastricht, Netherlands

Purpose: Although little attention has been paid to the role of weekly rhythms in recovery-related variables, initial evidence suggests that psychological detachment and sleep quality systematically increase over the course of the week. An explanation put forth for the paradoxical finding that affect and affect-related states seem to be poorest right after the weekend when employees should have recovered from the demands of work, is the future time perspective hypothesis. It suggests that employees anticipate the demands of the upcoming workweek. Yet, this hypothesis has never been tested explicitly. Using a range of recovery-related variables (positive and negative affect, affective rumination), the present study explicitly tests the future time perspective hypothesis and investigates workload as an important boundary condition.

Methodology: To test hypotheses, we used an experience-sampling study involving 3 daily measurement occasions over 7 work days ($N = 64$ participants, 305 observations).

Results: Growth curve analyses revealed that daily future time perspective, affective rumination and negative affect decreased while sleep quality increased over the course of the week. As expected, daily future time perspective was related to affective rumination, negative affect and sleep quality. Furthermore, work demands moderated weekly rhythms in recovery variables such that weekly rhythms were stronger when workload was high.

Limitations: Future research may extend this research with observer-ratings.

Practical Implications: Knowledge about weekly rhythms in recovery-related states may inform recovery trainings.

Originality/Value: So far, little attention has been paid to the role of time in the recovery literature. This study addresses this gap.

Presentation 5

Title: "Tomorrow I am going to become more active-really!" – the boost of activity and well-being through action-planning and preparatory actions

Kristina Hilckmann & Eva-Kristina Brosch, University of Muenster, Muenster, Germany

Purpose: The goal of our study was to examine the activity-promotion effect of two interventions, one addressing action planning and one additional addressing preparatory actions and its impact on well-being. The Interventions are based on the Health-Action-Process-Approach (Schwarzer, 2008). Well-being indicators and physical activity were assessed on a daily-diary-level and evaluated longitudinal. We propose positive associations between positive well-being indicators and time spent active and negative associations of negative indicators and activity on a daily and longitudinal level. Further we expected a more beneficial effect for the preparatory-actions intervention-group.

Design/Methodology: We conducted a 36-day diary-longitudinal study with a mixed sample of 68 participants (n=1519 days).

Results: Results of hierarchical linear modelling showed that daily time spent active was positive associated with positive affect and serenity at bedtime and negatively associated with negative affect. Over the course of 36 days the weekly activity time increased by more than 30 minutes, with no significant difference between the two intervention groups. In line with our hypotheses negative affect decreased, and serenity increased. Contrary to our hypotheses positive affect decreased, and exhaustion increased.

Limitations: Due to only one daily assessment we cannot draw causal conclusion about the beneficial effect of daily activity on affective states.

Research/Practical Implications: A simple action-planning intervention can help to increase the weekly activity time by more than 30 minutes and comes along with improved daily well-being.

Originality/Value: Our study is one of the first studying the additional effect of a preparatory-action-planning intervention on the promotion of physical activity.

(249 words)

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Presentation 6

Title: A DIARY STUDY EXAMINING THE EFFECTS OF BOULDERING AS AN AID TO REDUCE WORK-RELATED RUMINATION

Mark Cropley, University of Surrey, UK

Talia Drew, University of Surrey, UK

Purpose

Ruminating about work has been associated with a range of negative health issues. What is less understood is the actual process of unwinding. One line of research has investigated the activities people undertake post-work as aids to unwinding. This paper reports a study that investigated how indoor bouldering impacts levels of affective rumination.

Design

Members of a bouldering club ($n=684$), completed a survey and 57 individuals (78% male), opted to complete a diary early and late evening on a bouldering and non-bouldering day following work. Affective rumination mood, stress and demands were assessed. Leisure attitudes, recovery experiences and the perceived restorativeness were also examined.

Results

There was a significant main effect of activity type ($F(1,56)=112.28, p<.001, \eta^2=.67$), due to individuals reporting lower affective rumination on a bouldering evening, relative to a non-bouldering evening ($M=2.0, M=3.5$), and a significant main effect of time ($F(1,56)=23.82, p<.001, \eta^2=.30$) with lower rumination late evening, relative to early evening ($M=2.3, M=3.9$). There was also a significant interaction effect ($F(1,56)=52.52, p<.001, \eta^2=.48$), showing post-work rumination to be significantly lower late evening (relative to early evening) on bouldering days compared to non-bouldering days.

Limitations

This sample was self-selected.

Research/Practical Implications

Although bouldering appears to help people to unwind, in actual fact it may not be the particular activity per se that aids unwinding but the underlying attributes of performing a particular activity.

Originality

The current study adds to the existing literature on activities that aid recovery from work, and demonstrates that bouldering utilises mechanisms (psychological & physical) that enable individuals to unwind post-work.

1020 - THE SPILLOVER OF SELF-CONTROL DEPLETION ACROSS DOMAINS, ACROSS TIME, AND ACROSS INDIVIDUALS

Session Chair: Wladislaw Rivkin – Aston University – Aston Business School

State of the Art

Research in the field of occupational health has predominantly demonstrated the adverse effects of exerting self-control (Lian et al., 2017). These effects can be explained by the strength model of self-control, which suggest that self-control is effortful and depletes regulatory resources (Muraven & Baumeister, 2000).

Contributions

Despite convincing evidence on the adverse effects of self-control in the work-related field (Lian et al., 2017), research has largely neglected spillover processes (Edwards & Rothbard, 2000) of self-control depletion. The present symposium will address this gap by focusing on spillover mechanisms of self-control across domains (commute to and at work), across time (within and between days), and across individuals (leaders and followers). First, Dana will present depletion of regulatory resources as a mechanism, which links adverse experiences during the commute to workplace conflicts. Second, Fabiola will elaborate on aversive commuting experiences and how these affect flow and work engagement at work. Moreover, she examines self-control demands and basic needs satisfaction as moderators of these relations. Third, Anne examines how emotional dissonance and emotional exhaustion predict the within-day trajectories of self-control depletion. Fourth, Claudia examines trajectories of self-control depletion across the week and how these are affected by sleep quality and quantity variability. Fifth, Nishat looks at spillover of self-control depletion between leaders and followers.

Implications

Our symposium demonstrates that depletion of self-control resources exhibits relatively consistent spillover effects across domains, across time, and across individuals. Moreover, it identifies moderators, which influence these spillover effects.

1. Row Road, Squabble Square, And Argument Avenue. Commuters' Negative Social Experiences as Antecedent of Workplace Conflict and The Role Of Self-Control

D. Unger – Norwich Business School, University of East Anglia, UK

A. Albrecht – Leuphana University, DE

K. Böttcher – Berlin School of Economics and Law, DE

A. Starzyk – NEOMA Business School, FR

Purpose

Investigating spillover processes from commuting to work, we examine how commuters' negative social experiences in the morning are related to workplace conflict before noon. We expect positive indirect effects of negative social experiences on workplace conflict via

diminished self-control capacity and increased negative affect. Furthermore, we hypothesise that negative events at work exacerbate the relationship between negative social experiences and workplace conflict.

Methodology

Over one work week, 215 commuters filled in daily surveys in the morning after commuting and at noon. We conducted multi-level analyses with both a within- and a between-person model.

Results

At the within-person level, negative social experiences reduced self-control capacity and amplified negative affect and workplace conflict. Contradicting our hypotheses, we found a positive effect of self-control capacity on workplace conflict. Thus, we rejected the hypothesis that there is a positive indirect effect of negative social experiences on workplace conflict via self-control capacity. The corresponding indirect effect via negative affect was not significant. Negative events did not moderate the relationship between negative social experiences and workplace aggression.

Limitations

Due to our self-report measurements, common-method bias might have impacted the study variables' relationships.

Research/Practical Implications

Transportation companies need to strengthen the norm of polite behaviour and increase space for people using their services. Organisations should allow employees to commute during off-peak time.

Originality/Value

Testing simultaneously three theories (i.e. the strength model of self-control capacity, the model-as-information approach and the displaced-aggression hypothesis), we study the effects of commuting and non-work antecedents of workplace conflict.

1. Flowing to Work to Flow at Work? The Role of Self-Control in Daily Morning Commute and Motivational Work States

Fabiola Gerpott – Technical University of Berlin, DE

D. Unger – Norwich Business School, University of East Anglia, UK

Purpose

Commuting to work is a daily routine for most people. However, the consequences for work-related motivational states during the day is not well understood. We integrate self-control theory with a self-determination perspective to develop a model that considers both within-person fluctuations and between-person differences. First, drawing from self-control theory, we propose that employees' daily aversive morning commute negatively affects their daily work engagement through lower levels of daily flow experiences, particularly at days when self-control demands at work are high. Second, adding a self-determination lens, we position

employees' general basic need satisfaction at work as a buffer in this model, such that the moderated mediation does not occur when employees basic needs are fulfilled.

Design/Methodology

We used a diary study with 53 employees across ten work days ($N = 412$ day-level data points). We measured basic needs satisfaction in a pre-survey, aversive morning commute at the beginning of each work day, self-control demands and flow experiences in the afternoon, and work engagement after arriving at home. Data were analysed using multi-level path analyses.

Results

The data provided support for our hypotheses and indicated a three-way interaction effect.

Research/Practical implications

We discuss the development of corporate interventions that increase basic needs satisfaction and the advancement of policy recommendations in terms of infrastructure changes that will allow people to more easily flow to work.

Originality/Value

We address calls for integrated frameworks combining day-specific fluctuating variables with between-person characteristics to advance theorizing on dynamic motivational states at work that require self-control resources.

1.The Dynamic Interplay between Emotional Dissonance, Emotional Exhaustion, and Daily Trajectories of Self-Control Depletion: A Latent Growth Modelling Approach

Anne-K. Konze – Leibniz Research Centre for Working Environment and Human Factors at the Technical University of Dortmund, DE

Purpose

Given the importance of successfully exerting volitional self-control in today's working environments, the current study intends to broaden empirical knowledge on the depletion of the regulatory resource capacity by investigating how ego-depletion unfolds dynamically throughout a workday. By integrating notions of the strength model of self-control (Baumeister et al., 1998) and the resource-based model (Tougakos et al., 2015), this study examines the interplay between day-specific levels and changes of ego-depletion, day-specific emotional dissonance, and person-specific emotional exhaustion as an indicator for chronic regulatory resource depletion.

Methodology and Results

A multilevel latent growth analysis conducted with data from a daily diary study ($N = 64$; 10 days; 4 measurement occasions per day) reveals that levels of ego-depletion increase linearly

in the course of a workday and are adversely affected by day-specific emotional dissonance. Furthermore, emotional exhaustion is shown to relate to heightened values of ego-depletion in the morning.

Limitations

Although a very good daily response rate was obtained, the sample size on the person-level is relatively small ($N = 64$).

Implications

Practical implications on the scheduling of work tasks are derived. Furthermore, it is discussed how future research could benefit from acknowledging the role of time when studying psychological processes.

Originality

By explicitly integrating the role of time and the strength model of self-control, and by adopting a novel analysis approach, dynamic relations between ego-depletion, emotional dissonance, and emotional exhaustion are hypothesized and examined on multiple levels.

1.The impact of sleep on ego-depletion over the course of the week: Evidence of a curvilinear relationship

Claudia Sacramento – Aston University – Aston Business School, UK

Jana Kühnel – University of Ulm, DE

Purpose

Day-specific sleep has been found to be related to self-regulatory failure and ego depletion (Diestel, Rivkin & Schmidt, 2015; Kühnel, Bledow & Feuerhahn, 2016). However, we know little about how ego-depletion unfolds over the course of the work week, and how sleep impacts this process. We therefore seek to extend current perspectives on ego-depletion and sleep research by considering change trajectories of ego depletion over the course of the week and by examining the role of sleep for these trajectories.

Methodology and Results

Seventy-one employees participated in a diary study over the course of 5 days, resulting in 243 observations. Sleep quality, sleep duration and ego depletion were assessed with established self-report scales at the start of the day. In line with expectations, the trajectory of ego depletion across the work week was modulated by variability in sleep quality. For those who experienced higher variability in sleep quality, ego depletion accumulated over the

course of the week. For those who experienced lower variability in sleep quality, ego depletion declined over the course of the week, speaking for the restorative role of consistent sleep patterns. However, we did not find the same moderating effect for sleep duration.

Limitations

All measures were measured via self-reports.

Research/Practical implications:

Our findings highlight the role of variability in sleep quality on ego-depletion trajectories over the course of the work week.

Originality

This study is the first to examine the impact of sleep for ego-depletion trajectories over the course of the week.

1. The Spillover of Self-Control Depletion between Abusive Leaders and Followers – A Weekly Diary Study

Nishat Babu – Aston University – Aston Business School, UK

Wladislaw Rivkin – Aston University – Aston Business School, UK

Purpose

At present, there is a dearth of research examining the effects of leaders' ego-depletion on their subsequent treatment of followers (Yam, Keng-Highberger, Klotz, & Reynolds, 2015). Moreover, we are little aware of potential spillover effects of leaders' ego-depletion on followers' ego-depletion. Drawing on the limited strength model of self-control (Baumeister, Bratslavsky, Muraven, & Tice, 1998), we suggest that a leader's ego depletion throughout the week is positively related to weekly abusive behaviours, as leaders are less able to exert self-control to suppress abusive behaviours. In turn, weekly abusive supervision behaviours, require followers to exert self-control thus causing a spillover of ego-depletion from the leader to followers. Finally, we argue that when leaders are higher in trait abusive supervision, this indirect relationship is strengthened.

Methodology and Results

Multilevel mediation analyses with data from a weekly diary study ($N = 53$; 12 weeks) reveal an indirect effect of leaders' ego depletion (t) on follower's ego depletion ($t+1$), through leaders' weekly abusive behaviours (t). Moreover, leaders' trait abusive supervision moderated (reinforced) this mediating relation ($p < .10$).

Limitations

The present study may be subject to common methods variance problems since both leaders' and followers' ego depletion were rated by followers.

Implications

Organizations should focus on replenishing leaders' self-control resources through regular short breaks to prevent spillover of ego depletion.

Originality

A weekly diary-study was used to explore the antecedents of weekly leader abusive supervision behaviours, as well as the spill over effects for employees.

2. Summary and Discussion

Stefan Diestel – Universität Wuppertal, DE

Dr. Stefan Diestel is a Professor for Work and Organizational Psychology at the University of Wuppertal (Schumpeter School of Business and Economics). In 2011, he received his Ph.D. in Psychology from the Ruhr-University of Bochum (Germany). From 2008 to 2014, he was a research assistant at the Leibniz-Research Centre for Working Environment and Human Factors (Technical University of Dortmund, Germany). Since 2014, he was a lecturer and project manager at the International School of Management (Germany). His research interests include emotional labor, self-control demands at work, burnout experience, age diversity in teams, attitudinal and health-related absenteeism as well as work engagement.

Stefan Diestel will summarize and jointly discuss the findings of each presentation. Moreover, he will provide an outlook of how self-control research may further integrate spillover processes.

1021 - JOB INSECURITY SYMPOSIUM 1: PERFORMANCE EFFECTS OF JOB INSECURITY - WHY, WHEN AND HOW

Eva Selenko¹ & Hans De Witte^{2,3}

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State of the Art

Job performance is one of the most debated consequences of job insecurity. Despite much evidence pointing towards a negative effect, we still don't know why and how job insecurity impacts performance. Also the direction of the relationship is unclear - does job insecurity lead to less performance, or does performance affect levels of job insecurity? And finally - when does job insecurity start having an effect on performance and how can we modify this effect?

New Perspectives/Contributions

The contributions of this symposium will offer new answers to those classic questions. The first two papers by Fontinha et al and Hofer et al introduce new explanations for why job insecurity affects performance, by looking at psychological contract as well as work engagement as explanatory variables. The contribution by Shoss and Carusone focusses on directionality issues – job insecurity affects performance, but as they show also the reverse might be true. In a theoretical contribution Debus et al. look at the ‘when’ question, by outlining potential co-developmental patterns of job insecurity and performance. The last two papers present a fresh perspective on potential moderators: Roll et al explore job crafting as a buffer, while Van Vuuren and Smulders investigate if objective and subjective job insecurity might interact.

Research/Practical Implications

The papers in this symposium show how research on job insecurity and performance can be moved forward, by offering solid new theoretical avenues as well as broadening our needed empirical insights into that topic area.

Why is job insecurity harmful to OCBs? The mediating effects of psychological contract and affective commitment

Rita Fontinha¹ Chul Chung¹ Norifumi Kawai² Ödül Bozkurt² & Motoko Honda-Howard³

¹Henley Business School, University of Reading, United Kingdom

²Department of Business & Management, University of Sussex, United Kingdom

³Department of Psychology, Showa Women's University, Japan

Purpose: Employees in the service sector often face the pressures for outstanding services, while experiencing job insecurity due to the increasing demand for cost-efficient and flexible employment arrangements. Despite the growing scholarly attention paid to the relationship between job insecurity and extra-role behaviours in the context of service work, little is known about the mechanisms underlying the potentially negative relationship between the two.

Design/Methodology: We examine the relationship between perceived job insecurity and organizational citizenship behaviours (OCBs), particularly focusing on the mediating effects of psychological contract fulfilment and affective commitment. Informed by social exchange theory and the reciprocity norm, we test this mediation model among service employees working in a large foreign retailer operating in Japan. The sample was composed by 202 Japanese employees.

Results: Results from structural equation modelling show that psychological contract fulfilment fully mediates the negative association between job insecurity and affective commitment and, in turn, affective commitment fully mediates the positive association between psychological contract fulfilment and OCBs. We also found that affective commitment fully mediates the negative association between job insecurity and OCB.

Limitations: The cross-sectional design, as an impediment for causality testing.

Research/Practical Implications: This study provides relevant information on the relationship between job Insecurity and OCBs, by considering the role of social exchange and employee attitudes.

Originality/Value: Previous research has found that job insecurity can simultaneously be seen as a hindrance and a challenge stressor. However, we found that it is largely associated with negative attitudes and behaviours in the Japanese service sector.

Job Insecurity and In-Role Performance: The Mediating Role of Work Engagement

Annabelle Hofer¹, Nele De Cuyper², Hans De Witte^{2,3} & Daniel Spurk¹

¹ Department of Work and Organizational Psychology, University of Bern, Switzerland

² Research Group Work, Organizational and Personnel Psychology, KU Leuven, Belgium

³ Optentia Research Focus Area, North-West University, South Africa

Purpose The relationship between job insecurity (JI) and performance is a subject of competing predictions (Shoss, 2017). Based on a job preservation motivation view, JI should motivate employees to work harder to secure their jobs (Shoss, 2017). Based on a stress-related view, JI can be seen as a

stressor that results in poor performance (Shoss, 2017). Meta-analyses showed significant negative relationships between JI and performance (e.g., Cheng & Chan, 2008). However, some studies found a non-significant negative (Sverke, Hellgren, & Näswall, 2002; meta-analysis), a positive, or u-shaped relationship. Therefore, the purpose of the present study was to test within a mediation model if work engagement (WE) explains either the job preservation motivation or the stress-related view.

Design/Methodology/Approach/Intervention Employees ($N = 3,947$) from Belgium participated in a longitudinal three-wave survey design. Quantitative JI, WE, and in-role performance (IRP) were measured.

Results The results of the mediation model showed a significant negative relationship between JI and WE, a significant positive relationship between WE and IRP, and a significant negative indirect and direct effect between JI and IRP.

Limitations The findings should be replicated to achieve a broader generalizability. Additional analyses are needed to investigate the role of JI as challenge versus hindrance stressor.

Research/Practical implications The results are supporting the stress-related view on JI and performance.

Originality/Value The study confirmed results of prior research (e.g., Wang, Lu, & Siu, 2015). The study highlights the need for a discussion, under which conditions JI might become a challenge stressor (job preservation view).

Working hard or hardly working? Reciprocal relationships between job insecurity and performance

Mindy Shoss & Nicole Carusone

University of Central Florida, USA

Purpose: Little is known about how job insecurity influences performance or whether certain types of performance might in turn attenuate or exacerbate job insecurity. The current study examines potential bidirectional relationships between job insecurity and several dimensions of performance.

Design/Methodology: We recruited approximately 400 participants in the United States to complete two surveys approximately three months apart. Surveys asked about job insecurity, work effort, counterproductive work behavior, knowledge hoarding, and impression management. We used cross-lagged panel analyses to test our hypothesis of bidirectional job insecurity-job performance relationships.

Results: Results supported the idea that the job insecurity-performance relationship is bidirectional. Job insecurity enhanced negative forms of performance (counterproductive work behavior, knowledge hoarding) and detracted from more positive forms of performance (work effort),

controlling for initial levels of these outcomes. Interestingly, while counterproductive work behavior enhanced subsequent job insecurity, knowledge hoarding reduced subsequent job insecurity.

Limitations: The data is self-report. Further, the sample is limited to participants in the United States able to complete an online survey.

Research/Practical Implications: These findings suggest the existence of a spiral where job insecurity is associated with poorer performance, which then is associated with greater job insecurity. However, knowledge hoarding might help individuals to manage job insecurity, likely at a cost to organizations.

Originality/Value: This study is among the first (a) to consider bi-directional relationships between job insecurity and performance and (b) to take a differentiated view of performance that considers productive, counterproductive, and self-serving acts.

A Matter of Time: Job Insecurity, Job Performance, and the Role of Exposure Time

Maike E. Debus¹, Dana Unger², and Cornelius J. König³

¹University of Zurich, Switzerland

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³Saarbrücken University, Germany

State of the art: Research on the relationship between job insecurity and performance has presented rather inconclusive results. The purpose of this conceptual paper is to offer an additional, more dynamic perspective to think about job insecurity's effects on performance. We posit that an individual's exposure time to job insecurity needs to be considered when studying the job insecurity-performance relationship.

New Perspectives/Contributions: Drawing on the challenge-hindrance framework and earlier theorizing about the longitudinal effects of stressors, we propose that individuals' exposure time to job insecurity affects job performance, and that individuals' reactions will be dynamic over time. Adopting a person-centered perspective, we suggest that there are five subgroups that differ in their performance patterns over time.

Research implications. We further present potential predictors of subgroup membership and allude to methodological and statistical considerations that need to be taken into account when studying such subgroups. We propose using growth mixture modeling to identify such subgroups. Furthermore, we discuss strengths and limitations of such an approach.

Originality/Value. This paper contributes to the literature by introducing a dynamic perspective to the study of job performance in the context of job insecurity. In doing so, we also hope to stimulate future research in the context of job insecurity and performance, along with a stronger upsurge of person-centered approaches.

Job Insecurity in Higher Education: The Role of Job Crafting

Lara C. Roll¹, Sebastiaan Rothmann¹, and Hans De Witte^{1,2}

¹Optentia Research Focus Area, North-West University, South Africa

²Research Group Work, Organizational and Personnel Psychology, KU Leuven, Belgium

Purpose. In South Africa, higher education is presently rattled by budget cuts, student protests and generally high unemployment rates in the country. This gives rise to job insecurity among staff members. However, research suggests that employees do not just passively perceive their work environments; they tend to take action to improve their workplace in a process called job crafting. In this research, we examine whether engaging in job crafting behaviour can buffer potentially negative outcomes of job insecurity in terms of (physical and mental) well-being and (in-role and extra-role) performance.

Methodology. Online surveys were collected from 1211 university (academic and support) staff members in South Africa between February and June 2018. To test our hypotheses, we applied bootstrapping analyses using Hayes' PROCESS macro.

Results. Findings indicated that job crafting moderated the relationship between job insecurity, in- and extra-role performance, as well as physical well-being. No significant effects were found for mental well-being.

Limitations. The cross-sectional study design does not allow us to draw conclusions regarding temporal relationships between variables.

Implications. Our research demonstrates that job crafting can alleviate some of the negative outcomes associated with job insecurity in the higher education sector. For university management, this means that a job crafting intervention could significantly support employees and improve university functioning, which will in turn benefit students.

Originality/Value. This study was conducted at a critical time for the South African higher education sector and is among the first to examine the potential of job crafting behaviour in relation to job insecurity.

Job insecurity has no upside for work performance: Objective and subjective work insecurity and their relationship with work performance

Tinka van Vuuren¹ and Peter Smulders²

¹Open University Netherlands/ Loyalis, The Netherlands

² Netherlands Organisation for Applied Scientific Research, TNO, The Netherlands

Purpose: The purpose of this contribution is to demonstrate (a) that objective and subjective insecurity are related with performance and (b) that under some conditions of objective insecurity does subjective insecurity lead to greater reduction of performance.

Methodology: In this study we compare more than 80.000 Dutch workers and self-employed that differ objectively in the degree of work security. We assessed in 2014 and 2016 subjective job insecurity and work performance. Demographic and work variables were used as control variables.

Results: We found in a representative sample a negative relationship between subjective job insecurity and work performance. But this relationship is moderated by the objective employment status of the workers involved.

Limitations: The biggest limitation is the cross-sectional design of our study, which makes it impossible to draw conclusions about causality.

Practical implications: The finding that subjective job insecurity goes together with less work performance shows that job insecurity has no upside for the productivity of companies.

Originality: The study provides a deeper understanding of the role of the objective employment status of workers in the relationship between subjective job insecurity and performance.

1022 - TRAINING, RECRUITMENT, AND DIVERSITY MANAGEMENT AS DRIVERS OF INCLUSIVITY IN ORGANIZATIONS

Chair: Franziska J. Kößler

Co-chair: Andrew J. Marcinko

State of the Art: In the 21st century, demographic changes and increasingly complex work tasks have necessitated that organizations rely on teams whose members are more different from each other than ever before. Unfortunately, the research findings regarding workforce diversity have been as varied as the teams themselves: while some studies find positive effects on performance and other job-relevant outcomes, others demonstrate that workforce diversity can have negative effects. The categorization-elaboration model integrates and explains these findings and offers the most comprehensive theoretical view of the effects of diversity in groups to date. As organizations have sought to benefit from the positive effects of workforce diversity while mitigating the detrimental impacts, researchers and practitioners have worked to discover and support strategies and best practices to achieve these goals.

Contribution: While studies examining the link between diversity and performance have most commonly focused on an American context, the topic has become increasingly relevant in Europe in light of political and demographic changes (e.g. Brexit, right-wing populism, the refugee crisis, etc.). This symposium will incorporate a range of perspectives, including considering the salience of individual differences, assessing training effectiveness in diverse groups, and examining the broader organizational context, using both quantitative and qualitative approaches within a shared theoretical framework.

Research Implications: The symposium aims to give an insight into the current state of workforce diversity research in Europe. The contributors intend to highlight key differences between their findings and the predominant North American perspective and offer suggestions for future research directions in a specifically European context.

Nationality versus qualification? A survey experiment on the salience of two diversity dimensions

Franziska J. Kößler (WZB Social Science Center Berlin & Humboldt University of Berlin), Susanne Veit (WZB Social Science Center Berlin), & Annekatrin Hoppe (Humboldt University of Berlin)

Purpose: Team members differ from one another regarding many aspects such as age, ethnicity, and professional qualification. According to the categorization elaboration model, salient differences can reduce group functioning as a consequence of in- and out-group categorizations and intergroup biases. The present survey experiment examines this assumption by investigating the relevance of nationality and professional qualification on hiring preferences in real work teams.

Methodology: In an experimental 3 x 3 design, employees ($N = 439$) of a German retail store chain received the profile of a fictitious job candidate. These profiles were identical except for job candidates' nationality (German, Turkish, Russian) and professional qualification (none, unrelated, retail merchant). Participants had to indicate how much they recommended hiring the respective job candidate. As a manipulation check, they wrote down reasons for their decision.

Results: In contrast to our expectation, there was no main effect for nationality, but a significant main effect for professional qualification. Post-hoc comparisons showed that participants rated fictitious job candidates without any professional qualification significantly worse than job candidates with an

unrelated qualification. They rated job candidates qualified as retail merchants more positively than all other candidates.

Limitations: We cannot exclude biases in consequence of social desirability.

Research Implications: The results suggest that job-related aspects are more salient – even in workplaces where people without professional qualification work often.

Originality: The study provides causal evidence on the significance of nationality and qualification as hiring criteria in a real work setting.

Keeping It Real: How Perceptions of Organizational Authenticity Impact Diversity Management Effectiveness

Andrew J. Marcinko (Aston Business School)

Purpose: The majority of large organizations now undertake some form of Diversity Management (DM), with many dedicating entire teams to recruiting, hiring, and managing diverse employees. But why are similar DM practices effective at certain firms but not at others? This study examines the degree to which employees perceive DM practices to be authentic; that is, do they believe their organization is genuine in its attempts to manage diversity (Cording, Harrison, Hoskisson, & Jonsen, 2014; Windscheid et al. 2016). It explains how these perceptions impact affective commitment within the framework of the Categorization Elaboration Model (Van Knippenberg, De Dreu, & Homan, 2004).

Methodology: In an experimental 2x2 factorial design, participants were presented with a diversity webpage from a fictitious university, where the instrumentality (Olsen & Martins, 2012) of the mission statement (i.e. How important diversity is to the organization's broader goals) and the faculty demographics (representative vs non-representative) were manipulated across four conditions.

Results: The results supported the expected moderated-mediation. Perceived organizational authenticity mediated the relationship between diversity and commitment, while there was a significant interaction between diversity and mission statement instrumentality. Participants were indifferent to the instrumentality expressed in the mission statements unless there was a disconnect between the university's words and its actions.

Limitations: External validity is limited by the use of student participants and experimental methodology.

Implications: This research empirically demonstrates the importance of an oft-overlooked aspect of DM practices. For practitioners, it highlights the importance of effectively framing DM and approaching it in an authentic manner.

Value: This builds on the limited body of research on organizational authenticity in DM to empirically support a moderated mediation model which can guide future research.

Linking training group diversity and training effectiveness

Laura E. Creon (SRH Hochschule Berlin) & Carsten C. Schermuly (SRH Hochschule Berlin)

Purpose: Expanding the model of training transfer (Baldwin & Ford, 1988), we shed light on the relationship between training group diversity and training effectiveness. We compare objective and subjective diversity measures (diversity faultlines and perceived subgroups) and examine how they relate to training effectiveness (cf. Kirkpatrick, 1967; reactions, learning, behavior, results). Following the Model of Work-Team Learning (Edmondson, 1999), we investigate mediating and moderating mechanisms by looking at psychological safety and the role of trainer diversity beliefs.

Methodology: We surveyed German training participants and trainers from a public administration sample. Questionnaires were administered at the end of training sessions of one to two days' length (t1) and again after two months (t2, training participants only). The final sample consisted of 717 participants in 70 training groups (t1) and 363 participants in 59 training groups (t2) respectively.

Results: Results on group level show a negative relationship between perceived subgroups and reactions mediated by psychological safety. We found no relationship between objective diversity and training effectiveness as well as no interaction with trainer diversity beliefs.

Limitations: Process variables were collected retrospectively; future research should measure them during the training.

Implications: In short training sessions, subjective as opposed to objective diversity seems to be crucial for psychological safety and training effectiveness ratings. Trainers could address the role of perceived subgroups at the beginning of training sessions and foster a group identity.

Originality: This study adds to the diversity and training literature comparing subjective and objective diversity in connection with training effectiveness.

How can Technology help in getting Diversity at work to work?

Lilian Otaye-Ebede (Liverpool John Moores University)

Purpose: Organisations across the globe perceive equality, diversity and inclusion (EDI) as an important issue due to fundamental economic, social, and legislative changes nationally and internationally (cf. Nishii & Özbilgin, 2007). Despite the importance, scholars and practitioners still struggle to embed EDI in the workplace. One reason for this is that the conditions for success and failure of EDI initiatives is still yet to be explored (Otaye-Ebede, 2016; Guillaume et al., 2014). The purpose of this study therefore is to explore the role of technology (use and availability) as a tool to foster the successful implementation of EDI initiatives in the workplace.

Methodology: Twenty working adults from various occupations in the UK will participate in this study. Semi-structured face-to-face interviews will be used as the primary data collection method and the constant comparative method will be adopted for data analysis.

Results: Preliminary results from a pilot study reveals that the availability of technology helps to disseminate relevant information real-time, thereby reducing the number of discrimination incidences experienced by participants. Findings also revealed that technology availability helped in reducing stress at work through creating the opportunity for flexible work, hence, better work/life balance. Technology use on the other hand increased learnability, awareness and accessibility, particularly for individuals with a disability.

Implications: This paper will add to the growing body of literature on strategies to get diversity at work to work by introducing technology as one way of embedding EDI successfully into the organisation.

Limitations: Limited sample size.

Value: This is one of the first study to include technology in the EDI discourse thereby contributing to the limited body of research proffering solutions to the issues surrounding the failure of EDI initiatives at work.

The discriminatory potential of modern recruitment processes

Esther Kroll (WZB Social Science Center Berlin & Humboldt University of Berlin), Susanne Veit (WZB Social Science Center Berlin), & Matthias Ziegler (Humboldt University of Berlin)

Purpose: Research on labor market discrimination points to robust ethnic discrimination, especially in the pre-selection of personnel. But many companies need to change their recruitment strategies in times of labor shortages. Recruitment trends like CV screening on professional social media (SM), active sourcing, and assigning recruitment to private recruitment agencies might help to find suitable candidates. The question of whether these modern recruitment trends have the potential to drive discriminatory decisions is still an open one.

Methodology: We conducted eight qualitative expert interviews with different types of recruiters. We used a content analysis (Mayring & Fenzl 2014) to examine the interviews.

Results: We found that the recruitment trends active sourcing and recruitment assignment are sustainable for discriminatory pre-selection. Our analysis also identified three different sources of discrimination in personnel pre-selection: the recruiters' own attitudes towards certain job candidates, the explicit managers' orders to exclude job candidates with specific personal characteristics, and the recruiters' impressions regarding the company's preferred candidates. It seems that the managers' orders and the recruiters' impressions are the biggest drivers of discriminatory personnel pre-selection.

Limitations: Our study has a strong focus on private recruitment agencies. Additionally, recruitment environments are changing quickly and are strongly dependent on labor market characteristics.

Implications: Our findings show that current German legislation—for instance, the German Equal Treatment Act (GETA) and the work council's rights—is not sufficient to protect job candidates from discrimination.

Originality: Our study provides in-depth information about the sensitive topic of discrimination in modern recruitment.

1025 - A CLOSER LOOK AT SITUATIONAL JUDGMENT TESTS: NEW DEVELOPMENTS AND INSIGHTS

Name of the proponent (s) of the Symposium: Jan-Philipp Schulz¹, Philipp Schäpers², & Stefan Krumm¹; Discussant: Duncan Jackson³

¹Freie Universität Berlin, Germany

² Singapore Management University, Singapore

³ Birkbeck, University of London, UK

State of the Art: Situational Judgment Tests (SJT)s are popular instruments in personnel selection due to their valid prediction of job performance and high face validity. However, recent evidence has raised questions regarding the inner workings of SJTs. For instance, recent findings questioned the importance of situations in SJTs and challenged the common belief whether SJTs really tap into situational judgment. Therefore, more research is needed – not only on the constructs assessed by SJTs but also on how situation descriptions and response formats affect test takers' response behavior.

New Perspectives/Contributions: This symposium presents novel approaches to SJT research, ranging from their development to an in-depth examination of their functioning. The contributions of this symposium cover several research perspectives and a broad range of different SJTs. Thus, this symposium contributes to an ongoing debate about the psychometric properties and construct validity of an important assessment method.

Research/Practical Implications: The herein presented research provides new aspects to recent SJT theorizing. It contributes to our understanding of what SJTs measure. These insights will help improve SJT development and application.

False Consensus Effects in Situational Judgment Tests

Authors: Janneke K. Oostrom¹, Nils C. Köbis², Richard Ronay¹, & Myckel Cremers³

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Purpose: This study introduces a new SJT response instruction based on a well-known social psychological phenomenon – the false consensus effect. By asking candidates what they think others would do, instead of what they themselves would do, SJTs might allow for an implicit measure of personality constructs that might be less susceptible to faking.

Design: In four studies, with field and laboratory data (total $N = 882$), we introduce an alternative SJT response instruction and examine its effects on the SJT's construct-related validity, fakability, and criterion-related validity.

Results: Participants show a false consensus bias when asked what others would do. The SJT based on the false consensus effect turned out to be harder to fake than a would-do SJT, and its scores were meaningfully correlated with conceptually related traits, as well as self-reported and behavioral outcomes. Honesty-Humility and Conscientiousness influence false consensus effects related to deviant behavior and Extraversion influences false consensus effects related to positive behavior.

Limitations: Future research should test the criterion-related validity of the false consensus SJT in combination with explicit measures, using actual applicants, and measure actual future (counterproductive) work behaviors.

Research/Practical Implications: This approach offers both researchers and HR professionals a promising selection and assessment instrument, that can be used alongside explicit measures of personality constructs.

Originality/Value: The present research reveals a novel approach to limiting the potential for faking in selection contexts. Simply rewording SJT instructions might provide a personality measure that is both valid and robust to self-presentational concerns.

Taking SJTs to the Next Level: Leveraging Unstructured Video Interview Data with AI

Richard Justenhoven¹

¹Aon Assessment Solutions

Purpose: SJTs are popular in the applied area of assessment because of their criterion-related validity (Lievens, Peeters, & Schollaert, 2008). However, the answer format presented to candidates is limiting the reaction's variance, which affects criterion-related validity (Lievens & Sackett, 2006). We want to investigate the degree to which video-based interview processes can be used as a form of construct-driven SJT.

Approach: We will outline the usage of various Application Programming Interfaces (APIs), for automated transformation and analysis of video data, creating data output that is usable for automatic SJT scoring.

Methodology: For the presented research initiative, there will only be a limited number of APIs used, focusing on the auditive data from the video interview. First step is to convert the audio into text by a Speech-to-Text API. Secondly, Natural Language Classifier APIs are used to classify passages and phrases of the written text into classes.

Results: Based on a sample of ($N = 4700$) we will discuss the application and ambiguous outcome of the process as outlined above. Special focus will be given to the mentioned APIs.

Implications: We aim to present this approach to open a wider discussion. There are psychometric hurdles that need to be taken, part of the session will be spend on the current problems of this approach.

Originality: To date, there has been very few approaches on how to leverage APIs for automatically scoring unstructured data in a psychometric reliable and valid way. With this submission we aim to further pursue this path.

Development of a Situational Judgment Test assessing moral judgment and moral behavior

Authors: Magdalena Reineboth¹, Luise Franke-Bartholdt¹, Jürgen Wegge², & Anja Strobel¹

¹Technische Universität Chemnitz, Germany

²Technische Universität Dresden, Germany

Purpose: To consider an increasingly important work-related variable in personnel work, we developed a knowledge based SJT to assess moral judgment and behavior in organizations.

Design: Out of 48 interviews about morally relevant situations with leaders and employees of the Saxony healthcare sector, 127 item stems were derived. To generate the basis for response options, $N = 351$ employees and students were asked to describe possible behavioral options for the items presented. Four item sets with such response options were tested in two studies ($N_{total} = 746$ employees) concerning their effectiveness. The method used was empirical scoring, and correlations to silence, voice and moral courage served as indicators. Moreover, first validation criteria (job performance and -satisfaction) were assessed.

Results: Two of the item sets have already been analyzed resulting in 18 items with four response options each. As expected, all included responses showed small correlations either to voice and moral courage in positive or to silence in negative direction. Further results concerning the other items sets, reliability and first validation evidence for the total score of the resulting SJTs will be presented.

Limitations: Empirical scoring is just one option for testing the effectiveness of response options. The evaluation by subject matter experts could provide different results.

Practical implications: The SJT can be used as meaningful instrument assessing moral judgment and behavior at work.

Value: In complex work-environments, considering moral aspects of a situation becomes more and more important and should thus be integrated into personnel selection decisions.

Is it all in the Eye of the Beholder?

The Importance of Situation Construal for Situational Judgment Test Performance

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Purpose: Recent findings challenged the importance of situation descriptions for SJT performance. This research contributes to the ongoing debate, on whether SJTs are situational measures or not, by incorporating findings on person × situation interactions into SJT theory.

Design: Across three studies ($N_{Total} = 1239$), it is tested whether (i) situation construal contributes to responses on SJT items, (ii) situation descriptions and response options of SJTs affect test-takers' situation construal, and (iii) situation construal adds to SJTs validity.

Results: Results show that situation construal significantly contributes to SJT responses, situation descriptions of SJT items only have a negligible effect on situation construal, and situation construal explains variance in relevant criteria above and beyond SJT performance.

Limitations: Future research is needed to examine the effect of situation construal for SJTs with different modalities (e.g., video-based SJTs).

Research/Practical Implications: Despite recent approaches to re-conceptualize SJTs, our results suggest that SJTs may still be viewed as situational measures. However, situation construal may not be contingent on the availability of situation descriptions. Implications for the development of SJTs are discussed.

Originality/Value: This research integrated situation construal into SJT theory and, thus, contributed to a more fine-grained examination of SJTs as situational measures.

Which Kind of Situational Information is Needed to Make Situational Judgment Tests Situational?

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Purpose: Recent findings have questioned the importance of situations in SJTs. Krumm et al. (2015) demonstrated that many SJT items can be solved even when situation descriptions are not presented. However, we currently do not know which kind of situational information is needed to make SJT items context-dependent or –independent. On the basis of trait-activation theory, we tested whether the implementation of trait-relevant cues moderates the context-dependency of SJT items.

Design/Methodology: In our study ($N = 431$), the availability of information in the SJT item stems was manipulated: Participants either received SJT items with (a) situation descriptions including a trait-relevant cue, (b) only the trait-relevant cue but no further situation description, (c) situation descriptions in which the trait-relevant cue was omitted, or (d) without any situation descriptions.

Results: We found large differences in performance for SJT items including a trait-relevant cue in comparison to items that included only negligible information or no situation description. Furthermore, we found that omitting stems from SJT items with a trait-relevant cue results in a significantly stronger decrease in item scores than omitting stems from SJT items that do not include a trait-relevant cue.

Limitations: We investigated only text-based SJTs. One could suspect that more realistic formats are more affected by the implementation of trait-relevant cues.

Research/Practical Implications: We discovered that the implementation of trait-relevant cues in SJT situations was a major factor for item difficulty.

Originality/Value: This research contributes to recent theorizing on the context-dependency of SJTs.

1026 - SOCIAL MEDIA USE IN PERSONNEL SELECTION: NEW PERSPECTIVES AND DIRECTIONS

Irina Gioaba, University of Lausanne

State of the Art. Recent technological advancements have profoundly impacted how management practices currently are carried out, including a variety of Human Resource functions. Indeed, Internet platforms and social media websites, such as Facebook and LinkedIn, have become the main medium through which organizations recruit and select prospective employees. This symposium will showcase new empirical research on the area of social media use in personnel selection.

Contributions. First, Sébastien Fernandez provides empirical evidence for the validity of personality assessments derived from LinkedIn profiles. Then, Julia Levashina discusses the role of normative feedback for enhancing the psychometric properties of LinkedIn assessments and its impact on reducing individual-level differences. Irina Gioaba provides further evidence on the use of social media for making employment decisions by examining age differences in self-presentation on LinkedIn and its impact on job offers. Next, Jennifer Price further explores job seekers' impression management tactics on Facebook showing that job seekers can and do manipulate the information they post online. Finally, Richard Landers, a well-known expert in the area of new technologies in personnel selection, will serve as the discussant. He will integrate the papers, review their implications, and define areas for future research.

Research/Practical Implications. The present contributions are directed towards understanding the practical implications associated with the use of social media in personnel selection and therefore have the potential to benefit both organizations and individual job applicants.

Preliminary evidence for the validity of LinkedIn-based personality information

Sébastien Fernandez, Marie Stöcklin, Lohyd Terrier & Sowon Kim

Ecole hôtelière de Lausanne, HES-SO//University of Applied Sciences Western Switzerland

Purpose: There is a need to find alternatives to self-report personality measures in personnel selection. As many recruiters are already using LinkedIn as a screening method, it is necessary to ascertain that LinkedIn profiles convey accurate personality-related information. The aim of this study is then to determine if LinkedIn profiles contain accurate personality-related information.

Methodology: A list of more than 30 cues theoretically related to the Big five dimensions was first established. Two independent coders rated 646 LinkedIn profiles of graduates. Self-reported personality was measured through the IPIP-NEO.

Results: Reliability for all the cues was more than satisfactory. Positive and significant correlations were observed between the cues and the personality traits which they were expected to predict. LinkedIn-derived personality scores for agreeableness, conscientiousness, extraversion and openness demonstrated satisfactory convergent and divergent validity with their respective self-reported personality traits.

Limitations: First, all the participants in this study come from the same university, which might prevent broader generalizations to other samples. Second, validity of the LinkedIn-derived personality scores was only assessed with a self-report personality questionnaire.

Research and practical implications: In the future, it is necessary to test further the validity of personality information derived from LinkedIn profiles (e.g. predictive validity in field settings, construct validity with informant reports) or to determine if other characteristics (such as GMA) can be identified in LinkedIn profiles.

Originality/value: This study is the first one conducted on a large sample to show the validity of LinkedIn as a source of information about individuals' personality.

The Impact of Normative Feedback on the Psychometric Properties of the LinkedIn Assessment

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²Saint Mary's University, Canada

Purpose: Normative feedback (e.g., Schmiege, Klein, & Bryan, 2010) is defined as information regarding raters past rating behavior and similar information about referent others, which allows comparative inferences to be made. Research on normative feedback demonstrates that it can improve psychometric properties of subsequent ratings. Based on 20,000 employment interviews, Hartwell and Campion (2016) demonstrated that lenient and severe interviewers reduced the discrepancy between their ratings and the overall mean rating after getting feedback. Feedback included average ratings for each interviewer and means across all interviewers. This present research

explores normative feedback as a potential enhancement of the psychometric properties of LinkedIn assessments, including interrater agreement and validity.

Design/method: 13 MBA students rated 20 LinkedIn profiles each. They then received normative feedback, including their average ratings, the mean overall ratings across all assessors, the average validity of their ratings, and the mean overall validity across all assessors. They subsequently rated 20 different profiles.

Results: Findings were mixed. Normative feedback had no impact on variance in ratings, interrater agreement, or adverse impact. Convergent validity decreased for ratings of most skills, but increased for some personality traits (e.g., Conscientiousness) and cognitive ability.

Limitations: Results are based on a small sample of MBA students rating profiles of undergraduate business students.

Practical implications: It might be premature to recommend normative feedback to organizations engaged in cyber-vetting.

Originality/value: We contribute to the literature on LinkedIn assessment by examining whether normative feedback can reduce individual-level differences in LinkedIn ratings and enhance the psychometric properties of assessments.

Self-presentation and selection outcomes on professional social media: a comparison between older and younger job seekers

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⁴Brandeis University

Purpose: The use of social media for employment purposes has become increasingly popular among employers and job seekers alike. However, little is known about how job seekers present themselves in the online environment. Therefore, the purpose of this study is to examine potential differences between older and younger job seekers' self-presentation on LinkedIn and their impact on employment outcomes (e.g., job offers).

Design/Methodology: Data was collected from 227 active LinkedIn users belonging to two age groups: younger (25-30; N= 111, $M_{age} = 27.54$) and older group (45+, N= 116, $M_{age} = 55.29$). Participants provided a series of elements from their LinkedIn profile including their profile picture, profile summary, number of contacts, number of profile visits, and endorsements, which were subsequently coded by two trained raters.

Results: Results indicated that older and younger job seekers tend to emphasize different aspects on their LinkedIn profiles. Moreover, we found that older job seekers tend to have more connections, but receive less job offers compared to the younger ones.

Limitations: A limitation of this study is that middle aged job seekers were not included.

Research/Practical Implications: Our findings suggest that there are differences in how older and younger job seekers present themselves on LinkedIn and that these differences tend to be differentially related to employment outcomes.

Originality/Value: This is the first study to show how older and younger job seekers present themselves on social media and adds to the existing literature by identifying specific elements related to LinkedIn users' employment success.

How Do Job Seekers Manage Impressions on Facebook?

Jennifer Price, Vanessa Myers, Alexandra Duval, Shayda Sobhani, & Nicolas Roulin
Saint Mary's University, Canada

Introduction and Purpose: Facebook has become a popular platform for employers to gather information about job candidates. The Jobvite Recruiter Nation Report (2016) indicates 43% of recruiters use Facebook to assess candidates. The purpose of this study is to examine job seekers' impression management (IM) tactics on Facebook, what personality traits are associated with IM use, and whether IM can facilitate job search.

Design/Method: U.S. residents actively searching for a job were recruited and compensated online through Mechanical Turk. Participants were required to have an active Facebook account. They completed measures of Facebook IM, personality (HEXACO-100), job seeking self-efficacy, and demographic questions.

Results: Job seekers engage in IM tactics on Facebook, but they engage more in honest self-promotion than in deceptive or defensive IM. Additionally, participants who have been active on Facebook longer are less likely to engage in deceptive IM. Participants higher on Honesty-Humility were less likely to

engage in IM, while those higher on Extraversion were more likely engage in IM, especially honest tactics. Honest IM was also positively related to job search self-efficacy.

Limitations: Since our study relied on self-reports, participants may have responded in a socially desirable way.

Practical Implications: Our results indicate that job seekers do control and/or manipulate the information they make available to employers on Facebook.

Originality/Value: We empirically examined IM on social media, as described in the framework by Roulin and Levashina (2016), further validated a measure on Facebook IM, and thus contribute to our understanding of online IM (e.g., on Facebook).

Discussant

Richard Landers

University of Minnesota, USA

The discussant, Richard Landers, will provide his scientific expertise in the field of social media use in personnel selection to evaluate the four empirical contributions presented in this symposium and make general recommendations for research and practice.

1028 - SYMPOSIUM: DEALING WITH THE DOUBLE-EDGED SWORD: BOUNDARY CONDITIONS AND STRATEGIES FOR A HEALTHY AND PRODUCTIVE WORK-RELATED USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES

Session Chairs

Kathrin Reinke, University of Kassel

Katharina Schneider, Technical University Darmstadt

State of the Art

Modern information and communication technologies (ICTs) enable to stay connected anywhere and anytime for work. Research suggests that this involves both beneficial and detrimental effects on employees' well-being and performance. However, it remains largely unclear under which conditions ICT use affects well-being and performance positively or negatively, and which specific strategies can be used to potentially avoid negative effects while ensuring positive outcomes.

New Perspectives/Contributions

This symposium aims at shedding light on the boundary conditions of the effects of ICT use and related strategies that enable employees to use ICTs in healthy and productive ways. First, a meta-analysis gives an overview on the effects of ICT use after hours on various health-related outcomes. Two papers then shed light on conditions under which ICT use has beneficial or detrimental effects, examining the role of goal attainment and the evaluation of ICT use. The next paper examines strategies of how to deal effectively with work emails, based on a cross-disciplinary systematic literature review. The last two papers explore the value of interventions in the context of ICT use, testing the effects of a supervisor training and data-based individualized recommendations.

Research/Practical Implications

The results shed light on boundary conditions and strategies that may reduce negative effects and foster positive effects of ICT use on well-being and performance. Thereby, the symposium provides fruitful avenues for future research on ICT use as well as specific, differentiated recommendations for practice on how to deal with the double-edged effects of ICT use.

The impact of work-related extended availability on employee health and life-domain-balance - A meta-analysis

Eberhard Thörel, University of Freiburg, Germany

Nina Pauls, University of Freiburg, Germany

Anja S. Göritz, University of Freiburg, Germany

Purpose

Modern communication technologies can make working life considerably easier, but also have their drawbacks. Employees are - at least in principle - always available for work and work is always available to them. A recent scoping review (Pangert, Pauls & Schüpbach, 2016) has suggested that this so-called work-related extended availability (WREA; Pangert et al., 2016) negatively affects employee health and life-domain-balance. However, due to its methodology, this review could not answer questions concerning the magnitude of effects or the existence of moderators. Furthermore, a considerable amount of new research has been published since 2016. Building on the review by Pangert et al. (2016), the current work provides a quantitative overview of the relationship between WREA and pertinent criterion constructs.

Design/Methodology

A systematic literature search was conducted, identifying 79 publications with $k = 77$ independent samples ($N = 98.145$ participants), and a random effects meta-analysis was performed.

Results

Significant average correlations between WREA and various health constructs in the small to medium range and a medium size association between WREA and work-to-family conflict were found. Due to the amount of heterogeneity, moderator analyses were conducted and moderators were identified.

Limitations

Only English and German articles published in peer-reviewed journals were included.

Research/Practical Implications

There is need to develop a standardized measure for WREA. Currently, there is a host of heterogeneous measures tapping various aspects of WREA, but no scale capturing the construct with all its facets.

Originality/Value

This study is the first quantitative synthesis of the effects of WREA.

ICT overload and employee productivity: Buffering effects of goal attainment

Lenka Duranova, FOM - University of Applied Sciences, Frankfurt, Germany

Sandra Ohly, University of Kassel, Germany

Purpose

The development of new technologies leads to growth in information and communication technology (ICT) overload. This study investigates the role of ICT overload for employee productivity. We examine whether the relationship between ICT overload and subjective productivity via unfinished tasks will be moderated by finishing work tasks in leisure time.

Design/Methodology

Using a daily diary study design, data were collected via smartphone application from 103 workers in Germany who completed a general survey and two to three daily surveys over a period of 4 consecutive days (Friday-Monday).

Results

Moderated mediation analysis supported the mediating role of unfinished tasks and the moderating role of goal attainment. The impairing effect of general ICT overload on subjective work productivity on Monday via unfinished tasks on Friday was more pronounced among employees with low finishing work tasks over the weekend by controlling for affectivity, time pressure, and work hours.

Limitations

The constructs were measured with self-report scales.

Research/Practical Implications

Our results emphasize the importance of ICT overload and unfinished tasks as stressors, and the need for developing strategies to prevent and handle them. Future research should shed more light on the circumstances and long-term consequences of goal attainment by working in leisure time.

Originality/Value

This study is one of the few studies in this area testing for positive effects of working in leisure time by ICT use.

Double-edged effects of ICT use: Evaluation of ICT use as an important determinant of positive or negative effects on employee well-being

Kathrin Reinke, University of Kassel, Germany

Sandra Ohly, University of Kassel, Germany

Purpose

Work-related ICT use after hours has both beneficial and detrimental consequences. These mixed findings can be explained by individuals' evaluation of their ICT use. We thus examine how the evaluation of daily ICT use affects well-being, and explore if this relationship is influenced by situational as well as personal constructs.

Design/Methodology

Data were collected from 82 employees who completed a general survey and two or three daily surveys over five consecutive days (Monday-Friday).

Results

Hierarchical linear modeling showed that the evaluation of daily ICT use has an effect on well-being beyond the quantity of ICT use. Further, positive evaluation was related to goal attainment, and negative evaluation was related to lower goal attainment and higher feelings of overload. Besides, individuals' general motivation for ICT use (autonomous and controlled) predicted positive and negative evaluations of ICT use.

Limitations

Results are based on self-report data.

Research/Practical Implications

Our results suggest that beyond quantity of ICT use, individuals' daily evaluation of ICT use plays a critical role to explain varying effects on well-being. This finding challenges organizational measures that focus on restricting the quantity of ICT use. Instead, strategies to reduce feelings of overload and to increase autonomous ICT use may be addressed.

Originality/Value

The present study is one of the few considering the role of evaluation of ICT use beyond quantity, and identifies both situational and personal constructs as important antecedents.

How to deal with work email effectively: A systematic review with recommendations

Emma Russell, Kingston University London, UK

Tom Jackson, Loughborough University, UK

Marc Fullman, Kingston University London, UK

Purpose

The abundance of literature from web-sites, email 'gurus', and across academic disciplines does not always join up, offering contradictory, and often outdated, findings about how we should deal with our work email. To address these issues, a cross-disciplinary systematic literature review (SLR) was conducted.

Design/Methodology

Using a well-regarded SLR approach, 42 papers from psychology, HCI and management disciplines were synthesized in a 3-stage approach to produce a model of work email effectiveness, sense-checked with N=12 representative interviewees.

Results

Work email actions were related to three categories of well-being and four categories of productivity. Six work email actions were found to be consistently positive for both well-being and productivity, and these formed the basis of eight recommendations provided.

Limitations

The SLR uncovered limitations in the data available, relating to the operationalization of variables, breadth of focus, rigor in design/analysis and over-use of self-report data. Accordingly, we discuss where research efforts can best be focused in the future.

Research/Practical Implications

Our model can be used by researchers and end-users to predict how work email actions will influence well-being and productivity. This is timely given the growing demand for organizations (and even governments) to provide work email policy and guidance.

Originality/Value

This is the first SLR in over 25-years of research into work email behaviors. Our model is the first of its kind, providing both researchers and end-users with evidence-based understanding, along with recommendations for improving work email activity.

The evil-minded smartphone? The effect of individual interventions for boundary management and availability on employee's work-life balance, well-being and availability

Katharina Schneider, Technical University Darmstadt, Germany

Kathrin Reinke, University of Kassel, Germany

Ruth Stock, Technical University Darmstadt, Germany

Purpose

Recent studies suggest that the use of communication technologies (CTs) involves both advantages and disadvantages for employees' stress and work-life balance. However, organizations mainly implement universal, inflexible interventions that generally restrict employees' CT use. This may simultaneously reduce potential positive effects and neglects individual preferences and needs. To address this issue, we conducted an intervention study by giving employees specific recommendations based on data on their individual preferences for CT use and boundary management. We investigate the effect of any individual intervention on employees' work-life balance and extended work-related availability (EWA).

Design/Methodology

We collected data from 102 participants at two times one year apart. After t_1 , participants received individual recommendations based on their own data.

Results

65% of the participants implemented at least one intervention, mostly regarding boundary management and CT use beside others (e.g., stress management). For participants implementing boundary management interventions, significant improvements in work-life balance and satisfaction with EWA were found, whereas participants who implemented interventions regarding their CT use only improved in satisfaction with EWA. For all, exhaustion was significantly reduced.

Limitations

The study design provides no control group.

Research/Practical Implications

Results suggest that implementing individual interventions in accordance to employees' individual preferences may restrict the negative and enhance positive effects of CTs unlike universal, rather inflexible interventions. Thus, organizations should encourage and enable their employees to reflect consciously their preferences and to act on them.

Originality/Value

To our knowledge, the present study is the first testing individual interventions according to employees' individual preferences.

"Dear manager, now I know what you expect": An intervention to reduce ambiguity about availability expectations

Clara Heissler, University of Kassel, Germany

Sandra Ohly, University of Kassel, Germany

Purpose

Supervisor expectations regarding subordinates' availability outside of working hours are closely related to well-being and satisfaction with information and communication technology (ICT) use in the team. However, supervisors' expectations remain ambiguous as they are not clearly communicated. This study evaluates an intervention aiming to support supervisors in clearly communicating their expectations.

Design/Methodology

After investigating the impact of ambiguous expectations in a cross-sectional study, we conducted and evaluated a five-hour intervention. We asked participants' subordinates ($n=31$) about the availability expectations they face, their own ambiguity regarding these, and their satisfaction with ICT communication at two timepoints (one week before and six weeks after the intervention).

Results

We find that being confronted with ambiguous availability expectations impacts employee well-being and satisfaction with ICT-communication above and beyond the scope of expectations. After the intervention 45% of subordinates (compared to 13% before) had a tangible agreement regarding availability. Additionally, ambiguity decreased and satisfaction rose significantly.

Limitations

Participation in the training was voluntary and no control group was included.

Research/Practical Implications

The study clarifies the role of supervisors' expectation concerning ICT use and related well-being. The intervention is a practical option to improve the way ICT use and availability are handled in a work-context.

Originality/Value

When it comes to work-related ICT use few interventions have been evaluated, and most focus on the individual level.

1035 - JOB INSECURITY SYMPOSIUM 3: THE DYNAMICS OF JOB INSECURITY

Symposium chairs: Eva Selenko¹ & Hans De Witte^{2,3}

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State of the Art. Job insecurity is a well-known predictor for impaired health and performance outcomes. What is less known is how the effect of job insecurity on those outcomes plays out over time: Is the effect continuously linear? Is it unidirectional or is there a reciprocal relationship? This symposium aims to shed new light on the dynamics underlying job insecurity.

New Perspectives/Contributions: Six pieces of research will tackle the ‘dynamics of job insecurity’ in novel ways: Two papers deal with the reciprocal relationships of job insecurity: Yannick Griep and colleagues explore this for health related outcomes, Kelly Smet and colleagues can show similar reciprocity for work related learning. Two papers look at individual developmental patterns of job insecurity: Anahi Van Hoetegem scrutinizes the longitudinal patterns of job insecurity and their effect on work related learning, while Ieva Urbanaviciute and colleagues investigate the co-development of job insecurity and employability. Employability is also the topic of Jasmina Tomas’ contribution, she and her colleagues look at the longitudinal relations between perceived employability and the perception of job insecurity over time. Finally, Chirumbolo, Callea and Urbini suggest a new way of measuring job insecurity, that pays tribute to its multi dimensional nature.

Research/Practical implications: This symposium shows that job insecurity is often the cause but also the consequence of health impairment, reduced performance or employability. In order to fully grasp the complex phenomenon job insecurity, research needs to expand into different developmental patterns, as well as different dimensions of job insecurity.

The Chicken or The Egg: The Role of Absenteeism in the Longitudinal Reverse Relationship Between Job Insecurity and Mental Health Complaints

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Purpose. Although research has demonstrated that job insecurity is associated with mental health problems, far less is known about the reverse relationship, and the mechanisms underlying such a relationship (i.e., absenteeism). Nonetheless, unravelling the mechanisms underlying the longitudinal reciprocal relationship between job insecurity and mental health problems makes a valuable contribution to the literature from a theoretical, practical, and methodological standpoint.

Design/Methodology. We estimated an autoregressive mediation model on 3-wave longitudinal data from 1,994 employees.

Results. In line with our hypotheses we found longitudinal evidence for a positive association between perceptions of job insecurity and mental health complaints, which in turn were positively related to absenteeism, which in turn were positively related to further perceptions of job insecurity.

Limitations. The self-reported nature of the data can potentially introduce social desirability, while the use of time lags may result in recollection bias.

Research/Practical Implications. Due to the time-lagged nature of our findings, we were able to make specific suggestions for employees and employers to prevent mental health problems from leading to future perceptions of job insecurity.

Originality/Value. Our findings indicated that the relationship between perceptions of job insecurity and mental health complaints is far more complex than a normal causation relationship. Increasing our understanding of this reciprocal relationship sheds light on the mixed results obtained by the limited number of reverse causation job insecurity studies, and opens the possibility for finding effective solutions.

A within-person examination of the reciprocal relationship between work-related learning and job insecurity

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Purpose. This study investigates the reciprocal relationship between work-related learning (i.e., formal learning, informal learning using personal sources, & informal learning using environmental sources), and both quantitative and qualitative job insecurity. Specifically, we posit that participation in work-related learning reduces feelings of job insecurity, which in turn, promotes participation in work-related learning. This is based on the Conservation of Resources theory, which states that individuals who possess resources are able to protect themselves against resource loss and are more capable of resource gain (i.e., gain spiral).

Methodology. A random intercept cross-lagged panel model was applied to test the relationships. The data was collected among public sector employees and consisted of three waves separated by a three-month time lag.

Results. At the within-person level, the results demonstrated that formal learning leads to less quantitative and qualitative job insecurity while qualitative job insecurity negatively predicted future formal learning and informal learning using environmental sources.

Limitations. Limitations concern the specific sample used and the use of self-reported measurements.

Research/Practical Implications. In times of job insecurity, organizations might benefit from investing in formal trainings as these can provide employees with certain certificates which can reduce employees' feelings of job insecurity and in turn result in more work-related learning.

Originality/Value. This study contributes to the literature by providing a better understanding of the intrapersonal processes between work-related learning and job insecurity.

Longitudinal patterns of quantitative and qualitative job insecurity and their associations with work-related learning outcomes

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Purpose. Previous research has demonstrated that long-term patterns of job insecurity (JI) may differently relate to outcomes. The aim of this study was to identify patterns of JI, taking into account quantitative as well as qualitative JI, and to examine how these relate to work-related learning (WRL).

Method. We conducted latent class growth analysis using three-wave data of 1013 Dutch employees. ANCOVAs for repeated measures were used to associate the trajectories to the outcomes.

Results. Five patterns of quantitative and qualitative JI were identified: (1) high stable ($n = 102$), (2) low stable ($n = 436$), (3) very low stable ($n = 148$), (4) decreasing ($n = 258$) and (5) increasing ($n = 69$). In every class, the change pattern was similar for quantitative and qualitative JI. The trajectories differed in the WRL outcomes that were examined. Those in the high stable JI had lower stable levels of occupational self-efficacy, acquired knowledge and skills, and learning from supervisor and colleagues than those with low stable levels of JI. Additionally, an increase in JI was associated with a decrease in learning from supervisor and colleagues and vice versa.

Limitations. Additional measurement points would have allowed for a more refined analysis of JI trajectories.

Implications. The findings indicate that there are distinct trajectories of quantitative and qualitative JI, and that these display a substantial amount of heterogeneity in terms of WRL.

Originality. This study was the first to combine quantitative and qualitative JI trajectories and to link these patterns to WRL outcomes.

Co-development patterns of job insecurity, perceived employability, and career prospects: Findings from a 6-wave follow-up study in Switzerland

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Purpose: The current study investigated how job insecurity, perceived employability, and career prospects co-develop over a period of five years, and how career adaptability skills together with respondent background characteristics predict their levels and growth rates.

Methodology: The study used a longitudinal dataset collected at the Swiss National Centre of Competence in Research LIVES. Specifically, the data from six yearly measurement occasions were used. The sample consisted of 669 employed adults. Multivariate latent growth modelling was applied to analyze the data.

Results: The findings showed a significant correlation between the levels factors of all three variables. The most salient inverse co-development pattern in terms of the growth rates was that between job insecurity and perceived career prospects. Furthermore, the levels of job insecurity were related to the growth rate of perceived career prospects and vice versa. In the subsequent step, career adaptability facets of concern and control, as well as respondent's age were found to be the best predictors of the levels and growth rates of job insecurity, employability, and career prospects alike.

Limitations: One limitation is that the study included only the data of those participants who stayed employed throughout the entire study period. Moreover, perceived employability and career prospects were measured with one-item scales.

Originality/Value: The main contribution of our findings is that they provide an insight into the development of job insecurity from a contextualized point of view. The study also suggests the potential role of career adaptability as a resource for coping with labour market precarities.

The effect of co-worker cooperation on job insecurity and perceived employability: A 3-wave longitudinal study

Jasmina Tomas¹, Darja Maslić Seršić¹ and Hans De Witte^{2,3}

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Purpose. Job insecurity (JI; perceived threat of involuntary job loss) and perceived employability (PE; perceived probability of obtaining new employment on the internal (PEI) or external labor market (PEE)) have particular resonance in the context of the contemporary labor market: while JI represents a detrimental work stressor, PE is a personal resource that can reduce JI. Despite their well-established relevance, the question on how PEI/PEE can be enhanced and thereby reduce JI is still largely unaddressed. In response, this study departs from Conservation of Resources Theory to propose that cooperation among co-workers (COOP) reduces JI via its positive effects on PEE/PEI.

Design/Methodology/Approach/Intervention. To test the hypothesized (partial) mediator model, we conducted a 3-wave cross-lagged panel study among Croatian white-collar employees working in 29 private sector organizations. Employees completed on-line survey three times spaced 6 months apart (N1 = 2133; N2 = 1847; N3 = 1571; N1+2+3 = 576).

Results. The results of the longitudinal structural equation modeling showed that COOP has a positive cross-lagged effect on PEI, but not on PEE. Additionally PEE, but not PEI, had a negative cross-lagged effect on JI. Accordingly, we found no evidence for the hypothesized mediation effects. However, we did find that COOP has a negative direct cross-lagged effect on JI.

Limitations. The convenient sample limits the generalizability of findings.

Research/Practical Implications. The results shed a light on means to enhance PE and reduce JI.

Originality/Value. This study addressed the understudied antecedent of JI and PE that is highly applicable in organizational interventions.

Quantitative, qualitative, affective and cognitive: Which dimensions of job insecurity? Dimensionality, reliability and validity of the Multidimensional Job Insecurity Questionnaire

Antonio Chirumbolo¹, Antonino Callea² & Flavio Urbini²

¹ Sapienza University of Rome, Italy

²LUMSA University of Rome, Italy

Purpose. The aim was to develop and test the Multidimensional Job Insecurity Questionnaire (MJIQ) which attempted to integrate different theoretical components of the construct. We referred to the

quantitative vs. qualitative and the affective vs. cognitive distinctions which, both from a theoretical and empirical point of view, are often set apart. Building on existing literature, the 20-items MJIQ was developed in order to include a balanced number of items (five) for each of these four dimensions. Dimensionality, reliability and criterion validity were investigated.

Methodology. A sample of 314 employees took part in the study (136 males, 178 females, $M_{age} = 39.98$) which filled in a questionnaire including MJIQ and measures of job satisfaction, organizational commitment, turn over intentions and health.

Results. An EFA revealed two factors reflecting quantitative job insecurity (affective and cognitive) and qualitative job insecurity (affective and cognitive). These two dimensions showed good reliabilities and meaningful theoretical relationships with other constructs, exhibiting also good criterion validity.

Implications. Theoretically, results showed that there are probably two main dimensions, qualitative and quantitative, which subsume the affective and cognitive components. Applied interventions will also benefit of a better measurement in terms of construct and content validity.

Limitations. One item is not satisfactory and should be replaced in future research. Factor structure will have to be tested with CFA in an independent sample.

Originality. First systematic attempt to integrate, in one balanced measure, different components of job insecurity for a more comprehensive dimensional definition of the construct and its measurement.

1039 - WORK ACCOMODATION: THE PERSPECTIVE OF CO-WORKERS AND RECRUITERS

Proponent: Marilena Bertolino, University of Nice-Côte d'Azur (France)

State of Art

Research on employees with disabilities is receiving more and more attention especially during the last decade because they are now more often recognized as a valuable resource in the professional settings (Vornholt, Villotti, Muschalla, Bauer, Colella, Zijlstra, Van Ruitenbeek, Uitdewilligen & Corbière, 2018). Among solutions for promoting inclusion, Work Accommodation is still little used and when applied this practice encounter several obstacles (Nevala et al., 2015) like unacceptance and intergroup conflict (Colella, 2001). Aspects related to work accommodation such as co-workers perceptions and reactions, and recruiters' point of view will be taken into consideration because little is known how these factors can contribute to a better acceptance of work accommodation for individual in need.

The first study (Pantaleon & Bertolino) will focus on co-workers' justice and discrimination perceptions about a potential disabled colleague with motor, hearing or psychic impairment. How disabled people are perceived in function of their work accommodation?

The second study (Villotti, Angel, Corbière, & Desmette) investigates the effects of work accommodations devoted to people suffering of burnout on perceived justice, perceived support and wellbeing of co-workers.

Finally, the third study (Angel & Hermal) complements the previous ones analyzing the recruiters' perspective regarding work accommodation perceived feasibility, negotiation empowerment and acceptance of employers' demand.

Professor Fred Zijlstra will be the discussant of this symposium.

TITLE: How do I perceive my colleague who benefits of work accommodation for disability? The role of stereotypes, justice and discrimination perceptions

AUTHORS: Nathalie Pantaleon et Marilena Bertolino

University of Nice-Côte d'Azur (France)

PURPOSE: Research on employees with disabilities is receiving more and more attention especially during the last decade because they are now more often recognized as a valuable resource in the professional settings (Vornholt, Villotti, Muschalla, Bauer, Colella, Zijlstra, Van Ruitenbeek, Uitdewilligen & Corbière, 2018). Some studies showed the existence of a perception bias (Rohmer & Louvet, 2006; 2011): the information regarding disability guides the judgment and lead to discrimination practices. The kind of disability adjusts the evaluation.

METHODOLOGY: The aim of this study is to evaluate this phenomenon in the workplace and more specifically in the health context. Participants were 356 nurses (Mage = 38,5; 82% of them were women) who were asked to fill out a survey. We distributed the paper survey to employees randomly, so that the respondent rated either a potential disabled colleague with *motor, hearing or psychic impairment*. According the experimental condition, the potential

colleague could benefit of work accommodation or not. RESULTS: The analysis of variance showed a quite clear hierarchy between the kind of impairment and the presence (vs absence) of job accommodation for discrimination perceptions, justice perceptions, job access, efficacy and competence. Globally, people with a psychic disability and receiving work accommodation are less well perceived compared to people suffering of hearing impairment without job accommodation.

LIMITATIONS: The sample was composed of nurses; other studies should be conducted in other professional sectors.

PRACTICAL IMPLICATIONS: The results of this study should be taken into consideration from HR management in order to handle the consequences of work accommodation among colleagues.

ORIGINALITY/ VALUE: This study is a contribution to the literature on disability and work accommodation.

Title: How do co-workers perceive work accommodations offered to persons suffering from burnout?

Authors: Villotti P¹, Angel V², Corbière M^{1,3}, Desmette D⁴

¹ Centre de recherche de l'Institut universitaire en santé mentale de Montréal, Montréal, Canada

² Université de Bordeaux, Bordeaux, France

³ Université du Québec à Montréal, Montréal, Canada

⁴ Université Catholique de Louvain, Louvain-la-Neuve, Belgium

Purpose: We aimed at learning more about co-workers' perceptions and reactions toward the implementation of two specific work accommodations (i.e., sharing work tasks and schedule flexibility) devoted to people suffering from burnout.

Methodology: We used a case-scenario approach with three randomized simulations (sharing work tasks, schedule flexibility, no accommodation provided) to investigate the effects of work accommodations devoted to people suffering of burnout on perceived justice, perceived support and wellbeing of co-workers. A total sample of 88 participants took part in the study. Data were collected online.

Results: A one-way between-subjects ANOVA was conducted to compare the effects of the provision of work accommodations on coworkers' perceptions and wellbeing. Participants in the sharing work tasks condition reported higher scores on the perceived overall support variable, higher scores on the perceived organizational justice variable and lower scores on the emotional exhaustion scale. The relationship between the provision of sharing work tasks and emotional exhaustion was found to be mediated by the perception of overall support and perception of organizational justice. We also observed an increase in the level of perceived organizational support at higher levels of perceived organizational approach toward diversity in the "sharing work tasks" simulation.

Limitations: This preliminary study doesn't allow us to generalize results.

Practical implications: Learning more about coworkers' perceptions and reactions is of relevance for organizations in order to develop practices that allow for greater coworker acceptance of accommodating individuals in need.

Originality/Value: Coworkers` perceptions and reactions toward work accommodations are often neglected in the literature.

Title: Just do it! When perceived feasibility of work accommodation reduces recruiters' propensity to discriminate and propensity to include.

Authors: Angel & Herman

Purpose

It is noteworthy that after more than fifty years, we failed to eradicate discrimination at work, (Lindsey et al., 2013). Among solutions for promoting inclusion, Work Accommodation (WA) is still under-utilized and encounters several obstacles (Nevala et al., 2015) like unacceptance and intergroup conflicts (Colella, 2001). In this project we suggest that cognitions about WA as part of job analysis are key factors in reducing discrimination during recruitment and selection. Indeed, Ullman and Cohen (2005) observed that running job analysis before selection judgment may reduce bias. Moreover, WA perceived feasibility may influence job analysis (Shaw et al., 2014). Then, we hypothesize that the less recruiters think about WA, the more they are prompted to discriminate and accept discriminative requests from employers. This effect would be mediated by WA perceived feasibility, negotiation empowerment and acceptance of perspective of employers.

Design/Methodology

Belgian recruiters (N=166) from Belgium responded to an online questionnaire.

Results

Using multiple mediated regressions, we confirmed our hypotheses and importance of cognitions about WA to reduce discriminations.

Limitations

Measurement could be refined and experimental design could confirm the causal path. Risk of common method bias.

Practical Implications

Implications for training and support recruiters in mobilization of WA solutions will be discussed.

Originality

Our study suggests that inclusion perspective may reduce discrimination because WA cognitions influence job analysis and empower recruiters as negotiators for diversity inclusiveness.

1053 - NEW INSIGHTS ON RECOVERY FROM WORK STRESS

Ulla Kinnunen¹ and Jessica de Bloom ^{1,2}

University of Tampere, Finland¹

University of Groningen, The Netherlands²

State of the Art: Recovery from work demands refers to a process during which depleted resources are replenished. Successful recovery from work is crucial to stay healthy and productive. Although research on recovery has made important progress during the last 10 years, there are still research gaps, which need further attention. In this symposium some of these gaps related to the issues of why, how and when recovery occurs are discussed in five presentations.

New Perspectives/Contributions: In the first presentation, Sabine Sonnentag discusses why recovery is difficult particularly when it is highly needed. In the second presentation by Anja Baethge and her colleagues, recovery from work is approached as a daily physiological strain-recovery process, which is expected to be facilitated by co-worker support. The third presentation by Verena Haun and her colleagues concerns the interplay of recovery occurring during work breaks and after work. In the fourth presentation, Rebecca Brauchli and her colleagues introduce boundary crafting as a strategy to proactively improve recovery. The fifth presentation by Jessica de Bloom and her colleagues introduces an individual intervention aiming to improve recovery with the help of a smartphone application.

Research/Practical Implications: The presentations offer both scientific explanations to some under-examined issues in recovery literature and introduce strategies promoting recovery in practice

The recovery paradox: Recovery is difficult when it is needed most

Sabine Sonnentag

University of Mannheim, Germany

State of the Art: Numerous studies have demonstrated that job stressors such as time pressure, organizational constraints, and interpersonal conflicts predict impaired individual well-being, both at the day level and over longer periods of time. Recovery processes such as psychological detachment from work during non-work time, physical exercise, and good sleep are associated with positive well-being indicators and have the potential to protect well-being.

New Perspectives/Contributions: Although the experience of job stressors is related to a high need for recovery and calls for effective recovery processes, empirical research points to a puzzle that I call the “recovery paradox”. Recovery processes such as psychological detachment from work during non-work time, physical exercise, sleep, actually are impaired when job stressors are high, i.e., when recovery is highly needed. In this presentation, I will present explanations for this recovery paradox and will discuss moderating factors.

Research/Practical Implications: The recovery-paradox perspective offers new avenues for research on job stress and recovery. In terms of practical implications, this perspective highlights the importance of job design and stress management.

Originality/Value: This presentation offers a new perspective on previously conflicting findings in the job stress and recovery literature.

Co-worker support and its relationship to the strain-recovery cycle of a workday—A diary study on trajectories of heartrate variability during work

Anja Baethge¹, Tim Vahle-Hinz² and Thomas Rigotti¹

Johannes Gutenberg University Mainz, Germany¹

Humboldt University Berlin, Germany²

Purpose: In this study, we investigate autonomic nervous system regulation during a regular workday and how co-worker support relates to this allostatic system. We first examined the trajectory of the heart rate variability *as an indicator of autonomic nervous system activation* throughout the workday. Further, we proposed that co-worker support would be directly related to the typical autonomic regulation of the workday and facilitate a stable (high/)low (para/) sympathetic activation level during the workday.

Design: We conducted a 5-day daily diary study with 115 employees, measuring their co-worker support at the end of the day and their HRV during work. We examined the effect of stable between-co-worker support on the latent growth curve of heart HRV during work and found evidence for the stabilizing effect of general co-worker support on HRV trajectory.

Results: Employees with higher co-worker support, on average, had a (high/) low, stable (para)sympathetic level during work. Employees with low support showed an (inverted), u-shape trajectory of the (para)sympathetic activation throughout the workday, with (low/)high (para/)sympathetic activation at the beginning and end of the workday and a (maximum/) minimum in the middle of the workday (lunch break time).

Limitations: We have measured co-worker support with only one item.

Research/Practical Implications: Co-worker support facilitates a stable high level of parasympathetic activation, which people with support can only reach during lunch break time.

Originality/Value: We offer initial evidence for a regulating effect of co-worker support on allostasis (in terms of a trajectory) in actual working conditions.

Recovery experiences at work and at home: Compensatory effects

Verena C. Haun, Thomas Rigotti and Virzhiniya Dylgerova
Johannes Gutenberg-University Mainz, Germany

Purpose: For employees with high home demands (e.g., employees with young children) recovery from job stress during non-work time can be difficult. Building on the notion of work-home compensation, we examine if employees with limited recovery experiences during non-work time (psychological detachment from work, relaxation, mastery, control) particularly benefit from recovery experiences at work (psychological detachment from home, relaxation, mastery, control).

Design: We conducted two studies to test our hypotheses: (1) Between-person study with two measurement occasions (before and after work) among 185 employees and (2) within-person study among 60 employees across one workweek.

Results: While all recovery experiences at work predicted increased feelings of recovery after work in Study 1, control at work was the only significant predictor in Study 2. In both studies, control during non-work time boosted the beneficial effect of control at work on feelings of recovery after work. No interactions were found between relaxation, mastery experiences, and psychological detachment at work and during non-work time, respectively.

Limitations: We did not measure relaxation at work in Study 2.

Practical Implications: Employees with low control during non-work time (e.g., employed parents) may engage in job crafting to expand their control at work. Supervisors should be aware that granting autonomy is particularly beneficial for employees with family responsibilities.

Originality/Value: Predominantly, non-work time has been viewed as opportunity for recovery from job-related stress. We offer a new perspective by investigating work as opportunity for recovery for those with limited recovery opportunities during non-work time.

Proactively shaping the boundaries between work and private life: The impact of boundary crafting on recovery

Rebecca Brauchli, Philipp Kerksieck and Georg F. Bauer
University of Zürich, Switzerland

Purpose: Changes in the working world challenge employees to act flexibly and individually. People can (pro)actively meet these challenges while staying healthy via (1) job crafting or (2) leisure/off-job crafting. Research should additionally pay attention to proactive shaping of work-life boundaries: (3) Boundary crafting (BC) ties in with job crafting and boundary management. It subsumes proactive and self-determined behaviours. From research on boundary management we know that people rather segment or integrate work and private life. Also, we understand the differential consequences of these strategies. Concerning BC, we are interested to what extent people make sure, for example, to be fully present at work if necessary or to consciously enjoy time with the family.

Design: In the 1st study, we developed and validated a scale to measure BC. The 2nd study is longitudinal (3 waves) and cross-cultural. We will examine whether it is beneficial to actively, mindfully shape boundaries to better recover during off-job time.

Results: Results from the validation study ($n = 311$) indicated that boundary crafting and recovery are associated ($r = .349$; $p < .001$). Now, we will systematically approach questions regarding causality: Do people recover better from work *because* they craft their boundaries, *OR* do they craft their boundaries *because* they are recovered?

Limitations: Even though the study uses different measurement waves, more sophisticated research methods are necessary to fully understand the underlying mechanisms.

Implications/Value: Based on our findings, particularly beneficial, health-promoting strategies will be identified and made accessible to the working population.

Learning how to recover from work: Online recovery interventions

Jessica de Bloom^{1,4}, Dirk Lehr², Christine Syrek³, Ulla Kinnunen⁴, Anniina Virtanen⁴, Alexandra Smith² and Jo Annika Reins²

University of Groningen, The Netherlands¹

Leuphana University Lüneburg, Germany²

University of Applied Sciences Bonn-Rhein-Sieg, Germany³

University of Tampere, Finland⁴

Purpose: Many employees face difficulties recovering from work stress during off-job time. We have developed and evaluated an online intervention to help people achieve better recovery.

Approach: With the help of a smartphone application grounded in the DRAMMA model (Newman, Tay, & Diener, 2014), we aimed to support employee' recovery before, during and after vacations. App users engaged in brief recovering daily activities and kept a diary by taking photos or writing notes for later review. We tested the effects of this online intervention on well-being and performance in a randomized controlled trial in Germany (N = 138) and in an intervention study in Finland (N = 76).

Results: People with high need for recovery used the app more intensively. Active app users experienced slightly higher levels of detachment, relaxation, autonomy, mastery, meaning and affiliation than passive users or non-users. App use seems to increase and prolong positive effects of recovery episodes on well-being (e.g., evident in lower exhaustion and rumination and higher sleep quality).

Limitations: Non-usage attrition is rather high. Furthermore, as this online intervention combined different strategies and tasks to recover from work, it is difficult to disentangle the most important components of the app's effectiveness.

Practical implications: Insights from the first studies will be used to develop another app, which can be used to improve recovery on a day-to-day basis.

Originality: Intervention research is rare and urgently needed within the field of recovery to better understand recovery processes and to assist working people in achieving and preserving better occupational health.

1066 - LEADING EFFECTIVE TEAMS: THE ROLE OF DIFFERENT CONDITIONS, PROCESSES AND STATES

Chairs:

Rita Berger^a & Isabel Dórdio Dimas^b

^a University of Barcelona, Spain

^b GOVCOPP, ESTGA, University of Aveiro, Portugal

Abstract of the Symposium

State of the Art: Teams are vital for modern organizations and their adoption continues to increase in almost every domain of working life. Because teams combine different resources, they emerge as a key response to the challenges of a complex and ever-changing organizational environment. Although teams have the potential to achieve results that are much more than the sum of individual contributions, sometimes teams are less than the sum of their parts. What distinguishes effective from non-effective teams? What conditions lead to which mechanisms and what mechanisms lead teams towards effectiveness? With this symposium, we aim to contribute towards answering this question.

New Perspectives/Contributions: Considering team effectiveness as a multidimensional construct, this symposium brings together a set of six presentations that are focused on team conditions, processes and states that lead to achieving better team results. By adopting different design and analytical approaches (e.g., intrateam longitudinal approach, cross-lagged design, social network analysis, non-linear analytical methods, structural equation modeling), these presentations try to find ways of achieving the full potential of teams.

Research/Practical Implications: The results of the different studies gathered in this symposium add to our understanding of the role of team inputs (e.g., leadership, the nature of the task) and of team processes and team states (e.g., team cohesion, team learning) in different team outcomes, ranging from well-being to performance. Furthermore, these results offer guidance to organizations on promoting team effectiveness among their teams.

Title: Team learning and members' satisfaction: An intrateam longitudinal approach

Authors:

Teresa Rebelo^a, Cláudia Rocha^a, Paulo Renato Lourenço^a e Isabel Dimas^b

^a Faculty of Psychology and Education Sciences, University of Coimbra, Portugal

^b GOVCOPP, ESTGA, University of Aveiro, Portugal

Abstract

Purpose: This study aims to analyze how learning behaviors are adopted by teams over time, as well as the impact that different team learning temporal dynamics have on members' satisfaction.

Method: Data were collected in 24 project teams of engineering and technology undergraduate students. Team learning (through exploring, collective reflection, error management, feedback seeking, and experimenting behaviors) was assessed at the beginning, middle and end of the project, and members' satisfaction at the end. Data analysis was based on the intrateam longitudinal approach (Li & Roe, 2012). Accordingly, in each team the use of learning behaviors over time was analyzed in direction, ratio and degree of change. ANOVAs were run to examine whether and how different learning temporal patterns affect members' satisfaction.

Results: Different temporal dynamics were found, and a nonlinear trend emerged. The results suggest that teams at half of their allotted time tend to experience a redefinition of their learning, using some learning behaviors more in the first half and others in the second half. It was also found that different temporal patterns of exploring, error management and feedback seeking do not equally impact on members' satisfaction.

Limitations: The major limitation of this study is the sample (size and characteristics), which suggests that further replication is required.

Implications: Our study reinforces the importance of the intrateam longitudinal approach because it allows the temporal dynamic nature of team processes and the heterogeneity across teams to be captured.

Value: The application of this approach contributes to a thorough understanding of the team learning process and its effects.

Title: How much cohesion is necessary for teams to be effective?

Authors:

Isabel Dimas^a, Humberto Rocha^b, Teresa Rebelo^c, Paulo Renato Lourenço^c

^a GOVCOPP, ESTGA, University of Aveiro, Portugal

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^c FPCEUC and IPCDVS, Universidade de Coimbra, Coimbra, Portugal

Abstract

Purpose: The level of cohesion of a team has long been considered as a key variable in team functioning. Research on the influence of team cohesion on team effectiveness has produced,

however, contradictory results. In the present study, our purpose is to contribute to clarify the relationship between team cohesion (task and social) and team effectiveness (i.e., team process improvement) by adopting a non-linear approach.

Method: A quantitative study with a cross-sectional design was conducted. The sample was composed of 82 teams from 57 Portuguese companies. The relationships between variables were analyzed through Radial Basis Functions (RBF).

Results: The Thin Plate RBF obtained the best Cross Validation Error leading to the best predictive model. Thin Plate RBF response surface revealed that an increase in either task cohesion or social cohesion leads to an increase in team effectiveness up to a certain threshold. The optimal pair of the cohesion values obtained (3.6 social cohesion, 4.5 task cohesion) showed that higher values of task cohesion are more important than higher values of social cohesion for an optimal team effectiveness.

Research Implications: Our study highlight the importance of using methods beyond the dominant linear approach, in order to model nonlinear behavior as the one produced by complex and dynamic systems, such as, teams.

Originality/Value: To the best of our knowledge, this is one of the first studies in team research that uses RBF, a successful nonlinear regression approach with applications in different areas of research.

Title:

How do transformational leaders influence followers' wellbeing? The mediating role of team climate for learning and role ambiguity

Authors:

Rita Berger^a, Maria Aimilia Katsanou^a, David Leiva^a

^a University of Barcelona, Spain

Abstract

Purpose: Growing responsibility and team work are frequent conditions in an innovative working environment that can lead to stress and employees' strain. Research on the role of leadership and team climate for learning as important variables for well-being is scarce. Therefore, the purpose of this study is to examine how transformational leadership and team climate for learning may reduce followers' strain. Using the Job Demands-Resources Model as a theoretical framework, we propose that the relationship between transformational leadership and anxiety is mediated by job demands, namely role ambiguity, and job resources, namely team climate for learning, taking into account their importance for strain.

Methodology: A sample of 501 employees of a German research and development organization participated in a cross-sectional study. The hypothesized multiple mediation model was tested through structural equation modeling.

Results: The results confirmed our hypotheses demonstrating that the relationship between transformational leadership and anxiety is fully mediated by role ambiguity and team climate for learning.

Limitations: regarding the use of a cross-sectional study design and self-reported questionnaires are addressed.

Research/Practical Implications: Our study contributes to the further understanding of the transformational leadership wellbeing relationship and highlights the importance of leadership and team training and awareness as well as work characteristics for employee health.

Originality/Value: To our knowledge this study is one of the first studies that analyzes the role transformational leadership and team climate for learning together in one model.

Title:

Challenges of knowledge work: the impact of transformational leadership and group development in teams dealing with task uncertainty.

Authors:

Jan-Paul Leuteritz^a, Rita Berger ^a

^a University of Barcelona, Spain

Abstract

Purpose: Until now, psychological research on the factors that enable team innovation have focused on innovation as an outcome variable. Research till now did not compare teams of knowledge workers, who deal with highly uncertain tasks, and other teams. This research aimed at clarifying the relationships between transformational leadership, group development, task uncertainty, task interdependence, and team effectiveness in diverse teams.

Methodology: We collected questionnaire data from 408 participants working at a German R&D organization, and we aggregated the data to scores of 107 teams. Using structural equation modelling, we tested a model of the relationships between the variables mentioned above.

Results: We found that group development and task uncertainty measurement that refers to unstable demands from outside the team partially mediate the effect of transformational leadership on team effectiveness ($p < 0.05$). Transformational leaders also reduce unclarity of goals ($p < 0.05$) but this does not foster team effectiveness.

Limitations include cross-sectional data and a lower than expected variance of task uncertainty in the sample.

Research Implications: Two findings matter at practical and theoretical level: (1) transformational leadership is efficient in research teams through increased group development, and (2) different subordinate types of task uncertainty play different roles in this context.

Originality/Value: The presented work adds a new perspective by operationalizing knowledge work through different subordinate types of task uncertainty, and thus allows to compare effects between different types of teams. This builds a bridge between organizational psychology and innovation research.

Title: Leader's centrality and perception of team performance: The mediating role of leader satisfaction.

Authors:

Marta P. Alves^a, Paulo R. Lourenço^b & Isabel D. Dimas^c

^a Research Center in Business Sciences (NECE-UBI)/Department of Psychology and Education, University of Beira Interior, Covilhã, Portugal

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^c GOVCOPP, ESTGA, University of Aveiro, Portugal

Abstract

Purpose: In the present study two different group networks are analyzed: the work-related communication network (i.e., "to whom I provide information and materials necessary to carrying out the work") and the friendship network (i.e., "with whom I have a close relationship"). The study aims to test two mediating hypotheses where the leader satisfaction with the team is the mediator of the association between the level centrality of the formal leader in the group network and the leader's perception of group performance.

Methodology: The research included a total of 77 formal leaders of organizational teams from several Portuguese organizations. The majority of the leaders were male (81.6 %) and the average age of the participants was 43.16 years (DP=8.44). Team size ranged from three to ten members ($M=5.23$; $DP=1.88$). Degree and betweenness centrality indicators were obtained for both social networks. Team size and team tenure were controlled for all the analysis.

Results: The results partially confirmed the mediating hypotheses. Particularly, (1) the leader satisfaction with the team negatively mediates the association between the level of outdegree centrality of the formal leader in the work-related communication network and the leader's evaluation of group performance; (2) the leader satisfaction with the team positively mediates the association between the level of betweenness centrality of the formal leader in the friendship network and the leader's evaluation of group performance.

Research implications: Results are discussed in the context of the relational approach of leadership in the organizational team context in terms of instrumental and expressive relationships.

Acknowledgments: This paper is financed by National Funds through FCT-Fundaçao para a Ciéncia e Tecnologia under the project «UID/GES/04630/2013».

Title: The antecedent or consequence role of team engagement: A cross-lagged panel design study.

Author:

Salvatore Zappalà

Department of Psychology, University of Bologna, Italy

Purpose: This study investigates if team engagement is an antecedent or an outcome of variables theoretically located at three level: organizational service climate, ethical leadership and individual work engagement. This contribution used a cross-lagged panel design to observe the reciprocal effect between Team engagement and those three concepts.

Methodology: A survey was run in 2014 and in 2017 in an Italian cooperative providing residential social services. Data were aggregated at the residential unit level ($N = 56$ centers) and a cross-lagged design was used to examine causal predominance. Spss25 and Mplus 7 were used to investigate model paths.

Results: Analysis shows that global service climate and ethical leadership at Time 1 have a stronger influence on team engagement at Time 2, rather than the opposite. Instead there is no lagged effect between individual and team work engagement across the two waves.

Limitations: Using only two waves and self-report data, and the long timing between the two waves are important limitations of this study.

Research/Practical Implications: Team engagement is an important motivational variable affecting team performance and team satisfaction, but in some studies is considered a predictor and in some others a consequence, or a mediator. This study contributes to distinguish the role that team engagement may have in relation to constructs of different levels.

Originality/value: This study contributes to literature on team engagement, a more recent and less investigated construct. It also uses a two-waves study which allows to compare the effect of team engagement on related constructs.

1068 - THE ROLE OF PERSONAL RESOURCES TO FACE CAREER CHANGES

Chairs:

Anita C. Keller and Christopher D. Nye
University of Groningen and Michigan State University

State of the Art

Individuals experience a number of career changes throughout their working lives and effectively navigating these changes can help to facilitate long-term career success. As a result, understanding resources that can facilitate these changes and help individuals to navigate them throughout their careers is particularly important.

New perspectives/contributions

In the first contribution, Nye and colleagues present a study on the relevance of personal resources (e.g., personality, interests), study performance, and person-environment fit for education-to-work transition success (finding employment, perceived fit). In another longitudinal study, Schmitt and Keller focus on changes in the personal resource self-efficacy during the education-to-work transition and reveal differential effects of various coping strategies on development in self-efficacy. In the third contribution, van der Horst and colleagues explore the effectiveness of a career adaptability intervention on employment quality after the education-to-work transition. While the intervention showed positive effects via career adaptability, results regarding optimal intensity are less clear. The last two presentations adopt a critical perspective on the career adaptability concept. First, Haenggli and Hirschi demonstrate in their longitudinal study that motivation and environment factors are more relevant for most indicators of subjective career success than career adaptability, knowledge, and skills. Second, Leong and colleagues argue that the concept of career adaptability needs to be extended by a fifth factor called cooperation.

Research/practical implications

Using different methodological designs (e.g., longitudinal studies, quasi-experiment) across multiple countries, this symposium offers theoretical and empirical advancements to investigate the role of personal resources when dealing with changes in one's career.

The Effects of Individual Differences and Academic Performance on Post-College Job Offers

Christopher D. Nye, Lauren Collier-Spruel, and Brent Donnellan
Michigan State University

Purpose:

The purpose of the present study was to explore the role of academic performance, personality, and vocational interests as predictors of post-graduation employment and underemployment in a sample of graduating college seniors.

Method:

Data were collected from 655 graduating seniors at a large midwestern university in the United States. Participants self-reported personality and vocational interests as well as whether they had a job offer and their perceived fit and qualification for the job. Cumulative GPAs for each student were also obtained from university records.

Results:

Results indicated that vocational interest-major fit and the number of job search behaviors were positively related to students' obtaining job offers after graduation. In addition, we found that interest-major fit and some personality facets were negatively related to underemployment. Finally, results also indicated that academic performance, interest-major fit, and personality were significant predictors of perceived fit with students' post-graduation job.

Limitations:

Although these results indicate that students' individual characteristics were related to career outcomes, the present study did not examine whether these effects are maintained over time and whether participants stayed in these jobs long-term.

Research/Practical Limitations:

These results have important implications for career transitions from college to the workforce and suggest ways to help students find future employment.

Originality/Value:

Although past research has demonstrated the relationship between personality, vocational interests, and job search behaviors, they have not examined whether these individual characteristics can predict obtaining employment post-graduation. The present study fills this gap in the literature.

Changes in self-efficacy during the education-to-work transition: The role of coping strategies in explaining why individuals change differently

Antje Schmitt and Anita C. Keller
University of Groningen, the Netherlands

Purpose:

Perceived self-efficacy refers to people's competence in dealing effectively with challenges. Previous studies investigated the usefulness of personal resources such as self-efficacy to deal with career transitions. However, important career transitions such as the transition from education to work may also come with instability in these resources. In this study, we

investigate changes in self-efficacy before, during, and after the education-to-work transition and how these changes relate to cognitive-behavioral strategies to deal with the situation.

Design:

Data ($N = 694$) came from a Swiss panel study focusing on the education-to-work transition. Self-efficacy was measured across nine waves over 14 years. Coping was assessed twice, at baseline and directly after the transition to work.

Results:

Piecewise growth modeling was used to study changes in self-efficacy. The initial level in self-efficacy was positively related to problem-oriented and negatively to emotion-oriented coping. However, for people showing higher levels of problem-oriented coping, self-efficacy decreased, while for those showing higher emotion-focused coping, self-efficacy increased before and during the transition. Self-efficacy change after the transition was not affected by coping.

Limitations:

Results are only generalizable to people transitioning from education to work in Switzerland.

Research/practical implications:

Variability in self-efficacy change during the education-to-work transition is differentially explained by coping strategy use which has implications for the theorizing of the development of self-efficacy.

Originality/Value:

This study adds to previous research by showing that the initial level and the change in self-efficacy before, during, and after the education-to-work transition are affected differently depending on coping strategy use.

Facilitating a successful school-to-work transition: Comparing compact career-construction interventions

Anna C. van der Horst^{1,2}, Ute-Christine Klehe¹, Anne C. M. Coolen², and Veerle Brenninkmeijer³

¹ Justus-Liebig-University Giessen, Germany, ² eeloo, The Netherlands, ³ Utrecht University, The Netherlands

Purpose:

This study responds to calls for scalable and effective career interventions to help students prepare for the school-to-work transition.

Design/Methodology/Approach/Intervention:

A partly web-based intervention based on career construction theory (Savickas, 2013) aimed to foster students' career adaptability and career adaptive responses and their subsequent

employment quality. We compared the development of career adaptability and adaptive responses between three intervention groups differing in intensity ($n=48$, $n=304$, $n=42$) and a control group ($n=79$) over three time-points (pre-intervention, post-intervention, six months later).

Results:

Repeated ANOVA showed an increase in career adaptability and adaptive responses in the intervention- but not in the control group, which mostly also held for six months. SEM showed that via their enhanced career adaptability, participants of the intervention groups reported better employment quality six months later. Effects of intervention intensity were less clear.

Limitations:

We conducted a quasi-, rather than a random experiment and compared the impact of different intervention intensities but not of separate exercises.

Research/Practical Implications:

Interventions practicing career adaptive responses indeed lead to students perceiving themselves as more adaptable, showing more adaptive responses even half a year later and finding better quality employment. Also, the study adds to the debate on the effects of intervention intensity (Whiston, 2003, 2017). Practically, the study presents and validates scalable career interventions that facilitate a successful school-to-work transition by training career adaptability and career adaptive responses.

Originality/Value:

The interventions employ new technology and are scalable because they require very little trainer investment per student (2-4 hours for 25 students).

Career Adaptability and Subjective Career Success in the Context of a Broader Career Resources Framework

Madeleine Haenggli and Andreas Hirschi

University of Bern, Switzerland

Purpose:

We aim to extend research on career adaptability by investigating the relative importance and incremental utility of career adaptability compared to other types of resources in relation to subjective career success (e.g., recognition, meaningful work, personal life).

Design:

We used online questionnaires to collect time-lagged data from 574 Swiss employees at three time points. We tested a time-lagged mediation model to test the relation of the different resources, and relative weights analysis to examine the relative importance of each resource.

Results:

In line with our assumptions, the key resource optimism, but not self-esteem, was significantly positively related to career adaptability and career resources. In turn, these resources – except motivational career resources - were significantly positively related to subjective career success. In addition, the results of the relative weights analyses revealed that each resource explained unique variance in different facets of subjective career success.

Limitations:

We exclusively relied on self-reports and cannot claim causality based on our time-lagged data.

Implications:

The results demonstrate that career adaptability should be conceptualized within a larger network of resources that are relevant for attaining subjective career success. In addition, motivational and environmental career resources may be more important to attain subjective career success than career adaptability resources.

Originality:

The study provides a better understanding of the specific role of career adaptability for subjective career success within a larger nomological net of resources. As such, the study contributes to career construction theory specifically and the understanding of predictors of career success more generally.

Career Adapt-Abilities Scale's (CAAS-5) predictive and incremental validity with work-related outcomes

Frederick T.L. Leong, Danielle Gardner, Christopher D. Nye, and Joshua Prasad
Michigan State University

Purpose:

Career adaptability, measured using the Career Adapt-Abilities Scale (CAAS), has been conceptualized as consisting of four factors (Concern, Control, Curiosity, and Confidence). Recent research has produced evidence in support of a fifth factor, Cooperation. The current study examines how the CAAS-5 predicts a number of work and life-relevant outcomes.

Methodology:

Data were collected from a large Midwestern university of undergraduates with a minimum of 6 months prior work experience. Of these participants, 108 were removed from the data set due to failure of an attention check. The 407 participants who passed this check were retained, and comprised our final sample.

Results:

Results show that the CAAS-5 is uniquely predictive of subjective wellbeing and job satisfaction over and above general adaptability; however, this was not the case for work engagement. Additionally, using a bifactor model, results suggest that each outcome is best predicted by a unique subset of the CAAS-5 dimensions.

Limitations:

Study limited to Midwest region of the United States

Implications:

In general, our results provided support for the predictive validity of the CAAS-5 in relation to work and life outcomes as well as incremental validity over general adaptability.

By using a bifactor model, results suggest that each outcome is best predicted by a unique subset of the CAAS-5 dimensions which includes the Cooperation dimension omitted from earlier studies.

Originality:

The combination of such results provides evidence for the validity and utility of the CAAS-5, and future research on career adaptability should explore the five-factor structure further.

1073 - JOB CRAFTING INTERVENTION AS A METHOD TO NOT LOSE VALUABLE EMPLOYEES

Rein De Cooman
KU Leuven

Discussant: Arnold Bakker, Erasmus University Rotterdam

State of the Art - Since the beginning of the century job crafting receives increasingly attention as a valuable alternative to traditional top-down job redesign strategies (Wrzesniewski & Dutton, 2001). As an approach that considers employees as active creators of their job, it is often used as a basis for interventions. These interventions promote employees' active adjustments to task, relational, or cognitive boundaries of their work often specified in terms of reducing demands and increasing resources (Tims & Bakker, 2010) and are empirically supported as an effective way to improve employee functioning and well-being (Nielsen, 2013).

New Perspectives - Designing and executing job crafting interventions for particular populations could be the answer to a pressing HRM question, i.e. how to design jobs for a more inclusive society. Promoting job crafting might create more opportunities for challenge, growth, and engagement and as such retain vulnerable and valuable workers. Today, certain groups of employees do find their way into a job but often later on report high turnover, downshifting and/or absenteeism rates due to mental or physical fatigue and stress. The symposium is centered around job crafting interventions in specific populations and contexts in need of I/O psychologists' attention (i.e. young mothers, teachers, academics, elderly & blue-collar workers).

Research/Practical Implications - Job crafting interventions may provide opportunities for employees to "fit" their jobs not only to their strengths and skills but also to their needs and work preferences, all of which today increase along with a progressively more diverse work force.

Effectiveness of job crafting interventions: a meta-analysis and utility analysis

Bogdan Oprea¹, Liubița Barzin², Delia Vîrgă², Dragoș Iliescu¹, Andrei Rusu²

¹Department of Psychology, University of Bucharest, Romania

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Purpose - Job crafting (JC) is a form of bottom-up job design in which employees change their job resources and demands out of their own initiative. The purpose of this paper was twofold: (1) firstly, to assess the effectiveness of JC interventions on increasing JC behaviors, work engagement, and job performance; (2) secondly, to estimate the economic value of JC interventions.

Methodology - A random-effects meta-analysis was conducted using the Comprehensive Meta-Analysis 2.0 statistical package. To estimate the financial value of the interventions, we applied utility analysis procedures.

Findings - We found statistically significant effect sizes on overall JC and two of its subcomponents, seeking challenges and reducing demands, on work engagement, and on

contextual performance. Interventions produce increases in task performance only for healthcare employees. The effect of increasing JC behaviors on performance was fully explained by increases in work engagement. Our utility analysis indicated substantial benefits regarding dollar value increases in output, the percentage increase in output, and reduced labor costs for healthcare professionals.

Limitations - The low number of studies suggests that high-quality research on JC interventions is scarce. In most studies, job performance was measured using participants' self-ratings of task performance.

Practical Implications - Practitioners can implement JC interventions to increase task performance in healthcare settings and contextual performance in general.

Value - It highlights the financial value of proactive behaviors at work. This is an essential step in increasing the credibility of research into proactive behaviors at work and of interventions that stimulate these behaviors.

Can job crafting lower work-home conflict and promote work-home enrichment off fulltime employed mothers via a job crafting micro-intervention?

Lorenz Verelst, Rein De Cooman, Marijke Verbruggen, Colette Van Laar en Loes Meeusen
KU Leuven

Purpose - Women today need to combine multiple social roles, which leads to more and complex work-home interface experiences. Consequently, long-term absenteeism and turnover are relatively high in this specific group of employees. Therefore, the aim of this study is to investigate whether job crafting can promote work-home enrichment and lower work-home conflict of fulltime employed mothers.

Methodology - We used a micro-intervention (i.e. a reasonably short-term intervention characterized by self-guidance via mobile communication technology without intensive contact with a coach/trainer) to stimulate job crafting behavior. This micro-intervention was conducted in an experimental field study within an ad random distributed experimental ($N = 60$) and control group ($N = 60$). Respondents completed pre- and two or three post-tests (depending on the condition) to measure short and long term effects.

Results: Analyses indicate that participating in the micro-intervention fosters job crafting. Job crafting is, in turn, positively related to work-home enrichment and negatively associated with work-home conflict. Further analyzes on the work-home outcomes are currently conducted.

Limitations - Additional data are being gathered since this study had a significant drop-out rate (60%).

Research/Practical implications - Findings emphasize that a job crafting micro-intervention is a promising tool to trigger beneficial behavioral changes in young mothers. We thus encourage a further inclusion within the domain of I/O psychology.

Originality/Value - This research contributes to the literature by using an experimental design, introducing a micro-intervention and by focusing on the specific group of young mothers.

Practicing What we Preach? How Job Crafting Strategies may Support Academics to Thrive

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¹Department of Work and Organizational Psychology, University of Amsterdam, ²Department of Organization Sciences, Vrije Universiteit Amsterdam, ³Human Resources Advisor, Tate & Lyle, Koog, The Netherlands

Purpose - Working in academia holds many opportunities to thrive in terms of autonomy and learning. Indeed, many academics report to be engaged or ‘called’ to their profession. However, work pressure is a growing concern for universities, particularly amongst academic staff. Demands include the teaching-research combination, ‘audit-cultures’ where performance is based on student-evaluations, isolation, and high levels of competition. Top-down demands (e.g. budget cuts) may exacerbate these demands. Although some studies have shown the negative impact of general demands in academic environments, not many studies focus on context-specific demands or how academics may deal with those using strategies such as job crafting. The aim of this presentation is to reflect on the academic working environment and specific job crafting strategies that may help academics to thrive.

Methods - A review of existing studies on academics’ demands, resources and crafting strategies will be done. In addition, initial quantitative ($N=152$) and qualitative data on academics from different fields will be presented, testing relationships between competitive pressures (for funding, promotions and publications) and well-being outcomes (work engagement and distress). Self-reported crafting strategies will be analyzed for key-themes.

Results - Based on job demands-resources theory, job crafting theory, initial findings and observations in practice, a theoretical model will be proposed that outlines different crafting strategies for academics, outcomes and explaining mechanisms informing future research.

Practical implications - Academics may experiment with proposed strategies to enhance health, well-being and meaning at work.

Originality - This study addresses the understudied theme of effective strategies to deal with work pressure in academia.

Cognitive job crafting: A daily diary study

Veerle Brenninkmeijer (presenter) & Jan Fekke Ybema

Dept. of Social Health & Organisational Psychology, Utrecht University, The Netherlands

Purpose - This study examined the role of cognitive job crafting, in addition to behavioural forms of job crafting, in contributing to daily work engagement and performance. Cognitive job crafting refers to efforts of workers to view their job as meaningful and as contributing to their (long-term) personal goals. Although the scientific literature initially emphasized the benefits of cognitive job crafting, this topic has received relatively little attention in empirical research.

Methodology - We conducted a daily diary study among 149 white-collar employees. Participants filled out a baseline questionnaire and 2 to 5 daily questionnaires. In total, 491 daily questionnaires were available for analysis.

Findings - Multilevel analysis showed that after controlling for baseline measures, daily work engagement, task performance and contextual performance were higher on days on which participants used cognitive job crafting. Moreover, for work engagement and task

performance, cognitive job crafting had additional effects over and above behavioural forms of job crafting. The relationships with task performance were partly mediated by work engagement.

Limitations - The design of our study would not allow for a causal interpretation of our findings.

Practical Implications - Organisations may encourage individuals to engage in cognitive job crafting (interventions), in order to foster employee well-being and performance.

Value - Our diary study provides insight into the dynamic associations between cognitive job crafting, work engagement and performance within individuals. It is concluded that cognitive job crafting is a relevant factor that contributes to daily experiences of work engagement and performance.

Wellbeing on the teachers' desk. Effects of a job crafting intervention to self-manage wellbeing at work.

Arianna Costantini¹, Evangelia Demerouti², Andrea Ceschi¹, & Riccardo Sartori¹.

¹Verona University, Department of Human Sciences, Italy

²Eindhoven University of Technology, The Netherlands

Purpose – While agreement exists around the notion that teachers are one of the most important factors contributing to students' success, achievement and quality of learning, only limited attention has been paid on how to support teachers' wellbeing. This study aims to fill this gap by investigating the effects of a job crafting intervention focused on proactive strategies teachers can use on a daily basis to build better habits of work-related wellbeing.

Methodology – This is a quasi-experimental study involving nonrandom assignment to an intervention (N=43) and a control (N=60) group, -pre -post, and diary measures. Participants in the intervention group received a training focused on (a) stimulating reflection on behavioral, normative, and control beliefs referred to the self-management of job demands and resources, and (b) self-monitoring, planning, and goal setting techniques.

Results - Analyses indicate that participation in the intervention was associated to higher job crafting behaviors and work engagement. Further multi-level analyses are currently conducted to test the moderating role of social norms on the relationship between intentions to engage in job crafting and subsequent self-reported behaviors.

Limitations – The study relies on self-reported measures of behaviors.

Research/Practical implications - Findings suggest that job crafting interventions entailing reflection on norms and personal beliefs referred to teachers' proactive self-management of job demands and resources are an effective tool to sustain teachers' wellbeing.

Originality/Value - This research contributes to the literature by providing evidence from an intervention study to support teachers' proactive management of their own wellbeing.

Self-administered job crafting intervention among post-retirement workers: Effects on energy levels, person-job fit, and performance

Daphne D. T. F. van der Kruijssen¹, Maria Karanika-Murray², Dorien T. A. M. Kooij¹, and Marianne van Woerkom¹

¹Department of Human Resource Studies, Tilburg University, NL

²Department of Psychology, Nottingham Trent University, UK

Purpose - Previous research has demonstrated the importance of HRM activities for extending working lives. However, the role that older workers themselves may play in this is still under-researched. Following earlier studies that propose that job crafting behaviors help in extending work lives, the purpose of this study was to test the effects of a self-administered intervention on job crafting behaviors (accommodative, developmental, utilization crafting) and, in turn, on energy levels, person-job fit and performance.

Intervention - The effectiveness of this self-administered intervention will be tested using an experimental pretest-posttest design among post-retirement workers ($N = 80$). During the intervention period (10 days) participants develop and implement their own crafting plan focusing on increasing their job crafting behaviors. Two weeks post-intervention, participants will receive a questionnaire to test the intervention effects.

Limitations - It is possible that this type of intervention is useful with groups other than post-retirement workers, but its effects on other workers remain unclear. Therefore, the intervention should be tested among other vulnerable employee groups.

Implications - A self-administered intervention is a tool that post-retirement workers may use themselves in order to optimize their working conditions and in this way increase their energy levels, person-job fit, and performance thus extending their working lives.

Value - This self-administered intervention can be used to maintain valuable skills and knowledge of post-retirement workers. In addition, this intervention can be used by these employees themselves to promote energy and fit. Hence this intervention is beneficial from an individual, organizational and societal perspective.

1075 - WORKPLACE NEGATIVE INTERPERSONAL RELATIONSHIPS: EFFECTS OF INCIVILITY, AGGRESSION AND MISTREATMENT ON EMPLOYEES' WELL-BEING AND RELATIVE PROTECTIVE FACTORS

Chairs: Valentina Sommovigo^{1,2} and Deirdre O'Shea²

¹University of Pavia, Italy

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SYMPOSIUM ABSTRACT/INTEGRATED SUMMARY

State of art:

Workplace incivility, mistreatment and aggression may undermine employees' well-being and job performance with tangible costs for organizations. Investigating these effects and protective factors is crucial to formulate preventive measures and tailored interventions for victims. This symposium involves four papers which examine these issues within various contexts.

New perspectives/contributions:

The four papers in this symposium contribute to a better understanding of the consequences of negative interpersonal experiences (Sommovigo et al.; Yaranon et al.) and strategies to mitigate these effects (Viotti et al., Di Fabio). The first two papers focus on the impact of workplace mistreatment. The paper by Sommovigo and colleagues reveals that customer mistreatment leads workers to experience negative emotions and cognitive impairment, using an experimental design across two countries. Yaranon and colleagues show the detrimental effects of incivility on healthcare professionals' well-being and job satisfaction using a longitudinal design. The last two papers concentrate on ways to mitigate these negative effects. The paper by Di Fabio finds that workplace relational civility contributes to both hedonic and eudaimonic well-being. In the final paper, Viotti and colleagues demonstrate the role that prevention climate exerts on workplace violence and its subsequent impact on well-being, again focusing on the healthcare context.

Research/practical implications:

These four papers underline the substantial impact that negative interpersonal encounters in the workplace have on employees' well-being, showing the importance of promoting workplace relational civility and prevention climate to mitigate some of these effects.

Investigating employees' emotional and cognitive reactions to customer mistreatment: An experimental cross-national study

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ABSTRACT

Purpose. With increasing market competitiveness, companies strive to deliver high-quality customer services. Employee-to-customer incivility erodes the quality of the service provided. The current cross-national study investigated whether negative emotions and cognitive impairment sequentially mediate the relationship between customer mistreatment and employee-to-customer incivility.

Design. 157 Italian and 259 Irish customer-contact employees completed a questionnaire which included an experimental hypothetical task that manipulated misbehaviour levels through scenarios to create three conditions (i.e. incivility, verbal aggression, control). Emotional reactions, cognitive impairment and customer-directed incivility following imagined encounters were investigated. SEM were conducted.

Results. In both nations, customer mistreatment was associated with negative emotions and cognitive impairment. Italian workers reacted directly to negative emotions aroused from aggressive and stressful interactions with customers by engaging in employee-to-customer incivility. Conversely, Irish employees who perceived customer-encounters as highly stressful were likely to experience negative emotions which led to cognitive impairment and, thus, customer-directed incivility.

Limitations. These experimental studies were limited in their generalizability to field settings. Future research should replicate these findings within real workplaces and examine whether cultural dimensions could explain cross-national differences.

Practical implications. Organizations should provide their employees with short breaks after negative customer-encounters and training programs aimed at improving emotion regulation skills and capabilities to remain concentrated on service provision, even in presence of customer mistreatment.

Value. This cross-national research extends incivility research by showing how the customer incivility-employee incivility dynamic plays out through negative emotions and cognitive impairment.

The Impact of Incivility and Workplace Aggression on Healthcare Professionals' Burnout, Psychological Wellbeing, and Job Satisfaction: A Longitudinal Study

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Purpose: The perceived roles of healthcare workers as care providers and the imposed responsibilities and demands, lead to high expectations from their colleagues and their patients, which place them at risk of being exposed to uncivil and aggressive behaviours in their line of work. Guided by the Workplace Violence Model (Gillespie, Gates, Miller, & Howard, 2010), this research aimed to investigate how experiencing incivility and workplace aggression contributes to healthcare employees' burnout, psychological wellbeing and job satisfaction.

Design/Method: 61 healthcare professionals from both private and public health sectors in Ireland completed questionnaires that measured burnout, psychological wellbeing, and job satisfaction each working week for three consecutive weeks. Exposure to incivility, verbal and physical aggression from co-workers, supervisors, patients, and visitors during their working week were also assessed.

Results: Incivility had a negative impact on the psychological wellbeing and job satisfaction of healthcare employees. No significant interactions were noted between aggressive behaviours and wellbeing measures likely due to its low incidences in comparison to incivility.

Limitations: The small sample size limits generalisability of the results.

Research/Practical Implications: The study has implications for the governing bodies of healthcare organisations and introducing civility trainings into the existing learning and development strategies is recommended.

Originality/Value: This research is distinctive because it assesses the effects of both incivility and aggression on burnout, psychological wellbeing, and job satisfaction of healthcare

workers. Past studies have tended to focus on one or the other and its prevalence in the workplace.

Workplace Relational Civility for both preventing Workplace Incivility and promoting well-being of workers in a primary prevention perspective

Annamaria Di Fabio¹

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Purpose. A positive relational environment (Blustein, 2011) represents a fundamental resource for workers' well-being in the 21st century. In a primary prevention perspective (Di Fabio & Kenny, 2016), Workplace Relational Civility (WRC) and its self-reported mirror measure (Di Fabio & Gori, 2016) were introduced. The present study aimed to: examine the relationships between WRC and well-being (both hedonic and eudaimonic), controlling for the effects of personality traits; analyze the mediating role of WRC in the relationship between personality traits and well-being.

Design/Methodology. 209 Italian workers completed a survey which included: the *Big Five Questionnaire* (Caprara et al., 1993), the *Workplace Relational Civility Scale* (Di Fabio & Gori, 2016), the *Positive and Negative Affect Schedule* (Italian validation by Terracciano et al., 2003), the *Satisfaction With Life Scale* (Italian version by Di Fabio & Gori, 2015), the *Meaningful Life Measure* (Italian version by Di Fabio, 2014), the *Flourishing Scale* (Italian version by Di Fabio, 2016). Hierarchical regressions and mediation analyses were conducted.

Results. WRC was related to both hedonic and eudaimonic well-being, accounted for a great amount of variance, over and above that explained by personality traits. The mediating role of WRC emerged in the relationship between personality traits and both hedonic and eudaimonic well-being.

Limitations. This cross-sectional study used only self-report measures.

Research/Practical Implications. WRC could be a promising resource to promote workers' well-being, opening new research and intervention opportunities.

Originality/Value. Adopting a primary prevention perspective, interventions could promote WRC to enhance both well-being and actions and to prevent workplace incivility.

Nurses between the hammer and the anvil: Analyzing the role of the workplace prevention climate in reducing internal and external violence

Sara Viotti¹, Gloria Guidetti¹, Daniela Converso¹

¹University of Turin, Department of Psychology

Purpose. Due to the nature of their work, nurses encounter various circumstances that may jeopardize their health and well-being. Among these risks, the possibility of experiencing workplace violence is particularly prevalent. Workplace violence encompasses both physical and psychological violence and refers to any aggression directed toward a person at work (OSHA, 1996). The International Labor Organization (ILO, 2003) proposed a classification that distinguishes two main types of violence in the workplace: external and internal. External violence takes place between workers and any external person in the workplace. Internal violence takes place between workers, including managers and supervisors. The literature shows that nurses experience both types of violence. The aim of this study was to examine the relationships among internal and external violence, workplace violence prevention climate, exhaustion, and intention to leave in a sample of nurses.

Design/Methodology. Data were collected by a self-report questionnaire involving 313 nurses from two multi-specialist hospitals in Italy. The survey was cross-sectional and non-randomized.

Results. Path analyses showed the presence of the mediating role of internal violence between workplace prevention climate and exhaustion, as well as the mediating function of both types of violence between workplace prevention climate and intention to leave. Moreover, an indirect effect through exhaustion between internal violence and intention to leave was highlighted.

Limitations. 1) the cross-sectional design and 2) the use of self-report measures.

Practical implications. These findings suggested that organizations which invest in preventive measures may reduce incidents of violence and, in turn, prevent negative consequences on worker well-being.

1077 - SYMPOSIUM 1 (OF 2): PERSON-CENTRED APPLICATIONS OFFERING NEW INSIGHTS TO RESEARCH IN WORK AND ORGANISATIONAL PSYCHOLOGY (WOP)

Martin .R. Edwards, Joeri Hofmans, Riccardo Peccei and Karen Pak

State of the Art: “Person-centred” approaches have the potential to lead to new theoretical insights (Zyphur, 2009). This symposium (one of two) presents state-of-the art discussions and empirical papers exploring person-centred approaches in various spheres of WOP. Person-centred approaches assume heterogeneity in samples/populations and various techniques are used to explore this (e.g. cluster analyses or latent profile/class analyses). These methods help researchers identify different configurations of employee responses across multiple factors/characteristics in tandem; something which variable-centred (regression-based) approaches struggle to do.

New Perspectives/Contributions: The four papers in this symposium contribute to key areas by taking this state-of-the-art person-centred analytic lens. The first presents a convincing case for stepping away from variable centred/nomothetic regression-based approaches; highlighting new ways to approach WOP questions. The second offers a new lens from which to explore holistic profiles of psychological responses to workplace turmoil; identifying profiles of employee responses over time to restructuring/downsizing. The third utilises a multi-level dataset, exploring employee well-being profiles (identified at the individual level based on satisfaction and exhaustion) relate to group-level outcomes (aggregate customer satisfaction). The fourth paper demonstrates the utility of taking a person-centred approach by profiling well-being (e.g. motivation and sickness absence) and adaptive related employee outcomes (engagement and ability) linked to ageing in the work place.

Research/Practical Implications: The novel lens applied with each of these talks in the symposium help demonstrate the utility of applying a person-centred approach to central areas of Work and Organisational Psychology; each paper discusses the practical implications of this application.

Paper 1: The need for an idiographic lens in work and organizational psychology

Joeri Hofmans

Vrije Universiteit Brussel, Belgium

State of the art

Traditionally, work and organizational psychology (WOP) has strongly aligned itself with a nomothetic perspective on science, resulting in a robust engagement with the study of between-person differences. However, a tension remains between the nomothetic perspective and the awareness that many of our behaviors, thoughts and feelings reflect complex dynamic, intra-individual processes that are manifested over time in response to and in interaction with the individual's environment. Exactly this awareness lies at the core of the ideographic perspective on science, whose aim is not to identify patterns of behaviors, cognitions and affects that describe the average individual; instead, idiographic methods aim at studying and describing these patterns within one individual across a sample of experiences or situations. Hence, the aim of the idiographic approach closely aligns with one of the central goals of WOP, namely, deriving principles of *individual*, group and organizational behavior and applying this knowledge to the solution of problems at work. Moreover, it is also consistent with interests from practitioners, as interventions typically target changes *within* an individual. However, due to low statistical power and the limited generalizability of traditional idiographic methods, the popularity of idiographic methods has been limited up until today.

New Perspectives/Contributions: I explain how experience sampling, combined with a series of person-specific and person-centered analytical techniques can be used to examine person-specific and person-centered structures and processes.

Research/Practical Implications & Originality/Value: Using examples from the personality and leadership field, I discuss how WOP can benefit from adopting an idiographic lens.

Paper 2: A person-centered approach to modelling holistic employee reactions during restructure/downsizing.

Edwards, M.R. and Clinton, M.E.

King's Business School, King's College London

Purpose: We used a person-centered approach to identify holistic profiles of employee responses to an organisational restructure/downsizing over 2 years. We identified profiles based on configurations of anxiety, commitment and work engagement and explored whether early uncertainty demands and support/job-control resources predicted response profile membership. We also explored whether response profile membership predicted procedural justice perceptions later in the process.

Design/Methodology: Survey data was collected across three-waves (N=342) with 12 months lag from employees in a UK public-sector non-departmental government body facing fundamental restructure/downsizing.

Results: GMM identified 3-classes with a positive-stable coping profile along with two mixed response patterns; labelled as cynics and anxious primary appraisers respectively. Lower levels of (Time-1) perceived uncertainty predicted membership of the stable-coping versus mixed response profiles; this effect fell away once support/job-control resources were included as profile membership predictors. The positive stable coping profile showing higher early levels of these resources and the more positive-stable growth response profile showed higher levels of procedural justice perceptions later in the process (Time 2 & 3).

Limitations: Participant-dropout necessitated the use of MAR missing data analyses techniques; because MAR cannot be utilised with the linear and multinomial-logistic regressions, the sample size will vary when exploring correlates of profile membership.

Implications: The application of person centred analyses helps demonstrate the heterogeneity and employee responses to downsizing; the profiles help us understand possible types of employee responses through this uncertain and tumultuous period response profiles.

Originality/Value: This paper is unique in profiling trajectories of holistic employee responses to downsizing/restructuring.

Paper 3: Employee well-being profiles and service quality: A unit-level configurational analysis

Miriam Benitez¹, Riccardo Peccei², Francisco J. Medina³

¹*Málaga: University;* ²*King's College London,* ³*Seville University*

Purpose: To enhance theoretical and empirical understanding of the unit-level relationship between employee well-being (job satisfaction and emotional exhaustion) and service quality by (i) introducing the idea of well-being profiles to capture the conjoint effect of satisfaction and exhaustion on service quality, and (ii) adopting a novel configurational approach to

examine the extent to which the distribution of employee well-being profiles in a work group affects the level of service quality provided by the group, as perceived by customers.

Design/Methodology: Study is based on combined employee-customer data covering a sample of 396 employees and 1233 customers from 91 restaurant and reception work units in 42 hotels in Spain. Latent profile analysis (LPA) was used to identify distinct individual-level well-being profiles which were then aggregated to the group level to predict group-level service quality as assessed by customers.

Results: In line with theoretical expectations, the results showed that work groups with a more positive distribution of well-being profiles (i.e. with a greater proportion of employees with high levels of job satisfaction combined with low levels of emotional exhaustion) significantly outperformed work groups with a less favourable internal distribution of well-being profiles.

Limitations: Need to test specific mechanisms through which employee well-being profiles affect service quality.

Research/Practical Implications: Importance of considering employee well-being in the round and trying to enhance employee satisfaction while simultaneously reducing exhaustion.

Originality/Value: Shows the value of using a configurational/person-centered approach over a variable-centered one for understanding the unit-level relationship between employee well-being and service quality.

Paper 4: A person-centred approach to identify subgroups of older workers who age successfully at work

Kooij¹, T.A.M., Kunst, E.M., Pak¹, K., and Van den Heuvel², S.

¹Human Resource Studies, Tilburg University; ²TNO

Purpose: Although research on older workers treats older workers as a homogeneous group we know from lifespan psychology literature that older adults are a heterogeneous group. Hence, general statements that describe the average trends of older workers as a group provide little knowledge on how older workers can age successfully at work. Therefore, we used a person-centred approach to identify subgroups of older workers based on their (un)successful aging at work trajectories (i.e., trajectories in work outcomes related to the ability and motivation to continue working; work ability, age until you can work, work engagement, and sick leave). We also explored whether these subgroups differ in personal resources.

Design/Methodology: We used secondary data of the Study on Transitions in Employment, Ability and Motivation which consists of four measurement moments with one-year time lags ($N = 10,215$ in this study). We conducted latent profile analyses based on the intercepts and slopes as identified in growth curve analyses to distinguish subgroups of older workers.

Results: Our analyses identified three subgroups of older workers: 1) average agers (55% of the sample); 2) successful agers (26% of the sample); and 3) unsuccessful agers (19% of the sample) which differed in the personal resources vitality and mastery.

Limitations: We were limited by the variables measured in the existing dataset.

Implications and originality/Value: This paper is unique in distinguishing subgroups of older workers which is very important to take into account when developing and implementing interventions to increase successful aging at work.

1078 - SYMPOSIUM 2 (OF 2): PERSON-CENTRED APPLICATIONS OFFERING NEW INSIGHTS TO RESEARCH IN WORK AND ORGANISATIONAL PSYCHOLOGY (WOP)

Noémi Nagy, Jose Navarro, Yvonne van Rossenberg, and Tim Vantilborgh

State of the Art: Person centred procedures can be particularly useful for advancing WOP research: In recognizing the interrelatedness between or among variables as a function of the unobserved heterogeneity of the population we are able to answer novel research questions, provide a more fine-grained understanding of central issues and develop better theories (Wang & Hanges, 2011).

New Perspectives/Contributions: The four papers presented use a person-centred lens to investigate novel research questions: The first paper examines workplace commitment using fuzzy set Qualitative Comparative Analysis (fsQCA) and provides insights into the complex system of employee attitudes and behaviors. The second investigates the interplay of the two central pre-conditions of the “flow experience”: Challenge and skill. The third paper explores the temporal trajectories of trust after a psychological contract breach, contradicts earlier findings and assumptions, and highlights the utility of person-centred investigations. The fourth paper, based on the theory of aged heterogeneity, provides valuable insights into the job crafting behavior of late career employees while challenging the general notion that job crafting simply decreases with age.

Research/Practical Implications: The symposium’s aim is to highlight the opportunities inherent in a “switch of analytical mind sets” by examining patterns of variables rather than only the amount of variance one variable explains in another (Stanley, 2017). The current selection of papers give a taste of the manifold and diverse topics that can be investigated with person-centred analyses and highlight how this perspective may lead to additional theory development and practical insights for WOP research.

Paper 1: We don’t need to commit to perform... It’s in the mix! A configural examination of workplace commitment in contemporary work

Van Rossenberg, Yvonne G.T¹., Leisching, Alexander²., & Swart, Juani³

¹Nijmegen School of Management, Radboud University, Nijmegen, the Netherlands

² School of Business & Management, Queen Mary University of London, United Kingdom

³ School of Management, University of Bath, United Kingdom

Purpose. How workplace commitment affects employee behavior is traditionally understood on the basis of social exchange theory, however, fundamental changes in the nature of work weaken the applicability of these social exchange theories. In contemporary work settings, work takes place increasingly outside the boundaries of the organization (Swart and Kinnie, 2014). Interaction and engagement with those parties builds on employees' capacity to form commitment to multiple foci or targets (Becker, 1992; Klein, Cooper, Molloy and Swanson, 2013). Commitments to multiple targets are often found to combine to influence intentions and behavior (Klein, Becker, and Meyer, 2009; Yalabik, van Rossenberg, Swart and Kinnie, 2015), including work performance.

Design/Methodology. This study examines workplace commitment using a person-centred approach using fuzzy set Qualitative Comparative Analysis (fsQCA).

Results. Findings show, surprisingly, that neither of four foci of commitment nor tenure are necessary conditions for performance. Rather, we find two constellations of sufficient conditions for predicting performance, which show complementary effects between local commitments and substitution effects for commitment crossing organizational boundaries. Further, findings show commitments are core conditions for performance when organizational tenure is low, whereas commitments are peripheral conditions for performance when tenure with a client organization is high.

Implications and Originality/Value. These findings underscore the potential of the configurational approach and fsQCA to provide novel insight into the complex system of employee (commitment) attitudes and behaviors, which is particularly useful for the management of these constellations in contemporary work settings.

Paper 2: Flow experience and the 'golden rule' of having a challenge/skills balance: Does it work for everyone?

Navarro, Jose¹, Reuteler, Daniela¹, Ceja, Lucia² & Giovagnoli, Sara³

¹ University of Barcelona, Spain

² IESE-Business School, University of Navarra, Spain

³ University of Bologna, Italy

Purpose. The present study focuses on flow's universal pre-condition of balance between challenge and skills. The aim was to better understand this variables interplay exploring its effect on the flow experience using a person-centered approach.

Design/Methodology. We collected 6982 registers of 60 employees from different occupations. At intra-individual level, we study the nature of the relationship between challenge and skill using dynamical correlations. Participants were classified in clusters according to these correlations. At inter-individual level, we explored the effect these clusters had on the flow experience applying mean comparisons and examining differences between working and non-working activities.

Results. Challenge-skill relationship is not homogeneous across individuals appearing three different patterns: positive (21% of the cases in working activities, 12% in non-working), negative (45%-47%) and non-significant relationship (33%-40%). 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 happened in working activities.

Limitations. The sample considered showed people with medium-high values of flow, which is not representative.

Implications. Due the presence of different patterns, challenge and skills should be considered as independent dimensions. 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.

Originality/Value. To apply a person-centered approach to discover different pattern of relations between challenge and skills.

Paper 3: Trust trajectories following psychological contract breach perceptions: Does everyone recover from breach?

Vantilborgh, Tim¹, Griep, Yannick²

¹ Vrije Universiteit Brussel, Belgium

² University of Calgary, Canada

Purpose. Psychological contract breach has been shown to erode trust. However, little is known about how trust unfolds over time following breach perceptions. Studying these temporal fluctuations matters because it allows us to examine if people recover from breach perceptions or not over time.

Design/Methodology. We collected data from 345 people working in a large non-profit organization. Respondents were asked to complete 20 weekly diary surveys. From this sample, we selected respondents ($N=70$) who had experienced a breach, focusing on reported levels of trust during a five-week period following the breach.

Results. A latent class growth model with an intercept, slope, quadratic, and cubic term offered the best fit to our data. We found 4 classes of trust trajectories: a stable trust trajectory (83%), a decreasing trust trajectory (10%), an immediate and delayed decrease trajectory (4%), and an immediate and delayed increase trajectory (3%). General perceptions of psychological contract breach prior to ($\chi^2(3)=118.30, p < .001$) and after ($\chi^2(3)=13.75, p = .003$) the trust trajectory were significantly different between these four classes.

Limitations. Our results may be specific to our sample and hence replication is required.

Implications. We demonstrate that different classes of trust reactions to breach events can be discerned. Thus, not everyone recovers from experiencing breach. Moreover, we show that breach events can have immediate and delayed effects.

Originality/Value. Our results suggest that most respondents do not show any temporal trust reactions to perceptions of psychological contract breach, which contradicts earlier findings and assumptions in the literature.

Paper 4: Predictors and consequences of job crafting strategies of older workers:

A latent profile analysis

Nagy, Noémi¹, Hirschi, Andreas², Wang, Mo³

¹ *Work- and Organizational Psychology, University of Berne, Switzerland*

² *Warrington Business School, University of Florida, USA*

Purpose. Although previous research has pointed out the utility and importance of job crafting in late career for successful aging at work, meta-analytical evidence suggests that overall, job crafting behavior decreases with age. However, virtually no empirical research exists to inform us about whether, how, and under which circumstances late career employees engage in job crafting.

Design/Methodology. The current research investigates job crafting behavior of 231 German late career employees ($M = 55.9$ years, 50.6% female) from a broad variety of vocations and industries with a 2-week time-lagged design from a person-centered perspective.

Results. Building on the theory of aged heterogeneity, we examined the heterogenous usage of job crafting strategies in late career and confirm that older workers use combinations of job crafting behaviors simultaneously, which can be categorized into four distinct profiles: Low crafters, avoidance crafters, approach crafters, and balanced crafters. We moreover confirmed that person- (proactive personality, occupational future time perspective) and context-related variables (autonomy, age-inclusive developmental climate) significantly predicted profile membership. Furthermore, profile membership predicted job satisfaction and retirement intentions two weeks later.

Limitations. Self-report data limit the generalizability of the results.

Implications. The current research adds valuable insights into the job crafting behavior of late career employees and challenges the general notion that job crafting simply decreases with age.

Originality/Value. The current research constitutes an important step in better understanding diverse job crafting strategies of older workers, including their enabling personal and contextual factors and impact on job attitudes.

1089 - THE (R)EVOLUTION OF VIDEO INTERVIEWS: ARE THEY JUST HYPE?

VI-1

Nico Tschöpe, cut-e Group, Germany

State of the Art

Due to globalization and increasing digitization, the traditional recruitment process is changing with increasing distances to overcome. Application processes are rarely taking place exclusively on a local level, while national or international applications are becoming popular. As a result, new recruitment requirements have emerged suggesting the need to develop new assessment methods. Video Interviews could be an answer as they are a convenient and flexible method of conducting structured online job interviews across time and space.

New Perspective

Video Interviews and Video Assessments will be discussed by experienced scientists and practitioners. The aim is to evaluate the future relevance of this promising technology and to outline potential benefits and challenges for the field of recruitment. Davide Cannata (National University of Ireland Galway) will give a brief introduction to Video Interviews. Nico Tschöpe (cut-e Group) will outline a wider scope of application opportunities for Video Assessments. Katharina Lochner (University of Applied Sciences Europe) will talk about Natural Language Processing as a foundation for methods that automatically process speech data. Richard Justenhoven (AON Assessment Solutions) will present a study on candidates' reactions to their awareness of artificial intelligence ratings. In the last session, the chair will facilitate an open discussion with all experts and the audience.

Implications

With the introduction of Video Interviews, a lot of questions arise in terms of Applicability, Ethics, Psychometrics, Data Security, Legal Issues and GDPR. The symposium will systematically address opportunities and challenges for research and practice.

Asynchronous Video Interviews: What we know and want to know (but we're afraid to ask)

VI-2

Davide Cannata, National University of Ireland Galway, Ireland

Asynchronous Video Interviews (AVIs) are already widely used in employee selection. Although their practical advantages are well known (Meja and Torres, 2018), they have recently been scrutinized by the scientific community. This presentation aims to summarise what we currently know regarding Video Interviews, including their validity, equivalence with face-to-face interviews, candidate reactions, adverse impact and practitioner reactions. We will draw a conceptual map of state-of-the-art practices by examining the different branches of research on the subject:

- Although many theories and indirect studies suggest that AVIs can predict job performance no single quality study has directly explored this relationship;
- AVI cannot be interchangeably used with other form of remote or face to face interviews because they lack rating equivalency;

- Candidates react more positively to face-to-face interviews than to AVI. However, recruiters tend to use the two assessments at different stages of the application process and the comparison has questionable value for practice.

The review of the literature reveals that AVIs have high potential and can be a game changer for personnel selection. At the same time, despite a recent surge in the interest for the AVI, the topic is understudied and there is a significant gap between practice and literature. Actions to reduce this gap are proposed within a framework for future research that includes the near-future technological development of the AVI such as the introduction of Artificial Intelligence.

The Future of Video Assessment: Death of Traditional Online Assessment?

VI-3

Nico Tschöpe, cut-e Group Hamburg, Germany

State of the Art

Amongst other technologies, Video Assessments (VAs) can be one of the most far-reaching achievements of digitization for the field of recruitment. Their complementary use of extending well-proven measurement methods promises to be an extensive enhancement of online assessments. Further, their potential use to develop new diagnostic methods reveals a broad range of opportunities and challenges. Even though there are many design- and technical-related applications, several psychometric questions arise.

Approach

This session aims to evaluate the variety of possible applications of VAs within a three-step framework: a) tasks and stimuli, b) appearance, design and implementation and c) collection, processing and analysis of video data. Furthermore, respective research questions will be presented, and corresponding psychometric challenges will be outlined.

New Perspective

At the moment, VAs are mainly used to conduct structured online job interviews in either synchronous or asynchronous formats, which offers a more flexible behavioural assessment of candidates at earlier stages of the recruitment process. However, more extensive applications of VAs are conceivable, such as interactive and video-based assessments, case studies, realistic simulations, assessment monitoring and even artificial intelligence ratings.

Implications

VAs are widely used in practice yet understudied, which indicates the urge to systematically explore a broader scope of VAs and their applicability for recruitment purposes. In practice, the outlined challenges should be considered as design implications for their implementation.

Originality

This session attempts to outline an exploratory framework for VA research.

Language Analysis in Psychometric Assessment

VI-4

Katharina Lochner, University of Applied Sciences Europe, Germany

In psychology, language has been used to make inferences about personality for many years, such as the lexical approach to creating the Big Five Model (John et al., 1988). Advancements in the field of artificial intelligence and machine learning take this to a new level. For example, IBM's Watson infers personality from written communication (Dietrich, 2015). Thus, can we use language analysis in psychometric assessment?

State of the art

Language use is internally consistent, and differs among people (Boyd & Pennebaker, 2017). However, findings regarding reliability are mixed (Boyd & Pennebaker, 2017; Schwartz et al., 2013). A recent meta-analysis indicates that language is a valid measure of personality (Azucar, Marengo, & Settani, 2018) and, under certain conditions, integrity (Hauch et al., 2015).

New perspectives/contributions

To date, research has not focused on use of language analysis in psychometric assessment. Thus, the paper explores which of the most valid predictors of job performance (general mental ability, integrity, personality) can be assessed using language analysis, as well as its reliability and validity.

Research/practical implications

Language analysis seems to be a promising approach to personality assessment. However, further research needs to establish reliability, validity, and generalizability across different groups. Moreover, research should explore using LinkedIn and video interview data in addition to social media data.

Originality/value

To date, research has focused on using social media posts for predicting personality and other attributes. This paper is the first to explore the opportunities for using language analysis in psychometric assessment.

Rage Against the Machine: Reactions to Artificial Intelligence in Selection Systems

VI-5

Richard Justenhoven, Aon Assessment Solutions, Germany

Purpose

Organizations are increasingly leveraging technology such as Artificial Intelligence (AI) and machine learning to aid with employee selection decisions. Through complex algorithms, AI can efficiently gather and integrate applicant data to even make hiring decisions. Despite growing interest in using AI to automate personnel decisions, little is known about how job applicants would react to such practices.

Approach

We examined how people react to the use of AI when making employment decisions, as well as the organizational implications of these reactions.

Methodology

We recruited 207 participants for a 2x2 (AI/human-hire/reject) between-subjects design. Participants applied for a job where the hiring decision was solely made by either a human recruiter or an AI. Participants completed several items regarding their reactions to the procedure. We then manipulated the outcome so that the AI or recruiter either did or did not select them for the job they were applying for, after which point, participants completed items regarding their reactions to the decision.

Results

Participants in the AI condition reported significantly less favourable reactions than participants in the human condition. The data suggest that AI usage may evoke more interpersonal concerns than procedural concerns. Participants varied widely in how comfortable they would feel applying to a job where an AI would be used to make the hiring decisions.

Implications

Our findings have important practical implications for organizations that are using AI or considering doing so. For research implications, this study makes several theoretical contributions that will be discussed deeper during the session.

1091 - EXAMINING THE SOCIAL AND SITUATIONAL MECHANISMS OF STRENGTH USE AT WORK

Chairs: Hannah L. Moore and Marianne van Woerkom

Discussant: Arnold B. Bakker

State of the art. Focusing on employee strengths leads to increased levels of work engagement and employee well-being, which in turn reduces absenteeism and turnover costs for the organization. Today, researchers are investigating the underlying processes that help explain the effects of a strength-based approach at work. The aim of this symposium is to discuss evidence from empirical studies from four different countries examining how strength-based approaches may lead to organizational improvement.

New Perspectives/Contributions. This symposium incorporates studies on the social and situational determinants and outcomes of strength use at work. Philippe Dubreuil and Claudia Harzer explore the idea that using different types of strengths has different outcomes, i.e., that some are more important for well-being while others are stronger predictors of performance. Sahar Amoury-Naddaf also investigates the outcomes of different types of strengths, in this instance regarding how they interact with the social environment in schools. Next, Hannah Moore introduces a conceptual model that includes colleague recognition of strengths as a predictor of individual levels of work engagement. Finally, Marianne van Woerkom presents a study examining the impact of a strengths-based approach in the context of performance appraisal interviews.

Research/Practical Implications. Taken together, these studies shed light on the social embeddedness of strength use by suggesting that the application of signature strengths is not only beneficial for the users, but also for others around them. Furthermore, apart from strength use, strength appreciation by others is associated with increased levels of work engagement and with improved relationships in the workplace.

Exploring character strengths, well-being and performance at work: New findings and applications

Philippe Dubreuil^a and Claudia Harzer^b

^a Université du Québec à Trois-Rivières, Canada

^b Technical University Darmstadt, Germany

Purpose. The objective of the present research was to explore the relations between specific character strengths, well-being and performance at work, as well as between particular strengths clusters (e.g., signature strengths, happiness strengths) and these same outcomes. Drawing on the integrative PERMA model of well-being, our research examined how different character strengths, as well as character strengths clusters, predict positive emotions, engagement, positive relationships, meaning and accomplishment at work.

Similarly, we also examined how these variables predict supervisor-rated work performance (i.e., proficiency, adaptation to change and proactivity).

Design/Methodology. Our study examined two online samples of German ($n = 103$) and Canadian ($n = 90$) workers from a wide variety of professions. Additional participants are expected to complete the study.

Results. Preliminary results indicate that teamwork, fairness, social intelligence, perseverance, zest and leadership are the most important predictors of well-being. Similarly, leadership, perseverance, love of learning, fairness and perspective are the most important predictors of work performance. Regarding clusters, results reveal that the application of signature strengths, as well as happiness strengths (i.e., curiosity, zest, love, gratitude, and hope) are both associated with well-being and work performance.

Limitations. Our study employed a cross-sectional design which does not allow for any causality attributions.

Research/Practical implications. Our results suggest that some character strengths could be better predictors of well-being and performance at work than others.

Originality/Value. Our study adds to the existing knowledge by exploring relations between specific sets of character strengths, PERMA dimensions of well-being and supervisor-rated work performance.

Principals' Strengths Use:

Links with Teachers' and Students Feelings in School

Sahar Amoury-Naddaf and Shiri Lavy

The University of Haifa, Israel

Purpose. Character strengths are positively valued attributes, and their use was hypothesized to affect not only the users, but also others around them, and the organizations in which they dwell. However, these later effects have not been widely examined. The present study aimed to provide initial evidence for such effects, while exploring associations of school principals' strengths use with teachers' and students' feelings.

Methodology. We surveyed 69 principals and 374 teachers in their schools, who completed two different self-reports measures of strengths use at work. Teachers also completed measures of sense of meaning at work and performance. Students' reports of school climate were retrieved from the Ministry of Education records.

Results. Principals' general strengths use was positively associated with school climate, as well as with teachers' strengths use. Furthermore, principals' specific use of their intellectual strengths was also positively associated with school climate, their use of gratitude

was associated with teachers' performance, and use of perspective (wisdom) was associated with teachers' sense of meaning at work.

Limitations. The study was cross-sectional, conducted in one country (Israel) and comprised a limited number of teachers from each school.

Research/practical implications. The findings highlight potential effects of principals' strengths use on teachers and students, suggesting that it may contribute to teachers' strengths use and enhance a positive school climate. Furthermore, principals' use of specific strengths may have additional unique value.

Originality/value. The study demonstrates the importance of exploring strengths use effects on others, and developing more complex theoretical models of strengths use effects.

Strength Use and Work Engagement: The Role of Colleague Recognition

Hannah L. Moore, Arnold B. Bakker, and Heleen van Mierlo
Erasmus University Rotterdam, the Netherlands

Purpose. A strong predictor of work engagement is the extent to which people use their personal strengths at work. How much does it matter whether these strengths are recognized by others in the work environment? In this study, we investigated the role that colleague recognition plays in the strength use-work engagement relationship.

Design/Methodology. Dutch employees ($N = 447$) from a broad range of job sectors completed an online survey on strengths, resources, and work engagement. Each participant was asked to solicit one close colleague to participate as well, who was then prompted to indicate to what extent they considered the original participant's self-reported strengths as being characteristic of the participant – 158 colleagues responded.

Results. Our findings showed that the extent to which participants indicated using their self-reported strengths at work did not directly relate to whether those strengths were recognized by a colleague, $r(158) = .11$, $p = .158$. Nevertheless, colleague recognition of strengths was associated with increased levels of work engagement over and above self-reported strength use, $t(156) = 14.69$, $p < .001$, which suggests colleague recognition also plays a pertinent role in uncovering the underlying mechanisms of strength-based approaches at work.

Limitations. Our design does not allow for causal conclusions.

Research/Practical Implications. Focusing on recognition and support of strengths at work reveals fruitful information on how organizations can create environments in which employees reap the most benefits from focusing on their strengths.

Originality/Value. Our findings suggest that the social aspect of strengths is an underestimated factor.

The effect of performance appraisal on the relationship with the supervisor and on motivation to improve

Marianne van Woerkom, Brigitte Kroon and Rosalie Hutschemaekers

Tilburg University, the Netherlands

Purpose. Performance ratings may challenge employees positive self-view. To soften the harmful effects of this threat, employees may withdraw from the relationship with their supervisor by disqualifying their relationship with this person. However, besides the final performance rating, the content of what is discussed in the performance appraisal is also important. We investigated the effect of performance ratings on the relationship with the supervisor and to what extent this relationship might be buffered by a focus on employee strengths during the interview.

Design/Methodology. 422 employees of an IT consultancy firm filled out a questionnaire right after their performance appraisal interview. Their performance ratings were obtained from the organizational records.

Results. Our findings showed that the official performance rating was positively associated with the quality of the relationship with the supervisor, whereas the discrepancy between the self-rating and the supervisor rating was negatively associated with the relationship with the supervisor. A focus on employee strengths during the appraisal interview turned out to moderate these relationships.

Limitations. Our design does not allow for causal conclusions.

Research/Practical Implications. Even though the purpose of performance appraisals is to motivate employees for a better performance, performance ratings may harm the relationship between employees and their supervisor. However, appreciating the strengths of the employee in the appraisal interview improves the relationship with the supervisor and prevents harm to the relationship when the performance rating is low.

Originality/Value. This is the first study that investigates the effects of a strengths-based approach in the context of performance appraisal.

1115 - WORK RELATED STRESS AND SUICIDAL RISK IN POLICE OFFICERS - SYMPOSIUM

Chairperson:

**Daniela Acquadro Maran, Phd, Assistant Professor, Department of Psychology,
Università di Torino, Italy**

The aim of this symposium is to illustrate work-related stressors (occupational, organizational, individual) and the related interventions carried out for Police Force that operate in Italy, Greece and Spain.

The distinguishing features of the Police Force are closely linked to the national issues and involve a variety of activities, such as crime prevention and intervention, control and information activities. Police Officers' work is provided 24 hours a day, 7 days a week. For these workers, stressors include interpersonal conflicts and burdensome workloads. The relationship with the public implies often a physically or psychological risky exposure to traumatic events, to violence and to human suffering. These stressors necessarily affect physical and psychological health and, as a consequence, these workers report a variety of disorders related to work fatigue. A wide range of psychological problems have been identified in this population, especially post-traumatic stress symptomatology, anxiety and depression related to chronic stress, that may lead to long lasting problems to workers' mental health. The chronic stress condition can cause life-style negative modifications, such as cigarette smoking, eating disorders, alcohol and drug abuse, self-harm thoughts or behaviors. Some conditions of addiction or self-harm may result in suicidal inclination. The coping strategies, if adaptive (the aim of such strategies is to obtain social and family support, by sharing the experience with others), could be a protective factor; otherwise if they are maladaptive (e.g. using self-destructive lifestyle, such as alcohol misuse), they could contribute to increase the stress or make it chronic.

Discussant: Nicola Magnavita (1) and Sergio Garbarino (2,3)

- (1) Occupational Health Unit, Department of Woman/Child and Public Health Sciences, Università Cattolica del Sacro Cuore, Rome, Italy.
- (2) DINOGLMI, University of Genoa, Genoa, Italy.
- (3) Ministry of Interior, Italy.

TITLE: SUICIDE IN POLICE OFFICERS

Police officers are probably the occupational group that poses the highest risk to others, because they are armed, active 24 hours a day and essentially everywhere. What's more, they are under growing pressure during law enforcement and their behavior is increasingly scrutinized by the media.

Nevertheless, in many countries, police officers are not subject to health surveillance, but only to medical examination at recruitment. Their health deteriorates more than that of the general population, and they have an increased risk of post-traumatic stress disorder, chronic job strain, metabolic syndrome and depression. Generally, they do not seek medical or psychiatric help.

Data on suicide in the police force are difficult to obtain. Between 1999 and 2011, there were 137 suicides in the Italian police force, a number almost equal to that of the police officers killed by criminals or who died on duty (143). More than 91% of cases used their service firearm.

Currently in the Italian police force, firearms are withdrawn in every suspected case of impaired mental health, behavioral disorders, alcohol or drug use, and in cases of diagnosed psychiatric illnesses. Workers with severe mental illness, permanently impaired and unfitting for police job, are not fired, but become civil servants. Since police work is conducted for the public, the ethical conflict between public and individual interests must be resolved to protect the former.

Discussant: Eloísa Guerrero-Barona, Phd, Professor Titular, Department of Psychology and Anthropology, Universidad de Extremadura, Spain

TITLE: RISK AND PROTECTIVE FACTORS IN LOCAL AND NATIONAL POLICE AT THE CENTER OF EMERGENCIES OF EXTREMADURA

The present work will present a study on risk factors, vulnerability and protection factors in local and national police.

Its first objective was to analyze the sources of stress and investigate if some specific characteristics of the job may have an influence on police officers' stress and emotional intelligence profiles.

As a second objective we proposed to compare the job as a national or local police officer to other, different jobs, with regards to the impact they might have on stress and emotional intelligence.

To this end, a cross-sectional study was carried out in which the total number of professionals from the 112 Urgency and Emergency Care Center of Extremadura participated. Reliable assessment instruments with adequate psychometric properties were used. Some results show that the highest levels of stress correspond to the group of local police when compared to the rest of the professional categories. However, the emotional intelligence in this group seems not to be affected.

Discussant: Cristina Civilotti, Phd, Clinical Psychologist, Università di Torino, Italy

TITLE: WORK RELATED STRESS AND SUICIDAL RISK IN POLICE OFFICERS: ARE THERE ANY GENDER DIFFERENCES?

Many researches have highlighted a gender difference in stressor and coping strategies in Police Force population. For this reason, there is a need of a comprehensive understanding of both the similarities and the differences between male and female police officers in terms of risk and resilience factors and mechanisms implied in facing stress in order to tailor efficient training courses and stress reduction interventions. Apparently, some stressors are common to both genders, such as the difficulty of working with colleagues due to the lack of cooperation and confidence in their emotional and relational competence (Acquadro Maran, Varetto, Zedda, Franscini, 2014).

Focusing on differences, women perceived the lack of cooperation and professional recognition for their job as a critical element more than men. Moreover, for women the difficulties appear to be mainly associated with perceived problems related to respect for their role and inclusion within the organization. Male patrol police officers activate a wider range of adaptive coping strategies (Active Coping, Planning, Instrumental Support, Positive Reframing, Humor), indicating good ability to reduce the risk of general psychological distress, and which can therefore be regarded as a protective factor against organizational and operational distress. The coping strategies used by female patrol police officers indicate the search for Emotional and Instrumental Support and, as for men, problem-solving abilities are related to good comprehension and a positive critical interpretation of problems. Clinical implications of this perspective will be discussed.

Discussant: Nikos Papanikolaou (1) and Maria Kyriotaki (2)

- 1) Clinical Psychologist, Psychotherapist, Crete, Greece
- 2) Assistant Professor of Special Psychopedagogy in Early Childhood, Department of Preschool Education, University of Crete, Greece

TITLE: GREEK POLICE OFFICERS' PERCEPTIONS, EXPERIENCES AND WORK RELATED STRESS: TWO CASE STUDIES

Police officers' work is a profession at high risk for work stress (Violanti et al., 2016). The aim of the present qualitative study is to explore Greek police officers' experiences within family, work and social context as well as work-related stress during the period from their being on duty until today. The participants involved in the present study were a male and a female police officer. Qualitative research project was conducted using a purposive sampling technique and semi-structured interviews (ten interviews) to examine police officers' experiences through several contexts. The experiences of the police officers included relationships with partner and

children, parents and siblings, as well as relationships and team climate with superiors and colleagues. As police officers' perceptions and experiences were also considered satisfaction and meaning from life, self-perception and self-efficacy, personal achievement and goal orientation, general health, strengths and difficulties (problems and needs), career development /burnout, psychosocial dimensions of family burden due to work-related stress (depression, anxiety, stress), work-related characteristics (autonomy, significance, work identity), psychological well-being, and coping strategies. Results will be discussed in terms of gender differences and police officers' worries about their future regarding symptoms of anxiety, depression, social dysfunction, and somatic disturbance related to work. Recommendations for future research will be provided in order to design intervention programs and support police officers in early stages before expressing work-related stress.

1130 - DO YOU SEE WHAT I SEE? THE IMPORTANCE OF SELF- AND OTHER PERCEPTIONS AND THEIR IMPACT ON JOB PERFORMANCE

Symposium Chairs. W. N. Yang¹, C. E. Owens²

Discussant. M. Ono²

¹King's Business School, King's College London, London, ²Alliance Manchester Business School, University of Manchester, Manchester, United Kingdom

State of the Art. Different perspectives can lead to a different understanding of the same issue, yet not many studies include multiple sources of data when investigating a research question. This symposium brings together a collection of papers that investigate how self and other perceptions affect employee outcomes, especially their job performance.

New Perspectives/Contributions. The symposium includes four studies from diverse disciplines in organisational psychology. The first study investigates whether observer-ratings of facet-level personality offer better predictive validity for performance than self-ratings. Second, the influence of non-teleworkers' behaviours on teleworking employees' performance and participation in telework is examined. Next, a meta-analysis is used to explore whether the inconsistent relationship between career plateau and job performance is due to their measurements from different perspectives. Finally, reasons for career plateau are collected from both employees and supervisors, and the incongruence between the two perceptions are investigated to determine whether they have an impact on employee success and performance.

Research/Practical Implications. The symposium offers evidence that data collected from different perspectives make a significant difference to our understanding on the impact of personality, telework and career plateau on employee performance. Managers should therefore be cautious about over-relying on findings that are based on a single source. Scholars in the field of organisational psychology are also encouraged to adopt a more rigorous approach (namely, including multiple sources of data) in addressing their questions of interest. Audience members are encouraged to ask questions and the discussant will facilitate discussion.

Title. When predicting overall job performance, is personality best assessed by the observer?

Authors. C. E. Owens¹, P. Irwing¹, S. Clarke¹

¹Alliance Manchester Business School, University of Manchester, Manchester, United Kingdom

Purpose. Historically, other than conscientiousness, personality has evidenced weak predictive validities with job performance. Meta-analytic findings suggest that observer-ratings of personality improve predictive validities, but most research applies this to the broad factor-level. We examined whether this also holds true for personality measured at the narrow facet-level.

Methodology. This study comprised 1,041 participants; 92% were employed in a UK police organisation. Fifty-one personality facets were rated by the self and two work-colleagues while managers provided job performance ratings. We used regression to estimate the effect of each personality facet on overall job performance.

Results. Concurrent validities ranged from -.18 to .42 with self-ratings, and from -.29 to .39 with observer-ratings. This suggests that a single facet of personality can evidence high validity when predicting job performance. When determining which facet is best, researchers should consider who will be the rater.

Limitations. Most participants were employed at a police organisation, thus these results might only be generalisable within police or possibly military organisations within western cultures.

Research/Practical Implications. A broad list of personality facets was identified, along with their individual ability to predict job performance. Results suggest that, with the appropriate rater, only a few facets need to be measured to ensure highly predictive results.

Originality/Value. In contrast to the mounting evidence at the factor level, this study suggests that sometimes self-ratings of personality facets show superior predictive validities over observer-ratings. Further, when using the correct rater, a single personality facet may have a large effect on job performance.

Title. A qualitative analysis of the influence of non-teleworkers' behaviour on teleworkers' performance and participation in telework: Insights from within three organisations

Authors. A. Jones¹, J. Walsh¹

¹King's Business School, King's College London, London, United Kingdom

Purpose. Little is known about the effect of non-teleworkers' behaviour on the practice and outcomes of telework. This study aims to address deficiencies in previous research by focusing on the work group and examining the influence of non-teleworkers' behaviour on teleworking employees' performance and participation in telework, under different conditions.

Methodology. The research used an evolved grounded theory methodology to analyse data from 103 semi-structured interviews with teleworkers, non-teleworkers and managers in three organisations: a local authority, a telecommunications organisation and a high-technology firm.

Results. Data analysis revealed that non-teleworkers influenced teleworkers' performance and practice of telework by displaying four types of behaviour, namely, overt-resistance, covert-resistance; indifference and support. Non-teleworkers approach to telework was related to their perceived level of organisational support for telework, the 'substitutability' of teleworkers within the office, and the instrumental value of maintaining relationships with teleworkers.

Limitations. Qualitative, interview-based research of this nature is open to criticisms of subjectivity and generalisability. However, the evolved grounded theory approach, inclusion of multiple organisations and large sample of diverse informants where responses were matched where possible, improves rigour and aids transferability to other contexts.

Research/Practical Implications. Recognition of the specific conditions under which teleworking is conducted and inclusion of responses from non-teleworkers and others affected by telework are essential to our understanding of the outcomes and practice of telework.

Originality/Contribution. The findings demonstrate the consequences of non-teleworkers' behaviour on teleworkers' performance and participation in telework and provide unique and much-needed insights into the conditions governing these behaviours.

Title. “Says who?” A meta-analysis on the relationship between career plateau and job performance

Author. W. N. Yang¹

¹King's Business School, King's College London, London, United Kingdom

Purpose. Career plateau refers to a stage where employees perceive future promotions to be unlikely. The link between career plateau and job performance has not been in agreement over the years. While some studies indicated a negative relationship, others reported a null effect. The study aim is to reconcile these inconsistent findings using meta-analysis and to examine whether the relationship varies according to measurements of career plateau and performance.

Design/Methodology. A systematic search was first performed on business and management databases, followed by data extraction on studies that included the correlation coefficients between the two variables. The process resulted in 18 samples from 13 studies ($N = 6,872$), which were conducted between 1983 and 2016. A random-effects meta-analysis was then performed.

Results. The relationship between career plateau and job performance varies according to different sources of performance assessment. Career plateau is negatively associated with objectively rated performance (e.g., supervisory ratings or performance indicators) but not with self-assessed performance.

Limitations. Only studies in English were included in the analysis, thus other major studies may have been excluded.

Research/Practical Implications. Reaching a career plateau does affect employee performance although the employees themselves may not be aware of it. Due to these differing views, companies should be more strategic and sensitive in managing plateaued individuals and in helping them maintain productivity.

Originality/Value. To our knowledge, this is the first meta-analysis in the area. It offers preliminary insight into a long-debated question about the strength of a link between career plateau and job performance.

Title. The incongruence of reasons for career plateauing between subordinate and supervisor perceptions

Authors. Y. H. Wang¹, Y. T. Hsu¹, J.C. Huang²

¹Institute of Human Resource Management, National Sun Yat-Sen University, Kaohsiung, Taiwan, ²Department of Business Administration, National Taipei University of Business, Taipei, Taiwan

Purpose. Reasons for career plateauing have been found to affect plateaued employees' work outcomes, but these reasons are mostly collected only from the employee's perspective. The study aims are to collect plateau reasons from both the plateaued individual and the supervisors and examine whether the inconsistent attributions between the two parties have an impact on employee career success, turnover intention and job performance. We also explore whether job embeddedness moderates these relationships.

Design/Methodology. Data are collected from full-time employees and their supervisors via an online survey in a Taiwanese manufacturing company. Hierarchical linear regression analyses are used to test the hypotheses.

Results. Data analysis on the first wave of data ($N = 250$) showed inconsistent attributions in reasons for career plateauing negatively affect employee career success and job performance, regardless of job embeddedness.

Limitations. The study adopts a cross-sectional design at this stage, which is not free from common method variance. Full data collection across two-time points in due course would reduce this bias and allow investigation for the proposed relationship over time.

Research/Practical Implications. Managers should be aware of their subordinates' career development situations and have good communication with them to reduce the cognitive dissonance and actor-observer bias (Mitchell & Wood, 1980) and to rid the negative work outcomes of plateaued individuals.

Originality/Value. The study provides a new interpretation of supervisor-subordinate inconsistent attributions on plateau reasons and offers insights into the career literature by emphasising its relationship with job embeddedness.

**1134 - PROMOTING VOICE AND ETHICAL CONDUCT IN ORGANIZATIONS:
WHAT SHOULD LEADERS DO AND REFRAIN FROM DOING?**

Stefanie Richter & Jürgen Wegge

Technische Universität Dresden, Dresden, Germany

State of the art

Open communication of ideas and concerns as well as ethical conduct of employees are valuable assets in modern organizations. However, contrasting phenomena such as employee silence and moral misconduct demonstrate that employees are still facing several barriers preventing an open discussion. Therefore, it is essential to identify ways to create a work environment that impedes tendencies of looking away and ethical misconduct, and instead fosters employees' active involvement.

New Perspectives/Contributions

In this regard, the symposium will especially highlight the important impact of leadership and also take into account further organizational features. First, Dick will discuss and contextualize the ambivalent phenomenon of legitimate whistle-blowing. Next, Jurek and Retowski shift the focus to the phenomenon of employees withholding concerns. Their results indicate that the understanding of reasons for silence may differ depending on the role a person holds in the organization. Third, Dilba and colleagues demonstrate reciprocal effects of silence and leader-follower relationship quality. In a similar vein, Di Marco and colleagues also address leadership and add the impact of organizational justice as determinant of workplace incivility and employee wellbeing. Fifth, Richter and colleagues find that employees' perception of psychological safety and ethical climate are easily damaged by leaders' showing inconsistent leadership behaviors. Finally, Weber will scrutinize current ethically-oriented forms of organizational climate and leadership by putting them into the context of applied ethical approaches.

Research/Practical Implications

This symposium emphasizes the important role of leadership in promoting voice and ethical conduct. These behaviors are by no means self-propelling and need to be looked at from different angles.

Whistleblowing: a challenge for organizations and organizational research

Michael Dick

Chair for organizational pedagogy, Otto-von-Guericke University Magdeburg, Magdeburg, Germany

State of the Art

As the importance of cultural and moral values rise generally in democratic societies, they bring about increased expectations on companies. Companies shall force and report on

sustainability or diversity for example. On the other hand, global competition puts pressure to reduce time and costs. These conflicting developments rise the likelihood that organizations violate rules, values or ethical norms. Probably, whistleblowing can help to avoid violating practice, or to reduce the severity of its consequences, because they disclose misleading tendencies earlier.

New Perspectives/Contributions

Although the phenomenon of whistleblowing is well defined and discussed, empirical research is limited. Moreover, organizational precautions and measures to support it are poorly developed. One reason is the contradictory and ambivalent concept of whistleblowing. The presentation reveals these different notions, i.e.

- Whether the accuse is made internally (to supervisors, workers council, confidential agents) or externally (press, lawyers)
- Whether it is judged from an organizational or from a behavioral perspective
- Whether it is framed as desirable or undesirable behavior

Research/Practical Implications

Along paradigmatic cases the presentation makes distinctions between whistleblowing and other positive organizational behaviors (e.g., organizational citizenship behavior) or misbehaviors (e.g., counterproductive behavior). It reveals enabling and inhibiting factors for whistleblowing documented in literature. In consequence, possible measures for organizations and research approaches are proposed.

Originality/Value

Organizations might learn how to handle ethical dilemmas, and might be able to develop institutional measures to support legitimate whistleblowing. In research, an orientation on ambivalent, ambiguous and contradictory phenomena can be encouraged.

Measurement Invariance of the Four Forms of Employee Silence across Gender, Job Positions and Organizations

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²SWPS University of Social Sciences and Humanities, Warsaw, Poland

Purpose

The main aim of this study was to investigate the measurement invariance of the 12-item Four Forms of Employee Silence scale (Knoll & Dick, 2013) across gender, different levels of job positions and organization's sizes. Organizational silence refers to self-restraint in expressing one's opinions, beliefs and emotions in reaction to the improper behaviors of others, bad decisions of the supervisors and transgressions of moral principles.

Design/Methodology

A total of 2,300 employees filled in the complete the FFES scale. The sample included managers, employees at specialist positions, and employees at entry-level positions. The group consisted of employees of micro, small, medium-sized, and large organizations. We assessed the measurement invariance of the scale across gender, samples from various organizations' size and different job positions through multigroup confirmatory factor analyses (MGCFA).

Results

We established that the FFES scale displayed scalar invariance across gender, as well four groups of employees working in organizations of various sizes. However, we established that the FFES scale displayed metric (but no scalar) invariance across three groups of employees at different levels of job positions.

Limitations

Further studies to determine the impact of the role in the organization on the measurement of employee attitudes are needed.

Research/Practical Implications

The results indicate that the comparison of the four forms of silence across employees must take into account the role related to the position held. Managers may understand the reasons for organizational silence differently than non-managers.

Originality/Value

The results indicate the importance of measurement invariance across different groups of employees.

What you don't tell might hurt as well. Reciprocal effects between follower silence and leader-follower relationship quality

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¹Chemnitz University of Technology, Chemnitz, Germany

²University of Rostock, Rostock, Germany

Purpose

Silence in organizations – the withholding of work-related ideas, questions, and concerns – hampers individual and organizational learning and the detection of inefficient or unethical behavior, and it has recently been linked to impaired well-being. Prior research has shown that positive leader-follower relationships are important for overcoming silence and thus preventing its detrimental effects. We propose that leader-follower relationship quality (operationalized as LMX) can also be a consequence of silence and thus potentially mediate between silence and outcomes such as employee health. We examine whether follower silence and poor leader-follower relationship quality form a downward spiral.

Design

We conducted a three-wave survey study with 303 working adults enrolled in a distance learning psychology course. Questionnaires were submitted online every six weeks.

Results

A random-intercept cross-lagged panel model revealed reciprocal negative effects of silence and LMX; with both effects being roughly equal in size.

Limitations

The data are self-reports and were collected over a relatively short period, with little time for temporal effects to unfold.

Implications

Trusting and supportive relationships potentially decrease silence, but silence equally harms LMX. If this equilibrium is disturbed, either by leader or follower behavior but also by outside factors decreasing LMX or increasing silence, a downward spiral could unfold with detrimental effects.

Originality/Value

This study supports previous research on the antecedents of employee silence while simultaneously offering novel insights about its effects on workplace social relationships. It thus opens new research opportunities on the temporal development of silence and its antecedents and consequences, mediation effects, and feedback loops.

I cannot stay focused! The effect of connecting leadership, incivility and organizational justice on impaired cognitive control

Donatella Di Marco, Silvia Silva, & Ana Margarida Passos

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Purpose

The goal of this research is to understand the direct and indirect effect (through workplace incivility) of connecting leadership (CL) on workers' impaired cognitive control (ICC). Moreover, we explore the interaction of CL with organizational justice (OJ) predicting workplace incivility (WI).

Methodology

An online study was carried out in order to explore the moderated mediation described above. Participants were 214 employees, working at different organizations.

Results

Our findings show a significant interaction of CL with OJ predicting WI ($t(209) = 2.20, p < .05$). The relationship between CL and WI is significant at all the levels of the moderator but its magnitude diminishes at higher levels of OJ. Data for the index of moderated mediation demonstrated that the bootstrapped 95% confidence interval for ICC ranges from .005 to .059, indicating a conditional significant indirect effect. The confidence interval for mediation through WI excluded zero at any level of the moderator.

Limitations

The cross-sectional design and common method variance represent the main limitations of this study.

Research/Practical Implications

The study contributes to extend the current knowledge on CL, highlighting its negative relationship with WI and ICC. Moreover, it helps to understand the beneficial effects of CL and OJ in reducing WI. At practical level, the study suggests that having a leader that fosters the team spirit, encouraging people to collaborate can have beneficial effect for the organization and for people's well-being.

Originality/Value

This study contributes in understanding factors related with WI and ICC, which have negative consequences for people' well-being and for organizations.

The exception does not always prove the rule:

Even few abusive behaviors undermine the positive effect of authentic leadership on ethical climate and psychological safety

Stefanie Richter¹, Dirk Frömmert¹, Luise Franke-Bartholdt², Anja Strobel², & Jürgen Wegge¹

¹Technische Universität Dresden, Dresden, Germany,

²Chemnitz University of Technology, Chemnitz, Germany

Purpose

Leaders have been considered to hold a crucial role in shaping an organizational climate that encourages employees to openly communicate ideas as well as moral concerns. In this respect, research investigated the influence of different leadership concepts, e.g., authentic leadership and abusive supervision, independently from one another. However, scholars have started to address employees' perceptions of inconsistencies in leaders' behavior that may also affect the respective consequences. Thus, we propose a positive relationship between authentic leadership and both ethical climate and psychological safety that may be reduced by any perception of abusive supervision.

Methodology

We collected data based on a cross sectional multilevel field study using online and paper-pencil surveys in different organizations from the healthcare sector ($N = 681$ employees).

Results

Multilevel analyses revealed a significant positive main effect of authentic leadership on ethical climate and psychological safety. As predicted, abusive supervision significantly moderated these relationships.

Limitations

The cross sectional design does not allow causal inferences. Generalization of results is limited to the healthcare sector.

Research/Practical Implications

Our results highlight the relevance of consistency in leaders' employee-directed behaviors. The beneficial effects of authentic leadership may be easily harmed even by only few incidents that employees perceive as being abusive. Thus, leaders should engage in continuous self-reflection to avoid own misconduct.

Originality/Value

To our knowledge, this study is one of the first empirically examining the interaction of opposing moral leadership styles and thus advancing research on the dynamics of leadership.

Ethically-oriented forms of organizational climate and leadership compared: Conceptual problems and implications for organizational practice

Wolfgang G. Weber

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State of the Art

The majority of respective quantitative studies indicates significant positive associations between ethically-oriented forms of organizational climate (e.g. ethical work climates, procedural/interactional justice climate, sociomoral climate) and ethically forms of leadership (e.g. ethical, servant, or authentic leadership) with characteristic w&o-psychological outcomes. Though, several theoretical inconsistencies and problems of practical application of forms of ethical climate and leadership are still neglected, in particular concerning business organizations as a field characterized through structural power imbalance, conflicts of interests/values, or differences in social/cultural capital between and among capital owners, entrepreneurs, managers and employees.

New Perspectives/Contributions

Striving to clarify strengths and flaws in the context of w&o-psychology, I will limit the conceptual comparison on some relevant aspects of applied ethics stemming from humanistic approaches (virtue ethics: Fromm, Solomon; Self-Determination theory; deontology/human rights: Kohlberg tradition; ethics of care: Haan, Gilligan; discourse ethics: Habermas, Ulrich)

Several prototypes of the ethically-oriented forms of organizational climate and leadership will be compared concerning criteria like:

- type of underlying ethical theory
- precision vs. vagueness of ethical concepts and their operationalization
- universalism or particularism concerning application scope
- reflexiveness vs. reifications (what is taken for granted, e.g. "organizational reality", employee rights, "concept of man")
- purposefulness or instrumentalization of psychological concept application

Research/Practical Implications

The presentation contributes to an enhancement of construct validity of applied ethics concepts and suggests practically-oriented solutions.

Originality/Value

According to my knowledge, this is the first conceptual comparison of the mentioned ethically-oriented concepts focused on the specified applied ethical criteria (also following essays by Blickle, Berkel, Cropanzano).

1143 - PROACTIVITY AT WORK: DISCLOSING THE ROLE OF EMPLOYEES' EMOTIONS, AFFECT REGULATION, AND WELL-BEING BEFORE AND AFTER EMPLOYEES' CHANGE INITIATIVES

Anita Starzyk¹, & Uta K. Bindl²

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²London School of Economics and Political Science, London, United Kingdom

State of the Art. Proactive work behaviours – employees' actions aimed at bringing work-related improvement – have value for organizations and employees alike. Past research has emphasized the overall importance of emotions and well-being for initiating improvement at work. This symposium aims to further investigate and understand the dynamic role of emotions and well-being, as both antecedents and outcomes of proactivity in organizations.

New Perspectives/Contributions. The five studies in this symposium contribute to a more holistic perspective on proactive work behaviours by focusing on specific episodes of proactive work behaviours, both throughout a day, but also across several months. Furthermore, the studies investigate the relevance of affect regulation and emotions before *and* after performing proactive work behaviours. Moreover, the studies examine the contingencies (i.e., cultural context, intrinsic motivation) under which proactive work behaviours may be (not) beneficial for employees' well-being. Our discussant, renowned proactivity expert Sharon Parker, will aid to provide bigger picture insights from across the individual study results.

Practical Implications. This symposium suggests that employees' successful improvement of affect facilitates proactivity, while negative emotions may be adaptive for coping with resistance in the short-term, but not in the long term. In addition, under specific circumstances, proactive work behaviours can enhance experiences of meaningfulness at work, but may also contribute to work-life conflict.

Managing your feelings to enhance proactivity: The type of affect regulation matters

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²University of Mannheim, Mannheim, Germany

³Curtin University, Perth, Australia

Purpose. Organizations benefit from proactive employees who propose or initiate improvements at work. Although a considerable body of research suggests that the way individuals feel is positively associated with proactivity, little is known about why and how individuals regulate their affect to engage in proactivity, including the underlying pathways.

Design. We conducted an episodic-based daily diary study with a mixed sample of employed individuals in Australia ($n = 77$). Participants completed the survey twice per day (in the morning and afternoon; reflecting conjunctive episodes of performance) for up to ten workdays ($k = 770$). They reported their types of affect regulation, hedonic and eudaimonic well-being (i.e., 'positive affect' and 'experienced meaningfulness in the job') and job performance (taking charge vs. overall task performance) for each performance episode.

Results. Multi-level (level 3) path analyses showed that different types of affect regulation (hedonic: 'feeling better' versus instrumental: 'getting ahead') predicted a change in episodic job performance mainly via increased levels of hedonic versus eudaimonic well-being, respectively. In addition, the eudaimonic well-being-pathway was a stronger predictor of a positive change in taking charge than was hedonic well-being.

Limitations. Future research should include objective data of performance.

Implications. How employees manage their emotions matters for their engagement in proactivity.

Originality/Value. This research advances insights on the role of affect regulation and well-being for proactivity.

Your voice is not needed (or heeded): How employees experience, appraise and manage unfavourable managerial responses to their voice and how they decide to voice again

Anita Starzyk¹, Michael. R. Bashshur², & Ronald Bledow²

¹NEOMA Business School, Rouen, France

²Singapore Management University, Singapore

Purpose. When employees speak up about with concerns or suggestions at work, managers can respond unfavourably. We aim to understand better what employees feel and think when they face unfavourable responses to their voice. We then identify factors that enable employees to better cope with unfavourable responses and to sustain their future voice motivation.

Approach. We interviewed 24 employees working in various positions and industries about their most recent negative voice events (voice attempts that were responded to unfavourably). The 30-to-60-minute semi-structured interviews were then analysed qualitatively to understand employees' feelings, thoughts, actions, and voice motivation following those events.

Results. Employees reported between one to three negative voice events (e.g., ambiguous appreciation, devaluation, or lack of implementation). Preliminary results point to several short-term and long-term effects of negative voice events. Experienced feelings included disappointment, annoyance, and insecurity. Some employees reported impaired well-being and performance for up to several days and/or reduced voice motivation for the future. Those negative effects diminished when employees could accept, understand, or successfully resist the unfavourable responses.

Limitations. Employees were all highly educated office workers, and they were reporting events retrospectively.

Implications. Managers who establish trust with employees and give reasonable arguments help improve employee acceptance and comprehension of unfavourable responses. Employees' ability to regulate emotions, their optimism and confidence facilitated reversals of initial unfavourable responses.

Value. We investigated discrete voice events in depth and focused on changes in employees' feelings, thoughts, actions, and voice motivation over several months.

Resistance to taking-charge efforts: Impact on change initiators' emotions and coping behaviours

Mouna El Mansouri¹, & Karoline Strauss¹

¹ ESSEC Business School, Paris, France

Purpose. Building on appraisal theories, we investigate how individuals' taking charge within organizations (change initiators) experience and react to resistance to their proactive behaviour. We propose that resistance is associated with anger, anxiety, and disgust and that these emotions differentially impact coping behaviors: anger may lead to attack or approach, depending on change initiators' self-efficacy, anxiety to uncertainty reduction, and disgust to avoidance/exclusion.

Methodology. Using a diary study with event sampling, we asked participants recruited via an online panel during five consecutive days whether they had tried to bring about change at work before displaying event-specific questions.

Results. Preliminary results based on 125 taking-charge events from 83 respondents indicated that anger, anxiety, and disgust follow resistance to change initiatives. Change initiators low in self-efficacy who experienced anger were more likely to engage in attack behaviors compared to those high in self-efficacy. Self-efficacy did not moderate the relationship between anger and approach behaviors. Anxiety was associated with uncertainty reduction behaviors. Disgust was not significantly related to avoidance/exclusion behaviors.

Limitations. Causality cannot be inferred. We relied on self-reports.

Implications. This paper extends the proactivity literature by investigating consequences of resistance on change initiators. These consequences may determine whether change will be successful and whether proactivity is sustainable.

Research implications. Our findings highlight that discrete negative emotions, usually seen as problematic, may be linked to positive outcomes, such as uncertainty reduction and approach behaviors.

When taking charge creates work-life conflict: The role of intrinsic motivation.

Francesco Cangiano¹, Sharon K. Parker², & Kan Ouyang³

¹ University of Western Australia, Perth, Australia

² Curtin University, Perth, Australia

³ Shanghai University of Finance and Economics, Shanghai, China

Purpose. The positive effects proactive behavior on performance and career-related outcomes have been widely established in the literature. Yet, little attention has been paid to the consequences of proactivity for employee well-being and other personal outcomes. In this research, we adopted an intra-individual approach to explore how behaving proactively at work affects employees' life outside of work. Drawing upon ego depletion theory, we hypothesised that taking charge would increase work-life conflict; however, we expected this effect to occur only when intrinsic motivation is low.

Design. To investigate this, we recruited a sample of managers to participated in an experience sampling study over the course of 5 working days. Participants were instructed to complete short surveys before work, after work and at bedtime.

Results. Findings showed that daily taking charge behavior resulted in greater work-life conflict, but only on days in which employees reported low intrinsic motivation at work. In turn, work-life conflict in the evening was positively associated with feelings of fatigue the following morning.

Limitations/ Implications. Our findings indicate that intrinsic motivation is not only a strong motivator of proactivity, but also an important factor to consider when looking at the personal consequences of this way of behaving.

Originality/Value. These findings suggest a number of implications on how proactivity can interfere with employees' work-life balance, and offer insights on how managers should encourage (if at all) the proactivity of their employees.

Making work meaningful: Proactive work behavior and work meaningfulness in Germany and France

Christopher Schwake¹, Doris Fay¹, Karoline Strauss², Tina Urbach¹

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Purpose. The experience of meaning at work is seen as an important aspect of employee psychological well-being. So far, theory and research have focused on task and organizational characteristics to explain the experience of meaningfulness at work. Less is known, however, about what people *do* at work to experience meaningfulness. Can meaningfulness be fostered through individuals' work behavior? We hypothesize that proactive work behavior contributes to the experience of meaningfulness. We further expect that this process differs between cultural contexts, and specifically that it will be shaped by how future oriented a culture is. We expect a stronger association between proactive work behavior and work meaningfulness in Germany, a country with a highly future oriented culture, and a weaker association in France, a country with comparatively lower future orientation.

Methodology. We tested our hypotheses in a daily diary study with one daily assessment on four consecutive work days. Data was collected from a German ($n = 152$, $k = 532$) and a French sample ($n = 200$, $k = 637$). We applied a multigroup-multilevel structural equation modelling approach, testing the proactivity-meaning linkage at the day-level.

Results. As expected, on the day-level, proactive work behavior was positively associated with meaningfulness at work in Germany, but not in France, and the association differed significantly between the countries.

Limitations. Causality cannot be established.

Research implications. Researchers interested in understanding the experience of meaningful work should also consider work behaviors; but they should also be aware that cultural context may affect this linkage.

1148 - THE PSYCHOLOGICAL MEANING OF WORK AND EMPLOYMENT

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State of the Art

Hitherto, research on the meaning of work has typically either compared how the lives of unemployed and employed people differ or asked employed people what they value about employment. Yet, a closer look at underlying psychological processes is needed.

New Perspectives/Contributions

This symposium explores new avenues for research on the meaning of work by focusing on diverse samples and diverse study designs. Meta-analytic findings suggest an enduring negative effect of previously experienced unemployment on mental health. Yet, British time-use data show that despite impaired life satisfaction, unemployed as opposed to employed people experience more enjoyment in their daily lives. According to German data, employment-related peak events might provide less need fulfillment than non-employment-related peak events. Other German data show that not only employment, but also apprenticeships and voluntary work offer opportunities for fulfillment of psychological needs that contribute to well-being. Yet, German data from employees of small and medium-sized enterprises highlight that satisfaction of psychological needs in the workplace not only buffers mental strain, but also fosters job satisfaction. Finally, Swedish interview data highlight how bridge employment helps to adapt to the transition to retirement among nurses by enabling satisfaction of psychological needs.

Research/Practical Implications

This symposium highlights that unemployment can have long-lasting negative effects on mental health, but that working might not be experienced as pleasant as assumed. It unravels aspects of and alternatives to employment which correspond to need fulfillment and well-being and shows how to support people in their transition to retirement.

Scarring effects of unemployment on mental health: Meta-analytic results

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Purpose

Economists have demonstrated that unemployment has a scarring effect on career-related variables such as income and hierarchical position that persists for several years after re-employment. However, it is unclear whether unemployment has similar long-lasting effects on mental health.

Design/Methodology/Approach/Intervention

Primary studies were searched in several data-banks such as PsycINFO. Study results were integrated via random-effects models.

Results

The meta-analytically derived average correlation between current mental health and the intensity of former unemployment (i.e., length of time spent unemployed or number of unemployment events) was $r = .08$ (95%CI: 0.04–0.12; $k = 7$; $n = 9.110$). The difference between continuously employed persons and persons who are currently employed, but were formerly unemployed, was $d = 0.25$ (95%CI: 0.15–0.35; $k = 21$; $n = 12.290$). A moderator test demonstrated that this effect was significantly larger for people with a high intensity of former unemployment ($d = 0.45$; 95%CI: 0.36–0.55; $k = 5$; $n = 2.090$) compared to persons with a low intensity of former unemployment ($d = 0.14$; 95%CI: 0.04–0.23; $k = 7$; $n = 2.148$).

Limitations

The number of eligible studies was comparatively small.

Research/Practical Implications

The results show that unemployment does not only exert an acute effect on mental health, but is associated with impairments that persist after people have found new jobs. Therefore, unemployment poses a threat to public health which is even larger than assumed in the literature.

Originality/Value

The study is the first meta-analysis demonstrating long-lasting effects of unemployment on mental health.

Time-Use, unemployment, and well-being: An empirical analysis using British time-use data
Thi Truong An Hoang¹; Andreas Knabe¹

¹Otto von Guericke University Magdeburg, Germany

Purpose

We analyze how the general life satisfaction and the affective enjoyment experienced during specific activities differ between employed and unemployed people.

Design/Methodology/Approach/Intervention

We use nationally representative data from the UK Time-Use Survey (2014-15), which contains detailed diaries and, for each episode reported in the time-use diary, how much respondents enjoyed their time on a 0-7 scale. We compare how the time-use and enjoyment

(in specific activities as well as on average over the day) differ between the employed and the unemployed.

Results

The unemployed have substantially lower levels of life satisfaction than the employed. The comparisons of enjoyment in different activities reveal that the unemployed feel less enjoyment in most activities than the employed. The employed feel worst when working. Over the entire day, the unemployed are experiencing, on average, even more enjoyment than the employed.

Limitations

There is only one question about experienced well-being (“enjoyment”) in each activity, which does not differentiate between positive and negative affect. The data is cross-sectional, thus the results cannot be interpreted causally.

Research/Practical Implications

Subjective well-being researchers should more systematically differentiate between the cognitive and affective dimensions of subjective well-being (life satisfaction and experienced enjoyment).

Originality/Value

There are only very few studies using time-use data with experienced well-being information to examine the role of unemployment. This is the first study looking at this for the UK.

Scrutinizing peak events: Is employment really a good source for psychological need fulfillment?

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Purpose

This study investigated to which extent employment in comparison to other areas of people's lives provides opportunities for the fulfillment of psychological needs.

Design/Methodology/Approach/Intervention

Using a series of convenience samples ($N = 39-167$), respondents were asked to report the most satisfying employment-related and non-employment-related peak event and indicate how they felt and to which extent psychological needs were fulfilled during each peak event.

Results

Despite variations in instructions (e.g., indicate most satisfying event in last 6 months, in last week, yesterday), the pattern of results was largely the same: During employment-related peak events in comparison to non-employment-related peak events, the needs for competence and power/influence were fulfilled best. During non-employment-related peak events, the needs for relatedness, pleasure/stimulation, physical striving, self-actualization, autonomy, security, and luxury were fulfilled best. Generally, need fulfillment was correlated with positive affect. Only in some cases was positive affect highest in non-employment.

Limitations

Due to the retrospective measurement, retrospective bias might have occurred.

Research/Practical Implications

This research challenges findings from research on unemployment according to which employment fosters mental health because it enables fulfillment of psychological needs. According to our results, the number of needs that can potentially be fulfilled during employment compared to non-employment is limited. This suggests looking more closely into which needs are met *during* the act of working.

Originality/Value

This study provides further insights into the paradox of work according to which being employed is good for need fulfillment and mental health yet working might be experienced as rather unpleasant.

Less money, equal profit? How volunteering and (continuing) education compare to paid employment in explaining access to Jahoda's latent benefits of work

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²Loughborough University, UK

Purpose

In her seminal work on unemployment and mental health, Jahoda argued that employment fulfills not only financial but also psychosocial needs (need for time structure, activity, social contact, collective purpose, status/identity). Because of its link with material necessity, she felt employment was uniquely positioned to provide access to these “latent” benefits – unlike unpaid work such as volunteering. The current study examined this claim.

Design/Methodology/Approach/Intervention

In a two-wave online study following 400 German participants over the course of a year, we explored the relationship between employment, volunteer work, participation in (continuing) education, and access to the latent benefits of work.

Results

We found that both hours spent volunteering and hours spent in paid employment (but not education) showed incremental validity in predicting access to the latent benefits at T1. Paid employment predicted access to every latent benefit; the effect of volunteering was limited to collective purpose, social contact and status.

Limitations

No longitudinal effects could be shown, possibly owing to low variation in employment/volunteer status over time.

Research/Practical Implications

Jahoda may have underestimated the impact of unpaid forms of work; nevertheless, our results do not contradict a unique relevance of paid employment to the latent benefits.

Originality/Value

As job insecurity rises and technology reduces direct social interaction at work while increasing flexibility, employment's ability to fulfill all the psychosocial needs named by Jahoda is likely to decrease. Exploring the effectiveness of additional routes to mental health seems both worthwhile and timely.

Influence of the functions of employment on mental health and job satisfaction among employees in small and medium-sized enterprises

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Purpose

In this study the influence of important functions of employment (i.e., the *manifest function*, *social contact*, *collective purpose*, *competence*) on mental strain and job satisfaction is examined.

Design/Methodology/Approach/Intervention

Data were collected in a psychosocial risk assessment survey of 12 small and medium-sized enterprises ($n = 998$).

Results

Regression analysis showed that *competence* ("development possibilities", $\beta = 0.38$), *social contact* ("relationship to colleagues", $\beta = 0.21$), and the *manifest function* ("satisfaction with contractual conditions", $\beta = 0.19$) significantly influenced job satisfaction. Mental strain was negatively associated with *satisfaction with contractual conditions* ($\beta = -0.38$), *competence* ("meeting own expectations", $\beta = -0.29$), and *social contact* ("relationship to colleagues", $\beta =$

-0.18). Additional cases, variables, and qualitative questions will be included in further analyses.

Limitations

Due to the cross-sectional design causality cannot be assured. Furthermore, only facets of the functions of employment might have been captured.

Research/Practical Implications

Research on the meaning of work could focus more on how differences in access to the functions of employment affect mental health and job satisfaction of employees. Employers should be aware of the importance of enabling their employees' access to the functions of employment.

Originality/Value

This study provides new insights about the importance of the functions of employment for avoiding mental strain and fostering job satisfaction among people in stable employment.

I work, therefore I am: The meaning of work and retirement for bridge employees in the Swedish healthcare sector

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¹Department of Psychology, Stockholm University, Sweden

²Åre Hälsocentral, Sweden

Purpose

This study investigated the transition to retirement, the motivation to work, and experiences of working in bridge employment in a group of retired nursing assistants.

Design/Methodology/Approach/Intervention

The Interpretative Phenomenological Analysis (IPA) approach was used to analyze data from semi-structured interviews with seven retired nursing assistants working at a Swedish hospital.

Results

This presentation focuses on "The meaning of work and retirement", one of four super-ordinate themes identified in the participants' accounts. Full retirement was regarded as "the end of the road", leading to stagnation in life. In contrast, work was perceived as a booster of physical and mental health. By fulfilling important psychosocial needs (such as providing a sense of purpose and belonging, identity, social contact and nurturing, time structure, a source of activity), bridge employment allowed for a gradual adjustment to retirement, which in turn contributed to well-being.

Limitations

The study is based on a small sample in a specific context, which limits the generalization of the results. However, this homogeneity of the sample allowed for a detailed account of the subjective experiences of a particular group of individuals. Yet, further studies in different occupational groups and organizations are needed.

Research/Practical Implications

This study contributes to a further understanding of issues involved in the adjustment to retirement and what it is that motivates people to continue working as nursing assistants, an important occupation within the healthcare sector.

Originality/Value

This research meets the call for more qualitative research on the meaning of working and retirement specifically for bridge employees.

1154 - WORKING FOR THE GREATER GOOD IN SERVICES: RISKS AND INNOVATION IMPACTS ON EMPLOYEES' WELLBEING

Chairs:

Salvatore Zappalà, University of Bologna, Italy

Vicente Martínez-Tur, IDOCAL, University of Valencia, Spain

State of the art

Services are more and more required to innovate so that regions and nations can benefit of their transformative capacity (EU – ESIC 2015). At the same time, tertiarisation, the increase of work in service sector, is resulting in an increase of employees' emotional labour, associated with risk of violence and harassment, and in the high prevalence of psychosocial risks of stress and burnout (EU-OSHA 2016). Based on the positive expectations that "satisfied employees make for satisfied customers" (Bowen & Schneider, 2014) only recently attention has been given to the negative aspects of service jobs, which are able to produce more relevant and impactful psychological phenomena than positive events (Baumeister et al., 2001; Martínez-Tur et al., 2016).

New perspective/contributions

This symposium contributes to the literature by examining the strict intercorrelations among organizational life, employees' psychological processes related to motivation, burnout or emotion, and employees' need to continue to provide good services and maintain good work-life balance. Two research studies (Emanuel et al; Rueff) investigate the impact of customer's aggression and unfriendly behavior on psychological capital and work-life balance, testing if such processes are mediated by employee's discomfort and perception of health symptoms. Two other studies (Martinez-Tur et al.; Zappalà) focus on employees' burnout and engagement in relation to service climate and service quality. Finally, Kumbruck discusses the effects of digitalization in health care services on employees' interaction with patients.

Research/Practical Implications: This symposium offers a rich picture of the difficulties that employees may have when interacting, and taking care, of difficult customers, but also when facing the effects of innovations. Research studies also inform about strategies to manage negative events and innovations in the service sector.

Emotional Labour and Work-Family Conflict in Voice-to-Voice and Face-to-Face Customer Relations: a Multi-group Study in Service Workers

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Purpose: Professions that involve interaction with customers entail great emotional effort: workers are required to show emotions different from their true feelings and they experience emotional dissonance and verbal aggression from customers. These job demands can generate discomfort, and the effects of emotional labour can “expand” in other life domains. The study investigated whether affective discomfort mediated the relationship among emotional dissonance, customer verbal aggression and work-family conflict (WFC), considering differences between two groups of service workers: call centre agents (voice-to-voice relation with customers) and supermarket cashiers (face-to-face relation with customers).

Design/Methodology/Approach/Intervention: This research involved 951 Italian service workers (507 call centre agents – CA, and 444 supermarket cashiers – SC). Data were collected through a self-report questionnaire; analyses were performed using Spss 25 and Mplus7 for the multi-group structural equation model.

Results: Results shown that emotional dissonance and customer verbal aggression had a positive relationship with WFC, the mediational role of affective discomfort emerged in both groups; different effects of job demands in subsamples appeared.

Limitations: Cross-sectional design and self-report data are the main limitations.

Research/Practical Implications: The study’s findings contributed to both WFC and emotional labour literature, considering the two service jobs. Suggestions for organisations emerged in order to identify practical implications useful to support employees in coping with emotional labour and to promote well-being and work-family balance.

Originality/Value: The results emphasised the importance of considering the characteristics of interaction with customers, differentiating organisational practices on the basis of relation to customers.

Unfriendly customer behaviors and employees’ psychological capital: the role of psychosomatic symptoms and positive humor events at work: A moderated mediation approach

Rita Rueff-Lopes, ESADE Business School, Universitat Ramon Llull, Barcelona, Spain

Ana Junça-Silva, ISCTE-IUL, Lisbon, Portugal

Purpose: This study is based on the Affective Events theory and aims to contribute to knowledge advance on the relation between negative events at work and employees' responses. We hypothesized that exposure to unfriendly customer behaviors would have an impact on psychological capital (Psycap) and examined mediators and moderators that may explain this association. We hypothesized that perceived health symptoms would mediate the link between unfriendly customer behaviors and psychological capital. We also hypothesized a moderated mediation model, in which positive humor events would moderate the mediation model.

Methodology: A questionnaire that consisted of socio-demographic data, data on customers' behavior, humor events, health symptoms and psychological capital was distributed to inbound call-center employees, working in the region of Lisbon, Portugal. A total of 380 full-time workers participated in the study (effective response rate: 74%).

Results: Results show that the negative association between unfriendly customer behaviors with psychological capital was due to an increased level of perceived health symptoms. Moreover, positive humor events moderated the link between unfriendly customer behaviors and perceived health symptoms, such that the link was stronger when the frequency of positive humor events was low to moderate.

Research/Practical Implications: This study addresses a major gap in the positive psychology literature by attempting to examine why unfriendly customer behaviors relate to decreased psychological capital and what factors influence in this relation. Practical implications are further discussed.

Linear and curvilinear relationships between well-being at work and service quality: an investigation in centers for individuals with intellectual disability

Vicente Martínez-Tur, Michael Stone, Yolanda Estreder, Carolina Moliner, & Esther Gracia
IDOCAL-University of Valencia

Purpose: Our study examined the form of the relationships between employee well-being at work and their self-perception of service quality.

Design/Methodology/Approach/Intervention: Linear and nonlinear relationships between wellbeing (burnout and engagement) and service quality (functional and relational service quality) were examined using a sample of workers of centers for individuals with intellectual disability (N=799).

Results: In general, positive linear relationships between wellbeing and service quality predominated, with one relevant exception: Cynicism. We observed significant curvilinear links from cynicism to both functional and relational service quality.

Limitations: The study had two main limitations that should be considered in further studies: self-report measures and its cross-sectional design.

Research/Practical Implications: Linear and curvilinear relationships describe different mechanisms based on the Conservation of Resources Theory (e.g., Hobfoll et al., 2018). Linear relationships propose a gradual deterioration (improvement) of wellbeing at work, in terms of burnout (engagement), is accompanied by progressive deterioration (improvement) of service quality. By contrast, the curvilinear hypothesis proposes that only very low or very high levels of wellbeing provoke a significant reduction or improvement of service quality, respectively. Linear relationships cannot be generalized to all dimensions of well-being. Cynicism showed a curvilinear form. It was only when participants rating themselves as having very low levels of cynicism did their self-rating of their service quality significantly improve.

Originality/value: Previous research efforts relatively neglected the investigation of curvilinear relationships. This study focused on two competing hypotheses (linear vs. curvilinear) that provide a richer picture of the form of relationships between wellbeing and service quality.

Service climate and employees' burnout: the mediating role of team engagement across time.

Salvatore Zappalà

Department of Psychology, University of Bologna, Italy

Purpose: This study investigated if service climate increases team work engagement which, in turn, decreases employees' job burnout.

Design/Methodology/Approach/Intervention: A survey was run in 2014 and in 2017 in an Italian cooperative providing residential social services, and was answered, respectively, by 1268 and 1010 employees. Data were aggregated at the residential unit level ($N = 56$ centers). A "half-longitudinal mediation" design was used to test mediation. All measures were based on validated scales.

Results: Results show that service climate at T1 has an effect on team engagement at T2; and also that team engagement at T1 has an effect, in particular, on perceived sense of efficacy at T2.

Limitations: A two waves, but not yet a longitudinal, design; the long timing between the two waves, and self-report data, are important limitations.

Research/Practical Implications: Research shows that in-role behavior and customer oriented OCBs mediate the relation between service climate and customers' satisfaction (Bowen & Schneider, 2014). Here we show that service climate may have an indirect effect on customers' satisfaction but also on employees' wellbeing, with the latter impacting on customers' as well. In addition, employees' engagement can be both a foundation but also an outcome of service climate.

Originality/Value: The study examines the effects of service climate and team engagement from T1 to T2 and the indirect effect of service climate on burnout.

Digitalization in Health Care and the impacts on the interaction work

Prof. Dr. Christel Kumbruck, University of Applied Sciences Osnabrück

Purpose: Digitalization like roboter to lift or feed care receiver or like electronic patient documentation, e.g. on smartphones, changes interaction and communication between care givers and care receivers. From our research projects (Projektgruppe verfassungsverträgliche Technikgestaltung: Mobile information and communication tools in the hospital; Das Ethos fürsorglicher Praxis in der Pflege) shows impacts.

Design/Methodology/Approach/Intervention: Qualitative studies (simulation studies; narrative Interviews, observations,) with more than 60 experimentees in different health care institutions.

Results: The interaction is mediated by electronic tools. The nurses are confident by the electronic assistance and workload reduction; but they are afraid of more distance in the relationship to the patients, more mixing of private and working time activities or more observation by their superiors. The most critical aspect is seen in the patient documentation.

Limitations: These studies are explorative ones. Especially the simulation study is an experimental design.

Research/Practical Implications: There is need for more and quantitative studies. The results give a lot of indications that the organizational and political frameworks of health care are important moderators of the impacts of the digitalization in health care.

Originality/Value: The studies have an important perspective on the change in the relationship between health care givers and receivers by digitalization – a topic, which concerns everybody.

1161 - SICKNESS PRESENTEEISM, ABSENTEEISM AND PRODUCTIVITY: NEW TRENDS IN THE FIELD

Proponent:

Luis F. Martinez

Nova School of Business and Economics, Universidade Nova de Lisboa, Portugal

State of the Art

This symposium aims to contribute to the fields of presenteeism and absenteeism literatures by introducing new lines of research. Essentially, several studies enrich the presenteeism and absenteeism state-of-the-art with linkages to other areas of research, such as leadership, performance management, career management, discreet emotions, and job control.

New Perspectives/Contributions

Paper 1 emphasizes the role of supervisors' behavior and presenteeism strategies on employee productivity. Paper 2 focuses on performance management practices by showing that extreme goal setting increase individual effort, tasks, and time pressure, thus affecting attendance behaviors. Paper 3 shows the relevance of sickness presenteeism in a specific sample of Millennials. Paper 4 provides an interesting perspective by studying attendance attitudes from a scarcely addressed person-centered perspective. Paper 5 contributes with two studies to understand how individual personality traits and leadership characteristics affect emotional exhaustion and presenteeism. Finally, paper 6 highlights the job control may increase sickness presence of vulnerable employees.

Research/Practical Implications

It is vital that organizations help building healthy work environments (e.g., initiatives to prevent emotional exhaustion and morally disengagement behaviors). The findings also contribute to the debate on the consequences of HR practices on employees. Moreover, a person-centered approach might improve understanding of the complexity of attendance. Also, high levels of job control may develop sickness presence causing loss spirals – these may be avoided by investing more on HR initiatives.

Presentation 1

Stay at home or go to work sick? Leaders' presenteeism and workers emotional and behavioral reactions

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Purpose:

Supervisors' behaviors plays a key role on employee productivity. Presenteeism strategies can be adopted by employees and leaders, to the point that presenteeism can be contagious in the workplace. Being present at work despite feeling sick can affect the performance of those who work in close contact with the sick person. The purpose of this study is to examine the relationship between leadership presenteeism and employees presenteeism in four different

types of health conditions. We also intend to develop a new instrument to measure leadership presenteeism.

Design/Methodology/Approach/Intervention:

To explore which health conditions most influence leadership presenteeism we conducted a pilot study ($N= 326$).

Results:

Results confirm that psychological diseases and contagious diseases have more impact on leadership presenteeism and in individuals' presenteeism.

Research/Practical Implications:

Our findings suggest that individuals feel more uncomfortable to work with people with psychological diseases than with people with physical illness. It is important for organizations to focus on decrease negative attitudes that surround mental illness, to help to build healthy work environments.

Originality/Value:

We are currently developing an experimental study where we are manipulating leadership presenteeism using confederates, who act as a sick leader. Participants are asked to work on an interdependent and highly engaging task (build a tower using construction materials). Afterwards, participants complete a survey where they rate their emotional and behavioral reactions and those of each of their team members. Preliminary results are in accordance with the research hypothesis. We will have our final sample until December and by May 2019 we will have new and interesting findings.

Presentation 2

The influence of performance management practices on absenteeism and presenteeism

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Purpose

By focusing on Performance Management (PM) practices and drawing on the indirect control model (Peters, 2011), the study aims to investigate the influence of the three PM components of goal setting, performance monitoring, and end-of-year appraisal on absenteeism and presenteeism. Moreover, it intends to understand the mechanisms underlying such influence, by testing the role of work intensification. Indeed, extreme goal setting or strict monitoring can increase individual effort, tasks, and time pressure, affecting attendance behaviors.

Design/Methodology

A mediating model was tested on a sample of over 11,000 respondents from the French Survey on Working Conditions (2013) through negative binomial structural equation modeling in Mplus.

Results

Extreme goal setting and monitoring were positively related to presenteeism both directly and indirectly via work intensification. End-of-year appraisal was negatively related to work intensification and presenteeism, but the latter association was not mediated by work

intensification. The three PM practices did not show any significant associations with absenteeism, neither directly nor indirectly.

Limitations

The main limitation pertains to the cross-sectional nature of the study.

Research/Practical Implications

The results contribute to the debate on the consequences of HR practices on employees (Guest, 2017), providing some evidence on the conflicting results approach (e.g., Legge, 1995). Moreover, they have clear practical implications for the application of PM tools and practices and their effect on employee wellbeing.

Originality/Value

This is among the first studies to uncover the relevance of management practices for attendance behavior, especially for presenteeism that has mainly been studied from an individual-centric perspective.

Presentation 3

Sickness presenteeism and propensity in the future workforce

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Purpose

The study investigates sickness presenteeism (SP) rates and propensity, health- and work-related correlates of university students (Millennials/Gen Y) to obtain information about the relevance of SP in the future work force.

Design/Methodology

749 students from German universities rated health- and work-related behavior and perceptions. We analyzed rates, spells, and propensities of presenteeism and absenteeism at school and at work.

Results

Presenteeism rates of the complete sample were 64% at school and 60.4% at work. Participants with health impairments showed rates of 87.9% and 87%. Presenteeism propensity among them was 0.67 and 0.68. SP correlated significantly with subjective health. Presenteeism rates were highest for good subjective health in combination with external locus of control.

Limitations

The study used self-assessments in a cross-sectional design, which does not allow for causal analyses.

Research/Practical Implications

The distinction between complete samples and subsamples of health-impaired subjects is useful to gain insight into the prevalence of SP. The analyses of presenteeism propensity (signifying person's probability to choose presenteeism instead of absenteeism in case of sickness) is an important complement to SP rates (depending predominantly on individual health). SP rates of the Millennials correspond with previous research on older employees,

while presenteeism propensities are higher. Thus, SP will maintain relevance in the future. Measures of health education are useful to sensitize this generation at an early state.

Originality/Value

It is the first study to investigate sickness presenteeism among Millennials. Analyses distinguish between individuals with health problems and those without. The study covers presenteeism rates and propensity.

Presentation 4

Attendance attitudes: A latent profile analysis

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³ Faculty of Business Administration, University of Duesseldorf, Germany

Purpose

Research has gathered increasing knowledge regarding causes explaining presenteeism, such as constraints on absenteeism and work- and person-related factors. However, a person-centered approach regarding individuals' attendance attitude is currently missing. This study aims at studying attendance attitudes from a person-centered approach.

Design/Methodology

Using questionnaires, two random samples of 11.835 members of the Danish work force and a birth cohort study of app. 2.000 young people born in 1983 in a rural county in Denmark were collected. We employ a latent profile analysis (Mplus).

Results

We plan to provide insights to the understanding of individual attendance attitudes, and contribute to the understanding of absenteeism and presenteeism. Individuals could be allocated to different profiles, which will then be related to other variables of interest. For example, we expect individuals in a high legitimate profile to show higher sickness absenteeism and lower sickness presenteeism.

Limitations

Due to the cross-sectional character of the data the causal inference is impossible. In addition, the generalizability is limited because of the sample characteristics.

Research/Practical Implications

Using a person-centered approach might improve understanding of the complexity of attendance. Thereby, we might be able to provide evidence for unexpected findings, such as the role of support in the formation of presenteeism.

Originality/Value

This study is the first to consider latent profiles in the field of presenteeism, especially when considering attendance attitudes. By highlighting the heterogeneity of individuals regarding the latent construct of attendance attitudes, it contributes to a deeper understanding of individual differences in attendance behavior.

Presentation 5

Emotions, burnout and presenteeism in the retail sector

Aristides Ferreira ¹, Inês Vieira ¹, Carla Gomes da Costa ¹

¹ Business Research Unit, ISCTE – Instituto Universitário de Lisboa, Portugal

Purpose

The current study focuses on the importance of the emotions in the workplace, more specifically in the retail sector. The main goal of this study is to test a moderated mediation model in which the association between Trait Anger and Emotional Exhaustion is accounted for by Leadership Moral Disengagement and conditional upon levels of Surface and Deep Acting. Secondly, from a longitudinal perspective we aim to understand the antecedents of presenteeism in the retail sector.

Design/Methodology

The total sample (study 1 and 2) was 312 employees that answered at least one day of the 5 daily questionnaires.

Results

In study 1, findings support the indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement is significant when Surface Acting is higher but it is not significant when moderated by Deep Acting. In study 2, two direct antecedents of presenteeism emerged: emotional exhaustion and unethical leadership moral disengagement influence productivity despite illness.

Limitations

Study 1 used a cross-sectional self-reported measure. In study 2, individuals did not complete all five daily questionnaires.

Research/Practical Implications

The study suggests some initiatives that companies can adapt to prevent Burnout, Emotional Exhaustion and morally disengagement behaviors from supervisors in the workplace.

Originality/Value

The inclusion of Moral Disengagement from supervisors and also the daily diary study approach constitutes an advance with important contributions in the presenteeism literature by considering emotions such as trait anger.

Presentation 6

Nonlinear relationships between job control and sickness presence behavior

Joachim Gerich ¹

¹ Department of Sociology, Johannes Kepler University, Austria

Purpose

Job control (employee's decision authority regarding timing, location, or method) is typically viewed as a positive resource, supporting employees' goal attainment, learning, motivation and personal growth. Moreover, previous research has shown some evidence for a weak negative association between job control and sickness presence behavior (SP), defined as attending work while ill. On the contrary, following other theoretical approaches (such as the vitamin model or the 'entreemployee' concept), it could be assumed that very high levels of job

control may increase SP of vulnerable employees applied as a coping strategy to reduce productivity loss due to sickness.

Design/Methodology

Cross sectional survey data gathered from a heterogeneous random sample of 532 employees was used to test the hypothesis of a curvilinear association between job control and SP.

Results

A u-shaped curvilinear association between job control and SP days is confirmed, which is amplified for individuals with a higher number of days with sickness.

Limitations

Due to the cross-sectional design of the study, causal inference is not possible.

Research/Practical implications

Whereas an increase in job control at low levels is associated with reduced SP, high levels of job control are related to an increase of SP. High levels of job control may be a risk factor that causes health related loss spirals for vulnerable employees, who try to substitute sick leave with SP.

Originality/Value

Beside other approaches (such as the dual-path model), curvilinearity may explain the ambivalent relationship between job control and SP.

1176 - AGE-RELATED CHANGES IN ORGANIZATIONAL BEHAVIOR? IT MAY DEPEND ON THE CONTEXT AND THE PERSON

Chairs:

Elissa El Khawli & Susan Reh

Discussant:

Anita Keller

University of Groningen, Groningen, the Netherlands

State of the Art: In recent years, work environments have become more age diverse and many countries have increased their retirement age. As such, there has been growing interest in integrating lifespan perspectives into the organizational psychology literature to examine age-related differences and changes in occupational well-being and organizational behavior.

New Perspectives and Contributions: First, using a large-scale longitudinal study, Schéle et al. examine the role of work-related self-efficacy in predicting stability of the working conditions among early career psychologists and social workers over one year. Second, Reh et al. use longitudinal data over ten years to examine the role of emotional work demands in enhancing employees' emotional functioning over time. Third, El Khawli et al. use latent profile analyses to examine the moderating effect of work characteristic constellations on the relationship between age and well-being. They find that age may have a positive influence on mood only in certain work characteristic constellations. Finally, Fasbender et al. use time-lagged data to examine the relationship between age and work (dis)engagement. They find that experienced gains (e.g., personal growth) are negatively related to late career work disengagement, and this was mediated by psychological capital. They also find that experienced losses (e.g., social loss) are positively associated to late career work disengagement.

Research/Practical Implications: Taken together, the studies adopt a nuanced approach to lifespan-related processes in the work context by highlighting the importance of personal and situational predictors when investigating the influence of lifespan mechanisms on organizational behavior and well-being.

Transitions between work contexts among early career psychologist and social workers – a one year follow-up

Ingrid Schéle¹, Stefan Holmström¹, Esther Hauer², & Jaco Pienaar³

¹ Umeå University, Umeå, Sweden, ² Uppsala University, Uppsala, Sweden, ³ Stockholm University, Stockholm, Sweden

Our previous research on social workers and psychologists indicated that men were underrepresented in work contexts characterised by high job demands and low resources,

and that work-related self-efficacy correlated positively with intention to leave. Moreover, the JD-R theory stipulates that work-contexts with well-balanced demands and resources facilitate job-crafting.

Purpose: We therefore aim to find out if those (women) who had a “bad” start in their profession, and low work-related self-efficacy, remain in “bad” work-contexts.

Approach: In 2018 we sent a survey to 5176 newly graduated psychologists and social workers in Sweden, of whom approximately 3800 previously received our 2017 survey. We will again use SLEIPNER 2.0 to conduct a hierachal cluster analysis based on *transition to work-life*, *perceived influence at work*, and *professional isolation*, and compare the two cluster solutions – including mapping how participants migrate between the 2017 and 2018 clusters.

Preliminary Results: In 2017 a satisfactory 8-cluster solution emerged where the two “best” and two “worst” clusters differed on most variables studied, however psychological demands hit the ceiling in all clusters. In the four middle clusters lack of one or two resources seemed to be compensated for by the other(s), as no further inter-cluster differences surfaced. In 2018 we expect most individuals to have transited between clusters of similar compositions.

Limitations: All results are based on self-reported survey data.

Practical implications and originality: This large scale longitudinal study will put focus on the context rather than the nature of the work of these professionals, opening up for fruitful interventions.

Emotional job demands and adaptation to a critical life event

Susan Reh, Cornelia Wieck, & Susanne Scheibe

University of Groningen, Groningen, The Netherlands

Purpose: Getting older often comes with improved emotional well-being, but certainly not for everyone. The question arises which underlying mechanisms influence emotional development across adulthood. This study investigates the relationship between occupational role demands and the long-term adaptation to a critical life event as an indicator of emotion regulation. Research on cognitive aging shows that workers with cognitively demanding jobs show more positive age trajectories of cognitive functioning than workers with less cognitively demanding jobs. We test the related idea that workers with emotionally demanding jobs (relative to emotionally less demanding jobs) will improve their emotion regulation competencies over time, which should be reflected in a better adaption to a critical life event.

Methodology: This study uses longitudinal data over ten years from the German Socio-Economic Panel study combined with information from the Occupational Information Network database.

Results: Using multilevel modeling, we analyze the influence of emotional job demands on employees' ability to recover from a job-unrelated critical life event (death of a parent) as an indirect measure of emotion regulation.

Limitations: Future research could use a more direct measure of emotion regulation.

Implications: Given the large amount of time that adults spent at work, this study sheds light on the question how work experiences shape emotional development across adulthood.

Originality: In contrast to prior research that has primarily illuminated the negative consequences of emotional job demands, our research tests the idea that emotional demands can set employees on more positive trajectories of emotion regulation competencies over time.

Better with age, but not for everyone: Job context moderates age differences in occupational well-being

Elissa El Khawli, Anita C. Keller, & Susanne Scheibe

University of Groningen, Groningen, The Netherlands

Purpose: Research tends to find a positive relationship between worker age and well-being, implying that older workers maintain well-being despite age-related cognitive and physical decline. However, this positive relationship may depend on the work context employees face. Using a person-centered approach, we examined the moderating role of job profiles (constellations of work characteristics) on associations between age and well-being.

Design/Methodology: Employees from diverse occupational sectors ($N=1034$, mean age = 41.38, average work hours = 39.83) were recruited to participate in an online survey about job characteristics and occupational well-being.

Results: Latent profile analyses revealed four profiles of work characteristics, which we labelled balanced jobs, relaxed jobs, emotionally-demanding jobs, and demanding-resourceful jobs.

Older workers generally reported better occupational well-being than younger workers, yet the magnitude of age differences depended on the job profile. In demanding-resourceful jobs, age was more strongly negatively related with negative affect compared to other profiles. In emotionally-demanding jobs, age was less strongly negatively related to negative affect but more strongly positively related to positive affect compared to other profiles.

Limitations: The study relies on a cross-sectional design using self-report ratings.

Research Implications: Findings suggest that positive age trends in occupational well-being are not identical across different work characteristics constellations. These findings enrich our

understanding of aging at work by highlighting the role job context plays for young and older workers' well-being.

Originality and Value: This study takes a more nuanced perspective on age differences in occupational well-being than earlier research, underscoring the importance of job context.

Aging experience and late career work (dis)engagement

Ulrike Fasbender¹, Gabriela Topa², Michela Vignoli^{3†}

¹ Justus-Liebig-University Giessen, Giessen, Germany, ² National Distance Education University (UNED), Madrid, Spain, ³ University of Bologna, Bologna, Italy

†presenting author

Purpose: Because of global workforce aging it is important to understand which factors could contribute to maintain older workers' desire to stay on at work engaged. Accordingly, we investigate the role of aging experience in explaining older workers' late career work (dis)engagement. Also, we question whether core self-evaluations and psychological capital mediate these relationships.

Design/Methodology: We collected time-lagged data using two online questionnaires with a six months' interval in between. The sample composed of 346 Spanish workers aged 40 to 68 years. We tested our hypotheses with structural equation modelling using MPlus.

Results: Results showed that experienced gains (i.e., personal growth and gaining self-knowledge) were negatively related to late career work disengagement, and that these relationships were mediated by psychological capital. Further, experienced losses (i.e., social loss and physical loss) were positively related to late career work disengagement.

Limitations: The use self-report measures raises concern about common-method variance. Also the generalizability is limited as we relied on data from a Spanish sample only.

Research/Practical Implications: The findings add to our understanding of how older workers' aging experience can shape their late career (dis)engagement, and show pathways for crafting interventions in order to retain older workers.

Originality/Value: Experienced gains and losses were included leading to a more nuanced understanding of how aging experience can explain older workers' late career work (dis)engagement; results also shed light on the involved processes.

1178 - THE IMPACT OF TASK CHARACTERISTICS AND WORK DESIGN ON TEAM PROCESSES AND OUTCOMES

Michael J. Burtscher¹ & Josette M. P. Gevers²

¹*University of Zurich, Switzerland*

²*Eindhoven University of Technology, the Netherlands*

State of the Art: Given the ubiquity of teams in today's business environment and their crucial role for organizational performance, research has identified a plethora of enabling conditions for effective teamwork. Task characteristics – and work design in general – are considered important antecedents in models of team effectiveness. Yet, few empirical studies have investigated their impact on team processes and outcomes. Against this background, the proposed symposium provides an overview of current developments in this field.

Contribution: The proposed symposium aims to further our understanding of the role of task characteristics and work design for team processes and outcomes. To that end, we present four empirical studies from four different countries, which will be reflected on by a discussant. Burtscher & Hüffmeier illustrate the effects of different incentive schemes on individuals' willingness to collaborate – a necessary precondition for successful teamwork. Gevers shows how temporal leadership can buffer the negative effects of disturbances on team performance. Hay and colleagues discuss the role of work design in the context of multidisciplinary healthcare teams. Schleu and colleagues demonstrate how perceived indispensability – operationalized via relay positions in track and field – affect performance gains in teams. Finally, Parker, as a discussant, will reflect on the similarities between the studies and highlight their overall contribution.

Research and practical implications: The proposed symposium extends research on teamwork by emphasizing the role of task characteristics and work design. This is important because – as opposed to other antecedents of effective teamwork – they can be more readily targeted by interventions.

Presentation 1

"The negative effects of individualizing incentives on collaboration in scientific teams "

Michael J. Burtscher¹ & Joachim Hüffmeier²

¹*University of Zurich, Switzerland*

²*TU Dortmund University, Germany*

Purpose: Due to the increasing complexity of research questions, teams have become the prevalent form of work organization in science. Collaboration, however, is often discouraged in science. For example, various tenure-track guidelines explicitly penalize co-authorship and funding criteria stress sole authorships. The goal of the current research is to systematically investigate the impact of such individualizing incentives on individuals' willingness to collaborate.

Design/Methodology: We invited 246 participants in groups of 5-6 persons and asked them to work on several intellectual tasks. Importantly, for each task, participants were free to work on their own or in a team of up to three members. Our design had three incentive conditions: 1) In the "pro collaboration"-condition, participants received identical cash prizes regardless of whether a task was completed alone or in a team; 2) in the "individualizing incentives"-condition, cash prizes for completed tasks were divided by the number of persons involved; and 3) in the control condition, participants received a lump sum.

Results: In the "individualizing incentives"-condition, participants were 7 times less likely to collaborate with others. Moreover, participants working on their own tended to choose easier tasks and reported more task-related negative emotions.

Limitations: Student sample and specific tasks

Research/Practical Implications: In the context of intellectual tasks – i.e., in science –individualizing incentives impede collaboration, lead to a focus on easy tasks, and decrease individual well-being.

Originality/Value: This is the first study to demonstrate the negative effects of individualizing incentives on persons' willingness to collaborate, which constitutes a necessary condition for successful scientific teamwork.

Presentation 2

Buffering Deleterious Effects of External Disturbances on Project Outcomes: The Role of Future Focus and Temporal Leadership

Josette M.P. Gevers

Eindhoven University of Technology, Eindhoven, the Netherlands

Purpose: The present study addressed to what extent members' and leaders' time-related characteristics buffer against deleterious effects of external disturbances on team-level (i.e., team performance) and individual-level (i.e., mental fatigue) project outcomes.

Design: The research involved a longitudinal survey research design among 89 respondents of eight Agile Scrum teams. Data was gathered at three time points (i.e., beginning, mid-point, end) during three subsequent sprints, spanning six to nine weeks in total. Multi-level techniques (MLwiN) were used to analyze the nested data.

Results: Teams' future focus attenuated the positive relationship between disturbances and individual level mental fatigue, but had no significant impact on the relationship between disturbances and team

performance. Temporal leadership attenuated the negative relationship between disturbances and team performance as well as the positive relationship between disturbances and mental fatigue.

Limitations: The limited sample size and use of self-reports warrants future research with larger samples and more objective measures. Also, extending the longitudinal character of the present study could increase knowledge of the long-term effects of disturbances on team performance and member well-being.

Research/Practical Implications: The key to reducing the deleterious impact of external disturbance lies in a proactive attitude toward temporal irregularities among team members as well as team leaders.

Originality/Value: Focusing on members' and leaders' time-related characteristics this study adds new insight for handling external disturbance in project teams.

Presentation 3

Run for the team: Do effort gains in teams replicate in track and field relays?

Joyce Elena Schleu,¹ Andreas Mojzisch,² & Joachim Hüffmeier¹

¹ TU Dortmund University, Germany

² University of Hildesheim, Germany

Purpose: Whereas effort losses in teams (i.e., reduced effort during teamwork compared to individual work) are a well-established finding, only recently researchers have begun to examine effort gains in teams. According to the Collective Effort Model (Karau & Williams, 1993) and prior findings, we predict effort gains in teams, if members perceive (a) their individual contribution to team performance as indispensable and (b) the team performance as instrumental for achieving attractive team outcomes. We investigate whether these findings replicate in 4 × 400 meter track and field relays.

Design: First, we surveyed the German 400 meter national squad ($N = 23$) on expended effort in relay competitions. Next, we analyzed archival data from international competitions. More specifically, we examined within-person performance differences ($N = 397$) between individual and relay competitions. We operationalized perceived indispensability via relay positions and the instrumentality of team performance for team outcomes via high versus low medal chances.

Results: The runners reported effort gains in relay competitions at each relay position. As predicted, we found effort gains only at later relay positions and if the team had a high medal chance.

Limitations: The reliability of the results in the low medal chance conditions is limited due to low power in this condition.

Research/Practical Implications: Increasing the importance of individual contributions in situations where the team has a chance to achieve attractive outcomes helps to elicit effort gains.

Originality/Value: Our results indicate that (i) perceived effort gains match objective performance gains and (ii) effort gains generalize.

Presentation 4:

"Surgeons need freedom, but nurses need rules": How identity shapes the work design of multidisciplinary teams

Authors:

Georgia Hay, The University of Western Australia;

Sharon Parker, Curtin University; Australia

Alex Luksyte, The University of Western Australia

Purpose: Building on the nascent literature on the antecedents of work design (Parker, Van den Broek, & Holman, 2017), this study aims to explore the role of social identity in shaping how managers make decisions about the work design of multidisciplinary teams. **Methodology:** Here, we use the multiple case study methodology (cf. Maitlis, 2005), analysing semi-structured interview data and archival documents to compare and contrast two separate instances in which the work of multidisciplinary teams was re-designed in the public healthcare domain: (1) in the operating theatre teams of a public hospital ($N_{interviews} = 26$), and (2) in the diagnostic teams involved in the Western Australian Undiagnosed Diseases Program ($N_{interviews} = 28$).

Results: We found professional identity – and its associated values, norms, and prototypes – implicitly shaped the decision-making process, sometimes causing inter-individual and intra-individual conflict, and consequently prompting identity work.

Originality, Implications, & Limitations: This study, and its unique socio-cognitive approach, will provide an ecologically-grounded foundation for future quantitative research (both field and experimental) into the antecedents of work design, in continuous dialogue with the literature on multidisciplinary teamwork.

Discussant: Sharon Parker, Curtin University; Australia

1193 - FLEXIBILITY AT WORK: IMPLICATIONS FOR INDIVIDUALS, ORGANIZATIONS, AND SOCIETY

Symposium Proponents

PD Dr. Severin Hornung, Carnegie Mellon University (United States)

PD Dr. Thomas Höge, University of Innsbruck (Austria)

Symposium Discussants

Assistant Prof. Dr. Edina Doci, Vrije Universiteit Amsterdam (The Netherlands)

Prof. Dr. Matthijs Bal, University of Lincoln (United Kingdom)

State of the Art

Flexibility has paradigmatically transformed work and employment, yet its multifaceted implications are hardly understood. Work intensification, erosion of the private person, and harmful psychosocial implications of job insecurity, role conflicts, and precariousness coexist with a “new quality” of work, supporting self-determination, time autonomy, learning, and growth. This rift attests to heterogeneous manifestations, conceptualizations, and implications of flexibility for organizations, individuals, and society. Further, insights are ideologically obfuscated, given that powerful political forces weaponize organizational flexibility to advance neoliberal agendas of individualization, competitiveness, and instrumentality.

New Perspectives/Contributions

A domain-integrating life-conduct perspective for studying subjectified flexible work in post-Tayloristic societies is suggested by Höge. Sora provides empirical evidence for negative effects of perceived job insecurity on affective well-being, demonstrating buffering roles of individual and collective self-efficacy. Seubert reports the development and validation of a survey instrument assessing subjective experiences of work-related precariousness. Glaser analyzes tensions, conflicts, and contradictory demands confronting employees and supervisors in flexible work systems, suggesting negotiation of idiosyncratic deals to align diverging interests. Adopting an employee-oriented reconceptualization, Hornung presents the development and testing of a model of proactive work self-redesign. Critical scholars, Doci and Bal, discuss collected contributions in light of their work on neoliberal ideology; open debate follows.

Research/Practical Implications

Theoretical and empirical contributions complement each other towards a coherent fresh perspective on the complex phenomenon and implications of workplace flexibility. We aim to transcend ideological rhetoric in integrating different approaches, developing theory, models, and instruments for future research, stimulating academic and practice-oriented discourses.

1st (Theoretical) Oral Symposium Presentation

Title

Workplace Flexibility and Employee Well-being. Proposing a Life-Conduct Perspective on Subjectified Work

Author

PD Dr. Thomas Höge, University of Innsbruck (Austria)

State of the Art

Since the 1990ies, a large body of literature has detected fundamental changes in the world of work. In this context, “Flexibilization” functions as an umbrella term for managerial strategies imposing flexibility requirements on employees. Examples are atypical employment arrangements, increased requirements for self-organization, and boundaryless work. Simultaneously, flexibility can be a positive resource for workers, offering increased working time autonomy and task-related control opportunities. This Janus-faced character of flexibility is reflected in ambiguous empirical results concerning its impact on employee health and well-being.

New Perspectives/Contributions

This presentation adopts a Marxist view on workplace flexibility. After reviewing the interdisciplinary literature, a series of own empirical studies on various aspects of workplace flexibility is presented and integrated into a conceptual framework. Flexibilization in post-tayloristic societies is interpreted in terms of subjectified work intensification, work extensification, and shifting risks and responsibilities from management to employees. Based on the reviewed conceptual and empirical work, a domain-integrating life-conduct perspective for psychological research in this “new” flexible, individualized, and subjectified world of work is suggested.

Research/Practical Implications

The proposed framework helps to understand ambiguous results concerning the impact of diverse aspects of workplace flexibility on employee well-being. It may also be useful to empirically disentangle potentially health-supportive dimensions from negative implications and side effects of workplace flexibility.

Originality/Value

The proposed framework integrates psychological and sociological approaches in studying workplace flexibility with concepts from political economics. This integration is intended to inspire, inform, and guide new directions of empirical research on workplace flexibility.

2nd (Empirical) Oral Symposium Presentation

Title

Employment Contract, Job Insecurity, and Employees' Affective Well-Being: The Role of Self- and Collective Efficacy

Authors

Lecturer Dr. Beatriz Sora, Open University of Catalonia (Spain)

PD Dr. Thomas Höge, University of Innsbruck (Austria)

Associate Prof. Dr. Amparo Caballer, University of Valencia (Spain)

Prof. Dr. Jose M^a Peiró, University of Valencia (Spain)

Purpose

The aim of this study is to analyze the effects of job insecurity, conceptualized as temporary employment contract (objective job insecurity) and personal perception (subjective job insecurity), on affective well-being. Additionally, moderating roles of job self-efficacy and collective efficacy in the relationships between job insecurity and employees' affective wellbeing are examined.

Design/Methodology/Approach/Intervention

Cross-sectional survey data were collected from N = 1435 employees in 138 organizations from two European countries (i.e., Spain and Austria).

Results

Results showed different effects of job insecurity depending on its conceptualization. Only subjective job insecurity, but not objective contract type related negatively to affective well-being. Moreover, both self- and collective efficacy moderated the job insecurity–affective well-being relationship, attenuating (buffering) the negative effect of perceived job insecurity.

Limitations

Limitations relate to self-report measures and cross-sectional design.

Research/Practical Implications

Our study advances research by showing that different forms of job insecurity elicit different employee reactions and, therefore, must be distinguished in research and practice.

Individual and collective job efficacy were identified as important factors explaining variability in employees' responses to subjective job insecurity. Human resource professionals can develop their employees' resilience by providing conditions that build job self-efficacy, such as control, mastery, and growth experiences.

Originality/Value

Research on job insecurity is extensive, yet, so far, has failed to obtain fully consistent results. This study sheds light on a possible cause for this incongruence, providing evidence for differences in employee responses depending on the type of job insecurity as well as presence of individual and contextual buffers.

3rd (Empirical) Oral Symposium Presentation

Title

Beyond Job Insecurity: Concept, Dimensions, and Measurement of Precarious Employment

Authors

Dr. Christian Seubert, University of Innsbruck (Austria)
MSc. Lisa Hopfgartner, University of Innsbruck (Austria)
Prof. Dr. Jürgen Glaser, University of Innsbruck (Austria)

Purpose

The term “precarious employment”, rooted in the sociological literature, has become pervasive in contemporary societal and scientific discourses on workplace flexibility. However, its reception in the field of psychology remains cursory. Further, scholars disagree on the number, importance, and interrelationships of the objective and subjective aspects that define the phenomenon. Drawing on research in sociology, we develop a psychological perspective, conceptualizing, operationalizing, and assessing subjective experiences of precarious employment.

Design/Methodology/Approach/Intervention

Reviewing the literature, we identified a comprehensive five-dimensional conceptualization (reproductive—material, social—communicative, legal—institutional, status and recognition, meaningful—subject-related), based on which we developed a self-report instrument on work-related precariousness that we tested in two validation studies ($n=268/216$).

Results

With the exception of one dimension, empirical results suggested reliable and valid measurement. Experiences of precarious employment were associated with less organizational citizenship behavior, more workplace deviance, lower psychological well-being, and more somatic complaints. Notably, perceived precarious employment accounted for additional variance above and beyond job insecurity, social support, job rewards, and meaning in work.

Limitations

More diverse samples are needed to further establish the validity of our measure in different contexts; one of the five dimensions needs further revision.

Research/Practical Implications

Suggesting a comprehensive definition and a corresponding methodologically sound measure, we hope to stimulate empirical research on precarious employment and a more informed use of the term in research, practice, and public discourse.

Originality/Value

To our best knowledge, the developed survey instrument is the first to assess subjective experiences of precarious employment as a comprehensive multidimensional concept.

4th (Theoretical) Oral Symposium Presentation

Title

Organizational Tensions, Role Conflicts, and Contradictory Demands in Flexible Work Systems

Authors

Prof. Dr. Jürgen Glaser, University of Innsbruck (Austria)

PD Dr. Severin Hornung, Carnegie Mellon University (United States)

PD Dr. Thomas Höge, University of Innsbruck (Austria)

State of the Art

The spread of flexible work systems, epitomized by continuously changing structures and work anytime/anywhere, intensifies goal conflicts in organizations. In particular, increasing work performance and maintaining employee health are incompatible, if delegated to supervisors and employees without required resources and empowerment to determine situationally adequate ways to define, balance, and pursue associated objectives.

New Perspectives/Contributions

Drawing on different theoretical approaches – paradox theory, role theory, action regulation theory, leadership theory – concepts of organizational tensions, role conflicts, contradictory work demands, and ambivalences in leadership and employee behavior are reviewed and integrated with a focus on performance and health. Top-down work design and ambidextrous leadership are considered insufficient to reconcile contradictory objectives, whereas idiosyncratic deals (i-deals) offer a theoretically promising approach to align diverging interest.

Research/Practical Implications

Traditional divisions of authority, responsibilities, and resources between top-management and supervisors/employees are bound to catalyze role conflicts and contradictory demands. These manifest in paradoxes at different organizational levels, contribute to widespread detrimental phenomena like self-exploitative work behavior, psychosomatic diseases, and absenteeism or presenteeism. I-deals between supervisors/employees and top managers/supervisors are recommended as secondary elasticities in HR systems to buffer or alleviate tensions.

Originality/Value

Integrating theoretical approaches from a multilevel perspective on organizations, work design, leadership, and work behavior, we develop new theory on tensions, ambivalences, role conflicts, and contradictory demands imposed on supervisors and employees in contemporary flexible work systems. Ways to better align and balance individual and organizational health and performance goals through participatory HR practices, such as i-deals, are suggested.

5th (Empirical) Oral Symposium Presentation

Title

Functional Flexibility from an Employee Perspective: A Tripartite Interaction Model of Work Self-Redesign for Dynamic Organizational Contexts

Authors

PD Dr. Severin Hornung, Carnegie Mellon University (United States)

PD Dr. Thomas Höge, University of Innsbruck (Austria)

Prof. Dr. Denise M. Rousseau, Carnegie Mellon University (United States)

Purpose

Approaching functional flexibility from the individual, we propose a tripartite model of work self-redesign. Drawing on action, activity, and systems theory, we integrate conventional, proactive, and relational perspectives. Accordingly, a) active use of task autonomy, b) self-discretionary (unauthorized) job crafting, and c) negotiation of task-related idiosyncratic deals (i-deals) with superiors synergistically interact in improving person-job fit, predicting individual quality of working life and occupational health.

Design/Methodology/Approach/Intervention

Survey data of N = 279 German-speaking employees were analyzed. Psychometrically robust 4-item scales operationalized task-focused autonomy, crafting, and i-deals. Moderated linear regressions, controlling for gender, age, and additional work characteristics, assessed their main and interactive effects on seven outcomes, reflecting positive work-related states, work-home interactions, and health-impairment.

Results

Consistent beneficial effects emanated from task autonomy, i-deals predicted selected positive indicators. The role of task crafting was unclear, unexpectedly aggravating work-home conflict; yet, 2-way interactions of i-deals and crafting indicated positive combined effects on four outcomes; synergistic 3-way interactions were found for three – affective commitment, meaning of work, and work-home enrichment.

Limitations

Limitations include cross-sectional self-report data, purposive sampling, and exploratory components of this promising preliminary study.

Research/Practical Implications

Results suggest complementarity of task i-deals and crafting, especially in conditions of high autonomy. In isolation, task crafting may resemble subjectified work intensification, driven by over-engagement and self-endangering behavior or dysfunctional coping.

Originality/Value

This is the first study on the interplay of organizationally intended, individually crafted, and interpersonally negotiated modes of personalizing work tasks, offering new insights into how individuals shape their work experience.

1199 - MANAGING THE WORK-LIFE INTERFACE: HOW TO CREATE POSITIVE OUTCOMES AND PREVENT ADVERSE EFFECTS

Yanick Provost Savard

Psychology Department, Université de Montréal

State of the Art

Work-related intrusions in other life roles are becoming increasingly common in many occupations. For instance, information and communication technologies (ICT) are a tool contributing to performance at work, but also represent a threat to engagement in other life roles. Besides, heightening work demands can hinder work-life balance. In this symposium, we will cover strategies and mechanisms that foster positive outcomes — namely psychological well-being, performance, work-life balance, and relationship satisfaction — amidst this deleterious context.

New Perspectives/Contributions

Five presentations compose this international symposium. First, Provost Savard will evaluate mechanisms influencing satisfaction spillover between work and family. Second, work-role cross-referencing will be evaluated as a strategy to decrease the adverse effect of work-related intrusions on relationship satisfaction in Schoellbauer's diary study. The three other presentations will be looking at boundary management strategies, and ICT use outside of work in particular. Senarathne Tennakoon will examine how ICT use can have a downward spiral effect on work-life balance. Mallette will investigate sociodemographic variables that could render segmenting work and home more fruitful. Finally, the effect of ICT use and group norms on the relationship between work-home segmentation and work engagement will be examined by Boudrias.

Research/Practical Implications

This symposium will shed light on new mechanisms that explain the effect of work-life interface management on a diversity of outcomes. Presenters will discuss strategies emanating from their results that could help workers navigate the rough seas of work-life interface.

Work-Family Spillover of Satisfaction: The Contribution of Life Satisfaction, Identity Centrality and Boundary Strength Among Young Workers

Yanick Provost Savard, Véronique Dagenais-Desmarais

Psychology Department, Université de Montréal

The correlates of positive spillover between work and family have been extensively studied, but less attention has been given to internal processes allowing this spillover. The objective of this study is to evaluate a mediator—life satisfaction—and two moderators—identity centrality and boundary strength—that could affect work-family satisfaction spillover. First, bottom-up and top-down theories of life satisfaction suggest spillover could occur through a general perception of life satisfaction. Second, in accordance with the dynamic self-concept theory, we argue that spillover will originate from domains central to one's identity. Third, how people manage boundaries between work and family could moderate the occurrence of spillover. To test these hypotheses, 6,077 Canadian workers between the ages of 18 and 35 years-old participated in a three-wave self-report longitudinal study. Path analyses support that life satisfaction mediates satisfaction spillover from work to family and from family to work. Two moderation effects were found. Family identity centrality facilitates the generalization of satisfaction from family to life and home boundary strength limits satisfaction spillover from work to family. These results confirm the spillover mediation through life satisfaction and refine theoretical articulations by pointing at distinct conditions under which work-to-family and family-to-work spillovers occur.

Honey, How Was Your Workday? Cross-Role Referencing as a Buffer Between Work-Related Psychological Distraction and Couples' Daily Relationship Satisfaction

Julia Schoellbauer¹, Sara Tement², Christian Korunka¹

¹ University of Vienna, Faculty of Psychology, Department of Applied Psychology: Work, Education and Economy, ² University of Maribor, Faculty of Arts, Department of Psychology

Purpose: Drawing on load theory, intrusions of work during private time with the partner can be regarded as distractors decreasing one's psychological availability for the partner. This, in turn, is associated with a lower relationship quality as perceived by both partners. We extend this line of research and look into work-role cross-referencing (i.e., referring to one's role as a worker while engaged in the role as a romantic partner) as possible "communal coping" mechanism weakening this detrimental effect.

Design/Methodology/Approach/Intervention: In order to test our assumptions, we are currently conducting a diary study among dual-earner couples (anticipated N=70). Participants respond to two daily online questionnaires over the course of two workweeks. The actor-partner interdependence mediation model will be utilized to test whether daily psychological availability for the partner mediates the link between work-related intrusions during partner time and relationship satisfaction. Further, we will test whether the negative association between psychological unavailability and relationship satisfaction is weakened by work-role cross-referencing.

Results: At the moment, data is collected to 40 percent. First results support our hypotheses.

Research/Practical Implications: Work-role cross-referencing is a helpful strategy in order to handle or prevent detrimental work-to-nonwork interferences, especially for those workers who cannot or do not want to avoid work intrusions during private time.

Originality/Value: We theoretically underline and extend the research on work intrusions during private time and clarify their short-term impact on relationship quality.

Work ICT Use Beyond Worktime: Can It Lead to Downward Spiraling Effect on Work-Life Balance?

Uthpala Senarathne Tennakoon

Bissett School of Business, Mount Royal University

Enabling individuals to seamlessly traverse across the work and life (nonwork) domains, Information and Communication Technology (ICT) has become an integral tool in our everyday lives. While the literature recognizes the boundary blurring via ICT use, there is still debate about the impact of ICT use on work-life balance (WLB). Using survey data from 423 Canadian professionals, this paper examines the impact of work-related ICT use beyond work times on individual WLB through a multiple mediation model, with across-domain conflict and enrichment as mediators. The paper contributes to the literature by revealing specific multiple mechanisms through which work-related ICT use beyond work times affects WLB. It is argued that increased work-related ICT use beyond work times can create a downward spiral effect on individual WLB, with increased work-to-life conflict resulting in even lesser opportunity to improve WLB via life-to-work enrichment. Based on the findings, recommendations to reduce the adverse ICT impact on WLB are presented for both organizational policy makers and individual employees.

Linking Work-Home Segmentation to Work and Home Performance: A Study of Moderating Analysis

Frédéric Mallette¹, Corinne Beauchemin¹, François Courcy¹, Yanick Provost Savard²

¹Psychology Department, Université de Sherbrooke, ²Psychology Department, Université de Montréal

In 2015, 37% of Canadian families with at least one child age 6 to 17 had two parents working full time (Uppal, 2015). Since work is an important part of people's lives, it is relevant to focus on the factors that can influence work performance, but also home performance. Boundary and border theory claim that keeping family and work separate can help employee well-being (Baltes, Clark, & Chakrabarti, 2010). Individuals are choosing integration or segmentation, so

they can deal with both work and home roles (Ashforth, Kreiner, & Fugate, 2000). In that context, we pose two questions: 1) are segmenters more performant at work and in family? 2) what are the factors that influence this relationship? A sample of 153 Canadian workers completed questionnaires measuring work (Lapointe, 2014) and family performances (Frone, Yardley, & Markel, 1997), segmentation (Hecht & Allen, 2009) and socio-demographic data (number of children, hierarchic level, number of hours worked). Multiple regression moderating analyses haven't found a significant relationship between work-home segmentation and performance, and no significant moderator. Based on self-efficacy theory (Bandura, 1990), it is possible to postulate that work performance and family performance are too strongly linked for segmentation to have an impact, because individuals can improve their quality of life with both roles as a worker and a parent (Baltes et al., 2010). To better understand work-home conflict and improve well-being, future research should conduct interview to compare the individual's perception with his family's and his colleague's regarding segmentation and performance.

Understanding the Relationship Between Work/Non-Work Segmentation and Work Engagement: The Contribution of Information and Communication Technology and Group Norms

Valérie Boudrias¹, Annie Foucreault¹, Marcello Russo², Yanick Provost Savard³

¹Psychology Department, Université du Québec à Montréal (UQAM), ²Management Department, University of Bologna, ³Psychology Department, Université de Montréal

Employees' preferences for segmentation/integration of the work-home boundaries represents a meaningful goal in people's lives that is associated with employees' psychological well-being (Haar et al. 2014). Work engagement being an important indicator of psychological well-being at work (Dagenais-Desmarais & Savoie, 2012), many organizations seek to promote work engagement and to help employees balance work and non-work roles by offering the possibility to work remotely using Information and Communication Technologies (ICTs). However, research has illustrated that ICTs are associated with both positive (e.g., employees are more responsive to work issues; Hurme, 2005) and negative individual outcomes (e.g., lack of psychological detachment from work; Park, Fritz, & Jex, 2011). Furthermore, even if segmentation is usually associated with positive outcomes (e.g., psychological detachment; Park et al., 2011), recent research has shown that segmentation can also lead to negative outcomes (e.g., emotional exhaustion; Foucreault et al. 2016). To resolve these inconsistencies, this study draws on boundary theory (Nippert-Eng, 1996) and examines the relationship between employees' preferences for segmentation and work engagement through perception of ICT devices. Additionally, the study tested if the indirect relationship between employees' preferences for segmentation and work engagement via the perception of ICT devices is shaped by their perceptions of group norms in their

organization. Results of mediation and moderated mediation analyses reveal that the indirect relationship between individual preferences for segmentation and work engagement via the perception of ICT devices exists only when perceived group norms of segmentation are prevalent. Implications for theory and practice are discussed.

1205 - IFPOC SYMPOSIUM: ENABLING CONDITIONS AND MECHANISMS FOR POSITIVE CHANGE

Chair: Karen van Dam & Joris van Ruysseveldt, Open University of the Netherlands

Discussant: Karina Nielsen, School of Management, Sheffield University

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 experience increased pressures to be adaptable and tolerant of uncertainty, and deal with new or 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 focused on employees' resistance to change and the change process characteristics that might fuel these responses. Less attention has been given to positive outcomes of change and the conditions and mechanism that foster these positive outcomes.

New perspective / contributions

Our symposium takes a new and positive perspective toward change by investigating the conditions and mechanisms that may support positive change. The studies emphasize the role of organizational support, learning demands, job resources, affective commitment, and an intervention. As the world of work is constantly changing and employees need to sustain their careers for a longer period of time, it is of crucial importance to better understand the processes that enhance positive change outcomes, and contribute to employee well-being, learning, and performance.

Research / practical implications

This symposium aims to increase our understanding of the conditions and mechanisms involved in positive change processes. Moreover, the findings have practical implications for successful change implementation. Discussant, Karina Nielsen, will reflect on the studies and encourage discussion with the audience.

* International Forum on the Psychology of Organizational Change, has organized two EWAOP small group meetings and several symposia.

Need-Satisfaction is the Key: How Organizational Support Influences Positive Change Attitude during Information Technology Implementation

Katharina S. Schlicher, Rebecca Helling & Günter W. Maier

University of Bielefeld, Industrial- and Organizational Psychology

Purpose

A lack of employee readiness for change is often viewed as the reason why technology implementation projects fail. Organizational support strategies (e.g. top management support, training, or participation) have been identified as ways to support employees during the implementation phase with the goal of rising acceptance levels. Although there is already literature on organizational support strategies, there is a lack of research into the mechanisms by which these strategies affect employees' attitude to the change process and system.

Method/Design

Via online survey 111 new system users whose workplaces have recently implemented new information technology were questioned about their experiences concerning the design of the implementation process, accessibility of organizational support (top management support, training, participation), self-determination needs fulfillment during the change process, and attitude toward the change and system.

Results

Need for autonomy proved to be the strongest mediator in mediation and structural equation analysis between organizational support strategies and attitude to change and system.

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Limitations

The evaluation of further possible mediators is needed to fully understand how information technology implementation projects should be designed to create a smooth transition to the new system.

Implications & Originality/value

For practitioners, the results deliver important insights into the design of a implementation project as the need for autonomy can be addressed in a multitude of organizational actions, e.g. free exploration time with the system, employee participation in the design of the system's interface or implementation timeline.

Workplace Learning in Times of Organizational Change: The Mediating Role of Learning Demands

Joris Van Ruyseveldt¹, Karen van Dam¹, Hans De Witte² & Irina Nikolova¹

¹Open University of the Netherlands; ²KU Leuven, Belgium

Purpose

Organizational changes advance workplace learning by increasing learning demands, i.e. pressures in the work environment that create the need to develop new work-related competences (NWC). Our study's objective is, first, to establish which type of organizational change favors NWC development and whether this relationship is mediated by learning demands; and, second, to investigate the moderating role of learning climate and formal training arrangements.

Method

Dutch employees (N = 1711) participated in an online survey. NWC development was measured six months after the occurrence of change events. SEM and moderated hierarchical regression analyses were used.

Results

Workplace learning is most strongly related to 'qualitative' types of organizational change (e.g., process innovation), and unrelated to 'quantitative' types of change (e.g., restructuring). Learning demands partially mediated this relationship. While a strong learning climate and the presence of formal training arrangements advanced NWC development, only formal training participation moderated the relationship between learning demands and NWC development.

Limitations

Study variables were measured using self-reports.

Research/Practical Implications

Qualitative organizational change fosters workplace learning by creating pressures that encourages workers to continuously develop and improve their knowledge and skills in order to adapt to new work requirements, even in the absence of strong learning supportive arrangements.

Originality/Value

This study deepens our insight into why and how specific organizational change characteristics challenge workers to obtain new work related knowledge and skills. This study expands existing models and frameworks by integrating learning demands as an important driver of workplace learning processes in times of change.

The Role of Job Demands and Resources for Employees' Health in the Context of Organizational Change.

Alexandra Michel, Anne M. Wöhrmann, Corinna Brauner

Federal Institute for Occupational Safety and Health (BAuA), Dortmund Germany

Purpose

Based on the Healthy Organizational Change Model (HOC, Michel & González-Morales, 2013) this study aims to evaluate how job demands, i.e. organizational restructuring and work intensity, and job resources, i.e. team climate, may affect employees' health. In addition, the moderating role of self-efficacy as a personal resource will be examined.

Design and Methodology

To test our hypothesis, we use data from approximately 17.000 participants from the Working Time Surveys 2015 (time 1) and 2017 (time 2) of the Federal Institute for Occupational Safety and Health in Germany. Data were collected via computer assisted telephone interviews. The sample consists of employees across all branches and manifold occupations.

Results

We conducted structural equation modelling with Mplus (Maximum likelihood estimation). In line with our hypotheses we find a significant negative relation between organizational restructuring at time 1 and team climate at Time 1 which in turn negatively influences health problems at Time 2. In addition, we find a significant positive relation between organizational restructuring at time 1 and work intensity at Time 1 which in turn positively influences health problems at Time 2. Moreover, the moderating role of self-efficacy will be discussed.

Limitations

Although, the sample is representative for the German working population, it might not be representative for other countries.

Research/Practical Implications

To minimize the detrimental effects of change on health organizations and leaders should give their employees guidance during such a demanding time by reducing workload and promoting team climate.

Originality / Value

This longitudinal study evaluates the role of job demands and resources in the context of organizational with as large sample that is representative for the German working population.

Entrepreneurial Exit as Change: The Psychological Foundations of Exit Processes

Ann-Louise Holten, University of Copenhagen, Department of Psychology

Gregory R. Hancock, University of Maryland, Department of Human Development and Quantitative Methodology

Ellen Mølgaard Korsager, Copenhagen Business School, Department of Management, Politics and Philosophy

Purpose

This study investigates the psychological mechanisms of entrepreneurial exit as an organizational change process, more specifically a work-role change. We investigate the relations among dispositional resistance to change, construal level of exit, and exit capability, hypothesizing that a high level of dispositional resistance will be associated with exit capability – both directly and indirectly as mediated through the construal level of exit.

Design/Methodology/Approach/Intervention

With the intention of increasing owner-managers' perceived exit capabilities, we develop a tool targeting our mediator, the owner-managers' construal levels of exit. The assumption is that lower construal levels of exit represent more actionable change. Our tool operates via two mechanisms: (1) to use low level construals as stepping stones for action related to higher level construals, and (2) to lower construal levels for certain aspects of exit, thereby making them more actionable.

Results

During the fall of 2018, the tool will be tested through process and effect evaluation.

Limitations

The self-reported outcome measures represent a potential common source bias. We address this limitation by collecting data from secondary sources.

Research/Practical Implications

Exit is an important and costly change process for all types of entrepreneurs. Little is, however, known about the psychological mechanisms characterizing this particular type of change. Our study will provide both a practical tool and theoretical advances for managing and understanding exit as change.

Originality/Value

The entrepreneurial literature has largely overlooked the psychological mechanisms associated with exit processes. Linking the literature on organizational change with construal level theory offers new theoretical and practical perspectives.

The Mediating Role of Readiness to Change in the Affective Commitment – Effort Intention Relationship: A Three Countries Study.

Salvatore Zappalà*, Andrea Del Rizzo**, Guido Alessandri*** & Davide Bottecchia**

* Department of Psychology, University of Bologna

** Brovedani group

*** Department of Psychology, University of Rome “La Sapienza”

Purpose

This study hypothesizes a positive relation between affective commitment and employees' effort intention, considered as a job performance's precursor. It also takes into account readiness to change as a stable attribute of employees. The study investigates: 1) the level of readiness to change of employees working in a multinational company, in three plants located in Italy, Slovakia and Mexico; and 2) if readiness to change mediates the relationship between affective commitment and effort intention. The plants are in countries that differ for legislation, social and economic conditions and we expect differences also in level of the examined variables.

Method

A routinely organizational climate survey was conducted among all the employees of the company, following multiple minor organizational changes. Survey average return rate was 51%, for a total amount of 567 respondents (Italy = 206; Mexico = 252; Slovakia = 109).

We used the 12 items of the Italian version of the Affective Commitment (AC) scale (Meyer & Allen, 1991); the nine items of the Readiness to Change (RtC) dimension of the OCQ (Bouckenooghe et al., 2009) and the three items of Effort Intention (EI) (WOSY, 1992).

Results

AC, RtC and EI were higher in Mexico and lowest in Slovakia, with Italian respondents in the middle. Emotional readiness to change has a stronger partial mediator effect than Intentional and Cognitive RtC, at whole sample and at country level.

Limitations

Cross-sectional study; different response-rates in the three countries.

Originality

Considers EI as a precursor of job performance, and cross-country comparison.

1222 - THE ROLE OF GENDER AND INDIVIDUAL DIFFERENCES IN ORGANIZATIONAL LEADERSHIP

Richard C. Thompson

State of the Art

Disparity in the representation of women in senior levels of organizational leadership has been a topic of interest to researchers for many years (Eagly, A. H., & Karau, S. J., 1991, 2002). Badura, Grijalva, Newman, Yan, and Jeon (2018) show that while the gap in representation at higher levels of organizations has decreased over time, a disparity still remains. A variety of individual difference factors may contribute to each dispositions and behaviors that emerge in the unfolding of social roles in organizational settings. For example, Wille, Wiernik, Vergauwe, Vrijdaghs, and Trbovic (2018) examine how personality from the five factor model perspective may impact the role demands for leaders.

New Perspectives/Contributions

The present symposium will further explore gender differences in leadership from multiple perspectives of personality (based on the MBTI assessment), interpersonal orientations (based on the FIRO-B) assessment) interests (based on the Strong Interest Inventory), and emotional intelligence (based on the EQi assessment). Each of these is based on large, diverse samples of employed adults from across North America and Europe.

Research/Practical Implications

Across the different approaches to examining gender differences in this symposium, the results support the findings of Wille et al., and suggest that there are key gender differences between males and females at different levels of the organization. Generally, females at lower levels differ compared to females in senior leadership positions compared to males at similar organizational levels. The results provide some direction for closing the gender gap in senior leadership.

Title:

The Implications of Gender Differences in Decision-Making Style for Organisational Level

Author:

John Hackston, Head of Thought Leadership, OPP Ltd (Presenter)

Purpose:

Women are under-represented at senior levels and are more likely than men to make values-driven, interpersonally-focused decisions (Eagly & Johnson, 1990), which may lead to a perception of lower competence (Gartzia & Baniandres, 2016). This study investigated the relationships between decision-making style, gender and occupational level.

Design/Methodology:

600,859 individuals completed the Myers-Briggs Type Indicator (MBTI) questionnaire as part of development programmes. Those with an MBTI 'Thinking' approach prefer making task-

focused decisions using impersonal criteria; those with a 'Feeling' approach prefer people-focused, values-driven decisions. It was hypothesised that:

- Women would be more likely than men to prefer the Feeling approach.
- This gender difference would diminish for higher levels within organisations.

Results:

- Women were significantly more likely than men to prefer the Feeling approach.
- Women were significantly under-represented at higher levels, as were all those with Feeling preferences.
- For men, the proportion of those with Feeling preferences varied little between levels. For women, the proportion varied significantly.
- A univariate ANOVA showed both gender and Thinking-Feeling had a significant impact on occupational level, with a significant interaction effect.

Limitations:

This was a correlational rather than a controlled experimental study.

Practical Implications/Value:

The results imply a double standard; demonstrating a preference for Feeling may affect promotion prospects for women, but not men. Organizational psychologists can help to reduce the imbalance by demonstrating the utility of people-focused decisions.

Title:

FIRO, Gender and Level of seniority

Author:

Helen Rayner, Lead Consultant, OPP Ltd

Purpose:

This study examined trends and patterns in European Fundamental Interpersonal Relations Orientation Behaviour (FIRO-B) data spanning nine years. Does personality vary according to gender and occupational seniority? Are FIRO scores consistent across the years?

Design: 61,394 participants completed the FIRO-B (Fundamental Interpersonal Relations Orientation – Behaviour) questionnaire between 2007-2016. Data was analysed using quantitative methods, including ANOVA and Chi-Square. A regression analysis was used to explore consistently of scores.

Limitations: The measure was self-report and the dataset limited to Europe. The sample was biased towards those working in organisations and in leadership positions.

Research/practical implications:

Men were over-represented in senior positions. Women were over represented in junior positions.

There was a positive linear relationship between seniority and Expressed Inclusion, Wanted Inclusion, and Expressed Control, and a linear negative relationship with Wanted Control and Wanted Affection. For Expressed Affection, middle managers had the lowest scores.

Across all seniority levels, men expressed higher control needs than women. Women had greater Wanted Affection needs than men across all seniority levels.

FIRO scores were stable with no significant differences noted between the year respondents took the questionnaire, indicating these aspects of personality appear not to have changed, and response styles were consistent.

Originality/value: To our knowledge this is the first study to answer these questions.

Title:

Gender differences in vocational interests by organizational level

Authors:

Michael Morris, Director, Vocational Interest Research and Data Science, CPP, Inc. (Presenter)

Richard Thompson, Sr. Director, Research, CPP, Inc.

Purpose:

Vocational interests predict career success (Rounds & Su, 2014). The interests of men and women are also known to differ on average (Morris, 2016), and men are overrepresented at higher organizational levels (Hoobler, Lemmon, & Wayne, 2011). This research examines the “gender diagnosticity” (GD; Lippa, 2005) of interests by organizational level.

Design/Methodology:

We used a large sample of students ($N=865,899$) to build a GD equation with logistic regression. Gender was the dependent variable and thirty basic interest scales from the Strong Interest Inventory assessment were predictors. We applied this equation to a large sample of employed adults ($N = 285,581$), and examined the pattern of GD scores for men and women at different organizational levels.

Results:

Gender differences in GD were very large across all organizational levels, but tended to be relatively smaller at higher levels. GD scores for females increased (i.e., became more masculine) consistently at higher levels of management, but male scores did not.

Limitations:

All data were convenience samples.

Practical Implications/Values:

These results suggest that women with more masculine vocational interests will find it easier to reach higher organizational levels than women with more feminine vocational interests.

Originality/Value:

This study uses a highly regarded interest assessment, large samples, and a statistical approach designed to maximize differences to get the sharpest possible view of interest level changes by organizational level.

Title:

Gender Differences in Resilience, Social and Emotional Intelligence in Leadership

Authors:

Dr. Steven Stein, Founder, MHS Assessments (Presenter)

Hazel Wheldon, CEO, MHS Assessments

Jonathan Stermac, Manager, Research & Development, MHS Assessments

Purpose

Social and emotional intelligence, along with resilience competencies provide an illuminating window into the culture of gender within corporate structures. Insight into these areas, pulled from applied studies and large international datasets helps to understand the individual differences that exist at various levels inside organizations. Individual contributors and leaders place value on different competencies, suggesting that there may be a preference for the traditional leadership style of one gender over the other.

Design/Methodology/Approach/Intervention

Individual contributors identified the leadership competencies that were the most important to them. Their responses were compared to the competencies existing managers and leaders felt were important. Key leadership competencies can be mapped and measured using emotional intelligence, which can help predict leadership success and derailment (Stein et al., 2009).

Results

The differences presented in this research suggest that leaders and individual contributors disagree on whether a more traditionally feminine or masculine leadership style is the more effective strategy in organizations. These gender differences are also evident in resilience at varying levels of organizations.

Limitations

Data was collected from a convenience sample using self-report assessments.

Research/Practical Implications

Similar to the study conducted by Wille and colleagues (2018), this research is based on a large normative sample, and reveals different patterns of resilience between men and women as they advance in their organization.

Originality/Value

The study shows that there are differences and similarities in emotional intelligence among men and women and demonstrates the impact those differences have when participating in 360 evaluations.

Title:

Personality Characteristics of Female Executives: A Replication and Extension

Authors:

Yang Yang, Research Scientist, China Select

Justin Arneson, Senior Research Scientist, CPP, Inc. (Presenter)

Purpose:

Several competing theories have painted a murky picture of the expected traits of effective female executives. One line of inquiry that has the potential to shed light on how women leaders might be identified, developed, and promoted concerns the characteristics of women already in positions of leadership, how they differ from their male counterparts, and how they differ from women in non-leadership roles.

Design:

Respondents included 46,714 full-time employees who completed the CPI 260 assessment. The twelve representative countries were chosen for inclusion if they contained at least ten respondents in each of the four comparison groups.

Results:

Results supported a *gender-invariant role demand* perspective of female leadership: Small gender differences in leadership-relevant traits were observed between men and women leaders. Hierarchical comparisons demonstrated that women exhibited more agentic characteristics differentiating executives from non-executives than men.

Limitations:

Relatively smaller sample sizes for some countries limits the generalizability of results in those countries.

Implications:

The results of this study may be used by organizations to better identify and develop female leaders in their organizations. Further, the consistency of the results across countries suggest that such programs that are proven effective in one country are likely to be effective in others.

Originality/Value:

This study replicates and significantly extends a study conducted by Wille, Wiernik, Vergauwe, Vrijdaghs, & Trbovic (2018). Value is added through the inclusion of several additional countries and moderator analyses not considered in the original study, with implications for the significance and generalizability of the original findings.

1241 - CAREER CALLING IN THE WORKPLACE: GOOD FOR WHAT, FOR WHOM, AND IN WHICH CONDITIONS?

Proponent. Anna Dalla Rosa, University of Padua, Italy

Symposium chair. Anna Dalla Rosa

State of the Art. People who perceive a calling feel their job as a meaningful passion that contributes to the greater good and help to derive a sense of purpose. Despite the fast accumulation of research, we still have a fragmented understanding of the conditions under which the presence of a calling leads to positive or negative outcomes for the individual and for organizations.

New Perspectives/Contributions. This symposium offers multiple original contributions and an innovative perspective on the positive and negative effects of work as a calling. Hirschi et al. demonstrated that calling relates with work-nonwork enrichment and conflict through positive affect at work and workaholism. Cai et al. suggest that the direction of calling's effect on task performance and withdrawal behaviors depends on the congruence between having a calling and living it out. The research conducted by Goštaitė et al. enlightens the importance of social worth in explaining the relationship between calling and burnout in healthcare professionals. Clinton et al. observed that the self-sacrifice associated with the pursuit of a calling enables higher individual achievement but also emotional exhaustion. The last two contributions suggest that calling is a positive resource for individuals looking for a new job (Dalla Rosa et al.), but that the impossibility to live or find a calling at work leads to career dissatisfaction and voluntary turnover (Weisman).

Research/Practical Implications. The symposium will contribute to increase knowledge on career calling and will provide valuable insights for practitioners by giving advices on how to support the healthy pursuit of a calling in the workplace.

Title. Calling as a Double-Edged Sword for Work-Nonwork Enrichment and Conflict Among Older Workers

Authors. Andreas Hirschi¹, Anita C. Keller², Daniel M. Spurk¹

¹ University of Bern

² University of Groningen

Purpose. Calling is linked to various positive outcomes but the potential negative effects of callings have not received comparable attention. Moreover, research neglected how callings affect the work-nonwork interface. We presumed that calling can increase as well as deplete personal resources at work, which in turn promote work-nonwork enrichment as well as conflict.

Design/Methodology/Approach/Intervention. We sampled 599 older employees, aged between 50 and 60 years, by examining within-individual changes in presence of calling, positive affect at work, workaholism, work-nonwork enrichment, and work-nonwork conflict over a period of one year with two measurement points.

Results. An increase in presence of calling was positively related to increased levels of positive affect at work which in turn was positively related to increased work-nonwork enrichment. However, an increase in presence of calling was also positively related to increased workaholism which was positively related to increased work-nonwork conflict.

Limitations. This study examined parallel change processes with self-reports. No causal inferences are possible and common method bias might be an issue.

Research/Practical Implications. The study suggests that presence of calling is meaningfully related to the work-nonwork interface among older workers in both positive and negative ways.

Originality/Value. This is the first study to our knowledge that examined calling in the context of the work-nonwork interface.

Title. (In)Congruence of Perceiving And Living A Calling And Employee Work Outcomes: A Moderated Mediation Examination

Authors. Wenjing Cai¹, Jingzhou Pan², and Evgenia I. Lysova¹

¹ Department of Management and Organisation, Vrije Universiteit Amsterdam, Amsterdam, the Netherlands

² College of Management and Economics, Tianjin University, Tianjin, China

Purpose. This study examined how the (in)congruence between perceiving and living a calling relates to employees' behavioral outcomes (i.e., task performance, and withdraw behavior) via career goal discrepancy and how this relationship is moderated by employee resilience.

Design/Methodology/Approach/Intervention. Data were collected from 280 employees and their leaders in China at three points in time. Polynomial regression with response surface analysis was used to test hypotheses.

Results. The congruence of perceiving and living a calling negatively related to career goal discrepancy, which in turn influenced employees task performance negatively and withdraw behavior positively. Specifically, when perceiving a calling was higher than his/her living a calling as compared to perceiving a calling was lower than his/her living a calling, career goal discrepancy increased, and then task performance decreased and withdraw behaviors increased. Furthermore, the indirect effects of the (in)congruence on task performance and withdrawal behavior were conditional on employee resilience in that the indirect effects were weaker under conditions of high resilience.

Limitations. The data was collected from various industries; thus, the question arises to what extent the findings are generalizable.

Research/Practical Implications. The results enrich our understanding of how and when the congruence and incongruence of perceiving and living a calling may lead to various behavioral outcomes among employees.

Originality/Value. We utilized self-regulation theory (SRT) as an overall framework to study the complex effects of (in)congruence between perceiving and living a calling. This contributes to research on how and when (in)congruence between perceiving and living a calling leads to positive or negative behavioral outcomes at work.

Title. Calling and Burnout across the Life span of Healthcare Professionals: The Role of Social Worth

Authors. Bernadeta Goštaitė¹, Ilona Bučiūnienė¹, Ryan D. Duffy², Haram Kim²

¹ ISM University of Management and Economics, Lithuania

² University of Florida, USA

Purpose. The current study aims to investigate social worth as an underlying mechanism through which calling relates to burnout and to reveal how these relations change over the working life-span.

Design/Methodology/Approach/Intervention. To test the proposed relations, we used survey data of 551 healthcare professional (nurses and physicians) with a wide age range (between 22 and 80 years) working full time in several hospitals in Lithuania.

Results. Supporting our hypotheses, the findings suggest that calling and social worth are negatively associated with burnout, that calling is positive associated with social worth, and that social worth mediates the relation between calling and burnout. Further, the indirect effect of calling on burnout via social worth is stronger for mature employees than for junior employees.

Limitations. The findings are limited to one specific industry. Future studies using longitudinal samples are needed to show an intra-individual change over time.

Research/Practical Implications. Theoretically, our study explains the relationship between calling and burnout. Practically, it implies a recommendation for individuals and organizations to support job crafting to search for a calling and maintain placement strategies that support calling-oriented careers. Additionally, organizations should provide their employees with opportunities to receive social appreciation.

Originality/Value. By providing insight into the hitherto divergent relationship between calling and burnout and exploring social worth as the mediator and age as the moderator this study broadens the understanding of calling construct and provides guideline for future studies.

Title. Self-Sacrifice and Calling

Authors. Michael E. Clinton¹, Neil Conway², Jane Sturges¹, Alison McFarland¹

¹ King's Business School, King's College London, UK

² School of Management, Royal Holloway, University of London, UK

Purpose. This research examines self-sacrifice by workers who view their work as a calling, where we might expect the role of self-sacrifice to be particularly salient (Bunderson & Thompson, 2009; Dobrow & Tost-Kharas, 2011). In particular, daily self-sacrifice is examined

as a mechanism through which callings can become ‘double-edged swords’ (Clinton, Conway & Sturges, 2016); offering a means for a person to service their calling, but at a cost to the self. Beyond building on work in the calling literature, the research draws on quest for personal significance theory (Kruglanski et al, 2009) to further examine how daily self-sacrifice may also represent an attempt to overcome low self-esteem and generate work meaning.

Design/Methodology/Approach/Intervention. Twice-daily diary data over seven days with a linked background survey from over 100 church workers is analysed.

Results. Findings reveal that intense callings are associated with greater perceived need to make sacrifices at the between-person level, which is then predict daily sacrifice frequency. At the within-person level, low self-esteem in the morning predicts greater daily sacrifices. Daily sacrifices are then positively related to outcomes of calling fulfilment and emotional exhaustion, despite these outcomes being negatively related to each other. Indirect effects, with self-sacrifice as a mediator, are significant at both within- and between-person levels.

Limitations. Reliance on self-report data.

Research/Practical Implications. The study articulates the role of self-sacrifice in callings, with both trait and state antecedents.

Originality/Value. It contributes to debates about whether self-sacrifice within callings enables higher achievement or reflects an unhealthy pursuit of calling.

Title. Career calling and job search behaviors: The moderating effect of optimism, self-esteem, and perseverance.

Authors. Anna Dalla Rosa¹, Michelangelo Vianello¹, Elisa Maria Galliani¹, Ryan D. Duffy²

¹University of Padua, Italy

²University of Florida, USA

Purpose. The goal of this study was to examine the effects of calling on job search behaviors and the conditions that moderate them.

Design/Methodology/Approach/Intervention. A sample of 315 unemployed job seekers filled out a paper survey.

Results. Calling increases job search clarity and fosters the intensity of job seeking activity. The positive effect of calling on job search behaviors is stronger when job seekers have low-to-average levels of self-esteem, optimism and perseverance.

Limitations. We did not assess the effect of financial hardship on calling and job search behaviors. Future studies should adopt a longitudinal design to understand the role of calling over the full job search process.

Research/Practical Implications. These findings provide useful information for counsellor and career guidance practices with unemployed adults. Calling is an important personal resource for people looking for a job that can help them act effectively when low levels of optimism, self-esteem and perseverance would hinder their job seeking efforts.

Originality/Value. One previous study found that individuals who are motivated to pursue their calling are more likely to proactively search for a new job (Duffy, Bott, Allan, & Autin, 2015). The current study adds new evidence by demonstrating that calling fosters individuals' clarity about the type of career they want to pursue and that the effect of calling is stronger when the other individuals' resources, such as optimism, perseverance, and self-esteem, are low.

Title. Paths to Voluntary Occupational Turnover: A Calling Perspective

Authors. Hannah Weisman, PhD Student in Management, London School of Economics

Purpose. The purpose of this study was to build theory on the process of leaving an occupational path (i.e., "taking a leap") to pursue a calling.

Design/Methodology/Approach/Intervention. This is a longitudinal, qualitative study drawing on semi-structured interviews with 65 individuals linked to an online community for occupational leavers. Interviews were conducted in three rounds over an 18-month period.

Results. This study establishes a model of leaping to pursue a calling. The model unfolds along two paths: one for individuals leaping to answer a calling, and another for individuals leaping to discover a calling. While both types of individuals share the ultimate goal of realizing called selves, their leaps involve different identity struggles and responses.

Limitations. Most interview subjects came from the United States. Future research is necessary to understand cross-cultural differences in the process of leaping to pursue a calling.

Research/Practical Implications. Popular culture often conveys the message that people should find and answer their callings. Yet, little research has explored the process by which people leap from unfulfilling occupations to pursue their callings. This study contributes to calling research, as well as occupational turnover and identity research, by clarifying this process.

Originality/Value. This study takes advantage of an extreme research context and unique longitudinal design to explore a common real-world phenomenon that is understudied in calling research. This study also contributes to identity and turnover research through a novel, calling lens.

1277 - PRESENTEEISM AND ABSENTEEISM: EVIDENCES FROM DIFFERENT COUNTRIES AND SECTORS

Proponent:

Aristides I. Ferreira

Business Research Unit, ISCTE – Instituto Universitário de Lisboa, Portugal

State of the Art

This symposium seeks to address the presenteeism and absenteeism phenomenon in different countries and sectors. The literature emphasizes the need to extend presenteeism to other strategic sectors such as the tourism and hospitality as well the public vs. private and gender differences. Moreover, we aim to bring additional contributions to the well-established theories of JD-R, social capital and social exchanges theories, as well as the moral outrage theory.

New Perspectives/Contributions

Paper 1 investigates sickness presence, health and work-related factors among female and male managers in Swedish public and private organizations. Paper 2 focuses on job stress, distributive justice and presenteeism among Chinese healthcare workers. Paper 3 addresses how presenteeism climate explains the antecedents of emotional exhaustion and work engagement in the hospitality industry. Paper 4 studies the impact of presenteeism on team dynamics and customer satisfaction. Paper 5 highlights that the negative effects of presenteeism on customer ratings are stronger when supervisor pressure is high. Lastly, paper 6 identifies profiles of individuals based on their levels of absenteeism and presenteeism and examines the association of such profiles with well-established correlates of working while ill.

Research/Practical Implications

Sickness presence could lead to high organizational costs. Variables such as the context (public vs. private) and the specific sector of the work environment play a pivotal role in explaining the consequences of sickness presence. Also, the presenteeism phenomenon could be considerably country-specific. Supervisors behavior and service management strategies should be adapted to help managing presenteeism. Moreover, analyzing presentees' profiles might offer insights for absence management in organizations.

Presentation 1

Sickness presence among Swedish female and male managers

Stig Vinberg¹

¹ Department of Health Sciences, Mid Sweden University, Sweden

Purpose

The study investigates sickness presence, health and work-related factors among female and male managers in Swedish public and private organizations. Research indicate that managers have demanding and conflicting psychosocial working conditions and low replace ability, which may contribute to ill health and high sickness presence.

Design/Methodology

The data consists of questionnaire answers from 1173 managers (50% women, 50% men) at different Swedish workplaces. The data makes it possible to compare managers at public and private workplaces and different workplace sizes.

Results

The managers express high job satisfaction – 86% of public sector managers and 78% of private sector managers. However, 78% of male managers and 81% of female managers report sickness presence with different time lengths. In addition, the results indicate differences in sickness presence related to manager positions and workplace sizes.

Limitations

The study used self-assessments in a cross-sectional design, which does not allow for causal analyses. However, the data covers different workplaces in different Swedish regions.

Research/Practical Implications

In politically ruled public sector organizations, the lack of clarity surrounding a manager's role, responsibility, and decision latitude may create conflicting demands that contribute to high levels of job strain and stress. Based on these facts, it is of relevance to contribute to knowledge about differences concerning sickness presence among different manager groups. Based on the results, practical implications at a societal and organizational level will be presented.

Originality/Value

This research focus is of importance due to that research shows relations between managers and employees health and working conditions.

Presentation 2

Job stress and presenteeism among healthcare workers in China: The mediating role of distributive justice

Tianan Yang ^{1,2}, Run Lei ^{1,2}, Xuan Jin ^{1,2}, Yangyang Sun ^{1,2}, Jianwei Deng ^{1,2}

¹School of Management and Economics, Beijing Institute of Technology, China

²Sustainable Development Research Institute for Economy and Society of Beijing, China

Purpose

To investigate the mediating effects of distributive justice in Chinese medical reform, we assessed the association between job stress, distributive justice and presenteeism among Chinese healthcare workers.

Design/Methodology

We surveyed 1542 healthcare workers from 64 hospitals in 28 Chinese cities of primary, secondary, and tertiary hospitals in Western, Central, and Eastern China in 2018. SEM was used to examine relationships between job stress, distributive justice, and presenteeism. The mediating effect of distributive justice on the association between job stress and presenteeism was also examined.

Results

Distributive justice was directly inversely associated with presenteeism. Hindrance stress was significantly positively associated with presenteeism, but the path from challenge stress to presenteeism was not significant. The correlation between challenge stress and hindrance

stress was significant. Challenge stress and hindrance stress were significantly inversely associated with distributive justice.

Limitations

This use of a self-assessment scale for healthcare workers is complicated by the fact that workers have different intrinsic evaluation criteria. Further objective data should be taken into account to validate the subjective measures. Also, this cross-sectional study limits the generalization of our conclusions. Further cohort survey should be considered to validate our conclusions.

Research/Practical Implications

Chinese healthcare workers are becoming more important to policy-makers in the Healthy China 2030 blueprint, while they were exposed to extremely high job stress and poor distributive justice. Distributive justice among Chinese healthcare workers indicates improve the performance in Chinese public hospitals through effective challenge stress and reducing hindrance stress.

Originality/Value

This study confirmed the importance of distributive justice in promoting Chinese medical reform through reducing presenteeism among Chinese healthcare workers.

Presentation 3

Presenteeism climate and job demands-resources: A diary study in the hospitality industry

Luis F. Martinez ¹, Ana Catarina A. Correia Leal ², Aristides I. Ferreira ², José Corrêa de Oliveira ²

¹ Nova School of Business and Economics, Universidade Nova de Lisboa, Portugal

² Business Research Unit, ISCTE – Instituto Universitário de Lisboa, Portugal

Purpose

This study aims to contribute to the job demands-resources (JD-R) literature by explaining how social capital and social exchanges theories explain the antecedents of emotional exhaustion and work engagement in the hospitality industry.

Design/Methodology

We gathered 72 participants (56.9%) females from different hotels in Lisbon who filled self-reported questionnaires for five daily diaries (resulting in a total of 360 observations). HLM statistical procedures were used to analyze data.

Results

Daily support received from colleagues mediates the relationship between daily support received by the supervisor and daily work engagement. Also, this mediation is moderated upon different levels of presenteeism climate. Moreover, presenteeism climate mediates the positive relationship between the display rules in the interaction with customers and daily emotional exhaustion.

Limitations

The use of self-reported measures. Diary study with only five days measuring one moment per day in a few hotels. Generalizability to other cultural backgrounds may be problematic.

Research/Practical Implications

This study reinforces the need to effectively train employees in the hospitality sector in order to develop soft skills and emotional intelligence. This would result in better display rules competences and climates of enhanced social exchange.

Originality/Value

Previous studies reinforce the need to focus on presenteeism climate and, more specifically, on the role for the JD-R literature and social exchanges theories in the hospitality and tourism literature. Taking the advantage of a robust methodology (i.e., daily diary studies), we assess how different paths explain burnout and work engagement among employees considering the variance at both the within and between-subject levels of analysis.

Presentation 4

Discrimination in hotels: The effects of employees' sickness on customer loyalty and positive word of mouth

Ana Catarina A. Correia Leal ¹, Aristides I. Ferreira ¹

¹ Business Research Unit, ISCTE – Instituto Universitário de Lisboa, Portugal

Purpose

Although presenteeism prevails across different job sectors, few studies have focused on how it affects the hospitality sector. HR is frequently seen as one of the most significant assets of hospitality organizations, which reinforces the importance of studying this sector's workforce. Undeniably, issues regarding tourist employment such as working conditions are key challenges to management teams. It is also known that hospitality cultures promote SP behaviors. Indeed, employees' sickness may affect not only their performance but also their coworkers by impacting team's dynamics and customer satisfaction.

Design/Methodology

Our study follows a quasi-experimental approach to investigate how the presence of a sick employee impacts on customers' fear of contagion and consequently on customer loyalty (i.e., rebook intentions) and positive word of mouth (i.e., recommendation intentions). Data was collected from 581 participants.

Results

When hospitality employees show sickness symptoms, customers show less recommendation and rebook intentions towards their companies compared to when employees don't show any sickness symptoms.

Limitations

Despite the quasi-experimental approach, the study used self-reported measures.

Research/Practical Implications

Our study is one of the first to investigate the association between presenteeism and customer loyalty and shows that SP in the hospitality industry has a potential negative impact on customer loyalty, and consequently on companies' profitability.

Originality/Value

This research is expected to make a theoretical contribution to SP literature, highlighting its effects in the hospitality sector and a practical contribution by showing that SP when correctly managed can be turned into an organizational advantage.

Presentation 5

Effects of employees' sickness presence on customer satisfaction

Carolin Dietz¹

¹ Department of Work and Organizational Psychology, Leipzig University, Germany

Purpose

Employees' sickness presence may have a variety of detrimental effects, such as productivity loss, future sickness absence, or infection of colleagues. In the service sector, sickness presence may additionally be a risk factor in terms of customer satisfaction. Based on disease-avoidance theory, we hypothesized that sickness presence of employees has a negative effect on customer ratings of service quality and satisfaction. Additionally, based on moral outrage theory, external factors fostering sickness presence could moderate these effects. Specifically, we hypothesized that the negative effects of sickness presence on customer ratings are stronger when supervisor pressure is high (versus low).

Design/Methodology

In two experimental vignette methodology studies, data were obtained from $N = 266$ (Experiment 1) and $N = 439$ (Experiment 2) employees. Data were analyzed using two-way and repeated measures ANOVAs.

Results

Sickness presence had negative effects on customer ratings in both experiments. In Experiment 1, supervisor pressure had a negative effect on customer ratings, whereas this was not the case in Experiment 2. However, we found the expected interaction of sickness presence and supervisor pressure in both experiments. Customer ratings were lowest when both sickness presence and supervisor pressure were high.

Limitations

The experimental design may lack of realism and generalizability.

Research/Practical Implications

In terms of practical implications, sickness presence may not only have individual but also high organizational costs especially when external factors foster sickness presence. Supervisors and service management should consider this in absence management and service management strategies.

Originality/Value

The present research applies social psychological theories to the practical field of service management.

Presentation 6

Combining absenteeism and presenteeism: A person-centred approach

Mariella Miraglia¹, Pietro Menatta², Laura Borgogni²

¹ University of Liverpool, UK

² Sapienza University of Rome, Italy

Purpose

Despite starting evidence showing a positive relationship between absenteeism and presenteeism (Miraglia & Johns, 2016), the two attendance behaviors have been primarily investigated separately. We aim to fill this gap by identifying profiles of individuals based on their levels of absenteeism and presenteeism. Furthermore, we are interested in examining the association of such profiles with well-established correlates of working while ill, including productivity loss and subsequent attendance behavior.

Design/Methodology

Employees' responses ($N = 506$) to a self-report questionnaire were matched with record-based absence data at Time 1 as well as productivity loss and subsequent absenteeism and presenteeism at Time 2. Latent profile analysis (LPA) was used to identify attendance profiles, and ANOVA was employed to explore initial differences among profiles with regard to individual characteristics, employee attitudes, and outcomes.

Results

The optimal LPA model for the sample indicated three profiles. Significance differences among profiles emerged with regard to individual characteristics (e.g., Psychological Capital), perceptions of the supervisor and colleagues, employee attitudes (e.g., work engagement), and future absenteeism and presenteeism.

Limitations

We could not control for the individual health status. Moreover, correlates of profiles were investigated cross-sectionally.

Research/Practical Implications

The study contributes to the relatively-recent presenteeism literature by analyzing presentees' profiles. It also offers insights for absence management in organizations, by showing how individuals may substitute absenteeism with presenteeism and the factors able to exacerbate such tendency.

Originality/Value

To our knowledge, this is the first study using a person-centred approach to understand the interplay between absenteeism and presenteeism.

1281 - COUNTERINTUITIVE JUSTICE DYNAMICS

Proponent: Dr. Marion Fortin, Professor in Human Resource Management at the University of Toulouse

Discussant: Dr. Jonathan Crawshaw, Senior Lecturer in Human Resource Management and Organisational Behaviour at Aston Business School

The participants of the below papers work in organizations in Canada, France, Germany, and the UK.

Integrated Summary of Overall Symposium

State of the Art

Central effects of established justice dimensions have been investigated in hundreds of studies, and several main and interaction justice effects have been supported by meta-analyses. It seems that “*Organizational Justice Comes of Age*” (Graso and Grover, 2017). Will inertia ensue?

New Perspectives/Contributions

The present symposium consists of four empirical papers illustrating that the field of justice is still full of surprises. The papers draw on different methods (grounded theory approach, multi-level analyses, and survey data) to illustrate how justice may lead to counterintuitive effects as we consider new perspectives, new contexts, or new dependent variables. Zwank and Diehl’s study suggest that justice motives from the perspective of decision makers may not resemble what we have learned from research on motives of bystanders and recipients. El Akremi, Manville and Mignonac present data suggesting that “too much justice” may have negative effects on musculoskeletal disorders, via the mediating effect of work engagement. In a similar vein, Patel suggests that “more justice” is not always better – presenting data in the context of expatriation experiences that suggests an unusual interaction, whereby lower interpersonal justice may improve knowledge transfers. Finally, Bell and Khoury illustrate that compensatory effects between different levels that may seem intuitive may not in fact exist.

Research/Practical Implications

We hope that the surprising findings presented in this symposium will spark a debate with the audience and will encourage researchers to continue researching the fascinating social dynamics of justice, in different contexts and from different perspectives.

Graso, M. & Grover, S.L. Soc Just Res (2017) 30: 181.

Structured summaries of paper presentations:

Paper 1

Fairness in disguise:

Motives and strategies of fair managerial decision-making

Julia Zwank EBS Business School, Department of Management and Economics,
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Marjo-Ritta Diehl, EBS Business School, Department of Management and Economics,
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Purpose

Although a small number of studies have begun to examine the actor's perspective in organizational justice literature, our understanding of why and how managers fulfill or violate the principles of organizational justice remains underdeveloped. Therefore, the purpose of this study is to examine managerial motives and strategies for dealing with justice when making tough decisions. We specifically ask the following two research questions: what motivates managers to consider organizational justice in their decision-making?; and how do managers include fairness considerations into their decision-making in the context of organizational transformation?

Methodology

We interviewed thirty-three managers in a German branch of a global financial institution in the winter 2017. The interviews lasted from 40 to 70 minutes and were transcribed. Our analysis followed grounded theory approach.

Results

We identified three motives for considering justice in managerial decisions: 1) personal needs; 2) economic necessity and 3) altruism. Of these, only altruism concerned the wellbeing of others (an other-directed motive) whereas personal needs and economic necessity were self-directed motives. Our analysis further indicated the existence of four strategies of dealing with justice considerations and at times conflicting justice motives in decision-making: 1) reflection loops; 2) dialogue; 3) role-separation and 4) equity.

Limitations

Our research is based on a small sample and a cross-sectional design.

Research/Practical Implications

Our study points to what we refer to as fairness ‘as a disguise’, due to the predominance of self-directed motives in considering and dealing with justice.

Originality

We provide a novel actor perspective and advance understanding of justice from the under-researched managerial perspective.

Paper 2

Can workplace justice backfire? The indirect effect of justice on musculoskeletal disorders through work engagement

Assâad El Akremi, Caroline Manville, and Karim Mignonac

University of Toulouse Capitole, France

Purpose

The association between justice perceptions and musculoskeletal disorders (MSDs) has received limited attention, and the mechanisms through which justice perceptions affect MSDs are not adequately understood. Moreover, besides the implicit assumption according to which “the more justice the better”, we may consider how and when justice can backfire. In line with the “too-much-of-a-good-thing” effect, the purpose of this study is to show that

organizational justice may contribute to the development of MSDs through the mediating effect of work engagement.

Design and Methods

We used data from a multilevel field study of 171 employees in 21 work units. MSDs were assessed using a medical examination.

Results

Our results show that distributive, procedural, interpersonal, and informational dimensions of justice are positively and indirectly related to MSDs through the mediating effect of work engagement. The results also show a curvilinear effect of work engagement on MSDs.

Limitations

We used medical examination to assess MSDs, but relied on self-reports to assess other constructs, raising potential concerns for CMV bias.

Research and Practical implications

This study shows that organizational justice can indirectly backfire and may contribute to the development of MSDs, through the mediating effect of work engagement. Indeed, high engagement does not come without its costs.

Originality

This study shows the complexity of these underlying mechanisms and the need to investigate interactive and curvilinear effects.

Paper 3

Why too much justice is not a good thing?

Dr. Charmi Patel, Associate Professor in IHRM, Henley Business School, University of Reading, Whiteknights, RG6 6UD, Berkshire, United Kingdom

Purpose

Research on multinational corporation (MNC) knowledge transfer has argued continuously for the behavior of knowledge senders (i.e. expatriates) to be a determinant of knowledge transfer. Using the lens of fairness heuristic theory this study examines the effect of complementary or compensatory justice components on the knowledge transfer behaviour as well as host peer satisfaction of cross-border expatriates.

Methodology

A quantitative survey was administered to 365 expatriates from 25 MNCs living/working in 8 different countries.

Results

It was found that INT-J (interactional) and INF-J (informational) were revealed as two critical boundary conditions influencing DJ (distributive). Extra-role knowledge transfer behaviors (EKTB) and subsequently host peer satisfaction (HPS), were higher when DJ was higher than INT-J, and when INF-J was higher than DJ. Further it was found that EKTB and HPS increase sharply when they move from high INT-J and low DJ to high DJ and low INT-J, suggesting that higher DJ than INT-J may lead to beneficial subsidiary outcomes, than vice versa.

Limitations

The generalizability of the results to non-expatriate settings remains uncertain. Also given, its cross-sectional research design, one cannot draw conclusions about the direction of relationships.

Research/Practical Implications

To comprehensively understand workplace fairness, we need to take into account interactions between justice components.

Originality

Two high justice components unlike what past research has suggested are not always a good thing since individuals use their feelings as information to form judgments about how to respond to the environment. Therefore, if they have confidence that high fair treatment will be received in the future, they will restrict maximum efforts for now.

Paper 4

Organizational Dehumanization at Nested and Encompassing Group Levels: A Test of Compensatory v. Source Effects of Organizational Justice and Perceived Collective Continuity

Chris Bell, Schulich School of Business, York University, Toronto, Canada

Careen Khoury, Habitus Consulting Collective, Calgary, Alberta, Canada

Purpose.

Internecine conflict and uncertainty can alienate and dehumanize group members. Organizational justice reduces dehumanization by countering fears of exploitation or exclusion. Collective continuity reduces dehumanization by affirming norms and values. Groups are often nested, allowing the existential threat of dehumanization at one level to promote stronger identification with and response to justice and collective continuity at another level.

Design/Methodology /Approach/Intervention.

We measured organizational justice and dehumanization in a first survey study with undergraduate business students, at a time when contract teachers were threatening to strike. The contentious labour disruption then interfered with both fall and winter terms. After classes resumed we implemented the second survey, measuring perceived collective continuity.

Results.

Organizational justice interacted with perceived collective continuity to dehumanization, but only when all variables referenced the same group level, or in other words came from the same source. There was no support for justice and collective continuity at the encompassing group level compensating for subgroup dehumanization, or that the subgroup provided a ‘safe haven’ for dehumanization at the encompassing group level.

Limitations.

The survey sampled only students, had a cross-sectional design, and assessed variables through self-report.

Research/Practical Implications.

Group based judgments at nested or encompassing levels are discrete even though the groups share social, physical, and temporal space.

Originality/Value.

This research extends our understanding of uncertainty effects, nested and encompassing identities, source of justice, and group characteristics.

1295 - THE QUALITY OF MOTIVATION AT WORK: A PERSPECTIVE FROM SELF-DETERMINATION THEORY

Anja Van den Broeck, Work and Organisational Studies, KU Leuven, Belgium

Optentia Research Focus Area, North-West University, South Africa

State of the Art: Self-Determination Theory (SDT) argues that not only the quantity (i.e., *how much*) of motivation matters, but also its quality (i.e., *which type*): Employees increasingly feel and perform better when they a) internalise the reasons for engaging in an activity, ranging from amotivation over external, introjected and identified motivation to intrinsic motivation, b) don't pursue materialism and c) feel satisfied in their basic needs. SDT was introduced in the context of work via the seminal article of Gagné and Deci (2005) about two decades ago. Leading academic databases evidence that research on the different types of motivation is one the rise in the context of work. However, despite its increasing impact and popularity, several concerns and potential limitations of the current body of research come to the fore.

New Perspectives/Contributions: This symposium contributes to the development of SDT both theoretically and methodologically through six presentations spanning three continents: While Parker et al. and Hewett shed a more nuanced light on the integration process using experimental and qualitative research, Van den Broeck et al. summarizes the existing evidence using a meta-analysis, challenging the assumption that external and introjected motivation would be detrimental. Howard et al. furthermore draw on a large body of quantitative results to provide insights in the optimal scoring method of the different types of motivation, whereas Van der Vaart et al. point at the importance of profile analysis studying the unemployed. Reyes et al. provide unique evidence for the relationship between materialism and need satisfaction at work. The discussion will be led by Marylène Gagné, one of the leading authors in the field.

Research/Practical Implications: This symposium offers a more detailed and nuanced view on the quality of motivation as outlined in SDT and its implications for practice.

Moving beyond undermining:

Effects of pay choice and pay attributions on motivation and performance.

Stacey Parker, School of Psychology, University of Queensland, Australia

Rebecca Hewett, Rotterdam School of Management, Erasmus University;

Jonas Fooken, Centre for Behavioural Economics of Health, University of Queensland; Marylene Gagne, Business School, Curtin University

Purpose: Despite decades of debate, we know little about *when* and *why* performance-based pay (PBP) can be effective versus ineffective. We investigate whether employees' pay preferences and attributions of the intent behind pay practices inform motivational and performance outcomes. We expected that regardless of the pay scheme (fixed or PBP), individuals will attribute the scheme to negative intentions if it does not meet their choice, resulting in lower quality motivation and performance. Conversely, when the scheme does match their preference, intent will be attributed more positively and result in more quality motivation and performance.

Design: $N = 204$ university students participated in a 2 (Pay Choice: fixed vs performance-based) \times 2 (Pay Allocation: fixed vs performance-based) between-participants experiment. Attributions were measured after assignment to condition (i.e., to a pay scheme that was their choice or not). Motivation was measured and performance coded after the work simulation.

Results: ANOVAs and conditional indirect effects mostly supported the predictions: Individuals made positive attributions of intent when the pay scheme matched their choice, regardless of the type of scheme. This had implications for the quality of their motivation, and performance outcomes.

Limitations: Generalizability is limited, as the study involved a work simulation with students.

Research/Practical Implications: This research contributes to the theoretical development of self-determination theory by considering autonomy (i.e., choice) and the sensemaking processes involved in attributions of pay practices.

Originality/Value: We move beyond whether PBP is motivational in itself, to focus on the motivational outcomes of the extent to which individuals' preferences for pay allocation are met.

Crafting the internalization of work motivation

Rebecca Hewett; Rotterdam School of Management, Erasmus University

Purpose: Motivation which has been internalized into the self, becoming congruent with one's values or beliefs, is an important predictor of both wellbeing and work performance, particularly when tasks themselves are not intrinsically interesting. While prior research has explored when internalization occurs, we do not know how it occurs. This paper aims to elaborate the theory of motivation internalization set out by SDT.

Design: Semi-structured interviews with 39 employees in two UK charities. Interviews focused on critical incidents of motivated behaviour at work.

Results: Following an initial evaluation, individuals undertake a process of reflection and cognitive reframing, through which they internalize their motivation for work tasks. Internalization was found to occur through three processes; focusing on development, prosocial values, or opportunity enhancement.

Limitations: The sampling strategy was designed to capture extreme cases, but may limit generalizability.

Research/Practical Implications: These insights elaborate the theory of motivation internalization outlined within SDT, recognizing the inherently proactive nature of this cognitive process. As well as theoretical elaboration, this research has practical implications for how individuals can proactively internalize their motivation; the role of self-reflection is particularly important as it can be developed by individuals and facilitated by organizations.

Originality/Value: Despite the importance of internalization as a motivational process, we know nothing about how individuals internalize their motivation. This research is important as the first to explore how motivation internalization occurs, recognizing the proactive role which individuals play, which is necessary for the theoretical development of SDT.

A Meta-analysis of Different Types of Extrinsic Work Motivation

Anja Van den Broeck, Work and Organisational Studies, KU Leuven, Belgium

Optentia Research Focus Area, North-West University, South Africa

Joshua Howard, School of Psychology, University of Western Australia, Australia

Hannes Leroy, Rotterdam School of Management, Erasmus University, Belgium

Marylène Gagné, Business School, Curtin University, Australia

Purpose: Intrinsic motivation is considered to lead to more beneficial outcomes than extrinsic motivation. Yet, work is not all fun, and very few jobs include only interesting and enjoyable tasks, leaving the burning question of how to optimally motivate employees. Self-determination theory advances the existence of different types of extrinsic motivation, i.e., external to introjected and identified motivation. Yet, exactly how these types of motivation yield different implications for employee well-being and performance remains unclear.

Design/Methodology: We conducted a meta-analysis summarizing 125 studies providing 139 samples.

Results: Identified motivation relates about as strongly to employee outcomes as intrinsic motivation, suggesting that both types of motivation are equally beneficial. Introjection has a janus-face in relating both positive and negative optimal employee functioning. External motivation contributed to some

extend to employee behavior, but yielded high well-being costs. Lacking any type of motivation (i.e. amotivation) only had detrimental implications.

Limitations: The quality of the findings are directly linked to the quality of the primary studies, which rely mostly on cross-section and self-reported data.

Research/Practical Implications: These results clarify and nuance the previous assumptions about the different types of motivation as formulated in Self-determination theory and suggest that employees can be motivated best when pointed at the value and meaning of their work.

Originality/Value: Research on SDT is booming, yet the theoretical assumptions may not yet be clear. By meta-analyzing the existing evidence, we provide pathways for future research and theory development.

An Empirical Comparison of Motivation Scoring Methods within Self-Determination Theory: The Case for Relative Weights

Joshua L. Howard¹, Marylène Gagné^{2,3}, Anja Van den Broeck^{4,5}, Frédéric Guay⁶, Nikos Chatzisarantis², Nikos Ntoumanis², & Luc G. Pelletier⁷

¹Monash University, ²Curtin University, ³University of Western Australia, ⁴KU Leuven, ⁵North-West University, ⁶Université Laval, ⁷University of Ottawa

Purpose: Self-determination Theory differentiates various types of motivation, each having different consequences for outcomes. However, no agreement exists on how motivation measures are used, with numerous different scoring methods practiced. This study empirically tests these competing methods and highlights implications of each. Relative weights analysis (RWA) is introduced as an auxiliary procedure to maximize information obtained from regression-based analyses and overcome limitations of multidimensional constructs.

Design: Within each of six datasets, motivation is modelled in several different ways according to common practices in the literature, and these solutions regressed upon a range of outcomes, allowing comparison of predictive capability.

Results: Results show that methods modelling motivation subscales predicted 30-40% more variance in outcomes than simplified methods (e.g. high-order models & single score indices). Additionally, RWA demonstrates how to correct for errors associated with correlated predictors, thereby estimating more accurately the unique contribution of each predictor.

Limitations: Using factor scores diverges from standard application of these method, likely overestimating the effectiveness of non-model based methods.

Research/Practical Implications: Results indicate using all subscales maximizes the amount of construct-relevant information captured, as evidenced by increased predictive capability, and therefore indicates this method should be the primary method adopted in research. The addition of RWA will further increase the amount of interpretable information derived from regression-based analyses.

Originality/Value: We provide novel yet comprehensive evidence testing different commonly used models of SDT motivation, and indicate the superiority of multidimensional methods.

Happily Re-employed

A Prospective Study Based on Motivational Profiles

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Purpose: Following Self-Determination Theory, the unemployed are said to differ in job search motivation, which may range from intrinsic to identified, introjected and external. The former yields beneficial outcomes, while the latter is detrimental. Past research highlighted the importance in considering profile compositions based on these types of motivation. The first aim of this study was to examine profiles of job search motivation among unemployed individuals. Second, we aimed to explore the relation between the profiles and whether people found re-employment as well as the quality of this re-employment.

Design/Methodology: A quantitative, survey design was used to collect data from 135 unemployed individuals in Belgium across two waves.

Results: Cluster analysis highlighted four distinct motivational profiles: i.e. the autonomous, the controlled, the highly motivated and the lowly motivated. Although no differences were found between the four groups and re-employment one year later, there were significant differences between the groups in relation to quality of re-employment: The autonomously motivated group reported less role conflict and burnout but more autonomy and engagement than the controlled group. The highly and lowly motivated groups scored in between.

Limitations: Unfortunately, the data are self-reported in nature.

Research/Practical Implications: The 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 to particular types of unemployed.

Originality/Value: The current study adds to the profile perspective in SDT by examining the unemployed, and contributes to unemployment research by focussing the quality of re-employment.

The prospective link between materialism, gratitude and need satisfaction at work

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¹Universidad Adolfo Ibáñez, Santiago, Chile

Purpose: Self-determination theory has consistently shown that materialism is associated with lower need satisfaction in several domains. However, only a few cross-sectional studies have explored this association in the workplace. In addition, the underlying psychological processes explaining this relationship are not clear enough. Therefore, we extended previous workplace literature by (1) testing a bi-directional prospective negative link between materialism and need satisfaction and (2) exploring the mediational role of gratitude.

Design/Methodology: Among a large sample of Chilean workers ($N = 725$), we used a three-wave cross-lagged design with one month between each wave.

Results: First, we found that materialism and need satisfaction reciprocally predict each other over time. In other words, we found that higher materialism prospectively predicts lower need satisfaction and vice-versa. Second, we found that gratitude mediates the link from materialism to need satisfaction as well as the link from need satisfaction to materialism.

Limitations: We used self-report measures, a short period of time.

Research/Practical Implications: We show that pursuing materialism values reduces gratitude, which in turn decreases need satisfaction, leading back to a decrease in gratitude and an increase in materialism. This process would start a vicious circle for employee's well-being and companies' results.

Originality/Value: We show for the first time that (1) the link between materialism and BNS may be bi-directional and (2) gratitude mediates the process in both directions.

1296 - SAFETY AT WORK: RESEARCH DEVELOPMENTS IN PSYCHOLOGICAL HEALTH AND SAFETY CLIMATE FROM A SOCIAL-EXCHANGE AND WORK-VALUE PERSPECTIVE

Proponent:

Dr Matteo Curcuruto*, Senior Researcher in Human Factors & Safety (Chair; Organizer)
School of Social Sciences, Leeds Beckett University (United Kingdom)

Co-chair:

Dr Jim Morgan*, Principal Lecturer in Human Factors & Ergonomics
School of Social Sciences, Leeds Beckett University (United Kingdom)

Discussant:

Prof Sharon Clarke, Professor of Organizational Psychology
Alliance Manchester Business School, University of Manchester

Symposium integrated summary

Safety at work: Research developments in psychological health and safety climate from a *social-exchange* and *work-value* perspective

Proponent: Dr Matteo Curcuruto, Senior Researcher in Human Factors & Safety
Leeds School of Social Sciences, Leeds Beckett University (United Kingdom)

State of Art. Workplace safety is a collective product derived from the interaction of multiple factors, including individuals' attitudes and behaviours, group dynamics, and organizational values. In recent years, a relatively novel research trend has put a significant emphasis on the relevance of the *social-exchange* paradigm to understand the social dynamics supporting the promotion of workplace safety. In organizations characterized by a positive safety climate - where employees perceive a genuine support for health and safety - is highly likely that workers develop positive feelings and obligations to reciprocate this safety-specific organizational support.

New perspectives and contributions. The symposium extends our knowledge on *social-exchange* and its influence on workplace sustainability. The contribution by Laurent *et al.* investigates two psychosocial mechanisms - *instrumental* and *obligation* - and their effects on participation. Morgan and colleagues illustrate two supervision actions – *communication* and *monitoring* – and their influence on psychological health and safety. Brondino's contribution focuses on the importance of *leader-member-exchange* for the congruence of *safety perceptions*. Da Silva presents intervention-research exploring the effects of safety training on the perception of *values* and *workers' involvement*. Turner and colleagues

investigate the role of *work centrality* in the relationship between injury experiences and mental health.

Research and practical contributions. The symposium extends our understanding of the benefits of positive social interactions for a broader set of psychological health and safety outcomes, beyond higher levels of safe work conduct. The five papers entail practical implications to support interventions at group level for constructively managing safety and psychological health.

The relationships between perceived organizational support and safety participation: social exchange processes

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*Universities of Liège, BE 1; ** University of Chichester

Purpose. We examined how instrumental and obligation processes explain the relationship between perceived organizational support (POS) and safety participation (SP). Since SP is discretionary, employees can use it to reciprocate the support they receive from the organization. Reciprocation is a key element involved in social exchanges, and previous research has used social exchange theory to understand the relationship between beneficial leader-member exchanges and discretionary safety activities (Hofmann et al., 2003), and between POS and organizational commitment (Rhoades & Eisenberger, 2002).

Methodology. To verify our hypotheses, we tested a Structural Equation Model (SEM) with MPlus on a sample of 536 workers from a Belgian public company

Results. Results showed that perceived management commitment to safety and safety-specific trust in the supervisor interact in explaining SP (*instrumental processes*) and that felt obligation mediated the relationship between POS and SP, directly and indirectly through safety citizenship role definitions (*obligation processes*). A key finding is that felt obligation did not mediate the relationship between POS and SP through job engagement, suggesting that the motivational aspects of job engagement are separable from exchange processes.

Limitations. Limitations are the use of single-source and self-reported data and the cross-sectional nature of the study.

Research/Practical Implications. An important implication for companies comes from the powerful role played by managers: building trusting relationship and encouraging managers to show support to their employees in a context where safety is important are keys to achieve SP.

Originality/Value. This study contributes to extend our understanding about the different social-exchange process (*instrumentality; obligation*).

The direct and indirect influence of Organisational Safety Climate (OSC) on safety and health outcomes for UK rail workers: The mediating role of Supervisor Safety Monitoring (SSM) and Supervisor Safety Communication (SSC)

James I. Morgan*, Matteo Curcuruto*, Raj Kandola*, & Mark A. Griffin**

*Leeds School of Social Sciences, Leeds Beckett University, UK

** Curtin Business School, Curtin University, Perth, Australia

Purpose. Despite a downward trend in injury rates, accident occurrence in the UK rail industry remains an on-going issue. Safety climate is recognised as a likely source of further safety improvements, however there is limited research evidence due to a lack of measurement validation and standardization in this domain. Using a recently validated tool, the present study assessed the influence of a multilevel safety climate model on organisational, group, and individual level safety and health outcomes. Specifically, we were interested in the influence of Organisational Safety Climate (OSC) mediated by Supervisor Safety Climate (SSC) and Supervisor Safety Monitoring (SSM).

Methodology. 528 workers from a UK infrastructure maintenance organisation completed a questionnaire containing a validated multilevel measure of safety climate and measures of safety and health outcomes.

Results. Regression and mediation analyses revealed that OSC had a strong direct influence on all outcomes (except job control). Furthermore, OSC and SSC mediated these relationships in distinct ways.

Limitations. The study is limited by the use of a questionnaire, which may result in common method bias.

Research/Practical Implications. The study extends knowledge on the multidimensional nature of Safety Climate, in particular the role of specific supervisor behaviour. There are practical advantages for managers and practitioners, for instance, to identify where intervention programs might be targeted.

Originality/Value. This study builds on the first safety climate validation conducted in the UK rail industry. We contribute to a better understanding of the role of distinct supervisor safety behaviors (*communication; monitoring*).

Supervisor and Coworkers Safety Climate Agreements as Mediators of the Leader-Member Exchange and Safety Behaviors Relationship

Margherita Brondino, Andrea Bazzoli, & Margherita Pasini

Department of Human Sciences, University of Verona, Verona, Italy

Purpose: Leadership affects safety outcomes and is an antecedent of safety climate (SC) Leader-member exchange theory (LMX) has been linked to safety behaviours: The quality of

relationships between subordinates and their supervisors predicted injuries, through the mediating effect of certain SC dimensions. This work aims to verify whether leader-members agreement on SC mediates the LMX safety behaviours relationship.

Methodology: SC (SSC and CSC), LMX, and Safety behaviours were measured on a sample of 508 blue-collars in manufacturing sector. SC was also measured on their supervisors. The agreement degree was computed as the absolute difference between supervisors' and their workers' SC scores. The relationships were tested through a series of path analyses.

Results: Findings showed that LMX level affects agreement on SSC. Agreement on SSC and CSC differently mediates the relationship between LMX and safety outcomes.

Limitations: The present study has two main limitations. First, it is cross-sectional, so causal links may not be inferred; second, all data are self-report.

Research/Practical Implications: Our results show that high quality relationships between group members and their supervisors is related to a high level of agreement on the SSC, which in turn enhance participatory safety behaviours. These results may help understanding mechanisms underlying safety behaviours, contributing to the success of safety programs.

Originality/Value. The research evidences how LMX affects the agreement of supervisors' and workers' perceptions of safety climate. The study also explores the mediating role of this agreement degree in the relationship between LMX and safety behaviours.

Safety Training positive *spin-off* effects on safety climate and workers satisfaction with safety

Sílvia A. Silva

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Purpose. Safety training is crucial for acquiring safety knowledge, developing competencies and changing behaviors. The present a study aimed to analyze changes in safety climate and workers safety satisfaction after a safety-training program. The training program focused an Emergency plan and learning what to do in an emergency. Therefore, the change in the safety climate and in the workers safety satisfaction was not an aim or expected.

Methodology. In a private non-profit institution, 300 workers participated in the training and answered a survey in two different moments. The safety climate was assessed 15 days before the training (time 1) and assessed again six months later (time 2). The survey included safety climate dimensions, e.g. Safety as an Organizational Value and Workers Safety Involvement and Workers Satisfaction with Safety.

Results. Results of paired T-test analysis show statistical significant differences, higher perception of safety as an organizational value ($t=-11.41$, $p<.001$), higher involvement of the workers in safety issues ($t=-12.78$, $p<.001$) and higher satisfaction with safety ($t=-20.01$, $p<.001$).

Limitations. The single source, the variables measurement only with a survey and the very specific organizational context represent the main limitations of this study.

Research/Practical Implications. The study contributes to extend the current knowledge on Safety Training. At practical level, the study suggests that safety training programs, that contribute for increased competencies and knowledge transference, may have positive impacts broader than the specific goals of the training.

Originality/Value. This study contributes in understanding safety-training outcomes that surpass the specificity of a safety-training program.

Young Workers' Experiences of Occupational Injuries and Mental Health: The Role of Work Centrality

Name and affiliation of the authors

Nick Turner, University of Calgary; **Sean Tucker**, University of Regina; **Steve Granger**, University of Calgary; **Connie Deng**, University of Sheffield; **E. Kevin Kelloway**, Saint Mary's University; **Simon Pek**, University of Victoria.

Purpose

The purpose of this study is to explore the relationship between young workers' experience of occupational injuries--both their direct experience of occupational injuries and vicarious experience of injuries through parents' occupational injuries--and young workers' mental health. We explore the moderating role of young workers' work centrality in this relationship. We hypothesized that when work is a central value to young workers' self-concepts (i.e., high work centrality), the relationship between directly- and indirectly-experienced injuries and mental health will be mitigated.

Design/Methodology/Approach/Intervention

1,937 employed participants (M age = 12.83 years; SD = 2.47; 51.5% male) from several Canadian provinces voluntarily responded to a short survey (to be completed in 60 seconds) before taking PS Challenge for Teens, an on-line occupational safety module used in secondary schools designed to raise awareness about young workers' rights and responsibilities and workplace hazards.

Results

The relationship between vicarious experience of work injuries and young worker mental health is weaker for male young workers for whom work plays a more central role in their identity. This same moderating relationship does not hold for female young workers.

Limitations

The data set is cross-sectional and scales are abbreviated given the very short survey.

Research/Practical Implications

The research elucidates the vicarious nature of work injuries (parents' work injuries) on young workers' mental health.

Originality/Value

We explore the relationship between the experiences of work injuries on young workers' mental health, and illustrate how, for young males, the perceptions of the importance of work mitigates the negative relationship.

1298 - FACILITATING MULTITEAM SYSTEM COLLABORATION IN HIGH-STAKES ENVIRONMENTS

Co-Chairs:

Dorothy R. Carter¹ and Leslie A. DeChurch²
The University of Georgia¹, Northwestern University²

Discussant:

Stephen J. Zaccaro³
George Mason University³

Many of the most ambitious and challenging objectives in public and private sector organizations, such as sending a team of humans to explore deep-space destinations like Mars, represent superordinate goals that demand coordination and collaboration across complex and cross-functional ‘Multiteam Systems’ (MTSs) comprised of multiple groups or teams with different backgrounds, areas of expertise, and access to resources (Mathieu, Marks, & Zaccaro, 2001; Zaccaro, Marks, & DeChurch, 2012). Unfortunately, given substantial barriers to interteam collaboration (e.g., geographic distance, differences in norms, goals, areas of expertise), MTSs often struggle to develop and maintain the patterns of collaboration and coordination processes that are needed to achieve shared superordinate goals (Shuffler & Carter, 2018). The three papers in this symposium identify critical phenomena that facilitate multiteam performance in high-stakes contexts. The first paper delves into the history of multiteam collaboration within the Mission Control Center at the United States’ National Aeronautics and Space Administration (NASA) in order to point a path forward for future space exploration. The second paper develops and evaluates a novel experiential learning activity for training multiteam leadership. The third paper leverages an agent-based modeling (ABM) approach combined with virtual experimentation to understand the impact of communication delays and extended periods of isolation on the collaboration processes in spaceflight multiteam systems. Our discussant, Professor Stephen Zaccaro—an expert on leadership and MTS functioning—will lead a conversation about practical interventions for facilitating intrateam and interteam collaboration in MTSs.

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Learning from the Past to Advance the Future: The Evolution of NASA’s Mission Control Center Multiteam System

Dorothy R. Carter¹, Jacob G. Pendergraft¹, Sarena Tseng¹, Lauren B. Landon², Kelley J. Slack², Marissa Shuffler³
The University of Georgia¹, KBRWyle², Clemson University³

Interviews with personnel at the United States' National Aeronautics and Space Administration

(NASA) reveal that key superordinate spaceflight goals, such as sending a team of astronauts to Mars, will require effective patterns of coordination and collaboration processes to arise across a complex multiteam system (MTS) comprised of a spaceflight crew and numerous 'front room' and 'backroom' teams at Mission Control Centers (MCCs) on Earth. To better address the future challenges of deep-space exploration, this paper delves into the history of the multiteam collaboration at NASA's MCC with the recognition that developing and implementing organizational interventions often requires a deep understanding of the specific histories and norms of the organizations in question. Using archival resources internal and external to NASA pertaining, we find that NASA's history encompassed three primary eras: (1) an era of Early

Exploration (including the Mercury, Gemini, and Apollo Programs), (2) an era of Experimentation (Space Shuttle and Spacelab missions), and (3) an era of Habitation (ShuttleMir missions and the International Space Station (ISS)). Each era was characterized by distinct sets of challenges for multiteam collaboration. The lessons of these eras will need to be brought to bear on the challenges of LDEMs in areas of communication, coordination, and technical expertise that will push the limits of NASA's capabilities as humanity moves into this next frontier.

Learning to Lead Multiteam Systems

Ashley Niler¹, Jacob Pendergraft², Lindsay Larson¹, Dorothy Carter², & Leslie DeChurch¹

¹Northwestern University, ²University of Georgia

Multiteam system (MTS) collaboration necessitates that leaders promote positive working relations both within as well as across component teams. Despite the crucial role of leadership for MTS performance, research has not demonstrated how to develop the skills and abilities leaders need in MTS contexts. We created an experiential activity called Project RED to teach MTS leadership skills and evaluated this activity during a 3-hour workshop on multiteam leadership. At the beginning of the workshop, participants ($N = 196$ individuals) were randomly assigned to 3-person teams; then each team was assigned to a 4-team MTS ($N = 16$ MTSs). Participants were told that the overarching superordinate goal of their MTS was to determine a location on Mars to build a well to sustain a human colony. However, materials were designed to create substantial variability across participants and teams with regard to their actual priorities. Instructional materials trained participants to better understand and navigate the collaboration challenges of MTSs, such as managing negotiation processes between teams with differing priorities and perspectives. We measured participants' prioritization of the superordinate goal three times: after each person worked individually, with their team, and as an MTS. Results indicate that priorities evolved over time—all participants were more likely to prioritize the superordinate goal after working as a system. Beyond the classroom, this intervention—the first of its kind—can be used to train leaders of real-world MTSs, including emergency response teams and tech teams, among others, in the challenges of MTSs to improve relations, and thus, performance.

Leveraging Simulations to Improve the Functioning of Multiteam Systems

Alina Lungeanu, Patrick Park, Leslie DeChurch, & Noshir Contractor
Northwestern University

The size, scope, and dispersion of teams working in multiteam systems (MTSs) make them difficult to study. Previous research investigates MTSs in a variety of settings, with the aim of understanding the factors driving coordinated performance between teams. A recurrent theme in this work is that many of the same factors that make strong teams can undermine the coordination between teams. Whereas the complexity of MTSs poses a challenge to observational research, it poses an even greater challenge for research identifying causes and enabling conditions that contribute to MTS effectiveness. In this paper, we demonstrate the ways in which computational modeling can advance the study of MTSs, using the Mission to Mars as an exemplar. We develop a model of task behavior in MTSs that is contextualized in space exploration: a 4-member space crew must solve a complex problem while working with four disciplinary teams in Mission Control (8-members). We parameterize the model based on NASA space analog crews, and use the resulting model to conduct “what if” experiments testing the effects of factors like extended isolation, communication delays between teams, and social network density on task behavior. Virtual experiments on 3000 synthetic, 12-agent MTSs suggests propositions in need of future research: (1) communication delays may prompt individuals to avoid collaboration in favor of solo work, (2) extended isolation and social networks may affect how individuals experience communication delays, such that isolating contexts and/or dense networks may mitigate the collaboration aversion resulting from communication delays.

1321 - ANALYZING VIRTUAL TEAM EFFECTIVENESS. IMPLICATIONS FOR LEADERSHIP, TEAM PROCESSES AND INFORMATION-TECHNOLOGY SUPPORT

Chair Conny H. Antoni, University of Trier

State of the Art. Virtual teams (VT) have become more and more common. VT allow members to collaborate across different locations using information communication technology (ICT). Teams vary in terms virtuality. Recent meta-analytic studies have shown that VT and face-to-face teams differ, particularly trust matters more for the effectiveness of VT. Other consequences of VT characteristics, such as varying degrees of geographic dispersion, team mobility, degrees and types of technology usage, for team processes and team effectiveness are still discussed.

Contributions. Presenting research from laboratory experiments, field and organizational case studies this international symposium deals with the question how VT characteristics influence VT processes and effectiveness. These studies address (1) whether team virtuality moderates the indirect relationship between team composition and performance via team cohesion; (2) whether different shared mental models (team-, task-, temporal- and ICT-use) have different multi-level-effects on VT processes and performance; (3) how feedback by the team leader influences team adaption depending on the degree of virtual communication; (4) whether virtual reality environments offer advantages compared to traditional video-conferences in ICT mediated collaboration; (5) whether team members can compensate leaner communication media by changing their communication behavior; (6) how an integrative theoretical framework for e-collaboration can be used to enable VT to e-collaborate.

Implications. Study findings advance theory development and give advice for the management of and the collaboration in VT, and the use and support of ICT.

The effects of team personality composition in virtual teams

Julia E. Hoch, California State University, Northridge

James H. Dulebohn, Michigan State University

Purpose. This study examines the role of team member perception of internal locus of control on team performance and effectiveness in virtual teams, as well as the moderating role of team virtuality and the mediating role of team cohesion. Precisely, we expect a positive association between the team-level aggregate of internal locus of control and virtual team performance. Further, we posit that the association between team composition and team performance is explained by task and person-oriented team cohesion. Lastly, it is our expectation that the role of team virtuality will moderate these associations, in such that first, the association between team composition and team cohesion is weaker the more virtual the teams are; however, the association between team cohesion and virtual team performance is expected to be stronger in the more virtual teams than in less virtual teams.

Design. We examine our hypotheses in a quantitative field study of 100 virtual teams, comprising each, team member, team leader and external managers, as well as objective indicators.

Results. Preliminary results from hierarchical linear regression analyses provide support for most of our expectations, in that the association between team composition and team performance is indirectly explained through team cohesion, which tends to be furthermore moderated by the effects of team virtuality.

Implications. Results are discussed with regard to implications for theory development and the management of virtual teams in organizations.

Effects of Shared Mental Models (SMM) on Virtual Team (VT)-Coordination and VT-Performance

Rebecca Müller, Valeria Bernardy, Anna T. Röltgen, Conny H. Antoni, University of Trier

Purpose: The positive impact of SMM on team processes and performance have been frequently confirmed and validated. Researcher advice to analyze multiple types of SMM using hierarchical multilevel modeling (HLM). Nevertheless, most of the conducted studies have neither differentiated between the content of SMM nor used HLM. Hence, this study aims at differentiating the multi-level-effects of team-, task-, temporal- and ICT-(information and communication technology)-use-SMM on VT-performance mediated by VT-coordination.

Design: In a cross-sectional field study 126 employees working in 26 virtual IT project teams of two German IT-companies participated in this questionnaire study.

Results: HLM shows that task- and team-SMM explain significant variance of VT-performance (model 1). Including temporal-SMM explains additional variance, however, team-SMM becomes non-significant (model 2). Including ICT-use-SMM (model 3) does not explain additional variance. Additionally, model fit of model 3 is worse than of model 2. Including VT-coordination to model 2, HLM indicates that the VT-performance effect of task-SMM is fully and that of temporal-SMM is partly mediated by VT-coordination processes (model 4). Model 4 best represents the data.

Limitations: Due to the cross-sectional design and mono-method design causal inferences cannot be made.

Implications. Longitudinal studies exploring the differential mediating effects of temporal- and task-SMM on VT-performance via ICT mediated VTC seem to be promising. Temporal- and task-SMM seem to be more crucial for improving VT-performance and VT-coordination than team- and ICT-use-SMM.

Originality. This study shows the differential relations between different SMM, VT-coordination and VT-performance.

Leading virtually. Absence makes adaptation grow fonder?

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Patrícia L. Costa, UCP - Católica Lisbon School of Business & Economics, Lisbon, Portugal

Purpose. The aim of this study was to understand how the feedback given by the leader, and its degree of virtual communication with the team influences team adaptation, when teams invest in action processes differently.

Design. Data was collected from 33 teams ($N = 147$ individuals) from different occupations via a questionnaire, and a three-way moderation was conducted.

Results. The highest levels of team adaptation were found in situations of high action processes, compared with situations of low levels of action processes. This is particularly true when these teams high on action processes also interact face to face with their leader in situations of low provision of feedback. However, in situations of high levels of feedback, the adaptation of teams with high values of action processes seems to gain from lower levels of face to face interaction with the leader. The opposite is true for teams with low action processes

Limitations. This was a cross sectional study. We have only included one leadership function.

Practical Implications. Adapting to new situations may sometimes require teams to adapt by taking charge of what happens, and requesting lower levels of feedback from the leader. What is more, interacting face to face may be more time consuming, and therefore less adequate for sharing large amounts of information, in these situations.

Originality. To our knowledge, the amount of face to face interaction with the team's leader has not been studied as a moderator of existing relationships between functional leadership's specific roles and team outcomes.

Chances and challenges of virtual reality for collaboration at work

Miriam Höddinghaus & Guido Hertel, University of Muenster

Abstract

Purpose. We examined potential benefits of virtual reality (VR) in the context of collaboration among virtual workers. Drawing upon theories from human-computer-interaction literature and psychology, we expect VR to offer advantages over traditional communication media. Specifically, we assume that collaborating in VR enhances well-being, supports the development of trust in the supervisor, and facilitates performance. Further, we propose that affective (social presence) and motivational (work engagement) mechanisms underlie the relationships between media type and the tested outcomes.

Design. We use an experimental design, in which participants communicate through one of the following three ways with a confederate leader. (a) face-to-face, (b) desktop video conference, or (c) virtual reality environment.

Results. The study is preregistered as an as-predicted registration within the Open Science Framework, and data collection is planned to be finalized in November 2018 ($N = 210$).

Limitations. The external validity of the present study is limited in its ability to generalize to real organizational settings (student sample, hypothetical situation).

Implications. By testing VR against a traditional communication medium and actual face-to-face communication, our study identifies both chances and challenges of using new technologies for collaboration. Thus, the findings can help organizations in choosing the right tools to guarantee virtual team effectiveness.

Originality. Our study complements existing literature by focusing on an emerging technology, whose use is increasing in various areas of today's economy. In doing so, we provide valuable solutions to overcome challenges of virtual work.

The medium does not have to be the message. How compensatory adaptation can increase virtual team performance

Lisa Handke, Eva-Maria Schulte, & Simone Kauffeld, University of Braunschweig

Purpose. Performance losses in virtual teams have largely been attributed to computer-mediated communication. However, as posited by theories such as **channel** expansion and compensatory adaptation, individuals learn to de- and encode messages sent via leaner media, thus changing their subjective richness. As empirical evidence supporting the compensatory principle is still rare, this contribution aims to conceptualize communication in virtual teams as a dynamic construct, dependent less on physical media properties, but rather on appropriation.

Design. Presenting multilevel data from two different studies, we analyze how team members compensate for physically leaner media by changing their communication behavior. While study 1 ($N = 34$ teams) employs a longitudinal design to model the influence of compensatory adaptation on team performance in project teams in the field, study 2 ($N = 32$ groups) zooms in on micro-level compensation processes displayed in an experimental context with varying media conditions.

Results. Study 1 shows a positive relationship between media compensation and team performance, increasing over time. Study 2 shows adversary effects of contribution length on team performance for virtual vs. face-to-face teams, explained via perceived communication intensity.

Limitations. Both samples consist of students, thus limiting the generalizability.

Implications. We consider this contribution to strengthen and extend compensatory adaptation theory by providing tangible empirical evidence both in the field as well as the laboratory at different levels of granularity.

Originality. In analyzing compensatory adaptation, we contribute towards a dynamic person-task-technology fit perspective, where media use and effects are seen as a function of media appropriation.

Supporting virtual teams with collaborative software – Need of an integrated framework

Stefan Klötzer, Margarete Boos, Georg-August-University of Goettingen

Purpose. Collaborative software is increasingly being used to support virtual teamwork (e-collaboration). High expectations regarding enhanced team effectiveness by the use of collaborative software (e.g. web-conferencing, virtual task-boards, wikis) is often contrasted with socio-technical difficulties that impede virtual teamwork. Besides technical problems (interfaces, bandwidth, rights management) it is especially the lack of knowledge or clear responsibilities and the uncertainty about how to beneficially implement these tools into the work processes of teams. We want to address the topic from an organisational design perspective and focus on the activities that are necessary to implement and run collaborative work systems in companies.

Design. We build our concept on current literature and data (status-quo analysis / expert interviews) from the CollaboTeam-Project (www.collaboteam.de) to provide an integrative framework that helps practitioners to assist their virtual teams. By presenting case studies of two IT companies, we compare different institutionalised support concepts for virtual teams and their individual roles / activities.

Results/Implications. Our approach takes different phases of e-collaboration into account and links it to support activities. Our quantitative and qualitative findings support the practical use of the framework.

Originality.

We provide an integrative framework for e-collaboration that addresses the difficulties outlined above by focusing on socio-technical requirements that enable virtual teams to e-collaborate. Our framework includes the three levels Strategy & Change, Support for Collaboration and Technology and matches corresponding courses of action with each level.

1327 - MULTIPLE EFFECTS OF RESOURCE-ORIENTED INTERVENTIONS AT WORK

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Symposium Abstract

State of the Art

Psychological resources at work help employees to experience work in a more meaningful way. Introducing resource-oriented interventions to the work context facilitates the development and maintenance of such resources (e.g. Michel, O'Shea & Hoppe, 2015). In this symposium, we introduce five papers evaluating a variety of resource-oriented interventions enhancing various psychological resources across a variety of contexts. Moreover, the papers evaluate intervention effectiveness on both health related and work related outcomes.

New Perspectives/Contributions

The six papers to be presented in this symposium examine effects of resource-oriented interventions at work using mostly online tools (see Kosenkranius et al., for an exception). These interventions focus on job crafting (Kosenkranius et al.; O'Shea et al.), (mindfulness) emotion-regulation (Leonard et al., Molina et al.), life-balance (Seiferling et al.) and physical activities (Lennefer et al.). Thereby, they aim to improve prosocial motivation and behaviours (O'Shea et al.), job performance (Kosenkranius et al.), wellbeing (Kosenkrabius et al.; Lennefer et al., Molina et al.), life-balance satisfaction and self-efficacy (Seiferling et al.), physical activity (Lennefer et al.), and to reduce workload (Molina et al.).

Research/Practical Implications

These five papers underline that focussing on resource-oriented interventions is a fruitful avenue to promote employees' well-being and performance among other outcomes.

The impact of a relational job crafting intervention on prosocial motivation and behaviours: A randomised controlled trial.

Deirdre O'Shea¹, Agustín Molina², Sarah-Jane Cullinane³, Laura Lynch⁴, Katie Rowland⁵ & Claire Cooke⁶

¹ University of Limerick, Ireland

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³ Trinity College Dublin, Ireland

⁴ Cut-e, Ireland

⁵ Asavie

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Abstract

Purpose

Using the interpersonal sensemaking model, we developed a daily relational job crafting intervention which encouraged participants to pay attention to positive relational cues and reappraise negative relational cues. We hypothesised that the intervention would lead to enhanced work meaning, trust in others and greater perceived prosocial impact.

Design & Methodology.

We used a cluster randomised control cross-over design to test our intervention. 95 participants were assigned to the experimental ($N = 48$) or control groups ($N = 47$), and completed daily morning and evening surveys for 4 weeks. The experimental group received training in the intervention and were sent intervention instructions with their morning and evening surveys for the first two weeks. Following this, the control group were trained in the intervention and completed it for two weeks.

Results

Multi-level structural equation modelling was used to assess a parallel mediation model specified at daily and person levels. Results demonstrated that condition predicted meaning and trust which in turn influenced prosocial motivations but not prosocial behaviours.

Limitations

All data were self-report.

Research/Practical Implications

This intervention demonstrates the relevance of interpersonal sensemaking processes in the translation of relational job crafting to prosocial motivations. Practically, it is a simple intervention which can influence employees' perspective of the social work environment and facilitate prosocial motivations.

Originality/Value

Social relationships have been acknowledged as a key resource for employee well-being. However, little research to date has examined the relational component of job crafting as an intervention, nor the mechanisms through which such interventions operate.

Hybrid Crafting Intervention: Effects on Psychological Need Satisfaction, Well-Being and Job Performance

Merly Kosenkranius¹, Jessica de Bloom^{1,2}, Floor Rink¹

¹University of Groningen, Groningen, Netherlands, ²University of Tampere, Tampere, Finland

Abstract

Purpose.

Demographic and economic changes have led to an aging workforce and prolonged work careers. Employees dealing with job demands such as high workload and permeable work-life boundaries could benefit from bottom-up well-being approaches such as crafting. Crafting is defined as proactively adjusting one's work and off-job activities to satisfy psychological needs. This research program proposes that job and off-job crafting can enhance well-being and job performance, provided that they are combined successfully.

Methodology.

We will design and implement a hybrid job- and off-job crafting intervention among older Finnish employees. Participants will take part in a crafting workshop and develop an individual crafting plan for the following four-week intervention period. A smartphone app will support participants by presenting them with "Daily's", short daily activities stimulating crafting behaviors. In a randomized controlled trial with a waitlist-control group, the intervention will be evaluated.

Results.

We expect that crafting can be stimulated with the intervention, and can particularly increase well-being and performance during and after the intervention if employees use both job and off-job crafting (compared to baseline and to the control group).

Limitations.

As the intervention includes several on- and offline components, it may be difficult to establish which components are most effective.

Practical Implications.

Brief and accessible crafting interventions could help employees, who need additional resources at work and at home for dealing with stressors to retain high well-being and job performance.

Value.

Besides the potential well-being benefits for employees, crafting may also offer considerable performance outcome benefits for employers.

The effects of a mindful-emotion regulation intervention on daily workload: A cluster RCT design

Agustin Molina¹, Deirdre O'Shea², M.Gloria Gonzalez-Morales³, Alexandra Michel⁴, Annekatrin Hoppe⁵ & Anna Steidle⁶

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³ University of Guelph, Canada

⁴ Baua Institute, Germany

⁵ Humboldt University Berlin, Germany

⁶ HS Ludwigsberg, Germany

Abstract

Purpose

Drawing on a mindful-emotion regulation model, we examined the daily effects of a four-week mindful-emotion regulation (MER) intervention, compared to a savoring-nature (SN; placebo control) intervention. We hypothesised that the MER intervention would reduce negative affect post-intervention and moderate its effect on daily perceived workload. We also examined the moderated relationship (by intervention) from morning fatigue to post-intervention negative affect.

Design & Methodology

We collected data in an Irish public organization following a cluster RCT design. We used Mlmed to test a multilevel moderated mediation model (923 daily observations, 146 participants) where morning fatigue (T1) was the independent variable, post-intervention negative affect (T2) the mediator, and evening workload (T3) the outcome. Both paths were moderated by type of intervention.

Results

The effects of the SN intervention were limited to buffering the positive effect of morning fatigue (T1) on post-intervention negative affect (T2). The MER intervention presented a direct negative effect on negative affect (T2). The positive relationship between negative affect (T2) and workload (T3) became negative for the participants in the MER intervention. The indirect effect of morning fatigue (T1) on workload (T3) through negative affect (T2) was negatively moderated by the MER intervention.

Limitations

We used a stringent comparison group by comparing the MER intervention to a SN intervention (all SN components were included in MER).

Research/Practical Implications

MER interventions can reduce daily negative affect and lessen its effects on the perception of daily workload.

Originality/Value

Our findings highlight the complexity of the daily effects of MER interventions.

Emotion Savvy: Emotional resources in your smartphone

Leonard, C. M., Pogrebtskova, E., Cherry, K., Lumley, M. N., Gonzales-Morales, M. G.

University of Guelph

Abstract

Purpose

Evidence suggests that training designed to improve emotion regulation ability using theoretically-based exercises can prevent physical and psychological illness, as well as increase subjective well-being and performance in diverse applied settings (Carl et al., 2013; Gross, 2015). Emotion Savvy is a smartphone application developed by Organizational and Positive Psychology researchers to train users emotional awareness and regulation skills. Delivery of the training through a smartphone app allows us to implement and study important aspects such as dosage, frequency of training of preferred exercises, identification of emotions to regulate, and match between desired/adaptive emotion and emotion regulation activity, among others.

Combining several evidence-based positive psychology exercises (e.g., mindfulness, gratitude), the intervention is hypothesized to increase participants' ability to regulate their emotions and improve mental well-being.

Design & Methodology

Using a waitlist control design, university students were recruited to take part in the 10-day intervention. Daily event sampling was used to determine whether the effects of the intervention on well-being outcomes are a result of gradual increases in emotion regulation ability. As well, guided interviews with participants seek to understand users' experiences of the intervention.

Results

As data collection is being finalized, qualitative and quantitative results will be presented to assess user experiences with Emotion Savvy and the effectiveness of smartphone-based emotion regulation interventions.

Limitations

Participants were assigned to conditions non-randomly.

Research/Practical Implications

Findings will inform theory on the effectiveness of emotion regulation training and help guide future smartphone-based positive psychology interventions.

Originality/Value

May provide evidence for the use of multicompetent smartphone-based interventions in training employees' emotion regulation ability and supporting positive occupational well-being.

Balance your life – effects of a modular online intervention to promote life-balance

Nadine Seiferling, Simone Brandstädter, Angelika Reddig and Karlheinz Sonntag

Heidelberg University

Abstract

Purpose:

Mobility and flexibility characterize today's workplaces and modern technology enables us to work anywhere and anytime and to be permanently available. These trends hold various opportunities and chances but also challenges for today's employees. Blurred boundaries between different life domains may lead to conflicts between those domains and impair well-being. Therefore, boundary management and segmentation strategies are important abilities. Accordingly, some companies offer life-balance trainings to support their employees' boundary management.

Design & Methodology

Due to the limited resources of small and medium enterprises (SMEs), they often cannot afford such cost- and time-intensive interventions. Therefore, we developed a resource-oriented online training to promote boundary management strategies according to individual segmentation preferences. Aim of the intervention was to increase participants' life-balance self-efficacy and life-balance satisfaction. In the course of the intervention, participants chose one of three modules (mindfulness, social networks, goal-setting) and were invited to take part in a short refresher training. To test the efficacy of the intervention, we used a waitlist-control-group design (N=82) including pre and post questionnaires.

Results

Compared with the control group, participants of the experimental group reported higher levels of satisfaction with life-balance and stronger life-balance self-efficacy. No differential effects were found for the three modules, however.

Limitations

Due to the small sample size and the non-randomized design, the generalizability of the results is restricted.

Research/Practical Implications

The intervention is a promising approach to foster participants' life balance.

Originality/Value

The modular training can especially be of use for employees in SMEs with limited resources.

Increasing Employees' Work-Related Well-Being and Physical Health through a Technology-Based Physical Activity Intervention: A Randomized Intervention-Control Group Study

Thomas Lennefer¹, Annekatrin Hoppe¹, Elisa Lopper¹ & Amelie Wiedemann²

¹Humboldt University of Berlin, Berlin

²DearEmployee GmbH, Berlin

Abstract

Purpose

Although activity trackers increasingly gain popularity, little is known whether this new technology qualifies to improve employees' health. This study aimed to evaluate the effect of a workplace intervention applying activity trackers (behavioral approach) combined with an online-coach (cognitive approach) on work-related well-being (e.g. burnout) and physical health (e.g. Body-Mass-Index).

Design & Methodology

To test for intervention effects 116 employees at high risk recruited at one large enterprise in Germany were randomly assigned to an intervention group ($n = 59$) and a control group ($n = 57$). Intervention effects were assessed one month, three months and one year after the intervention.

Results

Analysis of variance for repeated measures revealed no intervention effects for work-related well-being. We could find a significant increase in health perception and a significant decrease in Body-Mass-Index for the intervention group. These effects were stable overtime: three months after the intervention for health perception and one year after the intervention for Body-Mass-Index.

Limitations

We had a selective dropout of employees with higher health impairments leading to a relatively small sample to investigate long term effects.

Research/Practical Implications

Our study shows that a cognitive-behavioral intervention with activity trackers increases physical health over time, but was not effective in enhancing work-related well-being.

Originality/Value

The findings highlight the potential for using activity trackers for worksite health promotion programs.

Chairs: Anne Mäkikangas and Maria Tims

Integrated summary of the symposium

State of the Art. Job crafting – a process where employees self-initiate sculpting and altering their jobs and work experiences in personally meaningful ways – has recently gained intensive research (Lichtenthaler & Fishbach, 2018; Rudolph et al., 2017). While job crafting is focused on employees initiating changes that impact their own job design, the focus of crafting has been extended to also include crafting work/non-work boundaries, crafting one's mental states, crafting in interdependent settings and career crafting. This symposium crosses international and scientific borders to share recent, innovative knowledge that will enrich current crafting research.

Contributions. The symposium includes five papers that each offer a novel perspective towards crafting and their outcomes. First, Mäkikangas (Finland) investigates and compares two existing theoretical operationalizations of job crafting and their divergent validity among managers ($n = 419$). Second, Op den Kamp and colleagues (The Netherlands) share a study on the way individuals proactively manage their vitality to enhance optimal functioning. Third, Fong and colleagues (The Netherlands) report the results of a dyadic supervisor-employee study and a scenario study examining how others react to job crafting. Fourth, Kerksieck and colleagues (Switzerland) present a novel concept and scale of work-non-work boundary crafting that describes how employees safeguard and regulate the borders between work and non-work. Finally, a study by Tims and Akkermans (The Netherlands) seeks to deepen the understanding of career crafting.

Research/Practical Implications. The aim of this symposium is to increase understanding of how employees can proactively tailor their work, safeguard work/non-work boundaries and create a fulfilling career.

To craft a job, but in what way? Comparison of the existing job crafting scales

Anne Mäkikangas

Faculty of Social Sciences (Psychology), University of Tampere, Finland

Abstract

Purpose. There are currently two contrasting models that explain how employees engage in job crafting. Wrzesniewski and Dutton's (2001) original theoretical model posits that job crafting can occur via three different strategies: task, relational, and cognitive crafting. Tims and her colleagues (2012) have suggested an alternative approach. They defined crafting as changes that employees make in their job demands and job resources. The purpose of this study is to test and compare these two approaches to job crafting by testing their psychometric properties and divergent validity.

Design. Study participants were Finnish managers ($n = 419$) who filled in both the Job Crafting Scale (Tims et al., 2012) and the Job Crafting Questionnaire (Slemp & Vella-Brodrick, 2013). Confirmatory factor analysis was used as a main method of analysis.

Results. Both scales yielded acceptable fit with the data and constituted distinct constructs, although some high correlations were found between the scales. Reliabilities of both scales were somewhat low: .68-.74 for the JCS and .66-76 for the JCQ. Managers who increased their challenging job demands, structural job resources, and cognitive crafting reported highest work engagement and person-job fit.

Limitations. A cross-sectional study increases the likelihood of common-method variance.

Practical implications. Both investigated scales are useful tools for assessing job crafting among Finnish managers. It is possible to increase employees' work engagement and person-job fit by supporting promotion-focused and cognitive crafting.

Originality. The study provided novel evidence on clarifying the associations between two operationalizations of job crafting.

Creating A Creative State of Mind: The Link Between Daily Proactive Vitality Management, Mindfulness, and Creativity

Emma M. Op den Kamp¹, Maria Tims², Arnold B. Bakker¹, & Evangelia Demerouti³

¹Erasmus University Rotterdam, the Netherlands

²Free University Amsterdam, the Netherlands

³Eindhoven University of Technology, the Netherlands

Abstract

Purpose. Building on proactive motivation theory, we argue that employees may use proactive vitality management (PVM) to make themselves more creative. We zoom in on this process by examining the role of mindfulness as an underlying mechanism in the PVM-creativity link.

Methodology. In two daily diary studies, employees from the US ($N = 133$, $n = 521$) and Germany ($N = 62$, $n = 232$) reported on their use of PVM and experienced states of mindfulness for five consecutive days. Additionally, participants completed a daily creativity test (brainstorm task) in Study 1, while supervisors rated participants' daily creative work performance in Study 2.

Results. In both studies, multilevel analyses showed that daily PVM is positively related to creative performance through daily states of mindfulness.

Limitations. Our design is not experimental, so we cannot infer causality from our findings. Moreover, we focus solely on the role of mindfulness in the PVM-creativity link, and did not examine the role of other potentially relevant cognitive states.

Research/Practical Implications. Employees aiming to promote their own creative performance may want to adopt a proactive approach regarding their levels of vitality. Future research may build further on our findings and investigate the conditions that may facilitate or inhibit this valuable process.

Originality/Value. This is one of the first studies to regard individuals as proactive agents in the creative process. Moreover, our methodology advances previous studies on the mindfulnesscreativity link, which are often cross-sectional in nature, and mostly involve student samples and/or self-report measures of creativity.

Supervisors' reactions to contraction job crafting: The role of political skill

Christine Y.M. Fong, Maria Tims, & Svetlana N. Khapova

Vrije Universiteit Amsterdam, School of Business and Economics, The Netherlands

Abstract

Purpose. Contraction job crafting refers to employees proactively changing work boundaries by reducing tasks and/or interactions with others. Although contraction job crafting may help employees to address work demands, if noticed by others, specifically supervisors, it may lead to a negative supervisor-employee relationship. This study aims to test the visibility of contraction job crafting and the impact of supervisor-perceived contraction job crafting on the supervisoremployee relationship.

Methods. A dyadic supervisor-employee study ($N = 141$ dyads) and a scenario experiment ($N = 143$) were conducted.

Results. The dyadic study showed that supervisors indeed notice their employees' contraction job crafting, and when supervisors noticed this behavior, employees perceived higher levels of social undermining and received lower social support from supervisors. This relationship was moderated by employee political skill, such that high contraction job crafting in combination with high political skill resulted in less negative outcomes because supervisors were less aware of their employees' contraction job crafting. The scenario study experimentally replicated the relation between observed contraction job crafting and relationship outcomes.

Limitations. Causal inferences cannot be drawn with the cross-sectional design in the dyadic study but we compensate this partly with the scenario study.

Implications. Our findings introduce the supervisor perspective to the job crafting literature and highlight a skill that employees can develop to reduce the negative impact that contraction job crafting may have on their relationship with their supervisor.

Boundary crafting: A new scale and its relations with health parameters

Philipp Kerksieck, Rebecca Brauchli, & Georg F. Bauer

Division of Public and Organizational Health/ Center of Salutogenesis; Epidemiology, Biostatistics, and Prevention Institute University of Zurich, Switzerland

Abstract

Purpose. Modern working life has become more flexible, individualized, complex, and demanding. The challenge and the possibility for shaping, integrating or balancing work and private life has massively arisen. Thus, we need to understand how employees actively craft the boundaries between their work and private life. Moreover, the salutogenic, health-related outcomes that result from Boundary Crafting (BC) are of crucial interest.

Design. In a previous study we developed and validated an instrument to measure BC. BC is the proactive design and configuration of boundaries between work and private life according to needs and standards of the respective employee.

Method. The present study is longitudinal (3 waves) and cross-cultural. This study will provide insights on the mechanisms of BC, e.g. as adaptive strategies to stressful work/life circumstances and their association with health-related outcomes. Results from this longitudinal study will be presented at the conference.

Results. Building on this new scale, we will analyze patterns of BC and their impact on health outcomes. Preliminary results from the validation study ($n = 311$) indicate that BC is correlated to mental well-being (Warwick Edinburgh Mental Wellbeing Scale * non-work BC $r = .300$ / work BC $r = .293$, $p < .01$).

Limitations. This study relies on self-reported data. In further steps, psychometrical data and biopsychological parameters could be linked to BC behaviors.

Implications/Value This study will allow for drawing conclusions for particularly beneficial, salutogenic strategies for crafting an increasingly flexible working life.

From job crafting to career crafting

Maria Tims & Jos Akkermans

Vrije Universiteit Amsterdam, School of Business and Economics, The Netherlands

Abstract

Purpose. Individuals can proactively craft their careers by shaping both their individual jobs and the series of jobs or roles that comprise their career journeys. We illustrate how being proactive with regard to one's career (i.e., career crafting) may help individuals to better navigate their career. Career crafting is defined as proactive behaviors that individuals perform to self-manage their career, and which are aimed at attaining optimal person-career fit. More specifically, two aspects of career crafting emerged from the literature on career self-management, career competencies, and job crafting that may define career crafting: a cognitive component (reflecting on one's career) and a behavioral component (taking proactive action).

Methodology. We created a new scale to measure career crafting and tested the factor structure and validity of these items in several cross-sectional samples (total N ≈ 1200 employees).

Results. Career crafting is measured with eight items, of which four items assess proactive career reflection and four items assess proactive career construction. These two dimensions could be separated from career self-management, career competencies and job crafting. Moreover, while controlling for the presence of organizational initiatives to enhance career management (e.g., being given challenging tasks or important information about job opportunities), career crafting also positively related to internal and external employability.

Limitations. The studies reported here are cross-sectional.

Originality/Value. A successful and fulfilling career depends on many factors. By also taking into account what an individual can do, we gain more insights into how they can achieve a career they find fulfilling.

1343 - THE MERITS AND PARADOXES OF FLEXIBLE WORK (PART II/II)

Christian Korunka* & Bettina Kubicek**

*University of Vienna, Austria

**University of Graz, Austria

Discussant: Evangelia Demerouti, Eindhoven University of Technology, NL

State of the Art

Flexible work defined as (1) flexibility in time and (2) flexibility in working locations, (3) supported by information and communication technologies (ICT), is spreading rapidly. Current Eurofund/ILO data categorize 10% to 35% of the European workplaces as highly flexible. Empirical studies so far confirm both positive and negative effects of flexible working on the quality of working life of the employees. The concept of organizational paradoxes, but also the integration of effects outside work may help to explain such differences.

New Perspectives/Contributions

The symposium brings together an international group of researchers dealing with diverse aspects of flexible work and their role on quality of working life. Four studies deal with flexibility in office work, both within the offices (Korunka et al., ter Hoeven et al., Uhlig et al.), and in blended work settings (Wörtler et al.). Agile working is investigated as a new form of organizational flexibility (Knecht & Krause). Two studies examine the effects of flexible work across work boundaries (smartphone use in the evening: Binnewies et al.; work-life conflict: Mellner). One large study analyzes effects of work flexibility on well-being in the US: Ray & Pana-Cryan).

Research/Practical Implications

Combining and integrating the different approaches to the investigation of flexible work as an important current trend in work organization may help to better understand this new phenomenon. The studies show that personal preferences and the organizational context matter for positive and/or negative outcomes of flexible work.

Moving into a flexible office: (I) The role of leadership and organizational culture

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*University of Vienna, Austria

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Purpose

Flexible offices are a current trend in today's organizations. Supported by information and communication technologies employees are offered flexible use of time and locations within the office building. Empirical studies show both increases and decreases of quality of working life in such office concepts. Organizational paradoxes, like the autonomy paradox, may help to explain such contradictory results.

Design

This study is designed as a comprehensive longitudinal study accompanying the move into a new flexible office. The new office consists of different work zones. Measurements were taken before the move into the new building (t1), two months after the move (t2) and about 8 months after the move (t3).

Results

Up to 497 employees participated at each of the measurements. 238 cases were available for longitudinal analyses. The move into the flexible office was accompanied by significant increases in flexible use of work locations. Quality of working life diminished at t2 and improved slightly again at t3. Improvements were observed only for managers. Perceptions of high organizational trust at t1 as the most important predictor of change management were accompanied by improvements in quality of working life.

Limitations

Data were collected in a longitudinal design, but the data stem only from one specific case.

Research/Practical Implications

Contradictory results related to the implementation of flexible offices may be explained both by aspects of organizational change culture (organizational trust) and different effects for employees and managers.

Originality/Value

This is one of the few longitudinal studies dealing with flexible offices.

Moving into a flexible office: (II) Effects on job stressors and employee motivation

Lars Uhlig*, Bettina Kubicek** & Christian Korunka*

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Purpose

More and more organizations are switching to flexible office designs in order to adapt to the requirements of flexible work organization and to save costs. However, flexible offices have been found to produce more distractions for employees. Distractions can be a source of stress and hinder employees to concentrate. As a result, flexible offices hold the potential to weaken employee engagement.

Design

We conducted a three-wave longitudinal study accompanying the move of a large Austrian company into a new flexible office. Measurements were taken two months before the move (T1), two months after the move (T2) and 8 months after the move (T3). Up to 497 persons participated in each wave.

Results

In order to capture the changes of distractions and engagement we analyzed the data using latent change score modelling. Distractions increased significantly at T2 and stayed at a stable high level at T3. Positive changes in distractions from T1 to T2 predicted simultaneous negative changes in engagement but subsequent positive changes in engagement from T2 to T3. These results suggest that the increase in distractions after the move first led to a decrease in engagement which later got reversed, possibly due to adaptation processes.

Limitations

The single group design limits the generalization of results. Further, all constructs were measured using self-reported data.

Originality

Using latent change score modelling our study is the first to investigate how changes during a move to a flexible office affect simultaneous and subsequent changes in employee engagement.

"If you experience noise, you just haven't planned your work well": Individualization and regulation within a flexible work design.

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*The Amsterdam School of Communication Research *ASCoR*, University of Amsterdam

**Department of Sociology, Erasmus University Rotterdam

***Department of Communication Studies, Baruch College

Purpose

This study investigates the spatial dimension of flexible work designs (FWDs) by mapping the experiences of employees as they try to acclimate to open-plan offices and drop-in desks.

Method

23 in-depth interviews were conducted with employees of an international construction company (here: CONSTRUCT)

Results

Findings show the interaction between occupational context and personal preferences in employees' FWD experiences. Employees' differential success in adapting to FWD also exemplifies what we term the flexibility paradox: While FWDs ostensibly allow for employees' freedom to choose when, where and how to work, these workplace structures paradoxically

impose a surprising level of rigidity – a rigidity, perhaps, that results from the unquestioned use and valorization of the flexible knowledge worker as the model for the design of flexibility in the workplace.

Limitations

Our single-organization case study method provides the perspectives only of employees at CONSTRUCT and their perspectives at only one point in time in the adaptation of FWDs.

Practical Implications

We encourage human resource professionals and managers to design and implement FWDs by keeping in mind there exists a variety of employee needs and preferences; design for *flexible* flexibility.

We demonstrate how FWDs govern employee conduct by prescribing a specific way of working understood as ‘flexible’ while delegitimizing others. By exploring occupational status in relation to boundary management strategies, we differentiate among four employee categories. All personnel must perform within the FWD, although it seems designed for knowledge workers. Employees cope with the resulting FWD tensions through the individualization of the problems *and* their solutions.

The importance of employees’ job-related psychological needs for blended working

Burkhard Wörtler*, Nico W. Van Yperen*, Kiki M. M. De Jonge*, Eric F. Rietzschel*

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Purpose

The opportunity to seamlessly blend on-site and off-site working (i.e., blended working) is enabled by the availability of continuously improving ICTs that provide employees with almost constant access to job-relevant information and coworkers. The aim of our research was to examine when blended working is likely to entail desirable outcomes by focusing on the role of employees’ job-related psychological needs.

Design/Methodology

We conducted two independent cross-sectional survey studies. We recruited a sample of 348 and 657 employees for the first and second study, respectively.

Results

In the first study, we found that employees low in need for relatedness and structure, and high in need for autonomy, tend to perceive blended working to be effective for them. In the second study, we obtained evidence that the perceived opportunity for blended working can maintain employees’ intrinsic work motivation when quantitative job demands are high, given that employees have a strong job-related need for autonomy.

Limitations

The design of both studies denied conclusions about causal relations between the variables.

Research/Practical Implications

Our findings contribute to the literature by highlighting the importance of fit between work context and employees' psychological needs. We recommend to practitioners in organizations to consider employees' psychological needs to decide for whom blended working is likely to be advantageous, rather than adopting a 'one-size-fits-all approach' by offering the opportunity for blended working to the entire workforce.

Originality/Value

We provide evidence that blended working may be a contemporary resource for employees, yet individual differences in job-related psychological needs are likely to influence its usefulness.

The association of agile methods, team processes and engagement

Michaela Knecht, Marcel Baumgartner, Andreas Krause, Jonas Mumenthaler, Ariane Vetter & Albert Vollmer

University of Applied Sciences Northwestern Switzerland FHNW, School of Applied Psychology

Purpose

Agile working is becoming more and more prevalent. Agile working is highly flexible. Agile teams do not follow a long-term project schedule but they plan step-by-step and decide continuously what delivers most values to the customer or user. Agile teams use several different methods to implement agile working. In the current study, we focus on the agile methods iterations and retrospective meetings. An iteration is a short two to four weeks single development cycle, where a team finishes several tasks (in the software context a running software). In retrospective meetings, teams reflect and analyze their way of work. Aim of the current study is to assess association between agile methods, team processes and engagement of the employees.

Design/Methodology

The sample consists of $N = 148$ employees nested in 33 teams, working as software developer in three Swiss companies, mostly males (87%). Multi-level regression analyses will be conducted to assess the relations for individuals and teams.

Results

First results show a positive association between agile methods and several team processes such as team autonomy, team job crafting, or team resilience. Furthermore, there is a positive relationship between agile methods and engagement. Data analysis is still ongoing.

Limitations

It is a cross-sectional study with a sample of only software developer.

Research/Practical Implication

The study suggests positive effects of agile methods on team processes that go along with higher engagement.

Originality/Value

This study adds to the small empirical database on the IO-psychological aspects of effects of agile practices.

Is every smartphone use in the evening detrimental? The role of different smartphone activities for employees recovery and well-being

Carmen Binnewies, Kristin Holtrup & Suzana Milicevic

University of Muenster, Muenster, Germany

Purpose

The goal of our study was to examine the daily use of different smartphone activities during leisure evening time for employees' recovery and well-being. Based on the study of Sonnentag (2001) distinguishing different leisure time activities, we examined the role of work-related, private-duty, health-related, social and amusement smartphone activities for employees' recovery experiences (psychological detachment, relaxation) and affective well-being in the evening. We assumed detrimental effects of work-related and private-duty smartphone activities and beneficial effects of health-related, social and amusement activities for recovery experiences and affective well-being.

Design/Methodology

We conducted a 5-day diary study with a mixed sample of 77 employees (providing data of 297 days).

Results

Results of hierarchical linear modelling showed that work-related smartphone activities were detrimental for psychological detachment and relaxation in the evening and for negative affect and work-family conflict. Social and amusement smartphone activities were positive for psychological detachment but showed no relations with affective well-being. Health-related smartphone activities did not show the expected relations. Additionally, we found some relationships contrary to our hypotheses, e.g. negative relationships between work-related and private-duty smartphone activities with fatigue.

Limitations

Despite our diary design and focus on within-person processes we cannot draw conclusions about causality.

Research/Practical Implications

Results show that simple implications to not use your smartphone are not reflecting more complex pattern which activities are useful or detrimental for different outcomes.

Originality/Value

Our study is one of the few studying the use of specific smartphone activities during evening leisure time.

Individual Perceptions of Boundary Control Mitigate the Effect of (in) Congruence Between Workers' Preferred Work/Non-Work Boundaries and their Enacted Boundary Management on Work-Life Conflict

Christin Mellner*, Pascale Peters** & Susanna Toivanen***

*Stockholm University, Sweden

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Purpose

Rapid development of boundary-transcending ICTs have led to more flexible forms of work organization, marking a fundamental shift in the flexibility and permeability of employees' work-nonwork boundaries. This study investigates the inter-relationships between employees' boundary management types, representing boundary (in)congruence between their preferred and enacted boundary management, and work-life conflict, and the potential moderating role of perceived boundary control herein.

Design/Methodology

Data comprised 3,154 Swedish professional workers in different occupations within both the public and private sector. Correlations, *t*-tests, Chi square tests and univariate general linear model analyses (ANCOVA) were performed.

Findings

Enacted integration as well as boundary incongruence were both positively associated with work-life-conflict. Moreover, incongruence accompanied by a high degree of enacted integration increased work-life conflict. Finally, boundary control mitigated work-life conflict. This was especially the case among employees preferring segmentation but enacting integration, i.e., boundary incongruence, but also among employees both preferring and enacting integration, i.e., boundary congruence.

Practical implications

This study provides new and valuable knowledge on different boundary management types, reflecting boundary (in)congruence, that are associated with increased work-life conflict depending on the specific type of (in)congruence in question, and the role of boundary control herein as an important factor to combat work-life conflict. This kind of knowledge is of high relevance in contemporary working life characterized by an ever-increased blurring of work-

nonwork boundaries. Organizations play an important role in creating new legitimate beliefs and as such, leisure norms could be implemented that promote employees' boundary control, and subsequent reduced work-life conflict.

Work flexibility and well-being across work arrangements in the US

Tapas K Ray* & Rene Pana-Cryan*

*NIOSH/CDC; Washington DC, USA

Purpose

We assessed the prevalence of work flexibility by work arrangement type among US workers during 2002-2014. We further investigated whether work flexibility was associated with work related well-being – job satisfaction, job stress, and health related quality of life.

Design/Methodology

We used data from the Quality of Work life (QWL) module of the General Social Survey (GSS). We analyzed pooled cross sectional data from 2002, 2006, 2010, and 2014 (weighted sample of 5911 observations). To understand work flexibility, we used the following variables: 1) Work schedule; 2) Telework; 3) Ability to take time off work for non-work matters; 4) Work demands; 5) Productivity-conducive work conditions; 6) Opportunity to develop special abilities; 7) Availability of help and equipment at work; and 8) Freedom to decide. We assessed the effect of work arrangement on work flexibility and the association between work flexibility and work related well-being.

Findings

Overall work flexibility changed minimally during 2002-2014 in the US, although some individual flexibility variables followed cyclical trends. Work arrangement was an important determinant of work flexibility. After controlling for demographics and overall health status, work flexibility was positively associated with well-being.

Practical Implications

The study demonstrated the importance of work flexibility for well-being and provided valuable information about flexibility by work arrangement type.

Originality/Value

As far as we know, this is the first study on this topic in the US context. Our findings are relevant for stakeholders, including policy makers.

1349 - RETURN TO WORK POLICIES AND PRACTICES: SUPPORTING MORE INCLUSIVE ORGANISATIONS

Title and name of the proponent of the Symposium

Dr. Roxane L. Gervais, Chair

State of the Art

Return to work (RTW) procedures and practices are essential components of the work environment, as they help individuals to stay employed. However, the solutions to assist workers when they return to work, at times, may not reflect necessarily what is pertinent for workers in accommodating their return to the workplace or ensuring that they remain in their previous or adjusted jobs. It is essential therefore that any such procedures and practices meet the needs of those individuals who may have to step away from the workplace due to ill health and would need a facilitated return.

New Perspectives/Contributions

The papers in this symposium present new processes to facilitate more effective RTW practices. They are based on structured research conducted within academic settings that have then been translated into practical ways of improving RTW procedures and practices. They show the effectiveness of the academic/practitioner connection to provide frameworks to support the workplace.

Research/Practical Implications

Overall, the research followed multi-disciplinary and multi-method approaches to design appropriate return to work practices that allow workers a successful re-entry into the workplace. It is accepted that individuals benefit more from returning to work, than remaining on long-term sickness absence to manage their disorder or from removing themselves entirely from the workplace. This symposium assesses the issues that are relevant to RTW solutions; proposes new ways to support workers; and encourages discussions on what organisations have found useful, and what is needed to ensure that workers truly benefit from such programmes.

Title, name and affiliation of the author

Dr. Roxane L. Gervais, Independent Practitioner

Title of paper

Fitness and return to work: Looking at the evidence

State of the Art

Sickness absence remains a major concern for many organisations as work-related accidents and ill-health impact directly on employees and can incur indirect costs: e.g. staff substitution/replacement staff; lost productivity; reduced quality of service. Due to these costs, employees may feel obligated to return to work from sickness absence before they are fully recovered.

New Perspectives/Contributions

This present study explores the reasons employees return to work following periods of sickness absence before they are fully recovered. There is evidence to suggest that 'wellness'

may not be the main driver prompting a return to the workplace when individuals experience ill-health.

Research/Practical Implications

The results support previous research where employees may at times use presenteeism (coming to work ill or when not fully recovered) rather than absenteeism as a way to cope with ill-health. Such practices may lead to negative consequences for organisations, such as reduced productivity.

Originality/Value

This paper explores various options that employees have used to allow them to return to work. One such factor is adjustment latitude (Johansson, Lundberg & Lundberg, 2006), which has been found to influence return to work, and which organisations may wish to explore. While presenteeism may not be the most desirable and effective option for organisations, the concept of adjustment latitude may assist individuals and organisations to arrive at an acceptable working situation.

Title, name and affiliation of the authors

Karina Nielsen, University of Sheffield, Joanna Yarker, Kingston University, Fehmidah Munir, Loughborough University, Ute Bultmann, University of Groningen.

Title of paper

Resources enabling sustainable return to work for workers with CMDs

CMDs such as depression, anxiety disorders and stress present a major problem in the OECD countries resulting in long-term sickness absence (OECD, 2015). Relapse post return presents a major challenge. Recurrent sickness absence spells due to CMDs often last longer than the first and frequent periods are related to increased risk of work disability (Koopmans et al., 2011).

Current research on return to work for employees with common mental disorders suffers from two limitations: First, research mostly focuses on the absence period ignoring the resources which may facilitate sustainable return to work, i.e. employees continuing to work and thrive at work post return. Second, research tends to view the work and non-work domains separately and fails to consider the interaction of resources at the individual, group, leader and organisational levels. In this presentation, we present an integrated, multi-disciplinary framework and a preliminary definition of sustainable return to work. Based on current occupational (health) psychology theory and existing research on return to work, we developed ten propositions for the resources in and outside work, which may promote sustainable return to work. In addition to the individual, group, leader, and organisational levels, we also argue for the importance of the overarching context, i.e. the societal context and the culture and legislation that may promote sustainable return to work. Our framework raises new questions that need to be addressed to enhance our understanding of how key stakeholders can support employees with common mental health disorders staying and thriving at work.

Title, name and affiliation of the authors

Joanna Yarker, Kingston University; Fehmidah Munir, Loughborough University; Rachel Lewis, Kingston University; Emma Donaldson-Feilder, Affinity Health at Work; Rebecca Peters, Kingston University.

Title of paper

Turning research into practice: An evaluation of mental health return to work guidance and recommendations to improve practice

Common mental health conditions such as stress, anxiety and depression affects one in six employees in the UK. Research has helped to inform our understanding of the facilitators and barriers to maintaining and returning to work following mental ill health, however the UK is not alone in experiencing high rates of short and long-term absence due to mental ill health. Timely, reliable and easy to access guidance is vital if employers and employees are to put research into practice. This paper evaluates existing return to work guidance using an evidence based approach in order to understand where guidance may be strengthened to support employers and employees better in managing the return to work process. Available guidance was identified through three sources: interviews with a multi-disciplinary group of experts, a comprehensive online search, and interviews with employers and employees. A hybrid evaluation framework was developed (Eysenbach et al., 2002; McMillan et al., 2016) to assess technical quality, design criteria, readability, accuracy, completeness, and the potential to result in behaviour change. Guidance material was evaluated by two members of the research team and qualitative comments were gathered. Practitioner, employee and employer interviewers enabled an exploration of the usability of guidance and user needs. Findings indicate that current guidance is largely process orientated and may benefit from the inclusion of materials to encourage behaviour change. Furthermore, tailored, adaptive guidance is lacking. Findings will be discussed in relation to current research and recommendations for practice will be outlined.

Title, name and affiliation of the authors

Dr Fehmidah Munir, Loughborough University, UK; Dr Joanna Yarker, Kingston University, Dr Rachel Lewis, Kingston University

Title of paper

How are workplace well-being strategies addressing mental health at work?

Background: Many OECD countries are facing a significant mental health challenge at work. In the UK, 1.6 workers report experiencing a mental health issue at work (OECD, 2015). There is growing recognition in academic research and at the national level that organisations need to take a strategic and integrated approach to workers' health and well-being. Whilst there has been an increase in the number of employers introducing well-being strategies, the contextual drivers for these strategies and to what extent they are designed to support good mental health has not been examined in detail.

Method: This study adopted a behavioural perspective and using the ground theory approach, interviewed those employers with a formal or informal well-being strategy to explore the purpose of the strategy, its values and principles and its translation into practice. Employers were also asked specific questions on how managed those with poor mental health, particularly during sickness absence, at the point of returning to work and post return to work. Managers from 18 organisations of varying size, sector and location took part in qualitative interviews.

Results: The purpose of wellbeing strategy for many employers were to reduce sickness absence and/or to improve their corporate image, and/or a genuine concern for mental health. The well-being strategies were the key drivers for the re-emergence of soft skills training for leaders in managing health and well-being in general; and in supporting a worker with poor mental health. The presentation will discuss the details of these well-being strategies.

Title, name and affiliation of the author

Dr Louise Thomson, Division of Psychiatry and Applied Psychology, Institute of Mental Health, University of Nottingham, UK

Title of paper

Return-to-Work for People with Moderate and Severe Mental Health Conditions

State of the Art

It is estimated that mental ill-health costs the UK economy £70 billion per year through lost productivity, social benefits and health care. Engagement in ‘meaningful activity’, including paid employment, has long been a part of therapy for people with long-term mental ill health. People with severe and enduring mental health problems who are also working have fewer and shorter hospital admissions (Burns et al, 2009; Catty et al, 2008) and less outpatients service use (Bush et al, 2009).

New Perspectives/Contributions

Individual placement and support (IPS) is now widely used to help people with severe and enduring mental health problems to return to work. IPS emphasises rapid return to competitive work after episodes of mental illness through the provision of ongoing in-work support from specialist employment advisors. Evaluation of IPS through RCTs have shown higher rates of employment through IPS than other interventions (Luciano et al. 2014).

Research/Practical Implications

This paper will review the latest evidence on the effectiveness of Individual Placement and Support (IPS) and some of the psychological theories underpinning the approach. It will explore the implications for organisations and managers, and how in-work support can be provided to employees to promote job retention.

Originality/Value

Although IPS demonstrates effectiveness at securing job starts, there are challenges in achieving for ongoing job retention. This paper will discuss some of these challenges and the implications for future research and interventions.

1358 - POSITIVE RESOURCES TO FACE THE CHALLENGES OF CURRENT WORLD OF WORK

Proponent: Annamaria Di Fabio (University of Florence, Italy)

Co-chairs: Gabriela Topa Cantisano (UNED, Madrid, Spain)

Discussant: Marco Depolo (Alma Mater Studiorum, University of Bologna, Italy)

State of the Art

The 21st century is characterized by continuous change, globalization, and instability in the labor market. In a positive preventive perspective it is essential to develop positive resources to face the current challenges (Blustein, Kenny, Di Fabio, & Guichard, 2018; Peiró, 2017).

New Perspectives/Contributions

This symposium includes five contributions.

The first contribution by Topa and Puigmitja aims to test with Spanish workers the cross-cultural validity of the Intrapreneurial Self-Capital Scale (ISC, Di Fabio, 2014) as a core of intrapreneurial positive resources to face the challenges of the 21st century.

The second contribution by Di Fabio examines the relationships of Intrapreneurial Self-Capital (ISC, Di Fabio, 2014) with acceptance of change, employability and hedonic and eudaimonic well-being in Italian workers.

The third contribution by Butucescu, Zanfirescu, and Iliescu investigates the relationship between job crafting, strengths use and contextual performance while considering the role of personality with public healthcare and mental care professionals.

The fourth contribution by Lo Presti, Molino, Emanuel, Landolfi, and Ghislieri examines the intermediate role of work-family balance (WFB), considering WF-organizational support, WF-enrichment and WF-conflict as predictors, and family-life satisfaction of dual-income families' both partners as final outcomes.

The fifth contribution by Mazzetti, Derous, Guglielmi, and Depolo investigates the role of crafting strategies and career competencies within the association between boundaryless career orientation and job insecurity.

Research/Practical Implications

New research and interventions for promoting positive resources to help people and organizations to face more successfully the challenging environment of current world of work.

1) Title: Intrapreneurial Self-Capital Scale in Spain: A key resource for career development

Gabriela Topa* & Irene Puigmitja*

*National Distance Education University, Madrid, Spain

Abstract

Purpose. Career development can be defined as a process where people take different choices and decisions related to their employment, and profession. During the precedent decades, the main approach was that organizations directed the career development of their employees. But recently, the protean career approach highlighted that the individual could decide his/her own career direction. And, Intrapreneurial Self-Capital could be considered a key variable for career development. Hence, the current contribution aims to test the cross-cultural validity of the Intrapreneurial Self-Capital Scale in Spain. **Design/Methodology.** Two studies with Spanish workers have been conducted: first a cross sectional study (N=270) and a second two wave study (N=191). **Results.** Descriptive statistics and AFC confirmed the factor structure of the Italian version. Main conclusions support that the instrument showed adequate psychometric properties. In the second study, nested models have been tested and the ISC at time 1 and time 2 significantly predicted job satisfaction and Flourishing at Time 1 and time 2. **Limitations.** The use of self-report measures and the cross-sectional design of the first study raises concerns about common-method variance. **Research/Practical Implications.** The findings add to our understanding of the role of ISC on workers' career development and resources at work. **Originality/Value.** New research and interventions for promoting positive resources to face the challenges of current world of work.

Keywords: Intrapreneurial Self-Capital; positive resources; workers, organizations.

2) The contribution of Intrapreneurial Self-Capital in acceptance of change, employability and well-being

Annamaria Di Fabio*, Mirko Duradoni**

* Director of the International Research and Intervention Laboratories in "Cross-Cultural Positive Psychology, Prevention, and Sustainability (*CroCPosΨP&S*)" and "Psychology for Vocational Guidance, Career Counseling and Talents (*LabOProCCareer&T*)", Department of Education and Psychology, University of Florence, Italy

** Department of Information Engineering, University of Florence, Italy

Abstract

Purpose. In the 21st century, Intrapreneurial Self-Capital (ISC, Di Fabio, 2014) represents a core of intrapreneurial positive resources to face challenges and transitions. This study aims: to examine the relationships of ISC with acceptance of change, employability, well-being (both hedonic and eudaimonic), controlling for the effects of personality; to analyze the mediation role of ISC in the relationship between personality traits and acceptance of change, employability, well-being.

Design/Methodology. One hundred and ninety-eight Italian workers were administered the *Big Five Questionnaire* (BFQ, Caprara, Barbaranelli, & Borgogni, 1993), the *Intrapreneurial Self-Capital Scale* (ISC, Di Fabio, 2014), the *Acceptance of Change Scale* (ACS, Di Fabio & Gori, 2016), the *Dispositional Measure of Employability* (DME; Italian version Di Fabio & Bucci, 2017), the *Positive and Negative Affect Schedule* (PANAS; Italian version Terracciano, McCrae, & Costa, 2003), the *Satisfaction With Life Scale* (SWLS; Italian version Di Fabio & Gori, 2015), the *Meaningful Life Measure* (Italian version Di Fabio, 2016), the *Flourishing Scale* (Italian version Di Fabio, 2014). Hierarchical regressions and mediation analyses were effected. **Results.** ISC added significant incremental variance beyond that accounted for by personality traits in relation to acceptance of change, employability, well-being (both hedonic and eudaimonic). The mediation role of ISC emerged in the relationship between personality traits and acceptance of change, employability, well-being. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** ISC could be a promising resource, opening new research and intervention opportunities in a primary preventive perspective. **Originality/Value.** New research and interventions for promoting ISC enhancing acceptance of change, employability, well-being.

Keywords: Intrapreneurial Self-Capital; acceptance of change, hedonic well-being; eudaimonic well-being; primary prevention perspective; workers.

3) The whys and wherefores of going the extra-mile as health workers

Andreea Butucescu*, Serban Zanfirescu*, Dragos Iliescu*

*Department of Psychology, University of Bucharest, Romania

Abstract

Purpose. Based on the Job Demands-Resources model, the present study investigates the relationship between job crafting, strengths use and contextual performance while considering the role of personality traits (conscientiousness and openness). **Design/Methodology.** The study was based on a sample of public healthcare (dentists) and mental care professionals (psychiatrists). **Results.** Results

indicate that both personality traits predict increased levels of job crafting. Crafting partially motivates individuals to build on their strengths in order to generate contextual performance. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** Theoretical and practical contributions are being discussed alongside limitations and future prospects. **Originality/Values.** New research and intervention to build strengths for better performance.

Keywords: contextual performance; public health workers; job crafting; personality; strengths use.

4) Feeling balanced and satisfied in dual-income couples between crossover and spillover effects

Alessandro Lo Presti*, Monica Molino**, Federica Emanuel***, Alfonso Landolfi*, and Chiara Ghislieri**

* University of Campania “Luigi Vanvitelli”, Psychology Department, Caserta, Italy

** University of Turin, Psychology Department, Turin, Italy

*** University of Turin, Department of Philosophy and Education Science, Turin, Italy

Abstract

Purpose. Dual-income families are challenged by several issues in the context of conciliation between the working environment and the family context. This calls for a better comprehension of the organizational and family dynamics and the role of individuals. This study, consistently with spillover and crossover hypotheses, aimed at examining the intermediate role of work-family balance (WFB), linking on one side work-family organizational support (WFOS), work-family enrichment (WFE) and conflict (WFC) as predictors, and on the other hand family-life satisfaction of dual-income families' both partners as final outcomes. **Design/Methodology.** We sampled 390 double-income couples; partners individually filled-in a questionnaire. Analyses were conducted through SPSS 24 and Lisrel 9.3 for the structural equation model (SEM). **Results.** SEM results [$\chi^2(127)=383.63$, CFI=.96, GFI=.90, SRMR=.05, RMSEA=.07] showed that WFB was negatively predicted by WFC and positively predicted by WFE. Furthermore, WFOS positively predicted WFE, which also mediated its effect on WFB. Finally, crossover and spillover effects were also confirmed, given that positive associations between WFB and family-life satisfaction of both partners were found. **Limitation.** Cross-sectional design, self-report data and the convenience sampling procedure are the main limitations. **Research/Practical Implications.** Implications for future research and organizational interventions emerged. In particular, all those interventions in the workplace that could improve WFB, also through organizational support, and which would lead to greater satisfaction in family life. **Originality/Value.** This study contributes to the literature on work-life interface investigating the association between WFE, WFC and WFB in relation to satisfaction for family life using spillover and crossover theories.

Keywords: work-family conflict; work-family enrichment; work-family balance; family-life satisfaction; spillover; crossover.

5) Boundaryless career orientation and career competencies as strategic resources to tackle job insecurity

Greta Mazzetti, Eva Derous**, Dina Guglielmi*, & Marco Depolo****

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*** Alma Mater Studiorum, University of Bologna, Italy

Abstract

Purpose. The aim of the current study was to investigate the role played by job crafting strategies and career competencies (i.e., knowing why, knowing how, and knowing whom) within the association between boundaryless career orientation and the perceived level of job insecurity.

Design/Methodology. The sample consisted of $N=491$ Italian employees working in different organizations and occupational sectors. Most of them were women (57%) and the mean age was 34.31 years ($SD = 8.55$). Most of the sample had a permanent job (72.6%) and worked full-time (79%).

Results. Our analyses revealed that different career competencies and the strategies of job crafting aimed at fostering employees' resources are significantly associated to employees' perceived job insecurity and could enhance the relationship between a boundaryless career orientation and a lower perception of insecurity.

Limitations. The study was characterized by an imbalance between participants with temporary and permanent employment (respectively, 28.7% and 71.3% of participants). Moreover, the study was based on a cross-sectional research design, which prevents us from establishing the direction of the causal chain that links boundaryless career orientation, job crafting, career competencies and job insecurity.

Research/Practical implications. The obtained results provided support for the hypothesized relevance of training interventions focusing on the enhancement of a boundaryless perspective and job crafting strategies among HR best practices.

Originality/value. This study emphasized the crucial role played by boundaryless career orientation in order to efficiently face an unpredictable labour market, where job stability and ascendant traditional career paths cannot be taken for granted.

Keywords: boundaryless career orientation; job crafting strategies; career competencies; job insecurity.

1363 - EMOTIONS IN THE WORKPLACE

Proponent: Dragos Iliescu (University of Bucharest, Romania)

Co-chairs: & Annamaria Di Fabio (University of Florence, Italy)

Discussant: Dina Guglielmi (Alma Mater Studiorum, University of Bologna, Italy)

State of the Art

In the literature a growing interest emerged in relation to the contribution of emotions in organizational contexts (Ashkanasy & Dorris, 2017; Ashkanasy, Humphrey, & Huy, 2017; Di Fabio & Saklofske, 2018; Peiró, Ayala, Tordera, Lorente, & Rodríguez, 2014). Emotions are fundamental components of working life and it appears essential to examine their role in relation to different organizational variables.

New Perspectives/Contributions

This symposium is focused on emotions in the workplace and it includes four contributions.

The first contribution by Pérez Rodríguez and Topa aims to examine whether emotions played a role as mediators in the relationship between organisational justice perceptions and work stress.

The second contribution by Ispas and Iliescu aims to analyse whether gender moderates the relationship between job authority and depression both with general-population and workers in a telecommunications company.

The third contribution by Zito, Cortese, and Colombo is relative to the construct of flow at work as a resource to reach well-being for nurses.

The fourth contribution by Di Fabio aims to examine the relationships between trait emotional intelligence and the Human Capital Sustainability Leadership (Di Fabio & Peiró, 2018), a new XXI century leadership higher order construct for organizations and human resources management.

Research/Practical Implications

New research and interventions relative to emotions in the workplace in a preventive perspective to both promote well-being and reducing risks for workers.

1) Organisational justice and work stress: the mediating role of negative, but not positive, emotions

Vanesa Pérez Rodríguez* & Gabriela Topa*

* UNED, Department of Social and Organizational Psychology, Madrid, Spain

Abstract

Purpose. Organisational justice involves employees' perceptions of the fairness of resource allocation in an organisation. The negative emotional impact of justice perceptions leads to an attitudinal and behavioural response by employees that can seriously affect the effectiveness of the organisation. From organisational psychology, an attempt has been made to explain the possible relationship between inequity and well-being, conceptualizing organisational justice as part of the stress phenomenon. The purpose of this study was to examine whether emotions played a role as mediators in the relationship between organisational justice perceptions and work stress. **Design/Methodology.** A cross-sectional study has been conducted with a sample ($N = 465$) of employees who work in different Spanish organisations. **Results.** Findings indicated that emotions mediated the relationship between employees' justice perceptions and work stress. The mediation models of organisational justice perceptions (distributive, procedural and interactional) and work stress mediated by emotions were quite similar. In all three cases, the mediated role was explained by a greater frequency of negative emotions. **Limitations.** The use of self-report measures and the cross-sectional design of the first study raises concerns about common-method variance. **Research/Practical Implications.** The findings add to our understanding of the role of workers 'emotions on their personal well-being. **Originality/Value.** New research and interventions for reducing work stress, underlining the contribution of emotions.

Keywords: organizational justice; work stress; positive emotions; negative emotions.

2) Is Gender a Moderator between Job Authority and Depression?

Simona Ispas* & Dragos Iliescu*

* Department of Psychology, University of Bucharest, Romania

Abstract

Purpose. This study analyzes whether gender moderates the relationship between job authority and depression. **Design/Methodology.** This survey-based cross-sectional study included measures for job authority, depression and gender, and analyzed the responses of employees from two samples – a heterogenous general-population sample and a homogeneous sample collected in a telecommunications company. **Results.** The results showed that employees' gender did not moderate the relationship between job authority and depression in the heterogenous sample but was a moderator for the employees of the telecommunications company. More precisely, women with high job authority in the second sample reported more depression, while men with high job authority

reported less depressive symptoms. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** Possible explanations for these findings are discussed, opening new research and practical perspectives. **Originality/Value.** New research in organizational contexts regarding the relationship between job authority and depression and possible mediators.

Keywords: job authority; burnout; depression; gender differences; occupational health

3) Flow at work and resources: a possibility to reach well-being at work

Margherita Zito*, Claudio Giovanni Cortese**, Lara Colombo**

* Department of Business, Law, Economics and Consumer Behaviour "Carlo A. Ricciardi", Università IULM

** Department of Psychology, University of Turin

Abstract

Purpose. Nursing profession has often been detected in the light of negative outcomes, but it is important to consider the positive aspects enhancing well-being, health and performance. This study considers flow at work (FaW), an optimal experience for individuals and organizations generating motivation and well-being. **Design/Methodology.** Relations between job resources (JR), FaW, and personal resources (PR) are detected, and their relations with positive/negative emotions at work. 520 Italian nurses completed a questionnaire measuring: supervisors' support, job autonomy (JR); job competencies, self-efficacy at work (PR); FaW; positive and negative emotions at work. Data analysis performed a structural equations model. **Results.** JR are positively associated with FaW, which is positively associated with PR. Moreover, JR are positively associated with PR through FaW, and JR and FaW are positively associated with positive emotions. **Limitations.** Use of a self-report questionnaire and a cross-sectional research design. **Research/Practical Implications.** Understanding the role of FaW in the nursing context, which is highly demanding, is crucial to promote motivation and a quality of working life within employees engaged in assistance and caring tasks. The relation between variables and well-being/discomfort, highlights the importance of promoting FaW, supporting resources that nurture positive experiences at work. **Originality/Value.** This study considered, in the explanation of well-being and discomfort at work, not only aspects related to the organizational context (JR), but also personal aspects (PR). Indeed, model results showed the absence of a direct relationship between JR and PR, and highlighted the importance of creating the conditions to experience FaW.

Keywords: Flow at work; resources of workers; well-being.

4) Beyond personality traits: Emotional intelligence for Human Capital Sustainability Leadership

Annamaria Di Fabio*

* Director of the International Research and Intervention Laboratories in “Cross-Cultural Positive Psychology, Prevention, and Sustainability (*CroCPosΨP&S*)” and “Psychology for Vocational Guidance, Career Counseling and Talents (*LabOProCCareer&T*)”, Department of Education and Psychology, University of Florence, Italy

Abstract

Purpose. The recent economic crisis threatens the quality of working life (Blustein, Kenny, Di Fabio, & Guichard, 2018; Peiró, 2017). In this scenario, according to the sustainable development goals (United Nations, 2018), the issues of sustainability and sustainable development (Di Fabio, 2017a, 2017b) have become urgent also for human resources in organizations. The Human Capital Sustainability Leadership (Di Fabio & Peiró, 2018) is a new high order construct to answer to these challenges. Emotional intelligence (EI) is a promising variable in organizational contexts (Ashkanasy & Dorris, 2017) since it can be increased through specific training (Di Fabio & Kenny, 2011). The present study aims: to examine the relationships between trait EI and HCSL, controlling for the effects of personality; to analyze the mediation role of trait EI in the relationship between personality and HCSL. **Design/Methodology.** One hundred sixty seven Italian leaders were administered *Big Five Questionnaire* (Caprara, Barbaranelli, & Borgogni, 1993), *Trait Emotional Intelligence Questionnaire Short Form* (Italian version Di Fabio & Palazzi, 2011), *Human Capital Sustainability Leadership Scale* (Di Fabio & Peiró, 2018). Hierarchical regressions and mediation analyses were effected. **Results.** Results showed that trait EI added significant incremental variance beyond personality in relation to HCSL. The mediation role of trait EI emerged in the relationship between personality and HCSL. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** Trait EI could be a promising resource for HCSL in a primary preventive perspective. **Originality/Value.** New research and interventions for promoting HCSL, underlining the contribution of emotional intelligence.

Keywords: Human Capital Sustainability Leadership; trait emotional intelligence; primary prevention perspective; emotions in the workplace.

1365 - RETURN TO WORK AFTER A SICKNESS ABSENCE: FROM THEORIES TO PRACTICAL WAYS

PROPOSERS:

Massimo Miglioretti¹ & Marc Corbière^{2,3}

CO-CHAIRS:

Massimo Miglioretti¹ & Marc Corbière^{2,3}

¹ Università degli Studi di Milano-Bicocca, Milano, Italia

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³ Université du Québec à Montréal, Montréal, Canada

STATE OF THE ART:

Sickness absence in the workplace is a prevalent problem causing important human and financial costs. As a process, return to work (RTW) involves a series of interactions and interventions enacted by multiple stakeholders (e.g., health professionals, HR, managers) using multiple tools. In this way, RTW after a sickness absence evolved from a medical perspective to the adoption of the biopsychosocial approach, with the ultimate goal of avoiding eventual relapses.

NEW PERSPECTIVES/CONTRIBUTIONS:

The aim of this symposium is to focus on a sustainable RTW for diverse populations experiencing sickness absence. The first two communications present literature reviews on psychological and organizational risk factors. These contributions aim to emerge common factors and tools regardless of the disease. The following three communications will present the validation of practical tools evaluating the workers' perceptions in regard to RTW barriers and their self-efficacy to overcome them, as well as work accommodations. These three contributions are illustrated by workers having specific characteristics (e.g., age) and experiencing different types of impairments (e.g., common mental disorder, musculoskeletal disorders, breast cancer and cardiovascular disease). The last communication is to describe how, within a return to work program implemented in the workplace, tools can be used by health professionals or staff from human resources in order to facilitate a sustainable RTW.

RESEARCH/PRACTICAL IMPLICATIONS:

The symposium identify variables and questionnaires that can be used with different diseases and RTW phases so that comparisons between RTW for diverse populations experiencing sickness absence will be possible.

TITLE:

Individual psychological factors and tools related to RTW after a sick-leave due to musculoskeletal and common mental disorders: A literature review.

AUTHORS:

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PURPOSE:

The individual psychological factors are fundamental in the return to work (RTW) process after sickness absence. However, the large heterogeneity in the identification and measurement of these factors makes it difficult to choose, i.e., which one to measure and with which questionnaire. The present study aimed at identifying the psychological factors predictive of RTW among workers with musculoskeletal (MSD) and common mental disorders (CMD) and then at categorizing and evaluating the questionnaires used to measure these factors.

METHODOLOGY:

We conducted a systematic literature search on PubMed, WebOfScience, PsycINFO, and grey literature from 1997 to 2018 for peer-reviewed, quantitative, cohort studies investigating predictors of RTW after MSD or CMD. All validated questionnaires used to measure the psychological factors were retained, and their psychometric information and clinical properties were described.

RESULTS:

Of 456 unique records, eighty (80) met eligibility criteria. RTW self-efficacy, RTW expectation, and Work-ability are individual psychological predictors of RTW, common for both populations. Other psychological factors emerged as RTW predictors for one of the two populations only. Psychometric and clinical properties of the tools are presented.

LIMITS:

Only workers on sick leave due to CMD and MSD were considered.

PRACTICAL IMPLICATIONS:

The identification and description of psychological factors help practitioners in deciding which questionnaire to use considering their clinical needs.

ORIGINALITY/VALUE:

The study provides a restricted set of high-quality questionnaires. Their use would promote results' comparisons and theoretical advancement in occupational rehabilitation.

TITLE:

A literature review and tools appraisal of organizational factors associated with return to work in workers on sick leave due to musculoskeletal and common mental disorders.

AUTHORS:

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PURPOSE:

Among factors that can facilitate or hinder the return to work (RTW) after mental or physical disability leaves, those related to organizational aspects are the ones more neglected in the literature. The objective of this study was to catalogue the questionnaires used to measured organizational factors predictive of RTW among workers with musculoskeletal (MSD) and common mental disorders (CMD) to determine high-quality tools for each factor.

METHODOLOGY:

A systematic literature search on PubMed, Web of Science and PsycINFO library databases and grey literature was made. First, the list of organizational factors predictive of RTW for the two populations considered was retained. Second, the questionnaires used to measure these factors were recorded. Third, we looked in the scientific literature for studies validating these questionnaires. Psychometric properties and clinical characteristics were considered.

RESULTS:

Among all organizational factors identified, perceived organizational injustice was the only common predictive risk factor for both populations. The Return-to-work Obstacles and Self-efficacy Scale (ROSES) was the best associated tool to measure this factor. Other risk/protective factors, and associated tools, specifically targeting either people with MSD or CMD were analysed and will be discussed during the presentation.

LIMITATIONS:

We only focused on people with MSD and CMD. Only tools available in English or French were considered.

PRACTICAL IMPLICATIONS:

The identified tools can be used in everyday clinical practice and/or research.

ORIGINALITY/VALUE:

Researchers and clinicians are often uncertain of which tools to use to measure variables. We provided an evaluation of the tools measuring predictive RTW factors in people with CMD and MSD.

TITLE:

Perceived Return-to-Work Obstacles and Self-Efficacy for Overcoming Barriers in Workers Suffering from physical and mental impairments

AUTHORS:

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PURPOSE:

Common mental disorders (CMDs, e.g., depression), musculoskeletal disorders (MSDs, e.g., chronic pain) and breast cancer (BC), lead the list of causes for work absence in several

countries. Current research is starting to look at workers on sick leave as a single population, regardless of the nature of the disease. The purpose of this study is to report the validation of the Return to Work Obstacles and Self-Efficacy Scale (ROSES) for people with MSDs, CMDs, and BC, based on the work disability paradigm.

METHODOLOGY:

From a prospective design (6-month follow-up), the ROSES' reliability and validity were investigated in three Canadian samples of workers on sick leave due to MSDs ($n = 206$), CMDs ($n = 157$), and BC ($n = 145$).

RESULTS:

Exploratory and confirmatory factor analyses revealed that 46 items spread out on 10 conceptual dimensions (e.g., fears of a relapse, job demands), with satisfactory alpha coefficients for all subscales. Finally, several dimensions of ROSES predict the participant's RTW within 6 months for MSDs (e.g., job demands), CMDs (e.g., difficult relation with the immediate supervisor), and BC (e.g., cognitive difficulties) even when adjusted by several variables (e.g., age, severity of symptoms).

LIMITATIONS:

The ROSES provides no information about the sustainability of the RTW.

PRACTICAL IMPLICATIONS:

Clinically speaking, as the 10 dimensions of this tool cross-cut several populations, health professionals should find the ROSES easy to use.

ORIGINALITY/VALUE:

The ROSES is pertinent because it systematically measures both the worker's perception of obstacles and his self-efficacy beliefs about overcoming them.

TITLE:

Validation of the Italian cardiovascular version of the Return to Work Obstacles and Self-Efficacy Scale

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PURPOSE:

The Return to Work Obstacles and Self-Efficacy Scale (ROSES) has been designed to be equally usable across populations of workers affected by different diseases. Up today, ROSES has been validated with workers with common mental disorders and musculoskeletal disorders

and in the French language. The study aims to report the validation of the Italian version of ROSES with workers affected by cardiovascular diseases (CVD).

METHODOLOGY:

We investigated ROSES-CVD' reliability and validity in an Italian sample of workers on sick leave due to CVD (n = 141) with a prospective design (6-month follow-up, n = 89).

RESULTS:

Confirmatory analyses substantially replicated the original structure of the questionnaire, and satisfactory alpha coefficients were obtained for all subscales.

Regression analyses, controlled sociodemographic factors, showed that the subscales *cognitive difficulties* ($b=21.9$, $p=.045$), *difficult relation with coworkers* ($b=48.2$, $p=.013$), *difficult work/life balance* ($b=35.9$, $p=.018$), and *loss of motivation to return to work* ($b=35.7$, $p=.001$) were significant predictors of time to RTW.

LIMITATION:

It was not possible to estimate the ability of ROSES-CVD to predict RTW (yes/no) at six months because there were only 9 out of 89 workers that did not RTW at follow-up.

PRACTICAL IMPLICATION:

The study results suggest ROSES is usable in the Italian context and with workers with CVD.

ORIGINALITY/VALUE:

Besides the clinical utility of the ROSES-CVD, it represents the first example of an instrument in the field of RTW that has been consistently tested across diseases and countries.

TITLE:

Accommodations for older workers aged 45 or over returned to work after sick-leave due to physical or psychological impairments

AUTHORS:

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PURPOSE:

Older workers aged 45 or over have high rates of work absences with recurrence. The aim of this study is to develop a new tool to identify the accommodations facilitating a sustainable return-to-work (i.e., to stay at work 6 months after the RTW) of older workers having experienced physical or psychological impairments.

METHODOLOGY:

Phase1: 32 older workers returned to work after a PSY or a PHY impairments in Québec were interviewed to learn which work/non-work related accommodations had been put in place

during their RTW process. The questionnaire ACC45+ composed of 47 questions spread out into 10 subscales emerged from the content analysis. Phase2: 60 older workers answered to the ACC45+ indicating if the accommodation was implemented during the RTW. Nvivo11 and SPSS24 were used.

RESULTS:

The accommodations reported as frequently implemented ($\geq 70\%$) were: Have a gradual RTW plan; Access to an Employee Assistance Program; Receive family's support; Be followed by a clinician; Take time for himself after work. Participants were enough satisfied about the implemented accommodations. The relationship between the ACC45+ and the sustainable RTW will be discussed in the symposium.

LIMITATIONS:

The sample size is small. The questionnaire is only in French.

PRACTICAL IMPLICATIONS:

Once validated, it can be used by rehabilitation stakeholders to identify which accommodations facilitate a sustainable RTW for older workers.

ORIGINALITY/VALUE:

It will be the first questionnaire to identify the levers to prevent recurrences and, consequently, to promote the older workers' staying at work after the RTW.

TITLE:

Utilization of validated tools to identify obstacles and work accommodations within a sustainable Return-to-Work (RTW) program for employees on sick leave due to common mental disorders (CMDs)

AUTHORS:

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PURPOSE:

Both identification of the perceived obstacles to return-to-work (RTW) and work accommodations are central in the RTW process of employees on sick leave due to CMDs. For a successful RTW, these assessments are included in a timely manner by the healthcare providers (e.g., occupational therapists) together with the identified stakeholders (e.g., managers) to ensure the implementation of the associated actions.

METHODOLOGY:

The assessment of the utilization of the Return-to-Work Obstacles and Self-Efficacy Scale (ROSES) and the Work Accommodations and Natural Support Scale (WANSS) is based on two participatory research projects. These projects involved 26 qualitative interviews with

stakeholders involved in the RTW process. The interviews were transcribed verbatim and analyzed using thematic analysis.

RESULTS:

The thematic analyses highlighted three phases and 11 steps of the RTW process. Throughout the latter, we identified milestones for the utilization of the ROSES (to identify risk factors in phases 1 and 2) and the WANSS (to identify and prepare work accommodations implementation in phases 2 and 3).

LIMITATIONS:

Additional tools could be used for facilitating the RTW process.

PRACTICAL IMPLICATIONS:

A sustainable RTW program that integrates validated tools (e.g., ROSES, WANSS) can be implemented to allow targeted stakeholders to monitor, assess, and follow up with the organizational and individual factors regarding sick-listed employees' recovery process as well as the sustainability of their RTW.

ORIGINALITY/VALUE:

The timely utilization of the ROSES and WANSS within a RTW program considers the health, organizational, legal and individual perspectives that come into play for a sustainable RTW.

1372 - WORKING FOR THE GREATER GOOD: SCIENCE & PRACTICE OF CROSS-VALIDATION

Chair/Convener: Rainer Kurz, Cubiks UK

This symposium features a collection of presentations discussing empirical cross-validation work – increasingly a ‘Hot Topic’ given the rise of Artificial Intelligence (AI) and associated People Analytics. All papers build on the ground-breaking ‘Great 8 Competencies’ proposed by Kurz & Bartam (2002) that integrate personality, ability and competency theory.

Paper 1 outlines a six-factor model that is simpler than the Great 8 but adds sophistication to the Five Factor Model of personality through Need for Achievement. The components of the Silzer & Church (2008) model of potential were mapped and each factor subdivided into three aligned personality facet – competency dimension pairs. The four areas in the Dries & Pepermans (2012) potential model were then mapped resulting in sound observed validities for 5 language groups.

Paper 2 outlines cross-validation across three samples at four different levels. The 12-section level constitutes an extension of the Great 8 Competencies with four additional constructs that are compounds of paired-up Great 8 factors that in turn determine the 4-cluster level. The paper concludes that the 12 Section level appears most appropriate for cross-validation work.

Paper 3 applies the personality-competency mapping methodology of Bartram (2005) and Saville, MacLver & Kurz (2009) to a different personality predictor model. Observed validities reach comparable levels to prior Great 8 research.

Paper 4 applies the Big 5+1 research model developed by Kurz (2015) in a single company cross-validation study. Observed validity increased substantially suggesting robustness of prediction alongside company culture specific moderators.

Prof Stephen Woods, lead author of the landmark Woods & Anderson (2016) article on the ‘Periodic Table of Personality’ will act as the Discussant.

Paper 1: Personality predictors of potential across languages and cultures

Rainer Kurz and David Lawton, Cubiks, UK

Submission Abstract – 250 words max

This paper outlines the development and validation of a self-report solution designed to assess potential.

During the development of an updated personality questionnaire 929 individuals completed the questionnaire and a self-assessment on 50 competency items grouped into 22 competencies. Everyone was rated by at least two external raters on the same items.

As a first step a joint predictor-criterion model was created based on the Big 5 personality factors and Need for Achievement. This was mapped to the central components of the Silzer & Church (2009) model identified by Lawton (2012).

In a second step 18 predictor facets and corresponding criterion items were identified to provide more succinct measures. This model was used to drive recruitment and development solutions for entry-level roles.

In the light of the Schwartz (1992) universal values circumplex the four areas in the Dries & Pepermans (2012) model were mapped with three competencies each and corresponding personality dimensions identified.

Across the total group the observed validity was .309** with correlations of .320** for Scandinavian (N=235), .412** for Dutch (N=229), .336** for French (N=214), .127* for Finnish (N=181) and .343** for Anglo-Germanic (N=70) language completions. Validities were higher for managerial than for non-managerial groups. The highest point to point validities were found for Reach (.440**) followed by Flex (.317**), Bridge (.287**) and Grasp (.169**).

The results suggest that stable and sizeable relationships exist between the personality composite and external ratings of performance.

Further research should cross-validate these findings especially through longitudinal studies that use career advancement criteria.

Paper 2: Optimising the Validity in Forecasting High Potential at Work

Lauren Jeffery-Smith & Rab MacIver, Saville Assessment, UK

Submission Abstract

This paper will explore the cross-validation of forecasts of potential across three studies. The studies involved 393, 622 and 369 individuals with self-report personality questionnaire scores and independent ratings of 'Demonstrating Potential'.

The forecasts were created at four scale levels from the personality questionnaire: 108 facets, 36 dimensions, 12 sections and four clusters. Different algorithms to predict potential were developed for each scale level based on the correlational data in each single study, and the results cross-validated into the other samples.

The equations for each level significantly predicted 'Demonstrating Potential' in all studies. The forecasts were similar at the different scale levels. While more detailed scales are useful for prediction of individual competencies, this finding suggests the additional effort involved with ranking 108 facets or 36 dimensions to predict overall potential offers little value over the simpler task of ranking the 12 sections. The four clusters (which most closely align to the Big 5) are not optimal for the forecasting of potential, as some correlations were significantly lower than for other levels.

The correlations for the three sets of algorithms to forecast potential across the samples ranged from .19 to .34 (.31 to .55 corrected). The significant and substantial correlations of the algorithms created in one sample and applied to other samples provides clear evidence for the generalisability of this method of creating weightings based on ranking correlations which forecast 'Demonstrating Potential'.

Paper 3: Cross-Validation of Great 8 Competencies with Lumina Spark 24 Qualities

Stewart Desson, Lumina Learning, UK

Submission Abstract – 250 words max

This paper cross-validates the Great 8 Competencies (Kurz & Bartram, 2002) with the 24 Qualities measured in the Lumina Spark questionnaire.

In line with the methodology of Bartram (2005) composite predictors were calculated with an integer weight of 2 for the most relevant scale and a weight of 1 for two other scales. In the light of the Project Epsom co-validation study (Saville, MacLver & Kurz, 2009) mapping of 16PF overlap was permitted for the single weight scales.

375 professionals completed a 4-factor version of Lumina Spark personality model (this excluded the Neuroticism factor) and received rating on 8 items representing the Great Eight model of performance (Kurz, 2003). In the light of the data and prior mappings the predictor weights were set using 17 qualities with no quality used more than twice.

Observed validities for Great 8 predictor-criterion pairs were all statistically significant ranging from .20 to .34 with an average of .29. The composite Great 8 total correlated .27.

The ‘Adapting to Demands’ composite correlated .28 with its criterion counterpart even though no direct measures of Emotional Stability were available. The heterogeneous predictor composite was with $r = .29$ the most valid Great 8 predictor of the criterion total.

The Great 8 Total predicted all criterion areas apart from ‘Respective People’ which in turn was most highly correlated (.32) with its own predictor and negatively (-.23) with Driving Performance.

The study successfully cross-validated the Great 8 methodology with a different tool. Further cross-validation is required with independent data sets.

Paper 4: Cross-validating Success Factors - Aligning Personality and Competency Assessment & Theory

Pauliina Jussila, Cubiks Finland

Submission Abstract – 250 words max

This paper is concerned with a theory-based model of success factors that achieved an observed validity of .231 ($N=929$) in an international study (Kurz, 2015) and its cross-validation in a single company. The model synthesises the Five Factor Model of personality and the Great 8 competencies (Kurz & Bartram, 2002) into a six-factor model nested under the Three Effectiveness Factors found by Kurz, MacLver & Saville (2009).

In the cross-validation study 109 employees of a HR Consultancy completed the same self-report personality questionnaire with 31 psychometric scales and a 360-feedback tool measuring 22 competencies. At least one external rater nominated by the participant completed a review rating on the competency measure.

The average observed validity was .236 across the six factors, .263 across Enterprising, Excelling and Engaging higher-order constructs and .392 for that total sum of scores. In a regression model where the theory-based unit weight composite predictor forms the first block the use of the forward method

identified only two additional scales that if negatively weighted would result in $R=.490$ whereas 'enter' results in $R=.638$ probably resulting in extreme over-fitting that would collapse in cross-validation.

Whereas in cross-validation some degree of shrinkage is to be expected this study found a marked validity increase. The results are discussed with view to company culture in the light of Social Psychology theories. They demonstrate that personality composite predictors can cross-validate well.

People Analytics algorithm could increase validity through a-theoretical statistical optimisation but must be subjected to sense checks and cross-validation.

1421 - INTEGRATED BODY AND MIND PERSPECTIVES AT WORK

Prof. dr. Karen van Dam, Open University of the Netherlands

Prof. dr. Annet de Lange, HAN University of Applied sciences, Open University of the Netherlands, University of Stavanger

Dr. Hylco Nyp, HAN University of Applied sciences

State of the art

Workers can experience over-activation when they are not able to fully recover to baseline levels. Over-activation can result in sleep problems, and physical and mental health complaints. Already, research has shown the importance of recovery processes, using Conservation of Resources Theory (Hobfoll, 1989) and the Effort-Recovery Model (Meijman & Mulder, 1998) as theoretical frameworks. While these frameworks focus on the role of (de)activation, they overlook the importance of employees' body-mind integration and the techniques for accomplishing this.

New perspective / contributions

Our symposium takes a new and inspiring perspective toward recovery and employee well-being by explaining the role of Body-Mind Integration techniques. Since Descartes statement 'cogito ergo sum', the Western world has believed that mind and body are separate entities. Recent neuroscientific research (Damascio, 1994) has proven that this is not the case, showing that body and mind are an integrated whole. Most people are not aware of this integration. While they possibly realize that their stomach aches are the result of stress-related thoughts, they do not know that bodily states can heavily influence the contents and processes of the brain.

Practical implications

This symposium focuses on several body-related techniques to reach body-mind integration, deactivate, and increase well-being. We will explain how these techniques can help to fully recover from physical and mental arousal from work, and involve the audience by practicing techniques that can be easily used at work and at home.

1. Cognitive aging and muscle training? Relations between physical exercise, work ability and cognitive functioning at work

Annet de Lange

Open University Heerlen, the Netherlands, HAN University of Applied Sciences, the Netherlands, University of Stavanger, NTNU Trondheim, Norway

Purpose

Successful aging refers to the process that workers deviate in increasingly positive ways from average developmental trajectories in subjective and objective work outcomes across the working lifespan and maintain a person-job fit across time (Zacher et al., 2018). In this presentation, I will

discuss the importance of physical exercise (i.e., muscle training) in relation to work ability and cognitive functioning at work (Aalbers et al., 2015).

Methodology

Based on a literature overview and empirical results of a 2-wave panel study among 65plus Dutch bridge workers (N=228 workers), the relations between physical exercise (especially muscle training), work ability and cognitive functioning was examined.

Results

Both the results of the literature overview as well as the bridge workers' longitudinal survey data reveal significant positive relations between work ability and cognitive functioning at work, and positive moderating effects of exercise in the aforementioned relations.

Research/practical implications

Based on the results of the literature overview and the panel bridge workers, I will discuss the theoretical as well as practical implications of the results found and present a research agenda for body and mind integrated interventions at work. Furthermore, we will practice with relevant muscle training exercises in beautiful Italy.

Originality/Value

Considering the ageing workforce and the need to prolong our working lives, we need more insights into evidence-based interventions that integrate body and mind perspectives to promote successful aging at work. This study is one of the first studies to investigate the effects of physical exercise (i.e., muscle training, aerobics) in relation to work ability as well as cognitive functioning of bridge workers. In this presentation we will see the results of aforementioned research, but also practice muscle training together. See how fit you really are.

2. Qigong at Work: Where East Meets West

Karen van Dam

Open University of the Netherlands

State of the Art

Qigong is part of Traditional Chinese Medicine (TCM) and aims to balance body and mind. The roots of Qigong lie in China, where Confucian and Daoist scholars (500-400 B.C.) noted that one must learn to balance and relax one's thoughts and emotions to avoid illness (Yang, 1997). In the Western world, Qigong is best known for its slow and coordinated movements. According to TCM, these movements will help regulate one's 'qi', or life energy, through the body to improve the health and harmony of mind and body. During the practice of Qigong, one's breathing, attention and movement are aligned. As such, Qigong is sometimes considered Mindfulness in movement (although there are many important differences).

New perspectives / contributions

Qigong has many positive outcomes on health and wellness. In both patient groups and healthy individuals, Qigong has been shown to improve psychological well-being, quality of life, immune function, balance and related risk-factors, and bone density (Jahnke et al., 2010).

As such, Qigong offers a validated way to reduce the physical and mental activation that results from a person's work. While recent research has demonstrated how important it is to take short breaks at work, there is still little attention for Qigong exercises as a means to recover at work.

Practical Implications

In this presentation, we will explain and practice several Qigong exercises. These movements can be used at work (and at home) to recover from (hormonal) activation, 'empty' one's head, and restore the body-mind balance.

3. "Whistle while you work" - Music, work and well-being

Hylco Nijp

HAN University of Applied Sciences, the Netherlands

State of the art

Work can be hard and life can be cruel – but fortunately there is music to cheer us up or to drag us through. Even if we have everything we wish for, music may still add a few notes of inspiration. But what are the processes whereby music helps to alleviate stress and stimulate well-being? And how may this help you to boost your concentration and performance?

New perspectives / contributions

The effects of music on the human psyche has long been a topic of investigation. In this workshop, we summarize some of this knowledge. First, we aim to explain some effects of music on the working of your body and mind. Second such knowledge will be applied to the work context: how can music be used to improve work productivity while simultaneously upholding employee health?

Practical Implications

Whereas for many occupations work becomes more and more intense, music is also available to many. Applying knowledge about music to buffer against deleterious effects of work strain of prolonged work effort may help employees to maintain positive health and to Various ways in which music can contribute to improved well-being at work will be discussed, as well as ways whereby knowledge can be applied in the workplace.

1449 - DEVELOPMENT AND CHANGE IN PERSONALITY, VOCATIONAL INTERESTS, AND IDENTITY AT WORK: EXPLORING THE INTERPLAY OF PERSON AND WORK CRITERIA

Chair: Stephen A. Woods, University of Surrey.

State of the Art

In the study of personality in organizations, psychologists have typically assumed that traits are stable and static, and exert effects on work outcomes. Yet there is now compelling evidence that personality continues to develop throughout life, challenging this assumption. Work is an important driver of this development, with features of work exerting a reciprocal effect on how traits change.

New Perspectives/Contributions

This symposium will explore what we know about the emerging area of personality development and change at work, and extend this line of research to encompass development in vocational interests, and work identity. Specifically, contributions in the symposium articulate new theoretical mechanisms of personality change, examine the impact of job transition, job insecurity and vocational interest development.

Research/Practical Implications

A dynamic developmental perspective on traits and individual differences opens up a rich new line of research on the reciprocal interplay of person factors and work outcomes. There are also important implications for how psychologists use concepts of personality and related constructs to select, assess, measure, develop, research and understand people through the course of their working lives.

A Demands-Affordance TrAnsactional (DATA) Model of Personality Development at Work

Stephen A. Woods^a, Bart Wille^b, Chiahuei Wu^c, Filip Lievens^b, Filip De Fruyt^b

^aUniversity of Surrey, UK.

^bGhent University, Belgium.

^cDurham University, UK.

State of the Art

Although personality is often assumed to be stable and static, studies have shown that personality can change, even in adulthood (see Lodi-Smith & Roberts, 2007; Roberts & Mroczek, 2008, for reviews; Roberts, Walton, & Viechtbauer, 2006). Work is an important driver of this development, with features of work exerting a reciprocal effect on how traits change.

New Perspectives/Contributions

This paper outlines the Demands-Affordances TrAnsactional (DATA) model of personality development at work. This DATA model clarifies how personality-related behavior at work is called upon by work demands at four different levels (vocation, job, organization and group) and proposes Person-Environment (PE) fit as the main guiding mechanism for personality trait change at work.

Research/Practical Implications

The DATA model has important implications for future research on the development of traits at work, highlighting key work and organizational factors, the effect of which on personality, we know little about. It also serves as a conceptual framework for such work.

Originality/Value

The DATA model addresses a key gap in the emergent research on personality development at work, namely the need for an explanatory framework of the mechanisms through which affects personality through the life-course.

Do Interests Change over Time?: A 22-Year Longitudinal Study of Stability and Change in Vocational Interests at Work

Bart Wille

Ghent University, Belgium

Christopher D. Nye

Michigan State University, USA

Filip De Fruyt,

Ghent University, Belgium

PURPOSE

Vocational interests have a long and successful history in vocational psychology and organizational behavior. The purpose of this contribution is to add a new dimension to this research by testing and explaining long-term change in interests over time.

DESIGN/METHODOLOGY/APPROACH/INTERVENTION

Data are used from a longitudinal cohort study in which college alumni are followed across two decades. Vocational interests and occupational characteristics are assessed at career start, 15 years

later, and another seven years later. Rank-order stabilities and mean-level changes in interests and occupations are investigated and reciprocal relationships between these variables are modelled using latent change score models.

RESULTS

Our results highlight that vocational interests are characterized by long-term stability, but that there is also room for change. We found more evidence that interests predict changes in occupational characteristics than the other way around. Further, changes in interest fit were correlated with changes in job satisfaction over the same time intervals.

LIMITATIONS

Our sample consisted of highly educated college alumni from one educational institution in Belgium, which limits the generalizability of our results.

RESEARCH/PRACTICAL IMPLICATIONS

These findings illustrate that studying antecedents and consequences of changes in vocational interests might be a promising area of future research.

ORIGINALITY/VALUE

Research on vocational interests typically treats these vocational interests as fixed and unchangeable. In line with recent work on personality development at work, the current study is one of the first to explicitly investigate long-term development in interest dimensions and how this is influenced by occupational characteristics.

Investigating the time-bound effects of job insecurity on identity in a person-centred approach

Eva Selenko¹, Anne Mäkipangas² & Hans De Witte³

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Purpose

Many people find themselves in increasingly insecure job situations, but still very little is known on how these job situations affect identity over time. Starting from the premise that work is an important part of people's selves, this study adopts a person-centered approach to find out how people react

that are exposed to different levels of job insecurity over time – will their identity as working persons deteriorate over time, or will it recover?

Design/Methodology

A 4-wave online panel survey among 1,001 British employees served as the data to test the assumptions.

Results

A Latent Profile Analysis was carried out to establish different trajectories of job insecurity and identity. A 7-profile solution showed that there was great stability in job insecurity and in identity over time. Only people whose job insecurity changed over time, starting from very high levels of job insecurity, dropping and then returning to those levels, reported a gradual decrease of their identity over time

Limitations

This is the first study of its kind, a replication study is needed to check the robustness of the 7 profile solution and the relationships.

Research implications

The finding shows that it is not just the level of job insecurity but mostly its volatility that is responsible for its negative effect on identity.

Originality/Value

The presented study not only confirms the negative relationship between job insecurity and identity, but also shows that changes in identity were more likely when people experienced very high *and* volatile levels of job insecurity.

New Job, New You: Personality Change in the Workplace Following Job Transition

Hannah Collis^a & Stephen A. Woods^a

^aUniversity of Surrey, UK.

Purpose:

This study explored personality change following job transition, hypothesising that fit will moderate the relationship and change would impact both work and personal outcomes.

Design / Methodology / Approach:

A longitudinal, within-subjects design was employed, with 97 participants completing the study (61.86% retention). Participants completed online measures of personality, job satisfaction, fit and perceived stress at two time points, within 6 months of a job transition.

Results:

Significant personality change was found, with large effect sizes (>0.8). Fit was only found to moderate change in conscientiousness. Stress was identified to be a predictor for change for openness ($R^2 = .08$), intellectual curiosity ($R^2 = .07$), creative imagination ($R^2 = .09$) and responsibility ($R^2 = .12$). In regards to outcomes of personality change, openness change was correlated with lower job satisfaction at time two ($r = .25$), and higher stress at time two was correlated with change in productiveness ($r = .27$), responsibility ($r = .28$) and assertiveness ($r = .28$).

Limitations:

Job demands wasn't measured, which may have indicated a directional nature of trait change. Additionally, only utilising two time points limits the identification of fundamental trait change as a response to job transition.

Research / Practical Implications:

These findings expanded knowledge of personality change as a response to workplace events, and how this experience impacts work and personal outcomes. Furthermore, theoretical contributions to the personality change literature are explored.

Originality / Value:

This paper presents a novel finding of personality change over a short time period within occupational settings, which has only previously been documented within intervention studies.

1452 - INTERNATIONAL TEAMWORK: BIG CHALLENGES AND BIG OPPORTUNITIES

Tine Köhler, University of Melbourne (submitter)

Invited session for the Alliance of Organizational Psychology (AOP)

State of the Art

The rise in international teamwork research has mirrored the increased use of multicultural, and often globally dispersed, teams in organizations. Much of this research has examined how international teams perform in comparison to domestic and more traditional teams, when conflict arises, how trust is established, and generally how traditional concepts of teamwork apply in this setting.

New perspectives and contributions

The current symposium and research incubator aims to move beyond simply viewing international teamwork as an extension of teamwork in international settings. Rather, we embrace the setting of multicultural, globally dispersed, technologically mediated, and contextually dependent work and explore its implications for teamwork and team member interaction.

This invited session is structured differently than normal symposia for EAWOP. Presenters will give 5-8 min overviews of big challenges and big opportunities for international teamwork research and practice that have emerged from their own research (see abstracts below). Then we will engage audience members in an interactive research incubator in which we will discuss crucial avenues for future research and researcher/practitioner collaborations. We aim to drive international teamwork research and practice forward by building a community of interest among EAWOP's membership.

Research and practical implications

This session is highly relevant for researchers and practitioners. It provides an overview of past research and a clear message of the direction future work will need to take. In collaboration with our academic and practitioner audience, we will create future avenues for research and practice that are imminently actionable.

Typological theorizing as an avenue to advance the field of multicultural teamwork

Sebastian Reiche, IESE Business School, Spain

State of the Art

Typologies are means for generating theoretically meaningful categories (Doty & Glick, 1994) and recent work has developed typologies to identify conceptual categories for the experience of global work (Shaffer et al., 2012), differentiate global leadership roles (Reiche et al., 2017), and derive identity configurations of multicultural team members (Lee et al., 2018). Such typologies may be either conceptually or empirically generated.

New Perspectives and Contributions

In the current presentation, I envision the value of typological theorizing for advancing research in multicultural teamwork. An important advantage of typological over traditional theorizing is that it explicitly allows for equifinality, i.e., the modeling of alternative patterns through which constructs can influence a particular outcome rather than specifying relationships between independent and dependent variables (Doty & Glick, 1994). For example, this would allow matching macro factors in the team environment to the design of multicultural teamwork. Given the growing fragmentation of different forms of multicultural teamwork and the resulting differences in their qualitative experience, it is also important to establish meaningful theoretical categories that scholars can use to compile their empirical samples and compare and contrast research findings.

Research and practical implications

The current presentation will discuss big challenges with existing theorizing on international teamwork and outline big opportunities in the use of typological theorizing. Typological theorizing offers an opportunity to reconceptualize future research avenues.

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Norms as a precursor and a solution to international teamwork challenges

Tine Köhler, University of Melbourne, Australia

M. Gloria Gonzalez-Morales, University of Guelph, Canada

State of the Art

International teamwork in project-based organizations (e.g., consultancies, engineering companies, air transport, or the military, to name a few) requires complex levels of coordination and communication to lead to successful performance, team functioning, and team member well-being. Previous research has shown that communication and coordination expectations differ across cultures creating different cultural norms for appropriate behaviors (e.g., Gibson & Gibbs, 2006; Gibson & Vermeulen, 2003; Köhler, 2009; Köhler & Berry, 2008; Köhler, Cramton, & Hinds, 2012).

New Perspectives and Contributions

Norms are highly useful to better understand and improve international teamwork, yet they have been largely understudied in favor of more distant concepts such as cultural values (e.g., Leung & Morris, 2005). Norms exert direct pressure to elicit certain behaviors and to curb others. Studying cultural norms as a challenge to successful international teamwork is vital. At the same time, an examination of the creation of team norms to create successful international teamwork will illuminate a way forward.

Research and practical implications

The current presentation will offer cultural norms as a crucial concept for future research and practice to better understand the big challenges revolving around communication and coordination conflicts that exist in international teamwork. Furthermore, it will highlight the utility of team norms for creating structure to facilitate international team functioning.

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Teams as complex behavioral systems

Nale Lehmann-Willenbrock, University of Hamburg, Germany

State of the Art

Teams have become an important organizing principle for organizations around the globe. As many employees work in some kind of team setting, most of their experiences and workplace behaviors are embedded in a team context and should be studied as they occur within team interaction processes. Yet, understanding the complex social dynamics underlying phenomena such as team collaboration, team affective experiences, and team performance remains a research challenge and requires a fine-grained behavioral lens.

New Perspectives and Contributions

While an increasing number of studies have made important steps in this direction in recent years (for an overview, see Lehmann-Willenbrock & Allen, 2018), there is still a host of opportunities for future research that pays closer attention to the moment-to-moment shifts and temporal dynamics at the behavioral level of team interactions that are at the core of team functioning. This talk will focus on evidence from real team meetings to highlight advances in understanding team processes such as the emergence of good and bad team mood, the impact of humor on team performance, and the resolution of disagreement during team meeting interactions.

Research and practical implications

The current presentation will highlight implications big opportunities for team research in under-researched team environments such as agile team interactions and the intersection of team processes and leadership influence.

References

Lehmann-Willenbrock, N., & Allen, J. A. (2018). Modeling temporal interaction dynamics in organizational settings. *Journal of Business and Psychology*, 33, 325-344. doi:10.1007/s10869-017-9506-9

Multicultural richness as asset - Talk does not reflect the walk
Sonja A. Sackmann, EZO Institute for Developing Viable Organizations, Germany

State of the Art

With globalization, many firms have become increasingly inter- and multinational. As a result, workforces have also become more international and multi-cultural within the boundaries of organizations or even in a specific location. Given the complexity of many tasks, projects are staffed with people from different functional, regional, national, generational and gender backgrounds following Ashby's law of requisite variety. This cybernetic law implies that complex problems can only be met and solved with an adequate degree of variety.

New Perspectives and Contributions

Tapping the potential of multi-cultural teams needed for creative and innovative problem solving requires, however, at least three prerequisites. It requires time to learn about the cultural specifics and differences potentially available in a given multi-cultural team; it requires time and adequate skills for constructive communication processes between people who are not all native English speakers, and it requires time and skills to resolve communication problems (e.g., DiStefano & Maznewski, 2000; Phillips & Sackmann, 2002; Primecz, Romani & Sackmann, 2011). Despite many talks about the value and richness offered by multi-cultural teams, these prerequisites frequently are not met in teams and organizations working under time pressure to reach their set deadlines. Hence, the potential offered by multi-cultural teams is not tapped in practice despite all the talk.

Research and Practical Implications

This presentation will highlight the gap between espoused theory and theory-in-use augmented by the challenges of time pressures on multicultural teamwork. It will further highlight opportunities for future research and practice regarding this gap and the influence of perceived time pressures on successful multicultural teamwork.

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Employee engagement in global virtual teamwork

Niina Nurmi, Aalto University, Finland

State of the Art

Digitalization and interconnectedness have rapidly changed the nature of work (Barley & Kunda, 2001) and global virtual teams have become commonplace (Hinds, Liu & Lyon, 2012). Recent evidence shows, however, that leadership has not kept up with this development and

85% of full-time employees worldwide are disengaged and less likely to be productive (Gallup, 2017).

New Perspectives and Contributions

In the current presentation, I discuss the challenges of and opportunities for engaging employees in global virtual teamwork. A vast majority of research on global teamwork focuses on the struggles for workers as they navigate geographic, cultural, language, and time zone differences. Recent research suggests, however, that global virtual teamwork can be more learning-promoting and more engaging than working locally, despite or perhaps because of the challenges inherent in it (Nurmi & Hinds, 2016). Nevertheless, many leaders are clueless about how to inspire and engage employees who are based in different locations, work at different times, and rarely meet each other (Gilson et al., 2015). Therefore, more research is needed to update our understanding of how to lead and design work for global virtual teams.

Research and practical implications

This presentation will discuss big challenges of the existing work design theories (e.g., Bakker & Demerouti, 2007; Hackman & Oldham, 1980) that are largely derived from traditional work contexts and outline big research opportunities in global work design.

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1464 - THE EFFECTS OF FIT AND FITTING IN: FEELING GOOD, DOING GOOD, AND DOING WELL?

Symposium Title:

The Effects of Fit and Fitting In: Feeling Good, Doing Good, and Doing Well?

Proponents of the Symposium:

Co-Chairs

Serena Wee – University of Western Australia, Australia

Christopher D. Nye – Michigan State University, United States of America

Participants

Anu Bharadwaj – University of Western Australia, Australia

Christine Soo – University of Western Australia, Australia

Christopher D. Nye – Michigan State University, United States of America

Djurre Holtrop – University of Western Australia, Australia

Gina Chatellier – University of Western Australia, Australia

James Rounds – University of Illinois, United States of America

Joshua J. Prasad – Michigan State University, United States of America

Marylène Gagné – Curtin University, Australia

Patrick D. Dunlop – Curtin University, Australia

Serena Wee – University of Western Australia, Australia

Sharon K. Parker – Curtin University, Australia

State of the Art:

Person-environment fit theory provides one of the most influential guiding frameworks for explaining people's thoughts, feelings and actions in organizations (Kristof-Brown & Billsberry, 2013). Its fundamental tenet is that the compatibility between the characteristics of an individual and his/her environment results in positive outcomes such as engagement, satisfaction, and good performance.

New Perspective/Contributions:

The purpose of this symposium is to present four studies based on different theoretical perspectives and conceptualisations of person-environment fit to (a) show its importance in predicting important work and school outcomes, and (b) evaluate what can be learned from different ways of approaching the study of fit. This symposium includes two papers exploring person-role fit in the relatively understudied volunteering context—where individuals give freely of their time and effort (Holtrop, Gagné, Dunlop, & Soo; Chatellier, Dunlop & Gagné), two papers aimed explicitly at testing Barrick, Mount, and Li's (2013) recently proposed Theory of Purposeful Work Behaviour (Chatellier et al.; Bharadwaj, Wee, Dunlop, & Parker), and two papers investigating the mechanisms through which fit impacts work and school outcomes (Bharadwaj et al.; Nye, Prasad, & Rounds).

Research/Practical Implications:

By applying the concept of fit to understudied contexts (e.g., volunteer organisations), and examining the mechanisms through which fit operates, the studies presented in this

symposium advance our understanding of when and how fit explains work and school related outcomes (e.g., engagement, satisfaction, and performance).

When a Volunteer Fits: Motivational Effects through the Self-Determination Theory

Djurre Holtrop

University of Western Australia

Marylène Gagné and Patrick D. Dunlop

Curtin University

Christine Soo

University of Western Australia

Purpose:

Volunteers give their time freely, in contrast to employees who also work for financial reasons. Therefore, feelings of fit may be even more important to retain volunteers than for employees. Yet, fit has scarcely been investigated in volunteers. Using a two-wave survey study, we investigated the consequences of complementary (i.e., demands-ability and needs-supplies) volunteer fit through the lens of the Self-Determination Theory. Specifically, we investigated the effect of fit on volunteer retention through changes in need satisfaction (feeling related, competent, and autonomous) and motivation (amotivation, extrinsic, and autonomous).

Design:

One year apart, 612 volunteers completed two largely identical surveys. These surveys included adapted measures of 1) demands-abilities and needs-supplies fit, 2) psychological need satisfaction, 3) volunteer motivation, and 4) intentions to keep volunteering.

Results:

Overall, using regression and relative weight analyses, the results showed that increases in demands-abilities ($R^2=.03$) and need-supplies ($R^2=.02$) fit both led to small increases in need satisfaction. Next, increases in need satisfaction were related to decreases in amotivation ($R^2=.05$), no change in extrinsic motivation ($R^2=.01$), and increases in autonomous motivation ($R^2=.04$). Finally, increases in motivation were barely related to intentions to remain a volunteer (respectively $R^2=.05$, .01, and .02).

Limitations/Implications:

The present study indicates that changes in volunteers' demands-abilities and need-supplies fit lead to very small changes in important individual and organisational outcomes. Therefore, improving fit may not be an effective way to improve volunteer retention. Future research could study volunteer fit with motivation frameworks that are specific to volunteers, such as the 'volunteer functions'.

Personality and Work Characteristics:

Investigating the Theory of Purposeful Work Behaviour in a Volunteer Population

Gina Chatellier

University of Western Australia

Patrick D. Dunlop and Marylène Gagné

Curtin University

Purpose:

The theory of purposeful work behaviour (TPWB) posits that work characteristics interact with people's personal agendas, determined by their personalities, to determine their experiences of meaningfulness at work. In so doing, TPWB proposes distinct relationships between specific personality traits and specific work characteristics in the prediction of experienced meaningfulness. This study aimed to test whether the predicted personality and work characteristic interactions from the TPWB hold in a volunteering setting, where meaningfulness is likely to be critical to retention.

Design:

The theory was tested by means of a two-wave design. The sample consisted of 394 volunteers who completed demographic questions and the BFI-2 personality scale as part of a larger project and completed surveys at two subsequent time points. Participants were asked about the work characteristics of their volunteer roles through the Work Design Questionnaire at wave 1 and person-job fit with their volunteer role at both waves. A moderated regression was conducted to determine the interactive effects of personality and work characteristics on person-job fit.

Results:

Within this sample, very few of the predicted personality-work characteristic interactions were significant.

Limitations:

Range restriction in the sample is possible, as personality is a known predictor of the willingness to volunteer.

Research/Practical implications:

It may be that the TPWB does not apply in volunteer settings, future research is needed to determine whether a different theory is better suited for volunteer populations.

Originality/Value:

This theory has not yet been tested in a volunteer population.

Person-Job Fit in the Theory of Purposeful Work Behaviour: Testing a Moderated Mediation Model

Anu Bharadwaj and Serena Wee
University of Western Australia

Patrick D. Dunlop and Sharon K. Parker
Curtin University

Purpose:

Recently, Barrick, Mount, and Li (2013) developed a theoretical model to describe the joint and interactive effects of personality traits and job characteristics on work outcomes (e.g., job satisfaction). A central tenet of the theory is that person-job fit—i.e., concordance between personality traits and job characteristics—results in experienced meaningfulness at work, which in turn influences work outcomes. The current study provides an empirical test of core portions of the theory, using an alternative, well-validated, model of personality: the HEXACO (Lee & Ashton, 2004).

Design:

Participants ($N = 394$) were working adults from a variety of different occupations who were part of a larger, longitudinal sample. They completed the HEXACO personality assessment, the Work Design Questionnaire (Morgeson & Humphreys, 2006), and they also indicated their perceived job-fit and satisfaction with the job.

Results:

The moderating effect of job characteristics on the relationship between personality traits and perceived person-job fit was statistically significant in each of the nine focal tests. Although person-job fit was positively related to job satisfaction in eight of the nine focal tests, none of the proposed indirect effects of the personality \times job characteristic interactions on job satisfaction were supported.

Limitations:

Potential limitations include common method variance, and a cross-sectional sample.

Research /Practical Implications:

The present study provided only partial support for Barrick et al's (2013) proposed model.

Originality/Value:

This study provides a first attempt to test Barrick et al's, (2013) model using the HEXACO model of personality.

The Validity and Incremental Validity of Interest Fit: A Mediated Model of Academic Performance

Christopher D. Nye and Joshua J. Prasad
Michigan State University

James Rounds
University of Illinois

Purpose:

The purpose of this study was to examine the mediating effects of motivation, attendance, and satisfaction on the relationships between vocational interests and both academic performance and intent to leave.

Method:

The data for this study were obtained from a sample of 383 college students. Vocational interests were assessed at Time 1, the mediators were assessed weekly over 5 weeks during an academic semester, intent to leave was assessed one week after the final weekly survey, and course grades were obtained from university records at the end of the semester.

Results:

Results showed that interest fit predicted academic performance above and beyond both cognitive ability and conscientiousness. In addition, satisfaction, motivation, and attendance mediated the interest fit—performance relationship while only satisfaction mediated the relationship between interest fit and intent to leave.

Limitations:

This study was limited by the fact that we only had intent to leave rather than actual turnover. As such, although a student may intend to leave, this may or may not translate into actual behaviour.

Research/Practical Limitations:

This study suggests that helping students to find a major that they are interested in can influence their motivation and satisfaction, both of which will also affect their academic performance.

Originality/Value:

Although past research has demonstrated the relationship between interests and performance, these studies have not elaborated on the mechanisms for these effects. The present study clarifies these mechanisms and demonstrates that interests predict motivation.

When a Volunteer Fits: Motivational Effects through the Self-Determination Theory

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The Validity and Incremental Validity of Interest Fit: A Mediated Model of Academic Performance

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1481 - A CRISIS OF COMPETENCE

Convenor: Helen Baron

In 1973 McClelland argued in the American Psychologists that in predicting individual job performance organisations should assess competencies rather than cognitive ability or personality. Prior to this early proponents of Assessment Centres had been defining facets or dimensions of measurement. In 1982 Boyatzis published "The competent manager" and argued for development of competency models to capture the characteristics of a person which result in superior job performance. Since then the use of competency models in all aspects of HR has grown exponentially and yet there is little academic research on competencies or competency models. It is difficult to find agreed definitions of competencies and recent research (Hoffman et al, 2015, Jackson et al, 2016) has failed to find any substantial competency related variance in measures such as assessment centre ratings and 360 degree ratings.

The purpose of this symposium is to consider place of competency models in evidence based practice, what they can contribute to selecting, managing and developing individuals, what are the implications of the research findings and to foster a discussion between academics and practitioners to develop a common understanding. Presenters include both experienced practitioners and academics involved in looking at the measurement properties of competencies.

Presenting author: Helen Baron

Affiliation: Independent Consultant

Paper 1: Using Competencies to promote better HR practice.

Helping clients understand what good performance in a role looks like and what factors underpin it is critical to my work as a practitioner. Selecting the right candidate for a job; helping individuals understand their strengths and weaknesses and using this information to develop and improve their performance; identifying future leaders; in general leadership models form the basis of critical leadership decisions. A competency model can encapsulate the capacities required to perform well and well written they can do so in a language that is accessible to managers and individual employees. Most organizations have implemented a leadership model to manage their leadership talent.

But some current strategies fail to take into account the new work environment and the dramatic variability in leadership positions. As a result, they do not allow organizations to:

- Match leaders to contexts in which they will be successful,
- Place leaders into roles that will develop them for the challenges they'll face in the future, or
- Manage portfolios of leadership talent against current and future business needs.

This presentation will discuss ways models can address contextual complexity using real life examples of models that have helped promote better ways of working. An organisational wide competency model might express some common values – but probably does not capture specific performance requirements for roles. The difference between models which foster a common language stakeholders can use to identify, evaluate, promote and develop better performance and models which do not fulfil these purposes will be discussed.

Presenting Author: Ornella Chinotti

Affiliation: Managing Director SHL France and Italy

Title Paper 2: Is it Time to Ring the HR Alarm Bells? The Growing Evidence that Competencies Cannot Be Measured

Competences and competency frameworks play a vital role in key organizational processes such as staff selection, development, training, and appraisal. Here various methods (e.g. interviews, assessment centres, 360 degree appraisals) are used to measure competencies so that appropriate decisions can be made in relation to, for example, which applicants to appoint, how much particular employees should be financially rewarded, who should be promoted, and the areas in which people require further training.

The use of such techniques is based on the assumption that they measure competencies with a reasonable degree of reliability. Surprisingly however, until recently no research has directly assessed the extent to which competencies are reliably measured. The research reported here addresses this issue by examining the extent to which competencies contribute reliability to their associated measures in organizations when best-practice assessment techniques are adopted. The research focusses on the assessment of competences in well-designed situational judgment tests, assessment centres, and 360-degree appraisals.

Several large datasets containing rating ‘real-life’ data derived from “best practice” assessment centres, situational judgments test applications, and 360-degree appraisals were obtained from several organizations in South Korea and the UK. The rating data relating to each was then analysed using a G (generalizability) theory approach.

Our findings suggest that competencies contributed no appreciable variance to measurement reliability in any of the three techniques. That competences do not contribute to reliable assessment even in very well designed and administered systems is clearly a matter of substantial concern, and has very considerable practical significance.

Presenting Author:
Chris Dewberry
Department of Organizational Psychology

Birkbeck University of London

Second Author:

Duncan J. R. Jackson

King's Business School

King's College London

Paper 3 Title: Understanding the 'multi-componential' nature of assessment centre ratings.

In a typical assessment centre (AC), tasks or exercises (exercises in used inclusively here to include tests, presentations and structured interviews) are chosen or created to provide assessors with the opportunity to rate a specified set of competencies. These competencies will have been identified through job analysis as being essential or highly desirable for the job in question. Best practice would limit the number of competencies being assessed in any one exercise to three or four and limit the total across exercises to half a dozen or so. The number of exercises would be determined by the need to have at least two exercises provide data on each competency.

Research has tended to show good criterion-related validity for exercises but poorer construct-related validity for competencies. In this paper it is argued that this is only to be expected given the different nature of competencies and exercises. Competences have been defined as "collections of behaviours that are instrumental in the delivery of desired results". Within the AC, raters are directly assessing the 'desired results' but are having to make inferences about the instrumentality of the underlying competencies. Exercise performance is directly observed by assessors and can be rated as such. Competencies must be inferred from the behaviour and hence are assessed indirectly. It is not surprising if we find that someone who has done well on an exercise is given high ratings on all the component competencies while someone who has done less well is given lower ratings.

Presenter: Prof Dave Bartram

Affiliation: Dave Bartram Consulting

1495 - THE ANTECEDENTS OF JOB DESIGN: A MULTILEVEL PERSPECTIVE

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State of the Art: To date, the literature on job design has settled on the job characteristics and processes that improve employee well-being, attitudes and performance. Yet, poorly designed jobs remain surprisingly prevalent. To overcome this issue, Parker et al. (2017) called for a focus on the antecedents of work design, shaping top down and bottom up job design processes.

New Perspectives/Contributions: This symposium contributes to the development of the literature on the antecedents of job design –both theoretically and methodologically—through six presentations using (longitudinal) survey and experimental designs from scholars across Europe and Australia: Starting from an individual approach this symposium highlights how employee personality impacts their job design and vice versa. One level up, it evidences that e.g. managers may particularly support employees' seeking additional challenges and resources, which benefit others. Managers themselves design motivational jobs particularly for those to whom they feel close versus more distant; particularly managers' personal characteristics and organisational context fosters such behaviour. At the organisational level, an innovative strategy may equally associate with more motivational jobs, while hierarchy and disruptive regulations may lead away from such job designs. Finally based on a review of the literature, future researchers are warned to take into account temporal dynamics to successfully study the antecedents of work design. The concluding discussion will be led by Sharon Parker, one of the leading authors in the field.

Research/Practical Implications: This symposium highlights the importance of a person-oriented perspective on job design and the value of studying the antecedents of job design in order to improve work.

Job design and the Big-5 personality traits: Testing agentic, situationist and reciprocal relationships across a twenty year period

David Holman & David Hughes

University of Manchester

Purpose: Understanding the relationship between the individual and work environment is a core concern of organizational research but few studies have examined longitudinal relationships between

the Big-5 personality traits and job design (i.e., job discretion, workload). We develop and test a theoretically-driven model that hypothesises agentic transactions (effect of personality on job design), situationist transactions (effect of job design on personality) and reciprocal transactions (e.g., personality affects job design, which then leads to a change in personality).

Methodology: We conduct a latent change score analysis of data drawn from the Midlife in the United States (MIDUS) study of aging that included a survey administered to adults three times over 20 years.

Results: Our findings show strongest support for situationist effects of workload on personality development, specifically openness, extraversion and agreeableness. There was no support for situationist effects of job discretion on personality, agentic effects of personality on job design, or reciprocal effects.

Limitations: We didn't address moderators or mechanisms of situationist and agentic transactions.

Research Implications: The study indicates need for a better understanding of the exact processes through which transactions between personality and job design occur and differences in the temporal evolution of transactions.

Originality: This is the first study to test Big-5/job design transactions over longer time periods (twenty years) using truly longitudinal data (i.e., both variables assessed at three time points).

When do others support employee job crafting: A job design simulation task

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Purpose/relevance: As job crafting research has been primarily focused on what impact job crafting can have on individual outcomes, we argue that it is important to also consider under which conditions others (such as supervisors) support job crafting and why.

Design: Testing our idea in an experimental setting, we recruited participants via Amazon Mechanical Turk ($N = 285$). Participants first completed a job design simulation task in which they were asked to design a fulltime job for a research assistant by choosing four out of 12 possible additional tasks. Following this job design task, participants were informed that the research assistant had been working in the role for two months when they overheard that he/she had decided to make some changes to his/her job. Participants were randomly allocated to one of five experimental conditions (reflecting four types of job crafting and a control condition). After that, they filled in a short survey.

Results: As expected, those in the decreasing demands condition reported significantly lower support for this behavior compared to those in the other conditions (increasing social and structural resources and challenging demands). The relationship between increasing social resources and increasing challenging demands and support for crafting could be explained by participants' perceptions that the

job crafter was other-oriented (i.e., focused on benefitting others/the organization). No support was found for the idea that attribution of a self-oriented motive to the job crafter would result in lower support.

Limitations: The study needs to be replicated among managers.

The influence of psychological distance on work design behaviour

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¹University of Western Australia, Perth, Australia, ²Curtin University, Perth, Australia

Purpose. Based on the wealth of research suggesting jobs with enriched work designs (i.e., jobs with high autonomy, variety, significance, etc.) enhance work motivation and performance, this research contributes to a better understanding of factors that foster enriched work design behaviours (i.e., decisions made by stakeholders in the local context that shape the job design of others). Based on Construal Level Theory, we hypothesize that psychological distance between job designer and job incumbents is negatively related to enriching task allocation (i.e., deciding to allocate more tasks with enriched work characteristics to a job).

Design/Methodology. We designed a vignette study to measure work design strategies in a sample of 207 participants recruited via Mturk. In the between-person experiment, we varied three levels of psychological distance between designer and job incumbent (no, low, and high psychological distance). We used multiple regression to test our hypothesis.

Results. Preliminary results support the basic assumptions of our model; allocation of low-skill tasks is positively associated with psychological distance, and allocation of high-skill tasks is negatively associated with psychological distance.

Limitations. Noted limitations of vignette studies include realism and generalizability.

Research/practical implications. Our results may hold valuable insights for the practice of work design in contexts with a high degree of psychological distance (i.e., distributed teams, crowdsourcing).

Originality/Value. Research on individual level antecedents to work design is rare, and to our knowledge, this is the first study that investigates the influence of psychological distance on work design behaviour.

What Predicts Top Down Job Design Behaviors: A Focus on Managers

Anja Van den Broeck, KU Leuven, Belgium and North-West University

Purpose: Jobs that have high levels of social support, opportunities for skill use and autonomy have been clearly linked to employee well-being, attitudes and behaviour. Such motivational jobs may arise from bottom up initiatives such as the crafting of job resources or the negotiation of task ideals. Although such employee-led initiatives are argued to be complementary to top down job design initiated by management, surprisingly little is known about how managers design jobs. In this study we examine whether individual (i.e., age, gender and education), job related (i.e., job resources) and organizational level (i.e., organizational values) associate with managers developing motivational jobs, which in turn should lead to employee experiences about the motivational quality of their job.

Design: We collected cross-sectional data among 233 first line managers. To assess manager's job design behaviours, we asked managers to complete a scenario in which they added four tasks to the job of fictitious employee, allowing for variety and social support, and determine its degree of autonomy.

Results: Preliminary results show that women and older managers design jobs with more variety and social support, but do not provide more autonomy. One's own job design was relevant in predicting autonomy, while organizational values of respect and integrity proved to be the strongest predictor of job design behaviours as they positively predicted designing jobs with variety and social support, and providing autonomy.

Limitations: In this research, we could not integrate the perspective of the employee.

Research/Practical Implications & Originality/Value: Our study is among the first to provide insight in the top down processes of job design, enabling organizational interventions at the level of the managers to improve employee job design.

Organizational level antecedents of high-quality work design

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Purpose/relevance: Despite the well-documented positive effects of enriched work designs for both employees and organizations, many low-quality work designs continue to exist, indicating an insufficient understanding of the actual drivers of work design. Emerging research is mainly focusing on local job designers, but we argue that organizational level factors such as organizational strategy,

practices, operational uncertainty and organizational design elements can play an important role in shaping overall quality of employee work design.

Design/Methodology: Survey data was collected from N=3830 employees (70% females; Mage=46.01, SD=13.23) working in the Not for Profit (NFP) sector in Australia, as part of a wider research initiative.

Results: Results indicate that organizations operating prospector strategies (strongly focused on innovation and market exploration) foster better work design compared to more reactive strategic patterns. Moreover, the level of formalization and total number of hierarchical levels are associated with lower quality work design. However, a closer examination reveals that the level of formalization is not conducive to poorer work design in itself, but only when rules and regulations aren't actually efficient and disrupt work.

Limitations: This study is cross-sectional and relies mostly on self-report.

Theoretical and Practical Implications: This research has both theoretical and practical implications, as organizational level drivers are rarely addressed and theorized, and therefore there is little guidance around how organizational characteristics can be structured to foster good work design and associated productivity and wellbeing outcomes.

Originality/Value: This study represents one of the very few systematic investigations into the organizational antecedents of work design.

Antecedents of job design: Integrating Multiple levels and Long and Short-run Dynamics

Kevin Daniels, University of East Anglia, UK

Despoina Xanthopoulou, Aristotle University of Thessaloniki, Greece

Ana Sanz-Vergel, University of East Anglia, UK

State of the Art: In this conceptual and methodological review, we start by explaining why and how the study of temporal dynamics of relationships between antecedents of job design, job design itself, and well-being adds value to more static approaches. We also highlight the importance of multiple levels of influence in the study of job design vs. single-level analysis.

New Perspectives/Contributions: We propose that temporality can be observed at several, inter-related levels of analysis that are characterized by different levels of dynamism. For instance, we explain how socio-economic changes at the macro (i.e., societal)-level of analysis that occur over longer periods of time may cause changes in job design (meso-level), that in turn, explain dynamic changes in well-being (micro-level). We offer insight into the study of antecedents of job design by providing a conceptual framework that highlights the role of temporality, while taking into account different levels of analyses.

Research Implications: We discuss methodological approaches (e.g., shortitudinal studies, growth curve modelling) that allow capturing temporal effects of different duration. We also consider simulation methodologies that could provide a means of synthesising results over multiple levels of analyses from studies that consider only one or two levels of analyses.

Originality/Value: Our originality comes from developing theoretical and methodological approaches to the study of job design, by integrating information from multiple levels of analysis.

1518 - LINKING FAMILY SUPPORTIVE SUPERVISOR BEHAVIOURS (FSSB) TO EMPLOYEE CONTEXTS AND OUTCOMES

Symposium chair: Ciara Kelly^a

^a Sheffield University Management School, United Kingdom

Discussant: Marcello Russo ^b

^b University of Bologna, Italy

State of the Art

FSSB is a key mechanism which helps employees successfully manage potentially conflicting home and work demands. The pace of research in this area is increasing but we still lack important understanding of the antecedents of FSSB and longitudinal evidence of the outcomes and mechanisms linked to FSSB.

New Perspectives/Contributions

This symposium addresses a range of gaps in our knowledge regarding the antecedents of FSSB and the mechanisms through which it can impact work and home outcomes. In our first paper Marescaux and colleagues explore the impact of the congruity of the employee and supervisor perceptions of FSSB, bringing to light the importance of relative perceptions of FSSB on employee outcomes. Our following papers use matched supervisor-subordinate data and longitudinal data, respectively, to explore the role i-deals play as a linking mechanism between FSSB and employee and organisational outcomes. Finally, in response to a call for increased focus on the antecedents of FSSB, our fourth paper examines whether the level of family related motivation of supervisors links to FSSB and thus to employee performance.

Research/Practical Implications

This symposium helps to expand our knowledge of the nomological network surrounding FSSB – using novel theoretical and methodological approaches. The practical implications include improving employee well-being and performance via the careful support of FSSB in supervisors, with a knowledge of how the organizational and relational context may impact the effectiveness of FSSB. Our discussant, Marcello Russo, will provide additional insights in order to help attendees and authors to map further implications and future research resulting from our findings.

When employees and supervisors (do not) see eye to eye on family supervisor behaviors: The role of segmentation preference and work-family culture

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^d National University of Singapore

Purpose: Building on work family boundary theory, this study explores the mechanisms and boundary conditions of how (dis)agreement in employee-supervisor perceptions of FSSBs relate to intrinsic motivation and turnover intentions of employees. We integrate the role of work-family culture and segmentation preference as boundary conditions to delineate these associations.

Design/Methodology/Approach/Intervention: We use matched employee – supervisor data collected from full-time employees working in El Salvador.

Results: Using polynomial regression analyses, results of a matched data set including supervisors and their subordinates, collected in El Salvador, partially supported our hypotheses and revealed unique patterns.

Limitations: Cross-sectionality is a limitation of the study.

Research/Practical Implications: Helping employees juggle work and family responsibilities is key for managers and organizations in a time of harsh competition, time pressure and increasing employee turnover. In that regard, "family supportive supervisor behaviors" (FSSBs) contribute to this need. Yet, employees and supervisors do not necessarily see eye to eye when it comes to the FSSBs exhibited by the supervisor, which can influence their effectiveness.

Originality/Value: This study contributes to research on FSSBs, by a) demonstrating the importance of employees and supervisors seeing eye to eye in relation to FSSBs as a driver of intrinsic motivation and turnover intention and b) exploring two boundary conditions that amplify the effectiveness of FSSBs.

Demonstrating the context dependent effects of the positive relationship between FSSB and flexibility i-deals

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Purpose

As the needs of organizations and employees become more complex, requests for flexible work practices have become more commonplace. One way to achieve this flexibility is by

negotiating individualized schedule and time deals (i.e., flexibility i-deals). While research on i-deals has been growing recently, less attention has been paid to flexibility i-deals. In this research, we aim to explore the nomological network of flexibility i-deals. Drawing on COR theory and the W-HR model, we propose that flexibility i-deals are a mechanism through which family supportive supervisor behaviors (FSSBs) relate positively to family performance, and negatively to deviant work behaviors.

Design/Methodology

We collected multi-source data from within Chile and Columbia and tested our hypotheses using structural equation modelling. The final sample includes 94 managers and 512 subordinates.

Results

Our results supported the mediating role of i-deals and highlighted the importance of boundary conditions in the relationship between FSSBs, i-deals and employee outcomes. Specifically, we found that in most cases family friendly environment and prosocial motivation moderated the indirect effects of FSSBs on employee outcomes.

Limitations

Our data collection was multisource but cross-sectional.

Research/Practical Implications

We contribute to research on flexibility ideals by emphasizing the enabling role of line managers through their FSSBs, the importance of organizational context and the role of an individual characteristic in materializing and sustaining these deals.

Originality/Value

From a FSSB perspective, this research contributes to a nascent body of research exploring the contextually dependent outcomes of these supervisor behaviors.

Supporting proactively embedded employees; The role of Family Supportive Supervisor Behavior (FSSB) in shaping differential employee outcomes via idiosyncratic (i-deals) deals and fit

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Purpose

In this longitudinal study we examine how FSSB is linked to two seemingly disparate constructs - employee embeddedness, a concept which potentially denotes inertia within a

role, and proactive skill development, an agentic and energized behavior. Using COR theory we hypothesise that the relationship between FSSB and these differential outcomes is partially explained by FSSB's positive links to i-deals and employee fit.

Design/Methodology

We tested our hypotheses on data from 153 individuals in employment, who completed survey measures taken weekly over 3 weeks.

Results

Using path analysis, we found our hypotheses were partially supported, with developmental i-deals and fit mediating the link between FSSB and both DVs, embeddedness and proactive skill development. However contrary to our expectations we found no evidence that flexibility i-deals acted as a mediator for the effects of FSSB.

Limitations

Our conclusions could be strengthened by additional data sources, such as supervisor ratings.

Research/Practical Implications

Our study indicates that family supportive behaviours do not just link to work-life balance related outcomes. They may also support individually negotiated employee development and improved fit. Through these mechanisms organisations can support proactive skill development without fear of increasing turnover, as the same mechanisms support embeddedness.

Originality/Value

FSSB literature is predominantly cross-sectional, and so the longitudinal nature of our data is a strength of our study. Our findings indicate that fit and i-deals are important mechanisms linking FSSBs to outcomes which are of benefit to both individual employees and organizations.

Family Motivation of Supervisors: Exploring the Impact on Subordinates' Work Performance via FSSBs and Work-Family Balance Satisfaction

Authors: Didem Taser Erdogan ^a, Maria Jose Bosch ^b; Yasin Rofcanin ^c; Jakob Stollberger ^d; Mireia Las Heras ^e

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Purpose: Informed by prosocial motivation and work-family border theories, we investigate the association between family motivation of supervisors and FSSBs, and how the latter mediates the association between supervisors' family motivation and subordinates' work performance. Furthermore, we examine the role of supervisors' satisfaction with their work-

family balance as a contextual variable influencing our proposed associations.

Design/Methodology/Approach/Intervention: We use matched supervisor-subordinate data from an organization in Chile (196 subordinates, 75 supervisors).

Results: Our findings revealed that supervisor family motivation relate to subordinate work performance via FSSBs. Moreover, this positive association is moderated by supervisors' satisfaction with their work-family balance, such that the mediation of FSSBs is stronger for supervisors who are not satisfied with their work-family balance.

Limitations: Cross-sectionality is a limitation of the study.

Originality/Value: Family supportive supervisor behaviors (FSSB) have emerged as a powerful resource of informal support for the well-being and development of employees. However, research to date offers limited insight into the antecedents and underlying processes that may trigger FSSBs. This study contributes to understanding of the broader context in which FSSBs unfold.

1537 - HEALTHY HEALTHCARE WORKERS: PSYCHOSOCIAL WORKING CONDITIONS, HEALTH, QUALITY OF CARE, RETENTION AND SUCCESS FACTORS OF INTERVENTIONS

Title and name of the proponent(s) of the Symposium: Georg Bauer, MD, DrPH, Head of the Division of Public and Organizational Health / Center of Salutogenesis, Epidemiology, Biostatistics, and Prevention Institute, University of Zurich, Switzerland

State of the Art: It has been well established that physicians and nurses experience considerable strain at work related to high workloads, emotional demands and understaffing. At the same time, healthcare organizations are struggling to attract and retain qualified staff.

New Perspectives/Contributions: Our symposium adds to the existing body of knowledge by addressing a range of issues relevant to understanding work stress and health in healthcare staff. The first three presentations examine the work-related health in physicians. One looks at the prevalence of burnout in physicians and the contributing factors as well as differences between medical specialties (Lucia Prihodova). Next, findings related to personal and organizational factors associated with presenteeism as well as consequences for the physicians themselves and their quality of care are presented (Lise Tevik Løvseth). This is followed by an examination of the relationship between psychosocial working conditions, burnout, depression and the intention to retire early (Kevin RH Teoh). We then turn our focus to nursing staff and provide a review of their occupation-specific job demands and resources (Sylvia Broetje). The final presentation shows that organizational health interventions in nursing wards can have differential effects on direct and indirect participants and presents factors contributing to these differences (Anja Lehmann).

Research/Practical Implications:

This symposium illuminates specific workplace aspects that are contributing to health-related and motivational outcomes in healthcare staff and intervention effectiveness. Thereby, our symposium presents applicable insight for the development of evidence-based interventions aimed at improving outcomes on both the individual and organizational level.

Workplace and personal wellbeing factors associated with burnout in Irish hospital doctors - specialties comparison.

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Purpose: In Ireland, the financial, organisational and personnel constraints imposed by recession translated into greater work volume and a challenging training and working environment for healthcare professionals. This study explored the prevalence and factors associated with burnout in doctors in different hospital specialties in Ireland.

Methodology: 1749 hospital doctors (RR = 55.3%) provided their age, sex, average working hours and completed the Workability Scale, the Depression, Anxiety and Stress Scale (DASS 21), the Effort Reward Imbalance (ERI) questionnaire and the Maslach Burnout Inventory (MBI). Binary logistic regression was performed to identify factors associated with burnout.

Results: Almost one third (30.6%) of all doctors were identified as burned out. Younger age, male sex, greater work stress (ERI), overcommitment (ERI), workability, stress (DASS 21) were significantly associated with burnout and explained 36.2% of the variance. The highest rates of burnout were observed in emergency medicine (58.8%) and lowest in pathology (19.4%). There was some variance among the specialities in factors associated with burnout.

Limitations: Cross-sectional design.

Research/Practical Implications: With almost one third of Irish hospital doctors meeting the criteria for burnout, this study provides insight into factors that need to be considered at all levels – from medical schools to the employer in order to improve the working environment, wellbeing and retention of staff.

Originality: First national study in Ireland, utilising representative samples of hospital doctors across specialties working in single healthcare system.

The spiralling effect of organizational, personal and cultural factors on sickness presenteeism among Norwegian hospital physicians

Lise Tevik Løvseth^{1,2}, Fay Giaevers², Ingrid Steen Rostad², Sylvi Thun², Annet deLange³ and the HOUPE study project group⁴.

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⁴ www.houpe.no/about-us

Purpose: Despite persistent high prevalence of presenteeism among physicians, we lack knowledge on what causes this behaviour and how this affects quality of health care. The current project investigates the prevalence, the relationship between correlates of presenteeism and the effect on physicians and their patients.

Design: Samples of 1) 3 500 physicians in four countries (2005), and 2) 6 500 physicians from five countries participating in the HOUPE study (2012) completed a survey that included measurements on psychosocial working conditions, burnout, psychological health and presenteeism, and 3) in-depth interviews with 21 physicians at a Norwegian university hospital.

Results: Presenteeism was prevalent among physicians in all countries (75-80%). There was a spiralling effect of positive and negative influential personal and organizational factors as well as factors in the professional culture, which simultaneously contributed to presenteeism. Presenteeism affected both the physician and the quality of health care.

Limitations: Prospective study.

Implications: The study contributes to an in depth knowledge on the positive and negative antecedents that can explain the persistent high prevalence of physicians that attend work when sick and effects of this behaviour on physicians and their patients.

Originality: The study underlines the inherent complexity of the causal chain of events affecting presenteeism among physicians. The study shows that it is not a matter of reducing sickness presence per se, but focusing on the overall health and well-being of physicians through identifying when sickness presence is called for, how it can be arranged and when it should be avoided.

Linking the psychosocial working conditions, burnout, psychological morbidity symptoms and early retirement intentions in UK hospital consultants

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³ Swansea University, Swansea, UK;

⁴ University of Nottingham, Nottingham, UK

Purpose: This study aimed to test the direct effect of hospital consultants' psychosocial working conditions on their self-reported psychological morbidity symptoms and early retirement intentions, with burnout as a proposed mediator within these relationships.

Design: 593 NHS hospital consultants completed an online survey measuring psychosocial working conditions (work-related pressure & job autonomy), psychological morbidity (emotional exhaustion, depersonalisation, depressive symptoms, & anxiety symptoms), and early retirement intention.

Results: We found high prevalence rates for emotional exhaustion (38.7%), depersonalisation (20.7%), anxiety symptoms (43.1%) and depressive symptoms (36.1%). Job autonomy had negative direct effects on consultants' anxiety and depressive symptoms, and their intention to retire early. Both emotional exhaustion and depersonalisation mediated the relationships that work-related pressure and job autonomy had with psychological morbidities. Only emotional exhaustion mediated the relationships where early retirement intention was the outcome.

Limitations: In addition to this cross-sectional study drawing on self-reported data, we do not know how many consultants received survey invites and are unable to determine the response rate.

Implications: Failure to adapt working conditions and proactively manage burnout could lead to more symptoms of psychological morbidity in consultants, as well as facilitating early retirement intention. This places additional demands on the NHS as consultants potentially become patients while also presenting a significant loss of skill, knowledge and experience to the NHS.

Originality: Few studies have examined psychosocial working conditions and psychological morbidity among hospital consultants. Where burnout has been examined, little evidence is available on its subsequent impact on doctors' mental health or retirement intentions.

The key job resources and demands of nurses and their translation into interventions

Sylvia Broetje¹, Gregor J. Jenny¹, Georg F. Bauer¹

¹ Division of Public and Organizational Health / Center of Salutogenesis, Epidemiology, Biostatistics, and Prevention Institute, University of Zurich, Switzerland

Purpose: The Job Demands-Resources (JD-R) model has been established as a framework to study and address work-related health as well as work engagement, however current findings are poorly integrated and as a result difficult to apply. Our aim is to identify the key job resources and demands of nursing staff by integrating findings from previously published review studies along the lines of the JD-R model.

Methodology: The databases MEDLINE, PsychINFO and CINAHL were searched for review papers published between 1990 and 2017 that examined the antecedents of the following work-related outcomes in samples of nursing staff: engagement, job satisfaction, motivation, enjoyment, commitment, work ability, nurse retention, exhaustion, health complaints, burnout, strain, stress, turnover and attrition. Relevant antecedents identified in these reviews will be integrated into the JD-R model using inductive analysis.

Results: Preliminary results indicate that – compared to other occupations - work-life interference, leadership style and values represent particularly critical workplace demands and resources in nurses. The final results will be presented at the symposium and the translation of these findings into interventions on the team level will be discussed.

Limitations: By including only reviews in our study, we may have missed resources or demands that have not yet been included in a review paper.

Implications: Understanding the core job resources and demands allows the development of more targeted interventions aimed at improving health-related and motivational outcomes in nurses.

Originality: This is the first study to integrate job demands and resources of nursing across a broad range of different outcomes.

Assessment of differential intervention effects for direct and indirect participants in an organizational health intervention implemented in healthcare

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Purpose: While implementing participation in an organizational health intervention (OHI), the formation of a group of representatives responsible for developing and realizing action plans is a common approach. This study aimed to compare changes in intervention outcomes between employees who are directly involved in intervention decision making (direct participants [DPs]) and the remaining employees (indirect participants [IPs]) in a mixed-method design of an OHI.

Design: Data from a lean healthcare intervention implemented in 29 nursing wards was used. Quantitative surveys were collected at two time points (follow up after six months), and focus group discussions were conducted during the follow-up phase.

Results: The results showed that DPs generally experienced improvements in intervention outcomes. For IPs, overall there was no positive change or even a deterioration in intervention outcomes. Further sub-group analyses, however, illustrated that some IPs were also able to benefit from the intervention. Qualitative focus group data gave insights on beneficial and less beneficial transfer process mechanisms between DPs and IPs which could explain these differential effects in the IPs.

Limitations: A second follow up after 12 and third follow up after 36 months would have been desirable to explore whether the results remained stable over time.

Implications/Value: This study highlights the importance of considering the forms and quality of participation in OHIs. The comparison between DPs and IPs offers insights into social transfer as a key aspect of the change process leading to positive intervention effects for whole teams.

1545 - CASTING LIGHT ON SITUATIONAL JUDGMENT TESTS FROM MULTIPLE PERSPECTIVES: POSSIBILITIES OF DIFFERENTIAL USES ACROSS DISCIPLINES AND COUNTRIES

Lisa Kim⁽¹⁾

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Situational Judgment Tests (SJT) are an assessment method requiring one's response to a series of challenging scenarios. SJTs can measure different constructs, contain various design features, and are used for different purposes across disciplines and countries by both practitioners and researchers. This symposium of five presentations reflects this diversity, underlining the importance of interdisciplinary awareness of SJT research to further the field. Schmid, Knipfer, and Peus provide a theoretical perspective of an evidence-based SJT used for leadership development. SJTs can also be used for selection into education programs, in which various SJT design features can be explored. Gentil, Moldzio, Reiner, and Felfe outline, from a practitioner's perspective, how an SJT on Agreeableness can be used to predict leader success, using a German sample. De Leng, Steigers-Jager, Born, and Themmen compare response instructions (should do vs would do) and response option formats (multiple choice vs Likert) for applications to a Dutch medical education program. Furthermore, Kim and Klassen compare other response option formats (i.e., ranking, pick three, and Likert) for applications to a British teacher education program. Felfe, Krumm, Schäpers, and Kaminski examine another SJT design feature; namely, how instructions (faking vs non-faking) and item stems (with vs without) can influence participants' social desirable responding patterns. Sharing interdisciplinary and cross-cultural findings can benefit society by enhancing the theoretical- and empirical-evidence base for fair, reliable, and valid SJT assessments.

Using SJTs in leadership training:

Individualized feedback and role play for impactful leadership development

Ellen Schmid, Kristin Knipfer & Claudia Peus

Technische Universität München (TUM School of Management), Germany

State of the Art: The Full Range of Leadership Model (Bass & Avolio, 1990) is the most researched leadership framework to date. Based on this theoretical model, Braun, Peus, Weisweiler, & Frey (2013) have developed a situational judgment test (SJT) that has been used extensively and successfully across contexts as a leadership assessment tool. The utility of the SJT for leadership development has not been explored so far.

New Perspectives/Contributions: We present a theoretical perspective of an evidence-based leadership training based on the SJT by Braun et al. (2013). In our leadership development approach, we use the feedback from the SJT as a major catalyst of leaders' learning (e.g., Sparr, Knipfer, & Willems, 2017). Additionally, we developed role plays based on the empirically validated and prototypical leadership situations of the SJT to foster leaders' experiential learning (Schmid & Peus, 2018).

Research/Practical Implications: We designed an online survey based on the SJT by Braun et al. (2013), where participants can rate their own leadership behaviors and ask their team members to rate them, too. In our training sessions, we conduct role plays based on the SJT to engage leaders in prototypical leadership challenges, to let them experiment with different behaviors, and to foster reflection of their leadership practice (Schmid & Knipfer, 2016).

Originality/Value: This is a promising example of how SJTs can be used not only for leadership assessment but also for leadership training. We conclude that an SJT is most impactful when integrated in a comprehensive leadership development approach.

May the situation be with you:

Is Agreeableness a major predictor for leader potential in different situations?

Alina Gentil¹, Thomas Moldzio¹, Anabell Reiner² & Jörg Felfe²

¹Moldzio & Partner – Institut für Personalauswahl (Institute for Personnel Selection), Germany

²Helmut-Schmidt-Universität – Universität der Bundeswehr Hamburg, Germany

Purpose: Many studies have demonstrated the important role of Big Five personality domains (particularly conscientiousness) in predicting job performance and leader success (e.g., Barrick, Mount & Judge, 2001; Bono & Judge, 2004). Although these meta-analyses have found inconsistent findings for agreeableness, they did not consider how situational factors and individuals' motivations could impact on the relationships with the criteria. The aim of this study was to examine how these factors could moderate the relationship between agreeableness and leader potential.

Design: In a field-study within real assessments ($N = 115$ leaders), the relationship form between leader potential and two aspects of agreeableness (compassion and politeness) was explored. Furthermore, the situational context (personnel selection or professional development) and the basic motive affiliation were analyzed with a moderated mediation analysis.

Results: There was a U-shaped relationship between compassion and leader potential. Additionally, the basic motive affiliation suppressed the effect of compassion on leader potential, but only within the personnel selection situational context.

Limitations: Field-studies allow no causal interpretation and the current (sub)samples were small and preselected, which limit the external validity of the findings.

Research implications: We plan to conduct an experiment (vignette-study) to further explore the role of agreeableness and address the limitations of a field study.

Originality/Value: There is evidence that there can be "too much of a good thing". That is, being empathic is beneficial only to a certain extent and there is a need to not strive for acceptance by others, previous studies have not explicitly explored.

Influence of response instructions and response format on applicant perceptions of a Situational Judgement Test for medical school selection

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¹Institute of Medical Education Research Rotterdam, Erasmus MC, the Netherlands

²Institute of Psychology, Erasmus University Rotterdam, the Netherlands

Purpose: The study examined the influence of two Situational Judgement Test (SJT) design features – response instructions and response format – on applicant perceptions. Additionally, we investigated demographic subgroup differences in applicant perceptions of an SJT.

Design: Medical school applicants ($N=372$) responded to an online survey on applicant perceptions, including a description and two example items of an SJT. Respondents randomly received one of four SJT versions (should do-rating, should do-pick-one, would do-rating, would do-pick-one). They rated overall favorability and items on five procedural justice factors. Additionally, applicant perceptions were compared for subgroups based on gender, ethnic background and first-generation university status.

Results: Applicants rated would-do instructions as easier to cheat than should-do instructions. Rating formats received more favorable judgements than pick-one formats on applicant differentiation, study-relatedness, chance to perform and ease-of-cheating. No significant main effects for demographic subgroups on applicant perceptions were found, but significant interaction effects showed that certain subgroups had more pronounced preferences for certain SJT design features. Certain SJT design features may improve applicant perceptions, due to the promotion of procedural justice factors.

Limitations: Applicant perceptions were based on only two example SJT items and that only a limited number of procedural justice factors were included.

Implications: Using design features that increase the SJT's attractiveness for minority applicants may reduce adverse impact.

Originality: The present study contributes to previous research by examining the influence of response instructions and the interaction between design features and demographic subgroups on applicant perceptions.

Which response option format in Situational Judgment Tests is best? Evidence from UK teacher education program applicants

Lisa Kim, Erik Sengewald, and Rob Klassen
University of York, UK

Purpose: Situational Judgment Tests (SJT) are increasingly being used in various contexts and purposes, including in selecting individuals into teacher education programs. However, the format in which the response options should be presented to participants has not been thoroughly explored in the past.

Design: Accordingly, we use a between-subject design to compare the structural validity and the criterion-related validity for four types of response formats: ranking, pick best three, pick the least, and rating (Likert). Our participants ($N = 1205$) were individuals applying for an initial teacher education program in the UK who completed an SJT measuring three groups of non-cognitive characteristics (Empathy and Communication, Organization and Planning, and Adaptability and Resilience).

Results: Results on the comparative psychometric properties of these response formats indicate that rating may be a superior SJT response format than the other response formats.

Limitations: The participants were majority white female in their 20s or 30s. Although this kind of demographic is representative of the teacher education students in the UK, external validity of its findings to the wider teaching force may be limited.

Research Implications: We recommend that researchers and practitioners consider developing and using SJTs that use a rating response format, although further validation in other contexts and for other purposes may be necessary.

Value: This study provides direct comparative evidence, not previously available, that a rating response format are helpful in SJT construction and use.

The meaning of social desirability of response options in SJTs

Jörg Felfe¹, Stefan Krumm², Philipp Schäpers² & Katarina Kaminski¹

¹Helmut-Schmidt-Universität, UniBw Hamburg

²Freie Universität Berlin, Germany

Purpose: Currently there is a debate, if SJTs are as situational as they are supposed to. Non-situational cues within the response options may influence participants to responding in a more socially desirable way and explain SJT performance. We conducted three studies to test this hypothesis. In the first study, we examined the role of social desirability of response options for performance in SJTs. In the second study, we analyzed if participants tended to respond in a more socially desirable way under a faking instruction condition compared to a non-faking instruction condition. In the third study, we examined if participants tended to respond in a more socially desirable way if there were no item stems compared to if there were item stems.

Method: In study one ($N = 132$), answer alternatives were presented in a randomized order and rated with regard to desirability. In studies two ($N = 135$) and three ($N = 95$), we conducted between subject

designs to compare responding under different conditions (fake vs no fake, and with stem vs without stems).

Results: Study one revealed that response options varied with regards to their desirability, but desirability-based response-profile prototypes were poorly related with SJT performance. In study two, responding was somewhat related to desirable responding profile prototypes, but there were no performance differences between the two instruction conditions, indicating that faking did not enhance desirable responding. Study three showed that performance suffered when stems were missing and that participants were more orientated to desirability.

Limitations: Results were obtained on the basis of one specific test.

Implications: When constructing SJTs, one should be aware of and control for potential effects of social desirability of response options.

Originality: To our knowledge, this is the first series of studies to systematically examine the influence of desirability of response options.

1556 - ARTIFICIAL INTELLIGENCE, ALGORITHMS & TECH: ADVANCES IN PSYCHOMETRIC SCORING & REPORTING

Title and Name of the Proponent(s) of the Symposium

Tom Hopton, MA Hons (Oxon.), CPsychol, MBPsS, Principal Consultant @ Saville Assessment
Rab MacIver, BSc., MSc., CPsychol, R&D Director @ Saville Assessment
Professor Hennie Kriek, PhD., CEO @ TTS-Top Talent Solutions
Lauren Jeffery-Smith, MSc., Wave Portfolio Manager @ Saville Assessment
Elisabeth Brummer, MSc., Assessment Lead Western Europe @ Willis Towers Watson

State of the Art

This symposium explores how the latest technologies and psychometric scoring approaches can be used to power ever-more valuable insights, increasingly drawing upon different combinations of assessments and data-driven algorithms.

Through a range of research and live data sets ranging from less than n=50 up to n=100,000 we explore real-world applications and implications of the latest technologies and scoring methodologies. We also provide a new synthesis of relevant psychometric theory and data approaches and raise questions about the state-of-the-art in the broader context of contemporary business activities such as business intelligence, data analytics and dashboarding.

New Perspectives/Contributions

We focus on new scoring approaches, theories and technologies with real-world applications – and provide examples of how practitioners can leverage such developments.

We discuss how the latest technologies and approaches to psychometric data now make it possible to provide unprecedented insights. Such insights include increasing the fairness of assessments, providing group-level data overviews, producing new combinations of assessment scores and the ethical and practical implications of artificial intelligence.

As a group of experienced practitioners from different global organizations ourselves, we believe we are well-placed to provide practitioner insight and to pose provocative questions about the state-of-the-art of psychometric scoring and reporting.

Research/Practical Implications

- We explore and demonstrate how the latest technologies and scoring approaches allow users of psychometrics to work better.
- We encourage practitioners to go beyond traditional psychometric approaches.
- We raise provocative questions about the future of psychometric scoring and reporting – including the potential benefits and risks of artificial intelligence.

PAPER 1: History & Advances in Group-Level Psychometric Data

Title, Name & Affiliation of The Author

Tom Hopton, MA Hons (Oxon.), CPsychol, MBPsS, Principal Consultant @ Saville Assessment

State of the Art

Technology has advanced immeasurably in recent years and it is now possible to produce group-level psychometric outputs and assessment combinations which simply weren't achievable even comparatively recently. For example, group-level data can now be leveraged in real-time to assist with such activities as deploying the most appropriate benchmarks or evaluating the fairness of a testing process.

There are different approaches from which researchers and practitioners are approaching group-level "big data". It seems like an eminently appropriate time to discuss consolidating these approaches to help people gain maximum insight from big data.

New Perspectives/Contributions

A brief synopsis of psychometric trait scores at the individual- and group-level is provided before we demonstrate how, using real-world data sets, valuable insights can be gained. For example, we explore how real-time overviews of various assessment data sets, ranging from $n=10$ to samples containing thousands of data points, can be used to carry out such activities as exploring performance distributions, considering the appropriateness of benchmarks used and in setting decision-making cut-scores.

Research/Practical Implications

Such group-level data outputs raise important questions for I/O psychology, including ethical questions (e.g. what kinds of data should be available to whom, and when?) and practical questions (e.g. how can I/O psychologists best leverage these insights to help people at work?)

Originality/Value

In addition to synthesizing a range of existing and disparate research in a new way, we'll draw on real-life datasets to demonstrate some new ways in which the latest technologies can be leveraged to optimally display scores dynamically and in real-time at the group/combined-level.

PAPER 2: Insightful Group Reporting of Type, Trait and Algorithmic Data

Title, Name & Affiliation of The Author

Rab MacIver, BSc., MSc., CPsychol, R&D Director @ Saville Assessment

State of the Art

This paper explores the challenges of presenting multi-scale group performance overviews from psychometric assessments. In particular, the paper focuses on what information it is appropriate to provide at a group-level to summarise assessment results on both multi-scale trait and type models. How best to provide test users with valid and useful actionable insights (MacIver, Anderson, Costa & Evers, 2014) is also discussed.

New Perspectives/Contributions

We focus on the design of technology which allows for group feedback of multi-scale type and trait scores as well as scores derived from data-driven algorithms. The paper compares and contrasts two approaches to online group overviews, using real-life samples of up to n=50, which generalise across trait and type psychometric models with different numbers of scales and scale levels.

Research/Practical Implications

The development of group outputs raises important questions for I/O psychology in terms of using individual psychometric data to inform interventions at the team and organisational level. It raises new questions related to validity research as well as inferences and decisions made based on group psychometric data.

Originality/Value

The paper demonstrates how modern online interactive technology can be used by I/O practitioners to deliver new psychological interventions at the team or organisational level. We raise insightful questions about the future potential for leveraging larger data sets to optimize decision-making and utility.

PAPER 3: Integrated Reporting: Trends and Developments

Title, name and affiliation of authors

Professor Hennie Kriek, PhD., CEO @ TTS-Top Talent Solutions
Sebastian Clifton, MCom, Research Consultant @ TTS-Top Talent Solutions

State of the Art

An individual's capability to perform competently in the workplace and contribute to organization effectiveness is, to a considerable extent, a function of their personal attributes. These include, broadly speaking, 1) foundational, 2) backward-looking and 3) forward-looking factors, which are to form the core of any organization's capability and assessment model. Integrating assessments into this model will provide an assortment of astute individual-level scores. The true utility of these scores, however, lie in their amalgamation and presentation. Employing latest approaches, theories and technologies enables the combination and

reporting of assessment scores in an integrated, simplified and user-friendly manner that provide comprehensive overviews and empowers informed talent decisions – which, in turn, powers valuable group-level insights.

New Perspectives/Contributions

Competencies – as an integral part of people management and organization effectiveness – will be briefly discussed. Attention will be given to their relevance in the Fourth Industrial Revolution. A capability and assessment model that is centred around the three aforementioned factors for competency assessment will be presented. The focus will then be on approaches, theories and technologies for the combination of assessment scores in an integrated overview report for better talent decision-making.

Research/Practical Implications

Enhance the judgement and decision-making of the users of individual-level assessment data through the utilization of technology, data visualization and integrated reporting.

Originality/Value

This paper will demonstrate, in a practical manner, integrated reporting that employs latest approaches, theories and technologies, which will provide pertinent considerations for I/O Psychology at present and in moving forward.

Reference

Bartram, D., Robertson, T. and Callinan, M. (2002). *A Framework for examining organizational effectiveness*. Organizational effectiveness: The role of psychology. Wiley. New York.

PAPER 4: Exploring the Fairness of Data-Driven Algorithms Across 23 Countries

Lauren Jeffery-Smith, MSc., Wave Portfolio Manager @ Saville Assessment
Anna Mitchener, MSc., Product Manager @ Saville Assessment

This paper explores the fairness of data-driven algorithms developed to predict behavioural competencies, work roles and the Big Five. Gender group differences are explored across countries.

There is a wealth of existing research focusing on international gender differences on Big Five measures (e.g. Costa, Terracciano & McCrae, 2001; Schmitt et al., 2017). This research builds on previous research by investigating cross-cultural gender trends in algorithms that forecast both behavioural competencies and work roles, the latter being a model aligned to the Great Eight model (Kurz & Bartram, 2002) and the Belbin Team Roles model (1996).

A sample of exactly 100,000 individuals was selected from a test publisher's assessment data base. The sample completed an established and well-validated personality questionnaire which provides outputs against both trait and type models. Comparisons between

geographical regions and 23 countries (which have at least 200 in each gender sample) were explored using Cohen's d effect size.

The implications of this research are discussed in terms of gender diversity in the workplace, as well as diversity of working styles within teams. The optimal use of data-driven algorithms which reduce group differences to maximise fairness is also discussed.

Based on this research, we will finish with a discussion on the potential applications of different types of algorithms used to predict individual competencies, broader work roles and overall performance and potential.

PAPER 5: Robotising Humanity, Artificial Intelligence and Psychometric Assessment

Title, Name & Affiliation of The Author

Elisabeth Brummer, MSc Occupational Psychology, Associate @ Willis Towers Watson

State of the Art

The Fourth Industrial Revolution and the associated rise of Artificial Intelligence (AI) have the potential to significantly impact on humanity, including how individuals are assessed at work. Data scientists are in high demand and many people are looking for new and innovative ways to predict performance at work. The opportunities for the use of AI seem virtually endless.

However, your AI is only as good as the data put in - and that's where problems can arise. Data need to be fair, unbiased, objective and related to factors that actually matter to workplace performance.

The use of AI should also be considered in an ethical manner, where the success profiles created don't discriminate between different groups and should improve diversity in the workplace.

New Perspectives/Contributions

We start with a brief overview of AI and its relationship to psychometric assessment. We then consider critical issues such as: (1) ensuring that data underpinning AI methods are demonstrably linked to workplace performance, i.e. proven behaviours which underpin effectiveness; (2) avoiding risks of reduced diversity from over-use of "success profiles" which are based on narrow templates of desirable characteristics.

Research/Practical Implications

The use of AI raises important questions around diversity and inclusivity (e.g., how to avoid cloning characteristics) and practical implications, including how to optimally use data for objective decision-making.

Originality/Value

The prolific growth of AI in workplace assessments makes this a very relevant topic; as psychologists we need to ensure any approaches we employ are ethical and describe differences between individuals which are measurably important to workplace performance.

1558 - MINDFUL ORGANIZING AND RELIABLE AND SAFE PERFORMANCE IN HIGH HAZARD INDUSTRIES.

Chair: Francisco J. Gracia (IDOCAL, University of Valencia, Spain)

Discussant: Markus Schöbel (University of Bassel, Switzerland)

State of the Art: Mindful organizing is defined as the collective capacity to anticipate unexpected events and to contain these unexpected events once they arise (Weick et al., 1999). Recent literature has paid close attention to mindful organizing as being responsible for reliable and safe performance in high hazard industries, such as nuclear power plants, hospitals, etc. (Sutcliffe et al., 2016; Vugus and Sutcliffe 2012; Weick et al. 1999; Weick and Sutcliffe, 2007, 2015). Despite this relevance, Sutcliffe et al. (2016) recently revealed in a review paper that (1) empirical research about mindful organizing is still very scarce; (2) qualitative research and case studies are dominant; (3) there are almost no studies about predictors of mindful organizing; and (4) there is almost no research showing a supposed relationship with safety performance.

New Perspectives/Contributions: Through three field quantitative studies and one laboratory study we will contribute to increase knowledge about predictors and outcomes of mindful organizing. With a longitudinal design, empirical evidence was obtained about the role of employees' participation and critical upward communication to develop mindful organizing (Renecle). Furthermore, empirical evidence was obtained of the relationship between mindful organizing and performance (Magnano, Senturk) and other outcomes, such as work engagement and safety patient (García), psychological climate, exit and neglect (Magnano), job satisfaction (Renecle), and turnover intention (Magnano, Renecle).

Research/Practical Implications: Companies can benefit of implementing mindful organizing to improve safety performance and other outcomes. Companies should stimulate employees' participation and good communication practices to develop mindful organizing.

Communications

1. Beyond reliability: Collective mindfulness and team performance.

Melike Senturk, University of Edinburgh (UK)

Nick Oliver, University of Edinburgh (UK)

Kristina Potocnik, University of Edinburgh (UK)

Tom Calvard, University of Edinburgh (UK)

Maurizio Tomasella, University of Edinburgh (UK)

2. Mindful organizing, engagement, and patient safety.

María Esther García-Buades, University of the Balearic Islands (Spain).

Laura Galiana, University of Valencia (Spain).

Francisco J. Gracia, University of Valencia (Spain).

Noemí Sansó, University of the Balearic Islands (Spain).

Marta Torres, Hospital Universitario Son Espases (Spain).

Fátima Roso-Bas, Hospital Universitario Son Espases (Spain).

3. The role of organizational mindfulness and psychological climate in organizational outcomes.

Paola Magnano, Kore University, Enna (Italy)

Giuseppe Santisi, University of Catania (Italy)

Jordi Tous-Pallarés, Rovira I Virgili University, Tarragona (Spain)

4. Organizing Mindfully: Testing A Structural Equation Model of Antecedents and Outcomes of Collective Mindfulness

Michelle Renecle, University of Valencia (Spain)

Francisco J. Gracia, University of Valencia (Spain)

Inés Tomas, University of Valencia (Spain)

José María Peiró, University of Valencia (Spain)

Beyond Reliability: Collective Mindfulness and Team Performance

Melike Senturk, University of Edinburgh (UK)

Nick Oliver, University of Edinburgh (UK)

Kristina Potocnik, University of Edinburgh (UK)

Tom Calvard, University of Edinburgh (UK)

Maurizio Tomasella, University of Edinburgh (UK)

Purpose

Collective mindfulness is a central feature of high-reliability organizations (HROs) that are able to operate complex, hazardous technologies under unforgiving conditions with remarkably low error rates. With this study, we aim to understand whether collective mindfulness also offer benefits to organizations that operate in less extreme conditions.

Design/ Methodology

We have collected data from 68 teams of 547 post-graduate business students who worked on a business simulation over approximately six weeks. The exercise requires strategy formulation, planning, organization and system design and culminates in a half-day trading period during which teams must physically produce products under turbulent, competitive conditions. Post-simulation questionnaires and objective performance measures are used to collect data.

Results

The results show strong, significant relationships between collective mindfulness and performance. Collective mindfulness is particularly significant to the performance of teams pursuing ambitious, high-risk strategies, suggesting that mindfulness is most valuable under relatively demanding conditions.

Limitations

We utilize an artificial research setting in this study to examine the relationship between mindfulness and performance. Hence, the conditions faced in the research setting might not be identical to real team environments.

Research/Practical Implications

This study provides teams in challenging operational conditions with a solid understanding with regards to how they can utilize the principles and practices of collective mindfulness to achieve performance improvements.

Originality/ Value

This study contributes to collective mindfulness literature by examining the benefits of collective mindfulness for mainstream organizational units. It enhances the understanding with regards to how collective mindfulness can be beneficial in non-extreme challenging conditions.

Mindful organizing, engagement, and patient safety.

María Esther García-Buades, University of the Balearic Islands (Spain).

Laura Galiana, University of Valencia (Spain).

Francisco J. Gracia, University of Valencia (Spain).

Noemí Sansó, University of the Balearic Islands (Spain).

Marta Torres, Hospital Universitario Son Espases (Spain).

Fátima Roso-Bas, Hospital Universitario Son Espases (Spain).

Purpose

Patient safety refers to “freedom from accidental or preventable injuries produced by medical care.” In this study, we explore how mindful organizing (or collective mindfulness), work engagement, and number of patients affect patient safety in a hospital setting.

Design/ Methodology

In a cross-sectional design, we used on-line questionnaires to measure mindful organizing (Gracia et al., 2018), engagement (UWES-3, Schaufeli et al., 2017), patient workload, and patient safety. The sample consisted of 188 health professionals in a public hospital in Spain.

Results

The hypothesized path model obtained a very good fit. Mindful organizing had a positive direct effect on patient safety, an indirect effect via engagement. Additionally, number of patients reduced patient safety.

Limitations

The cross-sectional design prevents firm conclusions about the causality of the proposed relationships. Our data are at the individual level, we strongly recommend expanding this model to group and organizational levels of analyses.

Research/Practical Implications

The role of mindful organizing in high risk and reliable organizations is promising. Similar research should expand to include diverse samples, longitudinal, and cross-level studies. Hospital staff and leaders should develop systems of mindful organizing to improve both staff’s wellbeing and performance, and subsequently, to improve patient-safety.

Originality/ Value

This study contributes to understanding the relationships between collective mindfulness and important constructs related to patient safety. We provide empirical evidence of the relevance of collective mindfulness among healthcare professionals to improve health care quality.

The role of organizational mindfulness and psychological climate in organizational outcomes.

Paola Magnano, Kore University, Enna (Italy)

Giuseppe Santisi, University of Catania (Italy)

Jordi Tous-Pallarés, Rovira I Virgili University, Tarragona (Spain)

Purpose

Recent empirical research has investigated mindfulness from a workplace perspective; mindfulness affects organisational outcomes, e.g. safety climates, security, adaptation and performance. The study proposed aims to explore the relationships between organizational mindfulness, psychological climate and the organizational outcomes (turnover intention, exit, neglect and performance).

Design/ Methodology

We collected data through an online survey; the participant were 1063 Italian workers ($M = 507$; $F = 556$), recruited from public and private organizations; the measures included were: *Mindfulness Organizing Scale*, *Escala Clima Psicosocial en el Trabajo*, *Turnover intentions*, *Exit and neglect*, and *Performance*.

Results

The results highlighted the role of the psychological climate and the organizational mindfulness in affecting organizational outcomes.

Limitations

The first limitation is the cross-sectional nature of the study; the second regards the self-report measures

Research/Practical Implications

The results of the study can help organizations in improving the organizational mindfulness through dedicated trainings, with the aim to increase a positive psychological climate, to reduce negative outcomes and obtain positive outcomes.

Originality/ Value

This study contributes to the development of the literature about organizational mindfulness, demonstrating empirically the relationships with other psychosocial dimensions in organizations (climate) and organizational outcomes.

Organizing Mindfully: Testing A Structural Equation Model of Antecedents and Outcomes of Collective Mindfulness

Michelle Renecle, University of Valencia (Spain)

Francisco J. Gracia, University of Valencia (Spain)

Inés Tomas, University of Valencia (Spain)

José María Peiró, University of Valencia (Spain)

Purpose

Through mindful organizing, High Reliability Organizations are able to manage unexpected events and maintain error free performance. We aimed to test whether the interaction of two front-line processes lead to mindful organizing over time and examined the impact of mindful organizing on employee satisfaction and turnover.

Design/ Methodology

We tested a structural equation model using a time-lagged design with two data-collection points with 47 teams within the Spanish nuclear power industry. Data was collected with paper pencil questionnaires.

Results

The results show that employees need to feel safe to express critical opinions to their supervisors as well as feel encouraged to actively participate and share their opinions in order for mindful organizing to develop. Mindful organizing was also found to lead to lower turnover intentions through increasing employee's satisfaction at work.

Limitations

Mindful organizing and both outcome variables were measured at the same time making us miss the dynamic relationships of these variables over time. Our sample size was also slightly below the cut off of the recommended 50 teams, reducing statistical power.

Research/Practical Implications

This study provides insight into which conditions are needed to foster mindful organizing. It also shed light on mindful organizing's impact on employee's positive experience at work and desirability to stay in the organization, given controversy speculated in the literature.

Originality/ Value

We contribute to the limited empirical understanding of the nomological network of this construct and furnish decision makers with insight into conditions needed to foster mindful organizing and benefits that can be seen from it.

1559 - JOB CRAFTING IN CONTEXT: RECENT INSIGHTS FROM JOB CRAFTING RESEARCH.

Chairs: Arianna Costantini, Piet van Gool

State of the Art

This symposium aims at advancing knowledge on job crafting adopting an interactive perspective. While much research on the nature of job crafting has been conducted over the past years, we still lack knowledge on how job crafting strategies are influenced by contextual factors. Moreover, the cognitive and affective mechanisms of job crafting remain underexplored. In this symposium we focus on job crafting in the context of task-conflict, social norms, coaching, social networks, and pro-social motivation, and the role of emotions in the process of job crafting.

New Perspectives/Contributions

The symposium brings together researchers from six different countries and consists of two longitudinal, and four diary studies. People seem to craft their job based on their intentions and on individual perceptions of control over such behaviors. In turn, leader coaching behaviors support employees' implementation of their intentions. Employees can make use of expansive job crafting behaviors to create stimulating interactions, which effectiveness depends on the structure of the employees' social network. Likewise, employees can craft their job to leverage the creative potential of task conflict. Furthermore, cognitive crafting seems to be particularly effective if prosocial motivation is low. Finally, by engaging in promotion-focused job crafting employees can experience positive emotions that support high work engagement

Research/Practical Implications

These studies highlight the role of contextual factors influencing job crafting and processes such as creativity, social networks, and wellbeing at work related to it. Its elaborate designs uncovered how the effectiveness of job crafting is influenced by the context.

Effects of contextual cues in influencing and implementing job crafting intentions.

Arianna Costantini

Verona University, Italy

- **Purpose**

Current work environments require employees to be not only role-taker, but also role-makers. Proactivity depends on individual differences such as self-efficacy, but also on contextual factors that may inhibit or support the translation of behavioral intention into actual behaviors. Building on the JD-R theory and on behavioral literature we hypothesized that (1) perceived behavioral control to engage in job crafting has a positive indirect effect on job crafting behaviors via intention, (2) social norms and behavioral modeling moderate the effect of perceived behavioral control on intention, and (3) leader coaching supports the implementation of job crafting intention into actual behaviors.

- **Design/Methodology**

Three-wave data with a time-lag of 6 weeks were collected ($N = 528$ employees). Measures included perceived leader coaching behaviors, perceived behavioral control, injunctive and descriptive norms, and behavioral modeling referred to job crafting behaviors.

- **Results**

Perceived behavioral control was indirectly related to job crafting via intention. Injunctive and descriptive norms, and behavioral modeling weakened the effect of perceived behavioral control on intention to engage in job crafting. On the contrarily, leader coaching strengthened the positive relationship between intention and job crafting behaviors.

- **Limitations**

Measures were all self-reported.

- **Research/Practical Implications**

Leader coaching behaviors unrelated to job crafting support the implementation of employees' intention to engage in job crafting.

- **Originality/Value**

This study adds to job crafting literature by considering the reciprocal interactions among cognitive, behavioral, and environmental variables underlying the implementation of job crafting.

Crafting Creative, and Energizing Interactions: The Role of Network Structure

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Eindhoven University of Technology¹, The Netherlands

- **Purpose**

Social interaction is an important source of energy and ideas for employees. It remains unknown however how employees craft their social interactions and how the structural context influences its effectiveness. Based on Job Demands-Resources theory we expect that in social interactions (1) seeking resources is more effective in a challenging network context (full of structural holes), and (2) seeking challenges is more effective in a network context that fosters resources (a dense network).

- **Design/Methodology**

Using a 5-day contact diary including a network matrix we collected data on job crafting behavior, relational energy, and ideas generated during 517 interactions of 60 purchasing and sales employees. Network structure (density and structural holes) was assessed using the dyadic constraint measure of the interaction partners (Burt, 1992).

- **Results**

Seeking resources and seeking challenges during interactions are positively associated with the relational energy and idea generation during that interaction. The relationship between seeking challenges and both idea generation and relational energy is stronger in interactions with contacts that are high on dyadic constraint. The relationship between seeking resources and relational energy (but not idea generation) is stronger in interactions with contacts low on dyadic constraint.

- **Limitations**

The contact diary approach did not capture the entire ego network of the participants.

- **Research/Practical Implications**

Employees can create energizing and creative interactions using expansive job crafting strategies. The effects of these strategies depend on the structure of their network.

- **Originality/Value**

We are among the first to study the interaction between (network-) structural and crafted resources and challenges.

Creativity under task conflict: The role of proactively increasing job resources

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- **Purpose**

Existing literature addresses the creative potential of task conflict but we still lack knowledge regarding strategies employees may use to enhance the creative effects of task conflict. The present daily diary study among various occupational sectors used conflict and creativity theories to hypothesize that task conflict has an inverted U-shaped relationship with employee creativity (i.e., creativity is higher at moderate than low or high levels of conflict). We also argue that this curvilinear effect is stronger when employees increase their job resources.

- **Methodology**

A total of 92 employees filled out a diary survey at the end of five consecutive days.

- **Results**

Results of multilevel analyses revealed that, as predicted, task conflict had an inverted U-shaped link with creativity when employees increased their structural job resources. However, when employees increased their social job resources, the link was linear and positive. Our findings also showed that increasing structural or social resources related positively to employee creativity.

- **Limitations**

All variables were self-reported.

- **Research/Practical Implications**

Our results suggest that the link between task conflict and creativity can be either linear or nonlinear and that this may depend on the moderator. In both cases, organizations may want to utilize the creative potential of task conflict by enhancing job crafting among their workforce.

- **Originality/Value**

Rather than addressing the previously found (nonlinear) link between conflict and creativity, the present study uncovers the conditions under which this link most likely occurs, namely, when employees seek help by increasing their structural or social job resources.

Job crafting and emotions

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- **Purpose**

With this study we investigate how job crafting behaviors are related to employees' motivation and well-being. We propose that promotion-focused job crafting behaviors (i.e., increasing job resources and challenging job demands) are facilitating employee motivation through increases in positive emotions, whereas prevention-focused job crafting behaviors (i.e., decreasing hindering job demands) are attenuating employee well-being through increases in negative emotions.

- **Design/Methodology**

We conducted two studies to test these hypotheses. First, a diary study, where N = 72 employees reported on 482 workdays. Second, a longitudinal study (two waves with a time lag of four weeks; N = 165 employees).

- **Results**

Results from both studies show that promotion-focused job crafting was positively related with increases in positive emotions, and that increases in positive emotions mediated the relationship between promotion-focused job crafting and work engagement. Whereas, prevention-focused job crafting was positively related with increases in negative emotions, and increases in negative emotions mediated the relationship between prevention-focused job crafting and emotional exhaustion.

- **Limitations**

Common-method bias may be an issue, since all study variables were assessed via self-report.

- **Research/Practical Implications**

With adding a regulatory focus perspective on job crafting, we can now theoretically account for the empirically found beneficial and detrimental effects of different job crafting behaviors, and results of this research suggest that changes in emotional experiences are the underlying psychological processes in these relationships.

- **Originality/Value**

This study adds to research on the regulatory focus job crafting model.

Cognitive Job Crafting: A Weekly Diary Study Exploring the Mechanisms and Boundary Conditions

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IESE Business School², Spain

Istanbul University, School of Business³, Turkey

- **Purpose**

The aim of this study is to explore the consequences of a relatively unexplored type of job crafting, namely cognitive job crafting. We develop a model in which two separate mechanisms are proposed to explain how cognitive job crafting may impact employee outcomes positively: affective route (positive emotions) and cognitive route (need satisfaction). We expand our model by integrating one individual level contextual condition (prosocial motivation) and work outcomes relevant for the individual (work performance) and for colleagues (helping behaviors).

- **Design**

We carried out a seven-week diary study to explore our research model. Participants were full-time working E-MBA students of a university in Istanbul, Turkey. Outcome variables were evaluated by line managers of employees, who recruited them for study purposes.

- **Results**

Results mainly supported our hypotheses. The findings revealed that there are two routes through which cognitive job crafting may unfold to impact on employee outcomes. The findings, however, revealed that low prosocial motivation, rather than high prosocial motivation, matters to render the impact of cognitive job crafting effective.

- **Limitations**

A main limitation of our study is that we focused on one type of job crafting. Future research could explore the mechanisms for other types of job crafting, using interventions and experience sampling study designs.

- **Research/Practical Implications**

An important finding of this study is that it reveals the existence of a new construct; cognitive job crafting and how it relates to important work outcomes. Organizations can adopt interventions to encourage and develop work environments conducive to cognitive job crafting.

1569 - WOMEN'S UNDERREPRESENTATION IN LEADERSHIP PART I: THE ROLE OF SELF AND OTHERS' PERCEPTIONS AND EVALUATIONS.

Chairs: Julie Brueckner (Dublin City University); Janine Bosak (Dublin City University); Mary Kinahan (Dublin Institute of Technology); and Clara Kulich (University of Geneva).

State of the Art

Despite increased participation in the workplace, women are still underrepresented in leadership positions. Across two symposia, we examine how both women's self-perception and their perception by others impact women's pursuit of leadership. The presented studies feature (i) empirical and theoretical contributions; and (ii) different research methods including experimental, qualitative, and correlational designs. The first symposium focuses on women's aspirations to and self-perception in leadership positions and the underlying processes involved.

New Perspectives/Contributions

The first two presentations focus on women's motivation to reach senior positions in academia: Henningsen et al.'s results suggest that women's ambitions to pursue deanship are influenced by their communal goal endorsement and prior prevalence of female deans. Similarly, Möltner et al.'s results suggest that women's motivation to pursue senior academic positions depends on factors such as role models. The next two presentations use experiments to examine women's self-perceptions: Nater et al. found that women's leadership aspirations increased when female leaders' selection was based on merit, not quotas. Maia et al. focus on context and culture influencing leader behaviour and fear of backlash. The final presentations focus on gendered identification and perception of self and others. Chipeaux et al. examine the link between female employees' leadership aspirations and assimilation to the manager group, while Hentschel et al. present a multi-dimensional framework that examines men and women's gender stereotypes and self-stereotypes.

Research/Practical Implications

All contributions extend existing research on women's underrepresentation in leadership roles and provide practical implications for selection and promotion of women.

Who Wants to Become Dean? Relative Effects of Gender Discrimination and Self-Selection Processes on Professors' Deanship Ambition

Levke Henningsen (University of Zurich, Switzerland), Alice H. Eagly (Northwestern University, USA), and Klaus Jonas (University of Zurich, Switzerland)

Purpose

The study integrated demand-side theories on gender discrimination and supply-side theories on self-selection processes to advance the understanding of promotion practices and career choices for academic deanship.

Design/Methodology

Using administrative data as well as survey data of 278 professors from Germany, Austria, and Switzerland, the study examined the effects of demand-side and supply-side factors on female and male professors' deanship ambitions in a time-lagged design. Furthermore, we considered indirect effects of recommendation rates and perceptions of the position's job appeal.

Results

From the demand side, the results revealed no gender differences in recommendation rates for deanship. For example, prior administrative leadership experiences were positively associated with deanship recommendation for female and male professors. From the supply side, female but not male professors' communal goal endorsement and their estimated prevalence of prior female deans were positively associated with deanship ambitions through job appeal.

Limitations

Other factors – that were not assessed in this study – might affect recommendation rates and attitudes towards deanship, such as monetary incentives, teaching reliefs, or the individual's scientific and publication success.

Research/Practical Implications

The results highlight the importance of role models in administrative leadership positions. Furthermore, the results imply that faculties could provide job profiles that point out the possibilities and communal aspects of the deanship position to attract more women.

Originality/Value

To our knowledge, the study is the first to integrate demand-side and supply-side theories concerning barriers and facilitators of women's and men's deanship participation by applying data from different sources in a time-lagged research design.

Leaning in for Different Reasons:

A Qualitative Study on Women's Leadership Motivation in Academia

Hannah Möltner, (University of Kassel & FOM University of Applied Science, Germany) and Morten Huse (BI Norwegian Business School, Norway)

Purpose

Despite past improvements, women are still underrepresented in positions within academia, particularly at full professor and leadership level. In Europe only 20% of the full professors and the heads of institutions were women (EC, 2016). However, this imbalance differs between countries. The higher proportions of women in such positions are in the Nordic countries. The objective in our contribution is to explore women's leadership motivation. We will compare Norway and Germany.

Design

We gathered qualitative data from different sources by conducting interviews, focus groups, and observations. Faculty members from a Norwegian and a German University were included. In a first round we conducted 13 semi-structured narrative interviews with women on postdoc or higher academic levels.

Results

Using self-determination theory (Deci & Ryan, 2000; Gagné & Deci, 2005), we analyzed the data. First, we found patterns characterized by relatively more intrinsic and identified, and less introjected and extrinsic motivation. Second, in comparison the Norwegian women report more extrinsic drivers than the German. Third, we identified helping and hindering factors, such as department vs. chair models at universities, family-(un)friendly practices, and (lack of) role models.

Research/Practical Implications

The study provides a better understanding of what motivates women to pursue an academic career and to assume leadership roles. It informs academia how to create supportive environments.

Limitations

The results of this exploratory study are limited in generalizability, but they offer good starting points for further studies.

Originality/Value

We contribute to a field where few studies have been conducted on the postdoc level.

Inspired to Become a Leader: Are Gender Quotas Helpful in establishing Effective Role Models for Other Women?

Christa Nater (University of Bern, Switzerland), Madeline E. Heilman (New York University, USA) and Sabine Sczesny (University of Bern, Switzerland)

Purpose

We investigated how differently selected female leaders affect women's and men's fit perceptions for leadership and their leadership aspirations.

Design/Methodology/Approach/Intervention

This hiring simulation study was based on a 2 (participant gender: women, men) x 3 (leader's selection: merit-based, quota-based, no exemplar) between-subjects design. The sample consisted of 323 management students (164 women, 159 men).

Results

Reading about a woman leader – regardless of selection method – increased women's self-ascribed fit for leadership and their expected performance in leadership positions. However, women's leadership aspirations increased only after reading about a leader selected based on merit, but not based on quotas. Higher perceived competence and deservingness of merit-based selected leaders (compared to quota leaders) were responsible for women's increased interest in aspiring to leadership positions. In contrast, men's leadership aspirations decreased after reading about quota-based exemplars, because of their lower trust in the company and their lower perceived probability of being hired.

Limitations

It remains unclear whether quota-based selected female leaders who prove their competence may serve as effective role models and inspire them to become leaders themselves.

Research/Practical Implications

Our data suggest that women leaders, irrespective of selection method, can positively affect women's fit perceptions for leadership. However, the way in which female leaders obtained their position matters for their effect on other women's and men's leadership aspirations.

Originality/Value

Since legislated gender quotas for leadership positions are present in numerous countries across Europe, knowing whether they can help establish effective role models for the next generation of women leaders is essential.

How Organizational Context and Climate Determine Leader Behavior and Fear of Backlash in Crises

Victor De Macedo Maia, Romain A. Raymondie, Laurent Cambon, and Dirk D. Steiner
(Université Côte d'Azur, France)

Purpose

Organizational crises can impose different types of behaviors and emotional displays on leaders. However, these actions are not always congruent with leaders' gender roles, which can result in a backlash. Therefore, in the context where the features needed for effectiveness are not aligned with gender prescriptions, a gap between behaviors perceived as effective and those enacted can result, especially in certain organizational climates. We test this hypothesis in two glass cliff contexts (financial vs. relational) and two organizational climates (traditional vs. inclusive). Given that stereotypical masculine characteristics are perceived as suited for financial crises whereas feminine characteristics are acknowledged in relational ones, we expect a difference between what is perceived as effective and what is enacted when the crisis context and gender stereotypes are incongruent, due to a perceived fear of backlash. The organizational climate may attenuate (e.g., inclusive) or accentuate (e.g., traditional) this gap.

Design/Methodology

Participants read a fictitious scenario about a company struggling with crisis. They assessed which behaviors and emotional display they thought they should enact to solve the crisis and whether they perceived these actions as causing potential positive or negative perceptions and evaluations from their peers and followers. They were asked which leadership behavior they would actually adopt.

Results

We expect to obtain results in line with our hypotheses.

Research implications

This research shows how context and organizational climate can foster leaders' fear of backlash, hence resulting in different behaviors.

Originality/Value

This research adopts leader's perspectives in different types of crises and organizational climates.

Desired vs. Enacted Managerial Aspirations Among Female Employees and Their Impact on Ingroup Identification and Self-ingroup Similarity

Marion Chipeaux, Fabio Lorenzi-Cioldi, and Clara Kulich (University of Geneva, Switzerland)

Purpose

One strategy to cope with status-inconsistency, which arises during social mobility between low-status inherited and higher-status achieved memberships, is to assimilate the self to the high-status group (Derks et al., 2016). Further, the mere anticipation of mobility has been associated with self-ingroup distancing (Chipeaux et al., 2017).

Design/Methodology/Approach/Intervention

A correlational study ($N = 180$) distinguished between female employees' desired and enacted managerial aspirations. We investigated their impact on ingroup identification and self-ingroup similarity.

Results

Desired and enacted aspirations were associated with a greater identification with the high-status group (female managers). Moreover, when enacted aspirations added to desired aspirations, identification with the high-status group increased, as did the identification with the low-status ingroup (women in general). Further, desired aspirations were associated with a greater similarity between the self and the high-status group on communality and agency dimensions, whereas enacted aspirations were associated with a greater similarity between the self and the low-status group only on the communality dimension. Thus, assimilation to the higher-status group does not necessarily imply self-distancing from the low-status group.

Limitations

Our participants reported working in feminine domains, thus our sample is not representative for other domains.

Research/Practical Implications

The distinction between abstract (desired) and more concrete (enacted) dimensions extend the understanding of social mobility. This individual strategy understood as acting against the low-status groups' interests (Tajfel & Turner, 1986), may in some cases be motivated by the desire to improve the ingroup's fate.

Originality/Value

This study investigates the effects of anticipated social mobility among female employees.

Multiple Dimensions of Gender Stereotypes About Others and Self

Tanja Hentschel (University of Amsterdam, Amsterdam Business School), Madeline Heilman (New York University, USA), and Claudia Peus (Technical University of Munich, Germany)

Purpose

We aimed to develop a multi-dimensional framework for assessing current conceptions of men and women, and then use it to consider how men and women are seen by male and female others and how men and women see themselves.

Design/Methodology

We asked 628 men and women to describe men, women, or themselves on scales representing multiple dimensions of the two defining features of gender stereotypes, agency and communal: assertiveness, independence, instrumental competence, leadership competence (agency scales), and concern for others, sociability and emotional sensitivity (communal scales).

Results

Men tended to view male targets as more agentic than female targets in descriptions of self and others. However, women depicted female targets as equally independent and leadership competent as male targets (but not equally assertive), and women's self-ratings of their independence did not differ from those of men. Both men and women described female targets as more communal than male targets, although men rated themselves as equally sociable as women.

Limitations

Further refinement of the agency and communal dimensions would be highly valuable, as would follow-up studies demonstrating how distinguishing among these dimensions can be useful in predicting workplace outcomes for women and men.

Research/Practical Implications

Our findings demonstrate the complexity of the agency and communal constructs and the potential advantages of thinking about them with greater specificity.

Originality/Value

We demonstrate that agency and communalism are multidimensional constructs, enhancing our understanding of gender stereotype content, and furthering the study of gender stereotyping of others and self.

1572 - WOMEN'S UNDERREPRESENTATION IN LEADERSHIP PART II: THE ROLE OF SELF AND OTHER'S PERCEPTIONS AND EVALUATIONS

Chairs: Julie Brueckner (Dublin City University); Janine Bosak (Dublin City University); Mary Kinahan (Dublin Institute of Technology); and Clara Kulich (University of Geneva).

State of the Art

Despite increased participation in the workplace, women are still underrepresented in leadership positions. Across two symposia, we examine how both women's self-perception and their perception by others impact women's pursuit of leadership. The presented studies feature (i) empirical and theoretical contributions; and (ii) different research methods including experimental, qualitative, and correlational designs. The second symposium focuses on the perception and evaluation of women in leadership roles, and the underlying processes involved.

New Perspectives/Contributions

In the first presentation, Paustian-Underdahl et al. provide a qualitative and quantitative integrative review of current leadership-gender literature. In the second presentation, Pietraszkiewicz et al. examine how the use of gender-stereotypical wording in job advertisements maintains the status quo. The next two presentations focus on how female and male leaders are perceived. Kinahan et al. find that male and female leaders are perceived differently in their leadership role preferences due to their perceived goal endorsements, while Lohmire et al. provide a theoretical framework for understanding whether female and male leaders are perceived to differ in trustworthiness and type of trust. The final presentations use experiments to examine sex differences in the evaluation of men and women in leadership roles. Gutermuth et al., find that women who are promotion-focused are evaluated more negatively than men. Finally, Brueckner et al., find that perceived motives and CEO gender determine shareholders' perception of firm-performance.

Research/Practical Implications

All contributions extend existing research on women's underrepresentation in leadership roles and provide practical implications for selection and promotion of women.

Gender and Leadership Styles: A Qualitative and Quantitative Review

Sam Paustian-Underdahl (Florida State University, USA), Caitlin Sockbeson (Millsaps College, USA), Alison Hall (University of Texas Arlington, USA), and Cynthia Halliday (Florida International University, USA)

Purpose

The purpose of this review is to clarify how, when, and why gender relates to leadership styles and behaviors by integrating theories and empirical data from across multiple literatures.

Design/Methodology

First, we conducted an integrative literature review to synthesize theory on how and why gender relates to leadership behaviors across contexts including different leadership levels, industries, and decades in time. We then tested a series of research questions based on our qualitative review using meta-analytic techniques and quantitative data from 320 studies.

Results

In examining our main effects, women were rated as significantly higher than men in transformational leadership ($d = -.14$), idealized influence ($d = -.16$), individualized consideration ($d = -.15$), transactional leadership ($d = -.15$), contingent reward ($d = -.20$), relational/consideration behaviors ($d = -.16$), and task-oriented/ initiating structure behaviors ($d = -.12$). Further, these effects were often moderated by year of study, level of leadership, and industry.

Limitations

There may be confounding between effects which cannot be ruled out in a meta-analysis.

Research/Practical Implications

Given the diversity of theories and empirical findings that exist related to gender and leadership, an integrative review is needed to understand the current state of the field. We aim to clarify the theoretical mechanisms helping to explain when, why, and how gender relates to leadership behaviors.

Originality/Value

Our findings provide implications for theory development, and the changing nature of the state of gender and leadership in modern organizations, which will be discussed in greater detail at EAWOP.

Agency and Communion in Job Advertisements: A Replication Study

Agnieszka Pietraszkiewicz (University of Bern, Switzerland), Magdalena M. Formanowicz (University of Surrey, United Kingdom), Petra Müller (University of Bern, Switzerland), and Sabine Sczesny (University of Bern, Switzerland)

Purpose

Past research on language has found—in correspondence with gender stereotypes—that advertisements for male-dominated jobs, such as engineer or computer programmer, use more agentic wording than those for female-dominated jobs, such as registered nurse or administrative assistant (Gaucher, Friesen, & Kay, 2011). This pre-dominance of either agentic or communal wording in ads might contribute to the traditional gender division of labor, as it reduces women's and men's interest to apply for a job dominated by the other sex. Therefore, it is important to monitor whether the wording in real-world job advertisements still differs between male- and female-dominated jobs which is the aim of the present research.

Methodology

Following the methodology developed by Gaucher and her colleagues (2011), we used current (2017 vs. 2008) and more comprehensive dataset ($N = 480,596$ vs. $N = 456$) of real-world job advertisements, and a computerized algorithm, instead of manual coding, to analyze the data.

Results

Male-dominated jobs are still advertised using more agentic words than female-dominated jobs. Whereas Gaucher et al. did not find a difference in communal wording, we found that female-dominated jobs consisted of more communal wording than male-dominated jobs.

Limitations

The study is observational in its nature and its results only suggest that gendered wording in real job advertisements exists.

Practical implications

The results are discussed in reference to the persistence of the gender status quo.

Originality/Value

To our knowledge, the research is the first to use a large sample of real job advertisements to monitor gendered wording.

Public Good or Private Profit: Perceived Differences in Female Leaders' and Male Leaders' Preferences for Leadership Roles?

Mary Kinahan (Dublin Institute of Technology, Ireland), Janine Bosak (Dublin City University, Ireland), and Alice H. Eagly (Northwestern University, USA)

Purpose

Women's underrepresentation in leadership roles is pronounced for the for-profit sector but is considerably smaller in the non-profit sector. From goal congruity framework, previous research showed that women and men self-select themselves into public good (vs. private profit) leadership roles based on their greater endorsement of communal life goals. In this research, we tested whether perceivers believe male and female leaders differently endorse life goals that in turn fosters beliefs about male and female leaders' preferences for public good (vs. private profit) leadership roles.

Design/Methodology

Study 1 ($N = 80$) examined perceptions of female and male leaders' gender-stereotypical characteristics, goal endorsements, and public good (vs. private profit) leadership role preferences. Study 2 ($N = 432$) further examined whether goal endorsement mediated perceptions of differences in leadership role preferences for male and female leaders.

Results

Study 1 showed that, compared to male leaders, female leaders were rated as more communal and less agentic in gender-stereotypic characteristics, were perceived to prefer communal goals, and were more likely to prefer public good (vs. private profit) leadership roles. Study 2 found that this perceived gender difference in leadership role preferences was partially mediated by perceived endorsement of communal and agentic goals.

Limitations

Professional samples would provide better ecological validity.

Research/Practical Implications

The results have implications for women in terms of leader selection and promotion into leadership roles.

Originality/Value

To our knowledge, the research is the first to examine perceptions of male and female leaders' goal endorsements and leadership role preferences.

Trust Me, I'm Your Leader: Do Male and Female Leaders Differ in Perceived Trustworthiness?

Akanksha Lohmore, Mary Kinahan (Dublin Institute of Technology, Ireland), and Lisa Van der Werff (Dublin City University, Ireland)

State of the Art

Despite the worldwide increase in women's employment and education, women remain underrepresented in leadership roles within organizations (Organization for Economic Co-operation and Development, 2016; Yee et al., 2016). Although research and various initiatives have sought to improve women's underrepresentation, women leaders continue to face gender-specific barriers to career advancement. According to role congruity (Eagly & Karau, 2002) and lack of fit (Heilman, 1983) theories, female leaders face prejudice because of the perceived incongruity between the female gender role and the requirements of leadership. Trust is widely acknowledged as "the primary attribute associated with leadership" (Lines et al, 2005, p. 221-222) and increases follower's willingness to accept organizational goals and organizational effectiveness (e.g., Dirks, 2000; Nurmio & Turkki, 2010). Yet, few studies examine whether women and men are perceived to differ in trustworthiness and type of trust, and none to our knowledge examine differences amongst male and female leaders.

New Perspectives/Contributions

We provide a novel explanation for women's underrepresentation by examining perceived trustworthiness of women leaders and trust as influential factors during hiring and promotion.

Research/Practical Implications

We aim to develop a theoretical framework to understand that trustworthiness can act as a buffer to negate discrimination and prejudice faced by women leaders. The project will have practical implications for individuals and organization.

Originality/Value

To our knowledge, there is no research that examines the impact of perceived trust of women leaders as possible explanation for women's underrepresentation in leadership.

Does It Pay To "Lean In"?

Promotion-Focused Men are Rewarded; Promotion-Focused Women are Not

Dinah Gutermuth and Melvyn Hamstra (Maastricht University, Netherlands)

Purpose

Eagerly seizing opportunities describes what Facebook COO Sheryl Sandberg coined *leaning in* – what she considers key for women to get ahead. Theoretically, leaning in reflects a *promotion self-regulatory focus*. Indeed, promotion-focused behaviour tends to be evaluated positively at work, suggesting it might help women advance. Ironically, while promotion-focused behaviour may lead men to be evaluated positively, we propose that being promotion-focused may be gender-deviant for women and may not yield the same benefits.

Methodology

We conducted two experiments wherein students ($N = 236$) or actual managers ($N = 127$) evaluated fictional job applicants and one dyadic study ($N = 509$ dyads) wherein managers evaluated their employee.

Results

The *promotion-focused* female job applicant was offered lower starting salary than an identical male job applicant (both experiments). In the dyadic study, male employees' promotion-focus was positively associated with their manager's evaluations of them, while female employees' promotion-focus was not.

Limitations

The experiments may have limited ecological validity, and the dyadic study may have limited internal (causality) validity. Limitations of each are offset by the strengths of the other.

Research/Practical Implications

Promotion-focused women do not get the same benefits and recognition that men may get; leaning in may not yield its purported benefits.

Originality/Value

We provide a theoretically-driven test of a popular business notion on improving women's positions in organizations, and add a fundamental dimension to gender-bias research.

The Impact of Gender and CEO Motives on Next Generation Shareholders' Leader Evaluations

Julie Brueckner (Dublin City University, Ireland), Janine Bosak (Dublin City University, Ireland), and Jonas W. B. Lang (Ghent University, Belgium)

Purpose

Building on the status incongruity hypothesis, the present research examines whether and how backlash unfolds against CEOs who express gender-incongruent motives in their shareholder letters. Specifically, the study investigates if power-motivation causes shareholder biases towards female CEOs who violate prescriptive gender stereotypes. Moreover, we explore if similar penalizing phenomena unfold for male CEOs who express affiliation.

Design/Methodology

In this 2x2 experimental vignette study participants are tasked to evaluate the leader of a fictional company after reading a CEO letter which is either power- or affiliation motivated and is written by a male or a female CEO.

Results

A 2x2x2 ANOVA of participant gender (male, female), CEO gender (male, female) and implicit motives (power, affiliation) reveals that motives significantly predict perceived firm-performance. Preliminary results further show that motives, CEO gender, and subject gender interact to predict shareholders' perception of firm-performance.

Limitations

Business school students serve as proxy-shareholders.

Research/Practical Implications

By unraveling the effects of gender-incongruent motives on shareholder perceptions of CEOs, the present study adds to the understanding of the societal pressures that unfold in the upper echelons. Moreover, the study has practical relevance for the occupational division of investor relations.

Originality/Value

Adapted from real CEO letters, one of the most important communication channels in the CEO-shareholder relationship, the study created an authentic vignette and advances the understanding of the relationship between motives and gender. The study further is the first of its kind to systematically investigate the main and combined effects of gender and implicit motives on shareholder perceptions.

1579 - ORGANIZATIONAL PERSPECTIVES ON OLDER WORKERS

Jürgen Deller, Leuphana University of Lüneburg, Germany

✓ State of the Art

Psychology's research activities answering the challenges of the demographic change have resulted in rich results regarding the perspectives of individuals on work in specific countries. To a much lesser degree, employers' and organizational perspectives covering age-friendliness and leadership have been included in research designs. Furthermore, research often is concentrated on one country only, thereby neglecting aspects that may be generalized across different countries. Another weakness of existing research is a lack of discussion regarding organizational practices regarding workers 60 and older into retirement age.

✓ New Perspectives/Contributions

The new perspectives this symposium contributes are twofold: First, it presents cutting edge results on the perspectives of employers and the development and validation of an index of organizational practices of age-friendliness and leadership for older workers before and in retirement age, the Later Life Work Index. Second, it shows how work and organizational psychology can combine forces in different countries (China, Germany, Israel, United States) to work on national organizational perspectives that result in a joint index model.

✓ Research/Practical Implications

Research implications include the necessity to further validate the index model. Additionally, potential variance between countries needs to be better understood. Several practical implications include the design of work according to the nine dimensions covering age-friendly organization and leadership. Results have high relevance for the ISO Technical Committee on Aging Societies (ISO TC 314 - Aging Societies) that has commenced in summer 2018 to define a global norm relevant for organizations.

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Do employers want to and are they willing to employ older workers?

Justifications and reasons

✓ Purpose

Investigating Israeli employers' perspectives about employing workers at the ages 60-70, around the official retirement age (62 for women, 67 for men).

✓ Methodology

Thirty semi-structured interviews with subject-matter experts: researchers (economics, gerontology, HR management), older workers and managers.

✓ Results

Four employers' groups were identified: (1) Able and willing to employ older workers; (2) unable and unwilling to employ older workers; (3) unable but willing to employ older workers; and (4) able but unwilling to employ older workers. Their justifications were examined.

✓ Limitations

Our study is small in scale and comprises of volunteer participants, 18 of them were employers from diverse types of businesses and sectors. Focusing on the Israeli context, we do not claim our findings to be representative.

✓ Research Implications

The external justification of non-employment allows discrimination to be translated into and legitimized by market or institutional forces. Mapping employers' perceptions will provide a useful policy tool when designing programs for reducing discrimination.

✓ Value

The study reveals not only justifications used by employers but also the perceived 'objective reasons' used by employers. The result – conscious and unconscious social closure – prevents older workers from prolonging their working life.

Developing and validating a scale to measure organizational practices for Chinese bridge employees

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Purpose

The main research purposes of this paper are to: develop a scale to measure organizational practices regarding workers 60 and older in China based on the Later Life Work index (Wöhrmann, Deller, & Pundt, 2018); and establish content, construct, discriminant, and criterion validity of such a scale.

Methodology

This study consists of three steps: the first study involves 30 Chinese subject matter experts from science, companies, administration, etc. to indicate whether, and to what extent, each item appeared to assess the component of organizational practices in China context. After that, the research team will use this feedback to refine the items further for use in subsequent phases of scale validation. The next two studies then seek to validate the scale by examining its content, construct, and criterion validity in different ownership and scale enterprises and with different groups.

Results

This study will provide consistent support for the content, construct, discriminant, and criterion validity of Chinese Later Life Work Index.

Limitations

The limitations include the lack of random sampling, resulting in possible non-representativeness of the findings.

Research/Practical Implications

The present research advances our theoretical and practical understanding of organizational practices regarding bridge employees in an emerging economy in at least three important ways. First, this study provides evidence of an indigenous conceptual framework for organizational practices targeting at bridge employees. Second, this study afford assessment of additional, more novel, aspects of Chinese context. Third, the scale can be used to differentiate companies in China.

Originality/Value

This is the very first study in this regard in China. Latent profile analysis findings can be used to evaluate Chinese organizations and offer direction for future improvement.

Organizational Practices for Older Workers: Operationalization and Validation of the Later Life Work Index

Max R. Wilckens, Leuphana Universität Lüneburg, Germany

Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health Germany (BAuA)

Jürgen Deller, Leuphana Universität Lüneburg, Silver Workers Research Institute, Germany

Purpose:

The share of older workers among the European workforce increases rapidly. Better health status of older workers and the political ambition to relieve pension systems drive extended working lives. The Later Life Work Index supports organizations to deal with increased age diversity and specific demands by older workers nearing retirement age and beyond.

Approach:

The Later Life Work Index summarizes appropriate organizational practices for older workers derived from qualitative interviews in Germany (Wöhrmann, Deller, & Pundt, 2018) and evidence from the “Age Smart Employer Award” in New York City. We operationalized the index including scale development and validation in several pre-studies with human resource representatives from 30 to 56 companies against multiple criterion scales to form a compact, reliable and valid scale.

Results:

The index contains nine dimensions covering age-friendly organizational culture and leadership, as well as more specific practices regarding work design, health management, individual development, knowledge management, transition to retirement, continued employment options and health and retirement coverage. It can be assessed by 8-20 items per dimension. Scale reliabilities are acceptable.

Limitations: The validation was based on a limited number of organizations in Germany and revealed some adjustment need. However, we conduct a larger study to validate the effects on organizational level outcomes as performance, illness absence and turnover.

Research/Practical Implications:

The index allows organizations to self-assess their capabilities and improvement opportunities regarding employment of older workers.

Originality/Value:

We will present and discuss the index and its operationalization and are eager to show effects on organizational outcomes.

Later Life Work Index: A Closer Look at the Relevant Indicators and the Operationalization of Transition to Retirement

Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health Germany (BAuA)

Max Wilckens, Leuphana Universität Lüneburg

Jürgen Deller, Leuphana Universität Lüneburg

Purpose:

With the baby boomers nearing retirement age, the design of retirement transition processes in organizations becomes increasingly important as it may help better adjustment to retirement.

Approach:

The dimension *transition to retirement* of the Later Life Work Index will be presented. The operationalization of the qualitatively developed dimension and its indicators includes scale development and a validation study with about 30 participating organizations in Germany.

Results:

Indicators of transition to retirement are 1. Timely transition planning, 2. Phased retirement and individualized transition solutions, 3. Counseling for retirement life preparation, and 4. Continuous inclusion and maintaining contact. In the validation study, the four indicators are reflected in the factor structure. Scale reliabilities are acceptable. In the final and adapted version each indicator is measured with three to five items.

Limitations:

The validation study was conducted with a limited number of participating organizations only in Germany and it revealed some need for adjustment. However, a larger cross-organizational study is currently under preparation. As being part of a larger index, the number of items has to be limited.

Research/Practical Implications:

Providing an easy way to assess the current capability of an organization can help reflect and improve the way retirement transition processes are designed. As the measurement is reliable and validated, it can be applied in future research being interested in the quality of organizations retirement transition processes.

Originality/Value:

The presentation gives insights into relevant aspects of transition to retirement processes in organizations as well as its measurement.

1587 - LET YOUR VALUES GUIDE YOU: IN SEARCH OF JOBS AND CAREERS THAT KEEP WHAT THEY PROMISE

Bettina S. Wiese

Institute of Personnel and Organizational Psychology, RWTH Aachen University, Germany

Christian L. Burk

Institute of Personnel and Organizational Psychology, RWTH Aachen University, Germany

State of the Art:

In I&O-research, it has been repeatedly argued that person-environment fit is a crucial determinant for employees' well-being and performance. In past research, this fit has been investigated with respect to abilities and job demands as well as with respect to interests and work contents. Another perspective that might be relevant in terms of fit is the interplay of personal values and work/career contexts.

New Perspectives/Contributions:

This symposium brings together talks that all focus on value-related person-environment fit. This fit is analyzed with respect to its contents (e.g., monetary, societal, scientific) and to its predictive role for general and work-related well-being, work and organizational engagement, and career decisions (e.g., entrepreneurship, leadership, academic research). The presented studies include cross-sectional and longitudinal designs, mostly based on large sample sizes (up to 18.000 participants).

Research/Practical Implications:

The present talks show that values are important for understanding the motivational basis of everyday work behavior, job-related experiences, and career decisions. Values themselves, however, cover a broad array of contents that need more in-depth analyses, for instance, with respect to their stability. Moreover, to understand how values' effects unfold, longitudinal designs (including concurrent predictors) are important. From a practical perspective, career counseling and human resource management should consider individual differences in values (and value profiles) to better support employees' career decisions and their personal development at work.

Abstracts of the Symposium's presentations

Title, name and affiliation of the authors

Gendered work value profiles and STEM careers

Katariina Salmela-Aro

Educational Sciences, University of Helsinki, Finland

Jiesi Guo, Australian Catholic University

Florencia Sortflex, Educational Sciences, University of Helsinki; Finland

Jacque Eccles, University of California, Irvine, US

Purpose & Approach:

Drawing on Eccles' expectancy-value model of achievement-related choices, we examined how work values predict individual and gender differences in sciences, technology, engineering, and math (STEM) participations in early adulthood (ages of 25/27, 6 or 8 years after postsecondary school), controlling for subjective task values attached to academic subjects in late adolescence (11th grade, age 18). The study examined 1,259 Finnish participants using a person-oriented approach.

Results & Implications

Results showed that: (a) we could identify four profile groups (momentary, prospect, family and society), based on five core work values (society, family, monetary, career prospects, and working with people); (b) work-value profiles predicted young adults actual STEM participation in two fields: math-intensive and life science occupations above and beyond academic task values (e.g., math/science) and background information; (c) work-value profiles also differentiate between those who entered support- vs. professional-level STEM jobs; and (d) gender differences in work value profiles partially explained the differential representation of women across STEM sub-disciplines and the overall underrepresentation of women in STEM fields.

Title, name and affiliation of the authors

The role of work values in the development of early business leadership aspirations and behaviours

Florencia M. Sortheix

Department of Psychology, University of Jyväskylä, Finland, EADA Business School, Barcelona, Spain

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Martin Obschonka

Queensland University of Technology, Australia

Katariina Salmela-Aro

Department of Educational Sciences, University of Helsinki, Finland

Purpose

Work values are important antecedents of business leadership aspirations—the intention to start a company or to assume a leadership role. Work values also explain the gender differences in these aspirations. Little research, however, has studied how such aspirations translate into actual behaviors, and whether work values could explain this link. We examined the link between work values and actual behaviors (starting a company or being a supervisor) as mediated through aspirations. Second, we aim at explaining gender differences in aspirations and behavior at T2 by work values and aspirations at T1.

Design/Methodology/Approach/Intervention

Using a Finnish panel study ($N = 1,233$) and structural equation modeling, we investigated whether aspirations and work values at age 26 (T1) predicted entrepreneurial and leadership aspirations as well as actual behaviors two years later.

Results

Results showed that aspirations and work values at age 26 predicted behaviors two years later. Specifically, autonomy (positively) and security work values (negatively) predicted having started a business; and career prospects (positively) and social contribution (negatively) work values predicted being in a supervisor role. Moreover, aspirations mediated the link between some work values and behaviors. Work values and aspirations also partially mediated some of the long paths from gender to business leadership behaviors.

Research/Practical Implications

Results show how work values shape aspirations and transform into behaviors later on. Results suggest that men higher value on certain work values increases their aspirations towards business leadership and behaviors in these roles, maintaining the gender gap.

Originality/Value

This is one of the first studies examining the mediators of the gender-business leadership gap and shows that one reason for the gender gap starts with differences in work values, which then translate into lower entrepreneurial intentions for women and ultimately behaviors.

Title, name and affiliation of the authors

I want to be a billionaire: Contrasting perspectives on the associations of values with youth's well-being

Anja Van den Broeck

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Bert Schreurs

Faculty of Economic and Social Sciences & Solvay Business School, Vrije Universiteit Brussel, Belgium

Karin Proost

Faculty of Business and Economics, KU Leuven, Belgium; Open University of the Netherlands, Heerlen, the Netherlands

Arne Vanderstukken

HIVA Research Institute for Work and Society, KU Leuven, Belgium; Faculty of Business and Economics, KU Leuven, Belgium

Maarten Vansteenkiste

Faculty of Psychology and Pedagogic Sciences, Department of Developmental, Personality and Social Psychology, University of Gent, Belgium

Purpose

People hold different values: while some attach primary importance to intrinsic values (e.g., affiliation), others prefer extrinsic, materialistic values (e.g., financial success). Self-

determination theory advances that attaching importance to intrinsic values adds to people's well-being, while extrinsic values have negative implications. The person-environment fit perspective, in contrast, holds that the health-enhancing effect of values would not so much depend on their content (i.e., intrinsic or extrinsic) but on the fit between one's personal values and the values prevailing in the context.

Design/Methodology/Approach/Intervention

Using the work value survey, this study contrasts both perspectives in predicting life satisfaction, happiness and health of youngsters aged 18 to 30 ($N = 10\,430$) from 54 countries based on their own intrinsic and extrinsic values and the values supported in their environment ($N = 88\,754$.)

Results

Multilevel analyses shows that the type of values held by youngsters and those prevailing in one's environment matter more than value fit in predicting of youngsters' life satisfaction, happiness, and health.

Limitations

Longitudinal studies, using more extensive measures of intrinsic and extrinsic values across the world are necessary to further support our findings.

Research/Practical Implications

Our results largely confirm hypotheses derived from SDT rather than the person-environment fit perspective. Youngsters and their environments should thus pay particular importance to intrinsic rather than extrinsic values.

Originality/Value

This study is among the first to study the conflicting theoretical perspectives of SDT and fit on which values are most beneficial for people's life satisfaction, happiness and health.

Title, name and affiliation of the authors

Does conducting “good” science make happy? Scientific values as individual motivational drivers

Christian L. Burk

Institute of Personnel and Organizational Psychology, RWTH Aachen University, Germany

Bettina S. Wiese

Institute of Personnel and Organizational Psychology, RWTH Aachen University, Germany

Purpose

Sociologist Robert K. Merton described universalism, communism, disinterestedness, and organized skepticism as institutional norms for scientific work. Based on these norms, we (a) developed a measure of corresponding internalized scientific values and (b) explored if scientific values exert an impact on career decisions and work satisfaction while working inside or outside academia.

Design/Methodology/Approach/Intervention

In a longitudinal design with eight measurement occasions (six-month-intervals), 1,416 PhD holders from the STEM fields initially reported on their scientific values and repeatedly on their work contexts and work satisfaction. Career trajectories were investigated using multilevel discontinuous change models.

Results

Overall, PhD holders working as researchers in academia were characterized by stronger needs for scientific values compared to those working in industrial settings with or without research functions. Differential patterns of specific values were revealed. For instance, the need for communism was more pronounced outside academic research. Longitudinally, postdoc researchers with lower needs for scientific values were more likely to turnover to non-academic work fields. In addition, researchers staying in academia were more satisfied with their work, the more they were oriented towards scientific values. While transitions between academic and non-academic fields immediately increased work satisfaction, individual value levels did not substantially moderate this effect.

Limitations

Statistical modeling had to be based on a limited number of subjects returning from industry to academia.

Research/Practical Implications

Scientific values help understanding the motivational underpinnings of career decisions. Stimulating reflection about the fit between individual scientific values and need-supportive career paths may support young researchers concerned with planning their careers.

Originality/Value

A new measure of individual differences in scientific values is introduced. Representatives of academic and non-academic career paths differ in their patterns of scientific values.

Title, name and affiliation of the authors

Person environment fit, work engagement, voice behaviours and the moderating role of regulatory focus

Ilke Inceoglu

Exeter University Business School, University of Exeter, UK

Chris Chu

Surrey Business School, University of Surrey, UK

Svenja Schlachter

Justus Liebig University Giessen, Germany

David B. Allen

Exeter University Business School, University of Exeter, UK

Purpose

Studies have shown that the fit between a person's values/needs with the work environment (PE fit) is related to work engagement and work behaviours (e.g. Rich et al., 2010). We examine the process through which PE fit is linked to work engagement and subsequent voice behaviours by considering the moderating role of regulatory focus (promotive and prohibitive, e.g. Brockner & Higgins, 2001).

Design/Methodology/Approach/Intervention

We tested a moderated mediation model using a time lagged, multi-source research design to avoid issues of common method bias. 148 employees from two organisations in China completed measures at two time points (time 1: needs-supply fit and regulatory focus, time 2: work engagement). Employees' voice behaviours were rated by their line managers at time 3.

Results

Prevention and promotion focus moderated the relationships between needs-supply fit and engagement as a mediator in predicting voice behaviours. Regardless of the effect of promotion focus, there was a positive indirect effect of needs-supply fit on promotive voice when prevention focus was low or moderate. No significant indirect effect was observed when prevention focus was high, however; it seems that high prevention focus “blocked” the positive influence of needs-supply fit on promotive voice.

Limitations

Participant drop-out over the course of the data collection.

Research/Practical Implications

High focus on loss prevention at work can impede the positive impact of PE fit on work engagement and subsequent voice behaviours. Results contribute to a better understanding of the mechanisms underlying the relationship of PE fit with work engagement and subsequent voice behaviours.

1600 - THE WORK-HEALTH BALANCE: A NEW DIMENSION TO ANALYZE THE RELATIONSHIP BETWEEN HEALTH AND WORK

Proponents: Andrea Gragnano

Department of Psychology, University of Milano-Bicocca, Italy

Discussant: Alessia Negrini

Institut de recherche Robert-Sauvé en santé et en sécurité du travail, Montréal, Canada

State of the art: Nowadays, the labor market is characterized by a proportion of elderly workers and workers with a long-standing health problem or disability (LSPHD) higher than ever. In this situation, the reconciliation of health and work demands has become a central issue in many organizations. Unfortunately, no popular theoretical elaboration specifically addressed this issue. The Work-Health Balance (WHB) has been recently proposed as a new dimension useful to monitor and affect the balance between health and work demands.

New perspectives/contributions: The proposed symposium hosts a discussant and five contributions that with different research methods and statistical approaches show the relevance of the balancing between job demand and health need for workers' wellbeing. The contributions consider several working populations that differ by age, country, job type, and health situation and present the relations of WHB with many dimensions of workers' well-being and job participation.

Research/practical implications:

The symposium, presenting the first results of international researches employing WHB, shows the different field of application of this dimension, from the study of workers' satisfaction to the prediction or return to work after sickness absence. The empirical findings of the symposium help understanding how WHB can contribute to the well-being of the working population considering the diverse health needs and the demands of organizations.

Title: Job retention amongst workers with health challenges. A qualitative study.

Author: Amelia C. Gibson

Department of Health-, Social- and Welfare Studies, University of South-Eastern Norway

Purpose: The purpose of this study was to gain insight into the circumstances that influence job retention for employees with health challenges.

Methods: Qualitative in-depth interviews were carried out on six employees with long-standing health problems whilst maintaining the ability to participate in the labour market. The interviews were transcribed in verbatim and analyzed by use of qualitative content analysis.

Main findings: Job retention is influenced by the available resources to handle work and health demands. The resources at individual level consist of perception of health, identity, individual effort, competence, coping and motivation. Social support appeared to be the most important resource at group level. Responsibility and participation appeared to be the most important at organizational level. These resources, with work and health demands on the opposing side, are the foundations of the Demand-resource-balance model (DRB). It is argued that in order to increase job retention, there must be a balance between resources and work and health demands.

Limitations: This study was carried out on employees from large organizations. Resources at group and organizational level may be different in smaller organizations.

Practical implications: Employees with health problems are influenced by the same factors as «healthy» employees but must also consider how their health influences job retention. By identifying these circumstances, organizations can accommodate for this population in order to increase job retention. At societal level, legislation and policy entailing benefits and pay should be made readily available for this population. In addition, this population in particular should be encouraged to join trade union organizations.

Title: The usefulness of Work-Health Balance in older workers and in workers with long-standing health problem or disability.

Authors: Massimo Miglioretti¹; Federica Previtali², Claudia Manzi³, Andrea Gragnano¹

¹ Department of Psychology, University of Milano-Bicocca, Milan, Italy

² Faculty of Social Science, University of Tampere, Finland

³ University of Sacred Heart Milan, Milan, Italy

Purpose: to evaluate the role of work-health balance in promoting positive organizational outcomes in older workers and in workers with long-standing health problem or disability (LSHPD).

Methodology: Two studies were conducted. In the first one, 2992 older workers (mean age 57.6 ± 3.6) of a railways company answered an online survey measuring job resources, WHB and job involvement. Latent profile analysis grouped participants based on the three WHB factors: Work-Health Incompatibility, External Support, and Organizational Health Climate. In the second longitudinal study, the predictive validity of WHB on time of return to work was evaluated in 141 workers on sick leave due to cardiovascular diseases, controlling for socio-demographic characteristics.

Results: In the first study, the workers are divided into five clusters consistent with the theoretical assumptions underlying the WHB. Moreover, groups' comparison shows that the groups significantly differ in perceived job characteristics, perceived organizational future time, and job involvement. The second study shows that WHB influences the time of return to work in workers on sick leave due to cardiovascular diseases ($b=-29.77$; $p=.001$).

Limitations: the studies were conducted in specific population and the results should be replicated in others groups of workers.

Practical implications: The studies show that WHB is a dimension to be considered in the designing and evaluation of interventions that help older workers and workers with LSHPD to maintain an active role at work.

Originality/Value: These are the first studies demonstrating the discriminant and predictive validity of WHB.

Title: Work-Health Balance among Spanish workers: its mediating role in the Work Ability-Job satisfaction relationship.

Author: Gabriela Topa

Social and Organizational Psychology, Universidad Nacional de Educación a Distancia, Madrid, Spain.

Purpose: Population aging puts under pressure developed societies not only by the shortcuts of labor workforce but also by the increase of Health Care System costs. Hence, exploring Work-Health balance and their relationships with employees' wellbeing seems to be a relevant topic. The aim of the present study is twofold. First, to adapt the Work-Health Balance Scale (WHB) for Spanish population and test their psychometric properties. Second, to explore the moderating role of WHB in the relationships between Work Ability and Job satisfaction.

Design: Two cross-sectional studies have been conducted. The first ($N= 223$) included Spanish workers aged + 18 years, and the second ($N= 294$) included workers aged between 40 and 69

years. Process Macros and bootstrapping of 5000 independent samples have been used to test the hypotheses.

Results: Our findings showed that the WHB scale, adapted for Spanish population, has adequate psychometric properties. Findings from the second study suggested that WHB plays a mediating role in the relationship between Work Ability and Job satisfaction. Indirect effect reached significance ($B=.0959$; $SE=.0272$; Boot LLCI=.0556; Boot ULCI=.1505).

Limitations: The use of self-report measures and the cross-sectional design raises concerns about common-method variance.

Research/Practical implications: The findings add to our understanding of the role of work health balance on aged workers' well-being.

Originality/Value: The mediating role of WHB leads to a promissory avenue for interventions to increase job satisfaction via improvements in WHB.

Title: Work-Health Balance Questionnaire in Mexico: Its pertinence and preliminary results

Authors: Hiram Novelo-Ramírez¹; Ana Cecilia Méndez-Magaña^{2,3}; Melva Herrera-Godina²; Guillermo González-Estévez⁴; Andrea Gragnano⁵

¹ PhD in Public Health Sciences, University of Guadalajara

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⁴ Department of Social Sciences, University Center of Health Sciences, University of Guadalajara

⁵ Department of Psychology, University of Milano-Bicocca, Milan, Italy

Purpose: To validate the Work-Health Balance Questionnaire (WHBq) in the Spanish language and discuss the pertinence of this construct for Mexican workers.

Methodology: We tested the reliability and validity of the questionnaire via online, from a sample of 120 workers using exploratory factor analysis.

Results: The WHBq shows good psychometric properties in the Mexican Spanish language and maintains the same structure of three factors of the original version: work–health incompatibility, health climate, and external support.

Limitations: The majority of workers were under 40 years old and administrative workers.

Research/practical implications: The WHBq is proving to be a reliable and valid instrument in Mexican workers. Its relevancy and usefulness in this context will be key, due to population ageing and the current prevalence of chronic illnesses.

Originality/Value: According to the National Institute of Social Security in Mexico the three most commons justified causes for absenteeism are long-standing health problems such as diabetes, arthritis and low back pain. WHBq could be useful to explain the balancing between this health issues and work in Mexico.

Title: Identifying factors promoting work ability among menopausal women. A cross-sectional study

Authors: Daniela Converso, Sara Viotti, Gloria Guidetti, Ilaria Sottimano

Department of Psychology, University of Turin

State of art: Menopause is a complex physiological process that marks the women end of the reproductive phase of life. Previous studies have demonstrated that during menopausal transition work ability may be undermined (Geukes et al., 2012). Work ability (Ilmarinen, 2007) is a central indicator of job sustainability, referring to the physical and intellectual resources on which workers can rely to meet the demands (of emotional, cognitive, and physical type) posed by their work. Despite the importance of promoting job sustainability throughout the entire work-life span, to date, no knowledge is available regarding work-related psychosocial factors that may foster work ability among menopausal women. In order to fill this gap, the aim of the present study was to identify, among various work-related psychosocial factors, the predictors of work ability in a sample of menopausal women employed as administrative officers in the Italian public sector.

Method: During a cross-sectional study, 997 menopausal women were asked to complete a self-report questionnaire.

Results: Work ability among menopausal women was found to be negatively associated with relational demands, work-family conflict, and positively associated with health-oriented organization policy, and flexible working hour for health reason. On the other hand, cognitive demands, job control and social support from peer and superior did not show significant associations with work ability.

Practical Implications: The present study may help to identify properly psychosocial interventions in the workplace specifically dedicated to protect work ability among women dealing with menopausal transition.

1618 - FOSTERING A HEALTHY WORKPLACE CULTURE: UNDERSTANDING WORKER WELLBEING, STRESS, AND WORK RELATIONSHIPS

Chair: Arla Day, Saint Mary's University

Addressing worker wellbeing and effectiveness requires both an understanding of the key mechanisms, as well as a sustained and holistic approach that supports the individual, strengthens respectful work groups, and develops effective and supportive leaders. That is, because experiences at work have a powerful impact on one's wellbeing—both positive and negative—we must better understand how to leverage the positive aspects of individual experiences, group dynamics, leadership, and organizational culture to improve worker wellbeing. Therefore, the first presentation provides an interesting perspective of the mechanisms by looking at employment experiences using inductive thematic analysis of interviews with resettled refugees. The impact of underemployment reaffirms the importance of work to one's wellbeing, and worker experiences and social policy are seen as key factors to one's adjustment. The second presentation examines leader-subordinate relationships to understand how leaders' expectations for subordinates regarding technology use after work influences wellbeing and social relationships at work. Finally, the last two presentations assess two workplace interventions to improve organizational and worker health: One presentation targets the workgroup in terms of improving social relationships (e.g., reducing incivility) and wellbeing as a function of group-based training. The last presentation addresses worker health by creating healthier workplaces and worker wellbeing through leadership training. Healthy workplace behaviours and leader and subordinate wellbeing increased over the period of training. We discuss these four presentations in terms of leveraging the positive aspects of employment and positive social interactions at work to improve worker wellbeing.

1. The impacts of unemployment and underemployment on resettled refugee wellbeing: A New Zealand study

Tamsin Dehar¹, Helena D. Cooper-Thomas², Jay Marlowe¹, & Claire Cartwright¹

¹*University of Auckland, NZ*, ²*Auckland University of Technology, NZ*

Purpose: Unemployment and underemployment are consistently reported to be a major source of stress for resettled refugees, and are identified as two of the main predictors contributing to poor psychological wellbeing following resettlement. This study explored resettled refugee experiences adjusting to work in New Zealand, as well as the impacts of unemployment and underemployment on their wellbeing.

Design/Method: Semi-structured interviews were conducted with 16 refugee-background adults in New Zealand. Eleven males and five females from a range of African, Middle Eastern and Asian countries participated. An inductive thematic analysis was performed on the data.

Results: Six main themes were established, including newcomer experiences in work, issues of social policy, and the importance of work. Particular attention is paid to those aspects of their experiences that relate to psychological wellbeing.

Limitations: New Zealand is identified as one of the most accepting countries in the world for migrants and refugees. It is possible that the experiences of these participants may be more positive, and therefore not generalisable to other countries. This research has implications for ways in which organizations can intervene to improve wellness at work.

Implications/Value: Limited research has examined resettled refugee wellbeing as they transition into, and adjust to, employment. With increasing refugee numbers internationally, it is important to understand resettled refugees' work experiences in order to improve both the process and outcomes of their transitions into employment in their new environment. This, in turn, creates potential for far-reaching benefits to resettled refugees, employers, and broader society.

2. Worker Health & Wellbeing: The Impact of Leaders' expectations about ICT Use

Jillian Tonet, MSc, Saint Mary's University, Halifax, NS
Arla Day, PhD, Professor, Saint Mary's University, Halifax, NS

Purpose

Work relationships can be both a source of support and a source of stress (Leiter et al., 2015). Leaders' behaviours and expectations surrounding after-hours work-based information communications technology (ICT) may impact workers' wellbeing, but we don't understand the context for this relationship. Therefore, we examined these behaviours/expectations as well as leader and subordinate perceptions and wellbeing.

Design

We surveyed 219 leaders (N=97 men; N=122 women) and 135 subordinates (N=39 men; N=96 women) to examine the relationships between leaders' expectations/behaviours and wellbeing (burnout, stress) and moderators of these relationships.

Results

Interestingly, leaders' own ICT expectations and behaviours were associated with higher levels of burnout for themselves. However, although subordinates who felt their leaders expected them to use ICT at home reported more stress, they did not experience higher levels of burnout. In general, control and preference for integrating work into home roles were associated with more positive outcomes.

Limitations

Future research should examine the longitudinal impact of supervisors' expectations on their own subordinates using a matched sample over time.

Practical Implications

We know that leaders have a substantive impact on the wellbeing of subordinates. Their formal and informal ICT practices may impact wellbeing, and they also may have an impact by supporting subordinate control over technology and work-nonwork boundaries, while taking individual differences into consideration.

Originality/Value

The study takes a holistic approach to supervisor expectations to understand the relationships of ICT with wellbeing and interpersonal relationships at work.

3. Testing a Workgroup-Based Approach (SCORE) to Improving Workplace Civility and Work Engagement

Michael P. Leiter, PhD

Professor of Organisational Psychology

Deakin University

Geelong, VIC Australia

Purpose

The Social Encounters Scale assesses civil and uncivil social encounters on the same frequency scale, producing a score reflecting the relative frequency of such encounters on an individual or workgroup level. This study considers the extent to which this proportion captures a quality of workplace culture that informs beyond the information provided by incivility and civility as separate measures.

Design

This presentation reviews a pilot of SCORE with an Australian health district comprising hospitals and outpatient facilities in 2018. A baseline survey included 235 respondents from 9 organisational units. SCORE was implemented in five units between May and November 2018. The survey was repeated after Wave 1 (September) and after Wave 2 (December).

Results

The Baseline survey confirmed found that the balance of civil to uncivil encounters varied across the 12 participating units. On average, units reported five times as many civil than uncivil encounters. The most positive units reported a 25 to 1 ratio of civility to incivility. The most negative units reported a one-to-one ratio of civility to incivility.

Limitations

The post-test surveys have not occurred at this time but will be available for the conference.

Research/Practical Implications

The research examines the impact of a facilitated group process for improving workplace relationships. The proportion of positive to negative encounters supplements the frequencies of civil and uncivil encounters as immediate metrics for the intervention's impact.

Originality

Despite considerable attention to the sources and consequences of workplace incivility, few studies have tested interventions with contrasts with control groups.

4. Leading the way to Healthy Workplaces: Can training leaders improve Worker Wellbeing

Samantha A Penney & Arla Day

Saint Mary's University

Halifax, NS Canada

Purpose: Psychologically healthy workplace (PHW) research has received increased attention over recent years (e.g., Day & Randell, 2014; Kelloway & Day, 2005), but leaders and organizations often feel challenged as to how to actually create a psychologically healthy workplace (Grawitch et al., 2009) and improve worker wellbeing. Integrating PHW and leadership research with current workplace wellbeing models (e.g., JDR Model, Demerouti et al, 2001), we assessed the efficacy of a Leading Healthy Workplaces training program aimed at improving leaders' behaviours that contribute to a healthy workplace and leader and worker wellbeing.

Design: Sixty-eight leaders completed a workshop and 8 weeks of phone-based coaching. Subordinate data (N=226) were collected for all leaders.

Results: Leaders' healthy workplace leadership behaviours (communication and promoting a healthy workplace) and direct reports perceptions of leaders' behaviours (feedback and promoting a healthy workplace) increased over the course of the program. Both leaders' and direct reports' well-being improved as well.

Limitations: Future research should examine these issues over a longer timeframe and incorporate more organizational data. Also, identifying ways of increasing retention in training programs is important to study.

Practical Implications: We integrated PHW, leadership, and wellbeing models to create a new training program that organizations can use to support leaders, improve worker wellbeing, and create healthier workplaces.

Originality/Value: Our research addresses the calls for longitudinal OHP research (Kelloway & Francis, 2013) and well-designed interventions (e.g., Cox, 1993; Kelloway & Barling, 2010), creating a strong basis for a long-term research agenda in leading healthy workplaces.

1625 - QUALITY OF WORKING LIFE IN UNIVERSITIES: THE CONTRIBUTION OF WOP PSYCHOLOGISTS

PROPOSER: Prof. Margherita Brondino (University of Verona, Italy)

chair: Margherita Brondino

Working in academia has been for a long time considered as a job intrinsically satisfying and full of good qualities, like autonomy, variety, and flexibility. Data from more recent research suggest that it is no longer true (if ever was in the past).

In the last years, technological, economic, cultural and social changes have deeply modified individual and collective behaviours in academia. Universities have been confronted with such changes, showing for instance that job insecurity, financial cuts, uncertainty for the future, and hard competition (both between institutions, and between departments or researchers) are often part of the everyday life.

It is indeed clear that the quality of working life in universities may be considered at risk, at least in many UE countries, both for researchers/teachers, and for technical and administrative staff. Research on this topic was rather surprisingly rare, and in some cases nearly absent.

Trying to fill this scientific gap, a team formed by W/O psychologists from 16 Italian universities, was formed end 2016, with the aim to develop a tool for the assessment of psychosocial risks and workers well-being in universities.

Based on data collected in some preliminary studies, a research tool (theoretically based on the Job Demands-Resources model) will be presented, with the aim to offer the academic community with a scientifically reliable diagnostic tool, able to suggest also cues for the improvement of working conditions and well-being.

Contributions based on research conducted in EU and abroad will bring to the symposium a fundamental international comparison.

Contributions

Improving work environments in Australian universities

Dr Silvia Pignata, University of South Australia, Australia

State of the Art

In Australian universities, high email volumes and increasing levels of psychological strain (work stress) can affect employees' health and well-being and are likely to have direct consequences on recruiting and retaining high quality academic staff, the teaching of future professionals, and the university sector's growth in national and international markets.

New Perspectives

The paper presents the results of longitudinal and cross-sectional research on work stress in Australian universities; details initiatives taken by university management to enhance well-being; and focuses on employees' coping mechanisms to deal with work stress.

Research/Practical Implications

In addition to university stress interventions, it is important to examine changes that employees make themselves to cope with stress. They may attribute the changes to increased personal growth and strengthened psychological resources or to the use of negative or protective coping strategies. Employees report using types of 'positive' coping strategies, which suggests that they may attempt to conserve and protect their resources. However, academics in particular, report using protective coping strategies to reduce stress that include not caring at all and making decisions to work less which suggests that they have become disengaged or detached, and their work performance may be reduced in the long term.

Originality/Value

As the theory and evidence regarding investigations of work stress in universities is incomplete in several ways, the session examines initiatives taken by both management and employees themselves to address their health and well-being, which is of interest to the community as well as governments, employers and unions.

Quality of life at work in academia: preliminary results for the validation of a tool for Italian university

Paola Spagnoli - Università degli Studi della Campania Luigi Vanvitelli

Margherita Brondino - Università di Verona

Andreina Bruno - Università di Genova

Marco Depolo - Università di Bologna

Emanuela Ingusci - Università del Salento

Barbara Loera - Università di Torino

Francesco Pace - Università di Palermo

Purpose: Research on quality of working life in academia appears surprisingly rare in many countries, and in some cases nearly absent. Trying to fill this gap, a team formed by W/O psychologists from 16 Italian universities developed a tool for the assessment of psychosocial risks as well as workers health and wellbeing in universities. The validation of this tool (theoretically based on the Job Demands-Resources model) will be presented in this contribution.

Design: A pilot study was conducted on a sample of 120 Italian university researchers/teachers, to make a preliminary test of the psychometric properties of the tool. In order to finalize the validation of the tool a second study was planned on a sample of 1500 researchers/teachers.

Results: Factorial analysis and reliability check reported satisfying and promising evidence of the robustness of the tool.

Limitations: The pilot nature of the study only allowed us to obtain preliminary results, that should be further examined on a wider sample. The second study will help to support these preliminary results with a more robust confirmatory approach.

Practical Implications: Results indicated that the proposed tool is reliable and could be used for depicting university researchers/teachers' health, wellbeing, and working conditions. Moreover, useful insights for implementing organizational interventions could also be obtained.

Originality/Value: The tool, proposed by a team of W/O psychologists from 16 Italian universities, aims to offer the academic community with a scientifically reliable diagnostic tool, able to suggest also useful insights for the improvement of working conditions and wellbeing.

Quality of work life in Czech public universities: Job demands, job resources and occupational well-being

Kateřina Zábrodská^{1,2}, Jiří Mudrák^{1,2}, Kateřina Machovcová¹

¹ Institute of psychology, Czech Academy of Sciences, ² Faculty of Arts, Charles University in Prague

Purpose: Relatively little research attention has been paid to effects of changing academic environments on faculty well-being in higher education systems at the periphery, including the Czech Republic.

Design: We collected 2,227 questionnaires and conducted 120 in-depth interviews with academics employed at Czech higher education institutions in which we explored their perceptions of their current work conditions and occupational well-being. In the analysis we focused on description of the current work environment at Czech public universities as well as on its effects on occupational well-being of academics.

Results: Findings revealed high levels of overall job satisfaction and work engagement and relatively low levels of stress. Most academics reported positive features of their work environment including autonomy and quality, role clarity, influence over academic work, and a strong social community. Negative features included dissatisfaction with pay, poor leadership, and pressure to produce. In this context, job resources were predominantly related to work engagement and job satisfaction and job demands were predominantly associated with stress and burnout, mostly through work-family conflict. In the qualitative analysis, we explore these processes in detail.

Limitations: The main limitations stem from the representativeness of the sample.

Practical implications: Results indicate some ways in which the occupational well-being of academics could be improved.

Originality: The results represent the first large scale, mixed methods research focusing on the quality of work life in Czech public universities.

Drivers of the Matthew effect. Academic work life and excellence in Czech natural/technical sciences

Jiří Mudrák^{1,2}, Kateřina Zábrodská^{1,2}, Kateřina Machovcová¹

¹ Institute of psychology, Czech Academy of Sciences, ² Faculty of Arts, Charles University in Prague

Purpose: Research excellence has been described as the “holy grail of academic life.” At the same time, increased emphasis on excellence has been related to disproportionate distribution of resources which produces few “winners” and many “losers.” The main aim of our paper is to analyze the workplace factors that drive such “Mathew effect” at Czech academic workplaces that have increasingly emphasized excellence in research.

Design: The analysis is based on a mixed method research projects including a questionnaire study (n=2,227) and qualitative interviews (n=120) focusing on the ways in which Czech academics perceive work conditions at Czech academic workplaces. Specifically, we used multinomial logistic regression for quantitative data and thematic analysis for qualitative data. In this way, we analyzed how “excellent” academics perceive their work conditions in comparison with the academics who do not

meet criteria for academic excellence and the ways in which these work conditions provide excellent academics with an advantage regarding future academic results.

Results: The multi-nominal regression showed that the significant predictors of academic excellence were age, position, work engagement, self-efficacy, salary, and influence over work. The subsequent qualitative analysis explore further how these factors work together in accumulating further advantage regarding the excellent results in academic work.

Limitations: Main limitations of our study stem from the representativeness of the sample.

Practical implications: Our results provide implications for improving research productivity of academic institutions.

Originality: The results represent the first large-scale study into the quality of academic work life in the Czech higher education institutions.

Research and intervention for the Quality of Working Life at the Politecnico of Turin

Daniela Converso*, Barbara Loera*, Giorgia Molinengo*, Gloria Guidetti*, Claudia De Giorgi, Arianna Montorsi****

*Department of Psychology, University of Turin

**Politecnico of Turin

Purpose:

In order to account for the complexity of the academic environment, and supporting the perspective adopted by the QoL@Work (evaluate academics experience as a balance between job-hindrances and job-challenges), a research was developed for and with the Politecnico of Turin, one of the most prestigious universities in Italy.

Design: The research was based on in-depth interviews and on an online self-report questionnaire distributed to the entire working population of the Politecnico. Actually is ongoing the development of a complex and recursive data collection system.

Results: Results highlighted how the job demands for academics can be defined in their balance between job-hindrances and job-challenges. A cluster analysis identified four main profiles considering different levels of commitment and health-complains, while linear-regression analysis described the impact of work, organizational and interpersonal dimension on wellbeing.

Limitations: The response rate was unsatisfactory for the academic group of participants; a larger number of participants is expected in the next surveys in the light of the participatory process that is ongoing now.

Practical Implications: Results suggested the adoption of a recursive data collection system, aimed at orienting the development of specific university management policies and practices for a better Q@WL.

Originality/Value: The experience here described attests the importance of adopting appropriate research tools and research processes to steer interventions for the wellbeing in Academia.

1631 - INTERPERSONAL EMOTION REGULATION IN THE WORKPLACE

Hector Madrid

Management School, Pontificia Universidad Católica de Chile

State of the Art: In the last years, interpersonal emotion regulation has emerged as a relevant topic of research in organizations, which refers to the strategies that individuals enact to initiate, change or modify feelings in others. Initial studies have applied this construct to, for example, leadership and teamwork, showing that the way that workers make others feel has substantive influence in cognitive, affective and behavioral processes in organizations.

Contributions: In this symposium, we will present and discuss a collection of papers that follows and expands this stream of research. First, Williams and colleagues theorize about the role of dyadic emotion regulation to understanding relational quality and helping behavior. Second, Cheshin and colleagues examine the association of interpersonal emotion regulation with leadership emergence. Third, Vasquez and colleagues argue and study the influence of team member interpersonal emotion regulation on team conflict and well-being. Finally, Madrid proposes and examines the influence of team member interpersonal emotion regulation on team motivation and innovation.

Implications: Taking together, the studies show that interpersonal emotion regulation matters for relevant psychological processes in the social realm in the workplace. They also expand the literature on affect in organizations in general and in emotion regulation in particular. Furthermore, knowledge derived from these studies informs human resource professionals and practitioners about a novel avenue to foster performance and well-being in organizations.

Emotion Regulation and Dyadic Work Relationships

Courtney E. Williams, Janaki Gooty, and Shawn D. Long

University of North Carolina at Charlotte

Purpose: This work examines the association of dyadic emotional regulation with individual and dyadic work outcomes. Understanding dyadic emotion regulation is important because coworkers can experience a shared affective event in which the unique emotions, cognitions, and behaviors, associated with antecedent- or response-focused regulation, drive their interactions in response to the event. Here, we develop and test the emergence of dyadic emotional regulation as a dispersion model. We posit that a mismatch (or lack thereof) of antecedent- and response-focused emotion regulation strategies within dyadic work relationships will influence key relational outcomes, such as relational quality and helping behavior. We expect that high levels of dispersion in dyadic emotion regulation will decrease relational quality. Additionally, we expect dyadic dispersion emotion regulation to have a cross-level moderating effect on the relationship between individual-level emotion regulation and helping behavior.

Design: We are conducting multilevel construct validation using cross-sectional data from MBA students in intact work teams. Data will be modeled with confirmatory factor analyses to examine the convergent and discriminant validity of dyadic emotion regulation from other related constructs. Additionally, we will use random coefficient modeling to test our theoretical model.

Implications: For both researchers and practitioners, the primary implications of our research concern work relationships and how dyadic emotion regulation has the potential to affect such relationships positively and negatively.

Originality: This is a new construct for emotion regulation and work relationships literature.

Emerging as an Informal Leader Means to Regulate Emotions of Others

Arik Cheshin, Gil Luria and Sagi Goldberger
University of Haifa

Purpose: Leadership emergence is a key process to foster influence in organizations, which has been mostly associated with personality. Here, we aim to expand this research by adopting the notion of interpersonal emotion regulation (IER).

Design: Two studies were conducted to test the effects of IER on leadership emergence. In Study 1, students divided into 25 groups of 3-5 participants ($N=102$) completed a group task. Then, they assessed each members' influence on team emotion and were asked to identify the leader of the group. In Study 2, students divided into 43 groups of 3-6 participants ($N=141$) completed a joint class assignment for five weeks. After completion, participants completed a survey on IER to assess each member, together with indicating the leader of the group.

Results: In Study 1, participants that created more positive team emotion were more likely to be chosen as leaders ($r = .43, p < .001$). In Study 2, participants that scored higher on IER were more likely to be seen as possessing leadership qualities ($r = .23, p = .006$) and to be chosen as leaders ($r = .21, p = .015$).

Implications: Individuals that regulate the emotions of others are more likely to be described as leaders. Thus, IER could be used in leadership development programs.

Originality: We suggest that leadership is granted to those who regulate emotion of others and present IER as a key variable that explains how leaders influence emotions.

Limitations: Correlational studies based on student samples.

Interpersonal Emotion Regulation in Teams

Cristian Vasquez, David Holman and Robin Martin

Alliance Manchester Business School, University of Manchester

Purpose: Interpersonal emotion regulation (IER), namely, the use of behaviors to initiate, maintain or change emotions in others, is a common activity among team members. However, little is still known about the effects of IER on team dynamics and performance. The aim of this paper is to examine whether IER influences team member well-being and team performance through its effects on team conflict process.

Design: We conducted a multisource survey study using employee and supervisor data, involving 4659 employees nested in 697 teams.

Results: Multilevel structural equation modeling supported that antecedent-focused IER strategies (that seek to alter the cause of others' undesired emotions) were negatively associated with team conflict, which in turn was negatively associated with team performance and positively associated with team member emotional exhaustion. Conversely, response-focused IER strategies (that seek to alter others' emotional expressions) were positively related to team conflict which in turn was associated with lower team performance and greater team member emotional exhaustion.

Implications: The findings contribute conceptually and empirically to the current literature by showing how IER is an important means through which team members can influence team processes and outcomes. Regarding practical contributions, as these interpersonal behaviors can be trained and developed, it is important that they are fostered by organizations.

Originality: We integrate IER and teamwork literatures, and use multivariate statistics, to understand team member well-being and team performance.

Limitations: Cross-sectional design and the possible common-method bias between employee-based measures.

Team Member Interpersonal Emotion Regulation and Innovation

Hector Madrid

Management School, Pontificia Universidad Católica de Chile

Purpose: Interpersonal emotion regulation (IER) is a central construct to understand affect, cognition, and behavior in the social realm, which is described as the strategies to make others feel positive (improving) or negative (worsening) feelings. Here, we describe team member interpersonal emotion regulation (TIER) as the set of behaviors they enact to initiate or modify affect among them. Drawing on that, we aim to determine if TIER is associated with team motivation and innovation.

Design: We conducted a multisource survey study based on 392 cross-functional teams comprised, in total, by 2071 team members. Data were analyzed with structural equation modeling.

Results: Team member affect-improving IER was positively related to team innovation, by means of team behavioral approach motivation. In contrast, team member affect-worsening IER was negatively related to team innovation via team behavioral inhibition motivation.

Implications: These results indicate that the way that team members make feel each other has an effect on motivation to approach or inhibit behavior, influencing therefore on team innovation. This, suggests that practitioners should bear in mind training TIER, such that team member should adopt improving regulation but avoid worsening regulation.

Originality: This is one of the first empirical studies that test the role of interpersonal emotion regulation in the context of teams.

Limitations: The cross-sectional design limits causal inferences and increases the likelihood of common-method bias between TIER and team motivation, due they were measured with the same source of information.

1659 - FRESH PERSPECTIVES ON MEASURING CREATIVITY IN ORGANIZATIONS

Chair: Roni Reiter-Palmon, University of Nebraska at Omaha, USA

State of the Art

Creativity is a key force in organizations. A 2016 report by IBM indicated CEO's view creativity is one of the most needed characteristics as they cope with today's complex business environment.

Despite the importance of organizational creativity, measuring creativity is difficult. Many current creativity measures either assess a very specific aspect of creativity, such as divergent thinking or remote associations, or are time and resource intensive.

Contributions

This symposium presents four papers using the Creative Response Evaluation – Work (CRE-W), which is a new measure designed to meet the need for a better measure of creativity for use in the workplace.

The first paper by Reiter-Palmon and Kaufman describes the development and validation of the CRE-W. The second paper, by Mead et al, describes a DIF analysis of the CRE-W comparing US and UK participants. The third paper, by Mancini, Magnani , and Ciancaleoni presents CRE-W correlations with other tests (personality, positivity orientation, cognitive) and how CRE-W fits into organizational assessment. Finally, the fourth paper by Fossati is a case study of managerial assessment using the CRE-W and other interventions to help an organization succeed.

Implications for Research and Practice

Together, these papers will inform practitioners and researchers interested in measuring creativity in the workplace, including those who might use CRE-W and those who are simply interested in the assessment of creativity.

Title: Development of a new measure to predict creativity in the workplace

Presenters: Roni Reiter-Palmon, University of Nebraska at Omaha and James C. Kaufman, University of Connecticut

Purpose: The purpose of this presentation is to discuss the development and validation of a new measure designed to predict creativity for selection and development in organizations.

Methodology: The measure was developed to assess both creative initiative as well as preference for specific approaches to creativity within an organizational context. We first identified two broad approaches to creativity: one where the focus is on thinking in new ways, whereas the other is being creative by adapting and thinking in different ways. To develop the measure, we used scenarios based on real-life job related decisions and provided up to 6 different responses to the situation.

Results: The reliability of the measure was evaluated based on an initial sample of close to 3000 participants from MTurk. The validity of the measure was tested in a new sample with known measures of creativity such as divergent thinking, creative problem solving, and a self-report of creative activities. Results gave support for the creative initiative and the New and Different preferences.

Limitations: This study provides a starting point for the use of the measure in organizational settings. Although validity of the measure has been established against known measures of creativity, information is needed on the relationship with creative job performance.

Implications: The study provides initial evidence for the utility of this measure in organizational settings.

Originality/Value: The measure developed is unique due its focus on job related scenarios and responses, and therefore would be more likely to be used by organizations.

Cultural Differences in Creativity

Alan D. Mead, Talent Algorithms Inc., Lockport IL, USA

Pamela Becker, Hogrefe Ltd., Oxford, UK (**Presenter**)

Roni Reiter-Palmon, University of Nebraska at Omaha, USA

James C. Kaufman, University of Connecticut, USA

Chenxuan Zhou, Illinois Institute of Technology, Chicago IL, USA

Purpose

This research examines cultural differences in responses by US and UK respondents to a measure of creative initiative in work settings, the Creative Response Evaluation – Work (CRE-W).

Methodology

Participants. A total of 2376 employed, working-age participants were recruited from survey panels in the US and the UK. After data cleaning, US and UK samples were N=855 and N=825.

Measure. CRE-W has 20 scenarios with 4-6 6-point Likert items. Coefficient alpha in the combined sample was 0.91.

Results

Twenty-four items had significant ($p<0.01$) DIF but the average R² change was only about 0.01. Four items had effect sizes exceeding 2% of variance (see representative item “3d” in Figure 1).

Limitations

Some significant results may be due to chance and all results are correlational in nature.

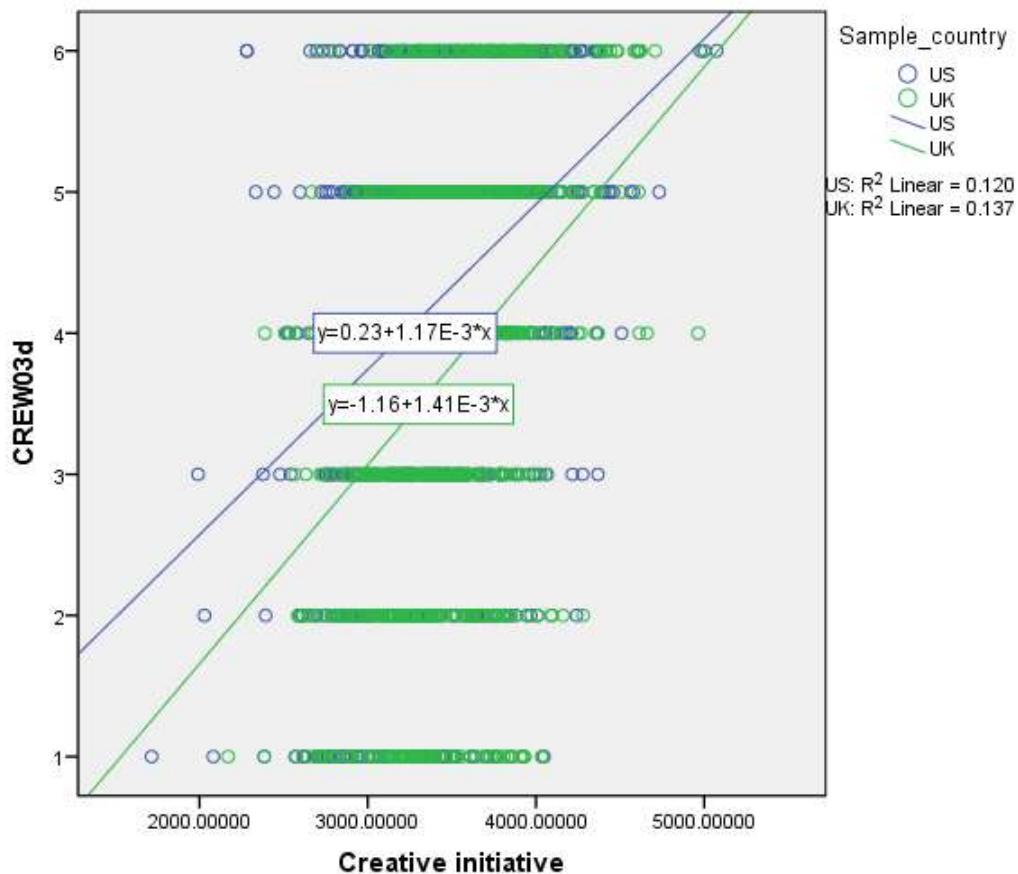
Research/Practical Implications

These results suggest cultural differences between the US and UK in perceptions of items involving authority and individualism. Patterns of significance suggested that some scenarios were more affected than others.

Originality/Value

Little research has been done concerning culture and creativity, and none using CRE-W.

Figure 1. Differential Item Functioning (DIF) for item 3d.



Hire for Creativity

G. Andrea Mancini, Laborplay – spin-off of University of Florence, Italy (**Presenter**)

Mario Magnani, Laborplay – spin-off of University of Florence, Italy

Matteo Ciancaleoni, Hogrefe Editore, Florence, Italy

Purpose

Creative economy has the potential to unleash global growth by making organizations more effective and more innovative. This work aims to highlight why companies must invest in the evaluation of

creativity through a correlational study with other tests (personality, positivity orientation, cognitive) and how CRE-W fits in organizational assessment.

Methodology

Participants Six different samples, ranging from 50 to 176 employed working age-participants were recruited.

Measure To evaluate the validity of our assessment, we determined the relationship of the three CRE-W scores to external measures of creativity and related constructs. In order to do that, 5 personality tests (NEO-PI-3, BIP-6F, PT, LJI-2, AMI) and 1 intelligence measure (CFT-HR) were administered.

Results

From personality to positivity, the results confirm that the 3 CRE-W scores are related to different constructs useful for effectively identifying the best candidates for an organization.

Limitations

No objective measures, as performance indicators, were available.

Research/Practical Implications

Including creativity as part of the personnel selection process is therefore essential if an organization really wants to value innovation.

Originality/Value

Organizations will not only need to consider new skillsets, but transform recruiting, management, and retention strategies. CRE-W really helps to highlight creative skills.

Luisa Fossati

Hogrefe Editore, Italy

Title: Assessing Creativity in Managerial Assessment: A Business Case

Purpose: Creativity has been defined as the most important economic resource in XXI° century (Floroda, 2002). We developed a business case regarding a managerial assessment in a Tuscan company facing organisational changes: new business lines and new strategies regarding their core business were set. Eleven first-line managers were involved in this assessment. The aim was to focus their strengths and weaknesses in different soft skill areas.

Method: Assessment was conducted by using a test battery, a session of group dynamics, and an interview. *Creative Response Evaluation - Work* (CRE-W) was included in the test battery to evaluate the way managers approach challenges.

Results: CRE-W highlighted different profiles: “pure creative” characterized by new ideas, innovative solutions and risk orientation; “creative grounded”, who value actual results and propose the best practicable solutions considering limits. Finally, “realistic and concretes” lacking in creativity but supported by a great concreteness.

Limits: This assessment was conducted in a little group (11 managers). Moreover, creativity was evaluated only using CRE-W and objective measures were missing

Practical implications: This work evidences that assessing creative potential is useful to hypothesize managers’ approach to new problems, change and new challenges.

Originality: Evaluating creativity through testing is an innovative way to devise managerial assessment, at least in Italy where personality and aptitude tests are usually administered, while instruments assessing different psychological constructs are less considered.

1664 - OCCUPATIONAL HEALTH PROMOTION: LEADERSHIP AND RESOURCES.

Chairs: Dr. Katharina Klug & Annika Krick, M.Sc.
Helmut Schmidt University Hamburg

State of the art. Although the association between leadership and health is well-supported in the literature, research on the mechanisms linking leadership, individual resources, and employee health and well-being is warranted. Moreover, existing research has predominantly focused on supervisor behavior influencing employee health. This symposium presents studies linking leadership, individual resources and health, as well as accounting for the active role of employees and the supervisors' own stress and health.

Contributions. Reiner, Klebe and Felfe investigate the moderating role of affective commitment in the association between "good" leadership and health in a military sample. Klebe, Felfe and Klug investigate associations between supervisors' own stress, their leadership behavior and employee health. Klug, Krick and Felfe investigate profiles of health-oriented leadership and their respective associations with employee strain and health, taking into account both supervisors' and employees' work-specific health behavior. Krick, Reiner and Felfe investigate the effectiveness of a resource-based workplace intervention on employees' health-oriented self-leadership. Arnold and Rigotti investigate the moderating role of health-oriented leadership in the association between time pressure and individual trajectories of resilience.

Research/practical implications. While the association between good leadership and employee health is generally positive, the mechanisms are complex. The studies highlight the importance of individual resources and self-leadership of employees, as well as the leaders' own health and well-being.

Leadership and employees' health – The role of organizational and occupational commitment

Dr. Annabell Reiner, Helmut-Schmidt-University Hamburg

Laura Klebe, M.Sc., Helmut-Schmidt-University Hamburg

Prof. Jörg Felfe, Helmut-Schmidt-University Hamburg

Purpose. Previous research has shown that both leadership and affective organizational and occupational commitment have positive effects on employees' health. However, only few studies have investigated the interplay of these factors. It is suggested that commitment may strengthen the positive effect of leadership on health but there is also evidence for compensation. Therefore, we analyzed the moderation effect of commitment on the relationship between leadership and employee's health in the military context.

Design/Methodology/Approach/Intervention. The hypotheses were tested in a military sample ($N = 906$). Participants rated their leaders' behavior, their affective commitment and different health indicators.

Results. As expected, higher scores of "good" leadership were associated with higher commitment and better health. We found interactions showing that the positive influence of "good" leadership on health was stronger for those with lower affective commitment to their organization and job.

Limitations. All variables were self-assessed which raises the likelihood of common method bias. The cross-sectional designs hinders causal interpretations.

Research/Practical Implications. More research is needed to specify which aspects and kind of leadership can compensate a lack of commitment. Leader selection and leadership trainings should focus on “good”-rated leadership behavior to support employee’s health.

Originality/Value. The study confirms and extends previous research. The finding that “good” leadership seems to compensate low commitment emphasizes the relevance of leadership for employee’s behavior and health.

Effects of leaders' psychological strain on transformational and abusive leadership behavior

Laura Klebe, M.Sc., Helmut Schmidt University Hamburg

Prof. Jörg Felfe, Helmut Schmidt University Hamburg

Dr. Katharina Klug, Helmut Schmidt University Hamburg

Purpose. High demands and stress may impact the extent to which leaders display transformational or abusive leadership behavior. While research has shown that stress generally affects peoples’ physical and mental health, effects of stress on leadership behavior are barely known. The following study investigates three questions: 1) Do followers experience a decrease of transformational and an increase of abusive leadership when their leaders are under pressure? 2) Does the amount of stress explain the degree of change in leadership behavior? 3) Is the level of deterioration in leadership behavior related to followers’ health?

Methodology. Hypotheses were tested with a sample of $N = 304$ employees in a cross-sectional study.

Results. As expected, followers report that the level of transformational leadership is lower in stressful periods than under routine conditions, whereas abusive leadership is significantly higher. Moreover, the results show that the decrease of transformational leadership and the increase of abusive leadership behavior is related to the level of leaders’ stress. Finally, the increase of abusive leadership is also related to followers’ cognitive irritation.

Limitations. All constructs were assessed from the perspective of employees, which increases the likelihood of common method bias.

Conclusion. The present study supports the assumption of deterioration in leadership behavior in stressful periods versus routine conditions and therefore is less consistent and stable as assumed in the literature.

Value. This study contributes to the literature taking into account leaders’ own stress to explain leadership style consistency and its effect on follower health.

Profiles of health-oriented leadership and employee strain

Dr. Katharina Klug, Helmut Schmidt University Hamburg

Annika Krick, M.Sc., Helmut Schmidt University Hamburg

Prof. Jörg Felfe, Helmut Schmidt University Hamburg

Purpose. The concept of Health-oriented Leadership (HoL) proposes three factors that contribute to healthy working conditions: 1) leaders’ SelfCare, i.e., how leaders treat their own health, 2) StaffCare, i.e., leaders’ concern for their followers’ health, and 3) follower SelfCare. These components may form distinct profiles within persons, showing differential associations with employee health.

Methodology. We investigated configurations of HoL via latent profile analysis and their associations with strain and health in two independent samples of N = 612 and N = 676 employees, respectively.

Results. We identified four profiles: 1) "high care", showing high leader SelfCare, high StaffCare and moderate follower SelfCare; 2) "leader sacrifice", showing low leader SelfCare, high StaffCare and high follower SelfCare; 3) "low care", showing low leader SelfCare, low StaffCare and low follower SelfCare, and 4) "follower sacrifice", showing moderate leader SelfCare, low StaffCare and low follower SelfCare. Employees in the high care profile reported the lowest strain, lowest psychosomatic complaints and the best overall health, followed by the leader sacrifice profile, and the follower sacrifice profile. Health outcomes were the least favorable in the low care profile.

Limitations. The study is based on cross-sectional self-report data, raising the likelihood of common method bias and limiting causal inference.

Implications. Our findings reveal that both leaders' and followers' health behaviors, as well as configurations of health-oriented leadership contribute to associations between leadership and health.

Originality. We extend previous research by accounting for both leaders' and followers' health-specific behavior at work in a person-oriented approach.

Who benefits from mindfulness? The role of neuroticism for intervention effectiveness on self-care, mindfulness and HRV outcomes among military personnel

Annika Krick, M.Sc., Helmut Schmidt University Hamburg

Dr. Annabell Reiner, Helmut-Schmidt-University Hamburg

Prof. Jörg Felfe, Helmut Schmidt University Hamburg

Purpose. There is a growing interest to adapt mindfulness-based interventions for occupational health promotion. While there is some evidence for effects on self-reported outcomes, less is known about work-relevant resources like self-care and physiological outcomes like heart rate variability (HRV). However, research in the workplace context is still scarce, especially for occupations in agentic and male-oriented cultures, such as the military. It is also an open question whether persons with lower neuroticism may benefit more. This study investigates the effects of a mindfulness-and-resource-based workplace intervention on work-relevant resources like self-care, mindfulness and serenity as well as on physiological outcomes (HRV) among military personnel and examines whether participants high in neuroticism benefit more.

Design/Methodology/Approach/Intervention. Using a pre-post-intervention design, N = 199 employees of the German Armed Forces were assigned to two intervention groups, receiving a six-week multi-component mindfulness-and-resource-based workplace training, or a progressive muscle relaxation intervention (PMR), and a control group.

Results. Repeated measures ANOVA showed that, compared with the control group and the PMR group, the mindfulness and resource-based intervention group reported stronger increases of self-care, self-care, serenity and HRV. Additionally, participants high in neuroticism benefit more concerning mindfulness and serenity.

Limitations. One limitation is the small sample size and non-randomization.

Research/Practical Implications. Our findings provide evidence that a mindfulness and resource-based intervention increases self-care as part of health oriented leadership and other important resources like serenity. The importance of individual differences is discussed. **Originality/Value.** Mindfulness intervention studies in the military context are rare, especially in comparison to other interventions.

Can Health-oriented Leadership Predict Trajectories of Mental Health as an Indicator of Resilience?

Miriam Arnold, M.Sc., Johannes Gutenberg-University Mainz
Prof. Thomas Rigotti, Johannes Gutenberg-University Mainz

Purpose. Resilience is defined as bouncing back and sustaining when faced with adverse conditions. The situation of novice teachers when starting to work at school provides such adverse conditions. Especially the first months at schools are stressful, including high time pressure, sudden takeover of responsibility or regular assessment. The research question addressed in this paper is if health-oriented leadership (health-specific orientation of leaders towards their followers) as a resource helps sustaining the mental health of novice teachers during this time.

Methodology. In a longitudinal study, during the first half of their training year, novice teachers responded to three questionnaires with a time lag of 10 weeks.

Results. Preliminary results of a latent class growth analysis with a subsample of $N = 77$ participants show that three different classes of mental strain trajectories can be distinguished. Time pressure as a stressor significantly predicts allocation to the classes while health-oriented leadership buffers the negative impact of time pressure on mental health.

Limitations. A limitation of the study is that no causal inference is possible since the two predictors were reported at T2.

Implications. A practical implication is that training supervisors of novice teachers in health-oriented leadership can help novice teachers to cope with the stressors posed on them during their teacher training.

Originality. The application of latent class growth models in this line of research is new and can add to understanding the impact of stressors and resources on mental health.

1667 - RECRUITMENT AND SELECTION IN THE DIGITAL AGE

Prof. Dr. Tim Warszta

Westcoast University of Applied Sciences, Heide

State of the Art

Digital technologies provide a wealth of opportunities for both, hiring organizations and candidates. Employer review sites (e.g. glassdoor.com), provide the job seeker with information on employers and enable organizations to strengthen their employer brand. Social media recruiting on platforms like linkedIn enables recruiters to target potential candidates via search algorithms and direct approach mailings. Algorithms, artificial intelligence and asynchronous video interviewing speed up the recruitment process and provide diagnostic information on candidates.

Yet, several questions arise with digitized recruitment: How do ratings on employer review sites impact organizational attractiveness? How can organizations motivate candidates to respond to direct approach mailings? What do candidates think about algorithms and artificial intelligence in selection? How do candidates perceive asynchronous video interviewing?

Contributions

The first paper presents the results of an empirical study into the impact of employer review sites on organizational attractiveness. The second paper identifies success factors for social media recruitment using a policy-capturing design. The third paper provides a literature review and a framework on how algorithms and artificial intelligence affect candidates' reactions. The fourth paper presents the results of an empirical study into candidates' perceptions of asynchronous video interviewing.

Implications

Organizations should establish a good candidate experience in digital recruitment as negative experiences are quickly posted on employer review sites. Information on employer review sites impacts organizational attractiveness, which is a crucial factor in attracting talent through social media recruitment.

The impact of review sites on organizational attractiveness – an experimental design

Prof. Dr. Tim Warszta, Marie-Christin Lange, B.A., Anne Jones, B.A., Isabel Rogowski, B.A

Westcoast University of Applied Sciences, Heide

Purpose

Employer review sites (e.g. glassdoor.com) offer job seekers to provide comments, evaluations and ratings about an organization given by current or former employees as well as applicants. For hiring organizations, review sites may foster as well as threaten their organizational attractiveness (Melián-González & Bulchand-Gidumal, 2015). Therefore, this study investigates the main effect of positive and negative ratings on organizational attractiveness as well as their interaction with the employer brand.

Design/Methodology

A sample of 222 participants was recruited to take part in a web experiment. A 2x2 design was chosen to systematically vary the fame of the employer brand (well-known vs. unknown) and the favorability of the ratings (favorable vs. unfavorable). First participants were presented the name and a short written description of an organization and rated organizational attractiveness. As an intervention a made-up review site was presented. Afterwards participants rated organizational attractiveness again.

Results

Results indicate that favorable ratings impact positively on organizational attractiveness, while unfavorable ratings have a negative impact. Negative ratings have a larger effect size than positive ratings. In general ratings have a stronger effect for unknown organizations, but also for well-known organizations, significant effects were found.

Limitations

Data was gathered from an experimental context with a mainly young sample. Findings should be replicated with data from other samples.

Research/Practical Implications

Organizations should pay intention to ratings in review sites as these may influence organizational attractiveness.

Originality/Value:

To our knowledge, that analyses the interaction of rating favourability and employer brand impacting organizational attractiveness.

References

Melián-González, S., & Bulchand-Gidumal, J. (2015). Worker word of mouth on the internet: Influence on human resource image job seekers and employees. International Journal of Manpower, 37, 709-723.

Identifying success factors social media recruitment – a policy-capturing design approach

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Purpose

An increasing number of HR departments as well as freelance recruiters are using direct approach mailings in social networks (e.g. linkedIn) as a method for recruiting employees. The purpose of this study is to find out what makes candidates react positively to direct approach mailings. Following research into employer branding (Rampl & Kenning, 2014) as well as personality and cultural fit (Judge & Cable, 1997) we examined the impact of the *employer brand* and the interaction between personality and the *capacity for teamwork*.

Design/Methodology

A policy-capturing design experiment was conducted surveying a sample of 268 participants. In a 2x2 design four vignettes were formulated testing the impact of the two independent variables *employer brand* (stating a well-known employer brand name vs. describing just industry and company size) and *capacity for teamwork* (describing teamwork

as an important aspect of the job vs. giving no information on teamwork) on the dependent variable *organizational attraction*. In addition, the interaction effect of *extraversion* and *agreeableness* with *capacity for teamwork* on *organizational attraction* was tested.

Results

While *employer brand* had a strong impact on organizational attraction, *capacity for teamwork* had a slight yet significant effect. However, no interactions were found for *extraversion* and *agreeableness* in combination with *capacity for teamwork*.

Limitations

Results were obtained in a policy-capturing design, and should be replicated in field studies.

Practical Implications

A strong employer brand provides a competitive advantage in social media recruitment.

Originality/Value

To our knowledge, this is the first empirical study that analyses social media recruitment practices experimentally.

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Interviewing using technology – how do the applicants feel about that?

Viktoria Künzel, B.A.¹, Alina Siemsen, MSc.² & Prof. Dr. Jürgen Deters¹

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Purpose

As video interviewing becomes more popular in today's digital world, two forms of video interviews can be found: Synchronous, using a video-enabled instant messaging tool like skype, or asynchronous, using a tool that allows preparing questions and the candidate is recording the answers time-lagged. The purpose of this study is to compare the Candidate Experience of an asynchronous video interview versus a skype interview.

Approach

The participants ($N = 56$) first conducted an asynchronous interview and then rated their perceived Candidate Experience, which was operationalized using validated scales that derived from Gilliland's (1993) Schuler's (1993) work. Afterwards, the candidates were asked to imagine doing a synchronous skype interview instead. Again, they were asked to state their Candidate Experience.

Results

The results show that the variables "Reconsideration opportunity" and "Consistency" are rated significantly higher for asynchronous video interviews, while "Chance to perform", "Transparency" and "Participation" are rated higher for skype interviews.

Limitations

The study sample is relatively small, and the study was conducted in a low stake situation. Additionally, the candidate did only experience an asynchronous video interview and not a skype interview. Further studies need to follow.

Implications

For organizations, the study results imply that the general usage of video interviewing in a selection context is viewed positively. However, organizations need to consider the application area, as both interview types trigger different aspects of the Candidate Experience.

Originality

This study was the first to compare synchronous and asynchronous video interviews regarding different facets of candidate experience.

References

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Selected by algorithms – what do candidates think?

Prof. Dr. Katharina Lochner
University of Applied Sciences Europe

For recruiters, algorithms in selection promise more valid and efficient selection decisions. However, the question is how the use of algorithms impacts candidates' social acceptance and perceived fairness of selection processes. The purpose of this paper is to provide a framework for assessing candidate reactions towards Artificial Intelligence (AI) and Natural Language Processing (NLP) algorithms in selection settings.

State of the art

In step one the paper collates factors influencing acceptance and perceived fairness in applicants. Factors impacting social acceptance are appropriateness, controllability, quality of measurement, and face validity (Kersting, 2008). Regarding fairness, Gilliland's (1993) model suggests different factors influencing candidates' perception of the selection process and outcome. This model was adapted to web-based settings in a study by Konradt, Warszta, and Ellwart (2013).

New perspectives/contributions

In step two these models are adapted and expanded to a setting where AI and NLP algorithms are used in selection. For example, familiarity with and trust in technology influence perceived fairness (Dineen, Noe, & Wang, 2004). Trust is, in turn, influenced by an understanding of control mechanisms for the technology used (Jones, 2002).

Research/practical implications

The model provides a framework for assessing candidate reactions to use of AI and NLP algorithms in recruitment and selection and is currently being tested.

Originality/value

The paper integrates two current and important trends: use of AI in selection, and candidate reactions, which are important in times of talent shortage, when an application is usually a candidate's first contact with a potential employer.

References

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1674 - JOB PERFORMANCE ACROSS CAREER SPAN

Proponent: Laura Borgogni¹

¹ Sapienza, University of Rome

Contemporaneous perspectives on job performance emphasize the need of a reorientation of this field of research from a focus on the static determinants of organizational behaviors to the understanding of the dynamic mechanism underlying the phenomenon. As currently understood, job performance is dynamical in nature, and tends to show predictable changes all over the work career. Importantly, those changes are mostly informed by contemporaneous changes in age related workers' psychological functioning. Given the relevance of job performance dynamism for the prediction of organizational behaviors and for forecasting individuals' career trajectories, this invited symposium aims to present and discuss four innovative perspectives, examining (1) changes in job performance, and (2) mechanisms linking those changes to important areas of organizational functioning. More in detail, Alessandri and Borgogni present a statistical model linking longitudinal changes in job performance with subsequent changes in workers' organizational level. Cortina and colleagues further investigate the mechanisms linking changes in job performance to promotions. From a more general perspective, Brady and colleagues investigate the moderating effect of job characteristics on the relationship between age and performance. Finally, the contribution of Frese, moving from the concept of actionability in career development, discusses and shows that career success is often a result of perceiving those options and being self-starting and proactive and overcoming problems on the way towards career success. Taken together these contributions show the added value of considering dynamism in job performance (i.e., longitudinal trajectories) for understanding key organizational phenomena, such as workers' career trajectories, and obtained promotions.

List of contributions

Contribution 1

Title: Does Performance Improvement Lead To Advancement? A 6-Year Longitudinal Study

Authors: Guido Alessandri¹, Laura Borgogni¹ & José M: Cortina²

¹ Sapienza, University of Rome

² Virginia Commonwealth University

Contribution 2

Title: Explaining the connection between performance trajectory and promotion

Authors: Jose M. Cortina¹, Zitong Sheng¹, Guido Alessandri² & Laura Borgogni²

¹ Virginia Commonwealth University

² Sapienza, University of Rome

Contribution 3

Title: Job Characteristics as Moderators between Age and Performance

Authors: Grant Brady¹, Donald M. Truxillo², Pamela Tierney¹, David M. Cadiz¹, & Jennifer R. Rineer³

¹Portland State University

²University of Limerick

³RTI International

Contribution 4

Title: Towards an Action Theory of Career Development over the Life Span

Author: Michael Frese¹

¹NUS Business School, Singapore

Discussant:

Gary P. Latham¹

¹Rotman School of Management, University of Toronto

Title: Does Performance Improvement Lead To Advancement? A 6-Year Longitudinal Study

Authors: Guido Alessandri¹, Laura Borgogni¹ & José M: Cortina²

¹Sapienza, University of Rome

²Virginia Commonwealth University

Purpose. Despite the clear theoretical link between promotions and job performance, the few studies that have tested this relationship have instead found that the role of job performance in determining promotions is much less than might be expected. In this study, we propose and test a different way of thinking about the performance-promotion relationship. Prospect theory, spiraling theory, and sense making theory were used to support the notion that *change* in performance is at least as important to the prediction of promotion as is absolute level of performance.

Design. 563 white collar employees of a large European company were assessed at four time points (i.e., Waves 1, 2, 3, and 4), making this sample uniquely suited to the testing of a change model. At each time point we collected data on supervisor rated general job performance and on the hierarchical level of each worker included in the sample.

Results, Implications, and Value. We first replicated the common finding that performance and hierarchical level in the company are weakly related. As hypothesized, *changes* in job performance

significantly predicted changes in workers' hierarchical level. Furthermore, change contributed to prediction beyond absolute level. This pattern held equally well for men and for women. In conclusion, our study shows that there is value in focusing on the predictive power of performance change in trying to understand why promotions happen.

Title: Explaining the connection between performance trajectory and promotion

Authors: Jose M. Cortina¹, Zitong Sheng¹, Guido Alessandri² & Laura Borgogni²

¹Virginia Commonwealth University

²Sapienza, University of Rome

Purpose. The purpose of our study is to discover the mechanisms that explain the relationship between performance trajectory and promotion found in Alessandri et al. (this session). Their results suggest that decision makers make attributions based on trajectory, but what are they?

Design. We are conducting an online experiment in which we manipulate performance level and trend for different paper people and ask respondents to rate these people on characteristics that decision makers are likely to associate with performance trajectories. Based only on performance level and trajectory over a 2-year period, respondents complete the Liden et al. (1993) measure of expected task performance, the Thacker & Wayne (1995) measure of promotability, the John et al. (2008) measure of conscientiousness, the Bateman and Crant (1995) measure of proactive personality, the van Scotter and Motowidlo (1996) measure of job dedication, the Ployhart and Bilese (2006) measure of individual adaptability, and the ability dimension of the Mayer and Davis (1999) measure of trustworthiness.

Results, Implications, and Value. Our results, when paired with those of Alessandri et al., will show why trajectory matters. Specifically, they will show that the reason for the Alessandri et al. findings is that decision makers attribute performance trajectory to individual characteristics that would serve a candidate well in the job for which they are being considered. If those characteristics are more important than performance level, then trajectory could be weighted more heavily than level in promotion decisions because of the information that trajectory communicates regarding a candidate's ability, conscientiousness, proactivity, and adaptability.

Title: Job Characteristics as Moderators between Age and Performance

Authors: Grant Brady¹, Donald M. Truxillo², Pamela Tierney¹, David M. Cadiz¹, & Jennifer R. Rineer³

¹Portland State University

²University of Limerick

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Purpose: To date, the moderating effect of job characteristics on the relationship between age and performance has been suggested by lifespan development theories but has not been fully investigated. This study evaluates the moderating role of two job characteristics, job challenges and social support at work, on the relationships between age and task and creative performance.

Design/Methodology/Approach/Intervention: Measures of challenges and social support were collected from 215 employees in a wellness organization. Performance was rated by supervisors.

Results: Job challenges and social support moderated the relationship between age and task performance. Challenges and support were related to better performance among younger workers, but not older workers. Age was negatively related to creative performance; although challenges and support were positively related to creative performance, no moderating effects were found between age and creative performance.

Limitations: The sample was relatively young, age $M = 37.96$ $SD = 11.13$, thus, the “older worker” group was approximately 49.

Research/Practical Implications: Findings that younger workers benefit more from job challenges and support, and past research suggesting older workers benefit most from job resources, suggests a possible curvilinear effect of age. Future research should further explore the negative relationship between age and creative performance.

Originality/Value: Our study demonstrates that the influence of employee age is contingent upon job characteristics for task performance, and that certain characteristics may act as “resources” for individuals at certain points in their lifespan but not others. Thus, it is important to understand for whom various resources relate to performance.

Title: Towards an Action Theory of Career Development over the Life Span

Author: Michael Frese¹

¹NUS Business School, Singapore

Essentially, action theory argue for actionability in career development that leads to success. Actionability is a term developed to imply that people strive to be proactive, and increasing their options. Career success is a result of perceiving those options and being self-starting and proactive and overcoming problems on the way towards career success.

Building on Havighurst’s developmental task idea, I discuss potential developmental tasks related to careers (Havighurst, 1948). Tasks are socially constructed and they are external to the individual (H.

Zacher, Hacker, & Frese, 2016). There are age- and career-graded influences and social pressures by societies and biology that have the function of developmental and career tasks. However, tasks are not operative until the individual takes over the task, often revising them significantly (Hacker & Sachse, 2014; Staw & Boettger, 1990). The individual does not only change the tasks via the redefinition process, the tasks can also be directly affected by people when they construct niches for themselves. Thus, the tasks are the point when individuals are confronted with (societal) reality but at the same time, the individual has a strong influence on these tasks.

The two terms actionability and tasks help us to understand a number of phenomena of career development, e.g. the positive function of generativity in old age (H. Zacher, Rosing, Henning, & Frese, 2011; Hannes Zacher, Schmitt, & Gielnik, 2012), the positive function of focus on opportunities across the life span (H. Zacher & Frese, 2009; H. Zacher, Heusner, Schmitz, Zwierzanska, & Frese, 2010), or ageing, proactivity and well-being (Cangiano & Parker, 2015).

1678 - COMPETENCIES FOR THE DIGITAL AGE

Prof. Dr. Katharina Lochner

University of Applied Sciences Europe

The process of digitalization is radically transforming the way we work. Jobs and collaboration will become more and more digital. Therefore assessing and developing the necessary digital competencies in employees is important. Moreover, recruitment processes are increasingly digital and require different competencies in recruiters than in the past. Finally, globalized organizations often have dispersed teams that are developed and led using digital tools.

State of the art

Currently there are many different definitions and models of digital competencies (Ala-Mutka, 2011), many of them not suitable for use work and organizational psychology (Ilomäki et al., 2011). The purpose of the symposium therefore is to provide an overview of definitions and a framework of digital competencies, and to present models suitable for different areas of application within organizations, from recruitment to development.

New perspectives/contributions

The paper by Lochner provides an overview of definitions of the term “digital competencies” and integrates different models of into a framework that serves as a basis for the following three papers. The paper by Warszta, Mahling, and Westensee describes competencies recruiters need in the digital age. The paper by Justenhoven and Siemsen describes attitude and ability characteristics that enable a person to work in a digital world.

Finally, the paper by Bildat and Renschler looks at success factors for digital and dispersed teams and digital tools that can be used to support collaboration.

Research/practical implications

The symposium showcases models that can be used in practice and encourages further research on these models.

References

- Ala-Mutka, K. (2011). *Mapping Digital Competence: Towards a Conceptual Understanding*. Luxembourg: Publications Office of the European Union.
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Digital Competencies – an Overview and Framework

Prof. Dr. Katharina Lochner
University of Applied Sciences Europe

In the age of digital transformation, employees' digital competencies can be considered one key competency for employability (Ala-Mutka, 2011). However, the term "digital competency" refers to many different concepts. The purpose of this paper is (1) to provide an overview of definitions and models for digital competencies and (2) to derive a framework that can be used as a basis for selection and development in organizations.

State of the art

The definitions for “digital competency” range from pure knowledge around use of digital tools (European Union, 2015) to different levels of skills, knowledge and attitudes required for learning and responsibly using digital tools (Ala-Mutka, 2011). Thus, also the models vary greatly (Ferrari et al., 2012). Moreover, there are related concepts like “computer literacy” (van Deursen, 2010), “information literacy” (Livingstone et al., 2005), or “digital literacy” (Bawden, 2008).

New perspectives/contributions

Many of these models were developed for policy making rather than organizational assessment and development (Ilomäki & Kontosalo, 2011), which makes them difficult to operationalize for this context. Moreover, they lack a proactive component as reflected in the concept of personal initiative (Frese & Fay, 2001).

Research/practical implications

Based on these results, a digital competency framework including personality, motivation, attitudes, skills, knowledge, and learning style as well as context variables for the context of assessment and development is presented.

Originality/value

The paper integrates various models on digital competencies with results from work and organizational psychology and provides a framework that can be adapted to different job types.

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A Competency Model for the 21st Century Recruiter

Prof. Dr. Tim Warszta, Sarah Mahling, Jan Westensee
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Purpose

Digitization is rapidly changing recruitment processes. The conventional recruitment process based on receiving applications is more and more changing towards an active and digitized recruitment with recruiters identifying potential candidates via search algorithms and social media platforms. These new technical developments and an increasing competition for talent is resulting in a completely new set of competencies (Lievens, Sanchez, & De Corte, 2004) for recruiters.

Design/Methodology

We conducted a qualitative study with 12 in-depth interviews of senior recruitment managers. First, participants reported the tasks to be carried out in active recruitment. In a second step, they stated critical behaviors for carrying out each task successfully. Competencies were derived by aggregating and analyzing success critical behaviors.

Results

We present a competency model for the 21st century recruiter. Among the competencies we identified are social competencies like communication and empathy as well as technical competencies like diagnostic and digital skills, but also personal competencies like flexibility and persistence.

Limitations

Though the sample size is suitable for a qualitative research approach, generalizability should be tested using a quantitative design with a large sample.

Research/Practical Implications

This research partly closes the gap between recruitment research and recruitment practice. Our model rounds conventional HR competency models by adding new 21st century skills. The competency model can be used for selecting and training recruiters as well as students of Human Resources or Work and Organizational Psychology.

Originality/Value

Up to our knowledge, this is the first empirical study that derives 21st century recruitment competencies via qualitative methodology.

References

Lievens, F., Sanchez, J.I. & de Corte, W. (2004). Easing the inferential leap in competency modeling: the effect of task-related information and subject matter expertise. *Personnel Psychology*, 57, 881-904.

Being ready for the digital future – the Digital Readiness Model

Lena Justenhoven & Alina Siemsen
cut-e Group

Purpose

The volatile, uncertain, complex and ambiguous (VUCA) working environment of today's world is changing demands on employees compared to a few years ago. Bureaucratic processes and micro-management need to be replaced by employees with an agile mindset, who are 'digitally-ready' to cope with consistently changing circumstances.

Approach

Latest research (such as Cumberland et al., 2016; Mumford et al., 2017; van Laar et al., 2017) as well as opinions of experts across multiple fields (such as Royal Bank of Canada, 2018) and the expertise of a team of I/O psychologists was consulted to development the "Digital Readiness Model".

Results

Defining "digital readiness" as the ability to perform tasks, manage information, share knowledge and work with others in a digital context, the digital readiness model represents the attitude and ability that enables a person to embrace technology, collaborate with others and work effectively in the digital world of work. It focuses on three foundational competencies, namely Learnability, Agility and Curiosity, and is accompanied by eight additional supporting competencies.

Limitations

So far, the model is solely based on a conceptual framework, even though it incorporates well validated assessments. Empirical validation needs to follow.

Implications

Using the Digital Readiness Model, researchers and companies can measure the potential and ability to effectively work in today's VUCA world.

Originality

The Digital Readiness Model is the first framework to define and operationalize digital readiness not in the sense of technological proficiency, but with the regard to what employees need to work effectively in today's digital world.

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Thriving in “Virtual” Teams: Competencies Beyond Informatics

Prof. Dr. Lothar Bildat¹ & Kathrin Renschler²

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State of the art

Modern leadership of remote teams depends on reliable technology and on psychological success factors such as trust (Caya, Mortensen, & Pinsonneault, 2013), team mental models (Mohammed, Ferzandi & Hamilton, 2010), guided reflexivity (Konradt et al., 2015) and valance of team and individual goals (Hertel & Lauer, 2012). But most organisations seldomly have the chance to use scientifically developed online tools to foster performance and team impact. A practice-oriented and yet evidence-based scoring system for the choice of group support software can be useful as well as a training needs analysis for newly created “virtual” teams. HR also needs to focus upon personality variables in terms of team member selection.

New Perspectives/Contributions

The paper has a practitioner- and science-focused approach upon a tool for the evaluation of group support software as well as training needs analysis for remote teamwork; it sketches a blended training concept for digital team (self-)leadership.

Research/Practical Implications

The paper focuses on competencies required to thrive in digital and remote teams and shows practice-oriented tools for better market decisions (support software), thus aligning science and practice.

Originality/Value

The paper provides an overview regarding psychological success factors of digital and remote teams as well as team member selection and development. Moreover, it enhances future-oriented leadership skills.

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1731 - SYMPOSIUM: THE ORGANIZATIONAL DYNAMICS OF EMPLOYEE VOLUNTEERING

Proponents: Bethania Antunes and Heiko Breitsohl

Discussant: Jonathan E. Booth

State of the Art: Employee volunteering (EV) programs have grown fast in the last decade and scholars suggest that their popularity is linked to their potential for strategic and human resource management. Indeed, EV programs have significant impacts on employee attitudes toward their work and organization, such as employee motivation and commitment, cohesion and teamwork, professional development, performance, as well as reputational gains with organizations' stakeholders. Much of the existing literature however is concerned with the 'business case' for employee volunteering and management research has given insufficient attention to the tensions related to the plurality of actors involved in EV programs and to address these limits there is a need to shift attention from management strategy to how employees, particularly at low and mid-level, negotiate the content and implementation of EV programs.

New Perspectives/Contributions: In this symposium we put emphasis on the internal organizational dynamics of employee volunteering programs that include studying actors at middle and lower levels of the organization and we present four studies examining how employees, managers and non-profit organizations are enabled to contribute to organizational activity on EV programs in organizations, potentially developing sustainable incentives to encourage employees to volunteer.

Research/Practical Implications: By focusing on the internal organizational dynamics of EV programs we open a new avenue for understanding the interactions, tensions and relationships between actors and what makes EV programs more or less effective in organizations.

1. The impact of employee volunteering experiences on workplace needs satisfaction

Heiko Breitsohl

University of Klagenfurt, Austria

Purpose: The goal of this study is to investigate whether participation in an employee volunteering program spills over into the workplace by affecting need satisfaction at work. Moreover, we test two competing explanations for such spillover based on participants' experiences during the program based on theory on prosocial impact and recovery from work, respectively.

Design/Methodology/Approach/Intervention: The sample for this study consists of employees of multiple companies that are part of a CSR-oriented network in southern Austria. This network coordinates a "social day"-type annual event during which participating employees perform a variety of volunteer work. We employ a quasi-experimental one-group pretest-posttest design with a nonequivalent dependent variable to maximize internal validity given

situational constraints. The design features three measurement occasions, where participants are surveyed on their need fulfillment before (t1) and after volunteering (t3). Prosocial impact as well as recovery from work are measured immediately after volunteering (t2). Control variables include motives for volunteering, participants' volunteering outside of the program, and perceived employer motives for offering the program.

Results: Data collection for this study will take place in late 2018. Results will be available in time for the Congress.

Limitations: Potential limitations include lack of a control group as well as results being specific to this type of volunteering program.

Research/Practical Implications: The study has potential implications for how employers can enrich workplaces by supporting their employees in their voluntary work.

Originality/Value: This study goes beyond earlier research on employee volunteering by testing competing theories on the spillover between volunteering and the workplace, and by offering stronger causal inference.

2. The Motivational Drivers of Corporate Volunteering: Evidence from Singapore and Malaysia

Ratnesvary Alahakone and Kerstin Alves

University of Greenwich, UK

Purpose: This paper explores the extent to which extrinsic and intrinsic motivators drive employees' attitudes towards corporate volunteering (CV).

Design/Methodology/Approach/Intervention: Data were collected with an electronic questionnaire from Singapore and Malaysia. The data were analysed using partial least squares (PLS).

Results: Employees participate in CVs for a variety of motives, the most significant of which is a desire to experience new learning experiences and to have the opportunity to exercise knowledge, skills and abilities that they might not use in their regular jobs. Further, employees are motivated by the support shown by their employers. Participating to express altruism, improving relationships with others, protecting the ego from negative features and enhancing positive strivings of the ego proved to be less important.

Limitations: Data were cross-sectional in nature. The study relied on employees' self-reports, however common method bias was not evident. Besides social desirability, the findings were also not generalizable.

Research/Practical Implications: Employees are more positive about participating in CV initiatives when they know that there will be new knowledge, skills and experiences involved that they might not be learning on their regular jobs. Employees are not driven by altruistic reasons but compelled to volunteer in order to enjoy the tangible rewards by the organisation. From a practical perspective, when designing CV initiatives for the employees, the HR department must consider providing tasks that provide a variety of skills and knowledge as well as extrinsic rewards that would motivate employees to participate.

3. Corporate Volunteering Programs: Designing for Impact

Mina Askovic

University of Sidney, Australia

Purpose: The take-up of corporate volunteering programs is based on beliefs that they constitute a ‘win-win-win’ - for employee volunteers, their organisations and the not-for-profits (NFPs) that they serve. However, many of the assumptions about these benefits remain untested. The purpose of this research is to contribute to a more holistic understanding of corporate volunteering by examining the *motivations for, experiences with, and outcomes of* corporate volunteering programs for all stakeholders involved.

Methodology: The research adopts a sequential exploratory mixed-methods research design consisting of in-depth, semi-structured interviews followed by multi-source, three-wave, time-lagged surveys.

Results: Drawing on findings from Phase I, consisting of 37 semi-structured interviews with volunteers and volunteer managers from corporate and NFP organisations, this presentation discusses the benefits and challenges of corporate volunteering in practice, culminating in a conceptual model of individual and organisational factors that lead to volunteer program success. It concludes that framing corporate volunteering as a cross-sector collaboration rather than a CSR initiative can help get the balance right for all stakeholders.

Limitations: The qualitative nature of the first phase of the research means the results have limited external validity.

Research/Practical Implications: The findings of this research are expected to contribute to practice by providing guidelines and strategies to help volunteer-providing and volunteer-involving organisations enhance their corporate volunteering practices.

Originality/Value: This research contributes to a deeper understanding of *if, how and when* corporate volunteering results in shared value creation.

4. Employer-supported Volunteering Programs: Intended and Unintended consequences

Bethania Antunes and Ratnesvary Alahakone

University of Greenwich, UK

Purpose: As employer-supported volunteering (ESV) programs become an increasingly salient feature of companies’ community investment programs, organizations are coming up with new ways to embrace volunteering and tie it to their bottom line. A growing number of organizations are linking performance reviews to volunteering, allowing employees to demonstrate skills and strengths that management might not have otherwise been able to see in action, and at the same time, contributing to increased volunteer participation in their corporate programs. This study investigates the potential intended and unintended outcomes of linking individual appraisals to employee volunteering.

Methodology: This study is based upon a case study design approach in organizations with an employer-supported volunteering program in the UK. Data is gathered using semi-structured interviews with employees, line managers and CSR managers in the organization, along with field observations and analysis of secondary data from documentary evidence.

Results: The results of preliminary interviews point to the benefits and challenges of ESV programs being linked to performance appraisals in organizations.

Limitations: Due to the nature of this study, the results have limited external validity.

Research/Practical Implications: This research responds to calls for a more in-depth study of the internal actors in influencing the content and implementation of ESV programs and it also investigates the potential risks of employee volunteering, as well as the conditions under which various consequences may emerge.

Originality/Value: This study shifts attention from management strategy to how employees, particularly at low and mid-level, influence and negotiate the content and implementation of ESV programs.

1740 - WORKPLACE WELLBEING SYMPOSIUM - CONSIDERING THE PHYSICAL AND PSYCHOSOCIAL WORK ENVIRONMENT

New Approach to Investigating Employee Wellbeing – Considering the role of the physical environment and the psychosocial work environment

Yarker, J.; Weber, C.; Hermans, C.

There has been increasing demand for the building industry to deliver workplaces that promote employee health and wellbeing. There is a vast, yet diffuse literature base that can help us to understand the impact of the workplace on health and wellbeing. Within the physical environment, ergonomists, environmental psychologists and real estates researchers aim to identify the predictors of wellbeing (e.g., quality of work settings, noise, light, air quality), and separately, work psychologists have developed a strong understanding of the role played by the psychosocial work environment (e.g., manager support, work autonomy, work culture). However, less is known about the interplay of these important features.

This paper shares a conceptual model model and examines how characteristics of the physical environment and psychosocial environment predict different types of employee wellbeing (e.g., physiological, psychological, and social wellbeing), job satisfaction and performance. The conceptual model was tested with two office worker samples from utilities ($n = 221$) and engineering ($n = 407$) sectors using multiple regression.

Findings demonstrate the complex interplay of features in the physical and the psychosocial work environment with dominant influences of managerial support, workplace autonomy, and environmental “hygiene factors” as noise and lighting. In addition, behavioral protocols on the usage of work spaces were found to be an important factor influencing employees’ psychological and social wellbeing.

Implications for designing and delivering healthy workplaces are outlined. Specifically, we call for the development of new multidisciplinary approaches to the evaluation of workplace wellbeing.

Keywords: work design, office design, wellbeing, work satisfaction

Building for work, health and wellbeing – evaluating the impact of an office relocation on physical activity and psychological wellbeing

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The built environment can play an important role in promoting the health and wellbeing of employees. This paper examines the impact of an office relocation on work, health and wellbeing. Differences in physical activity, social interaction, and health and wellbeing

outcomes are investigated before and after the office relocation using a mixed-methods approach. In addition to an evaluation of changes in outcome measures, a realist evaluation approach has been employed. Widely used when evaluating complex social interventions (e.g healthcare settings), this approach aims to increase understanding of why and how the relocation succeeds or fails to bring about intended outcomes.

Design: Data sources include i) stakeholder and employee interviews (n=30), ii) health assessments and 1 week physical activity measurements using activPA L (n=30), and iii) employee questionnaires including appraisals of the work environment and self-appraised psychological health and wellbeing (n=500).

Results: Pre-move data has been collected and employees have relocated to their new office. Post-move data collection has commenced. We anticipate being able to share the post-relocation findings, identifying features of the built environment that have facilitated changes in physical activity, social interaction, and their impact on health and wellbeing.

Implications: Implications for designing for health and wellbeing will be outlined, specific attention will be given to the comparative benefits of the built environment and the psychosocial work environment. The methodological contributions will also be discussed.

Keywords: office relocation, physical activity, health, wellbeing.

The Privacy Appraisal Model

Clara Weber

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 these points, this study builds on Altman's (1975) privacy regulation model and Lazarus cognitive appraisal theory (Folkman & Lazarus, 1988). It focuses on the incongruence between workers' desired and achieved levels of privacy and on the appraisal of the incongruence and its stressful nature.

Structural Equation Modelling was performed on a merged data set of 220 survey responses from two UK office worker samples. Results supported the hypotheses of a previous study that unmet privacy needs significantly predict stress, fatigue and dissatisfaction at work when controlled for work demand. Further, the relationship between unmet privacy needs and stress, fatigue and dissatisfaction at work were mediated by the assessment of coping resources. This means that the perception of privacy related stress largely depends on someone's perceived ability to cope with the privacy related stressor.

Three variables in the work environment were found to influence both, privacy regulation and privacy related coping: (1) quality of work settings, (2) autonomous workplace culture which gives control over choosing a work location, and (3) behavioural protocols on how office spaces should be used. Results could inform physical workplace design as well as cultural interventions in organisations. To our knowledge this is the first study investigating the psychological process of privacy experience by using a transactional model of stress.

(word count: 238)

Keywords: privacy, cognitive appraisal theory, office, work fatigue, work stress

The Meaning and Measurement of Privacy At Work – Development and Evaluation of the Privacy At Work Inventory (PAW)

Clara Weber

Although privacy impairment represents a frequently reported issue in open office environments, many prior conceptual definitions and measures have been inadequate in a number of ways. The goals of the present studies were to use Altman's (1975) established conceptual definition of privacy regulation, briefly examine prior measures of privacy at work, outline the desirable characteristics of a measure and develop and evaluate a new measure of privacy at work. The *Privacy At Work* (PAW) Inventory provides separate assessments of four dimensions of privacy. In accordance with the conceptual framework, two dimensions specify output control over information which are *task privacy* and *conversation privacy*, whereas two dimensions specify input control over information which are indirect input by *visual and acoustical stimulation*, and direct input by *interruptions*. Results from two studies of UK open office workers ($n = 238$; $n = 109$) suggest that PAW seems psychometrically sound and evinces meaningful relations with variables known to be associated. However, these results need to be interpreted with caution due to their rather preliminary nature. More research is required to fully evaluate the utility of the PAW in research on privacy at work.

(word count: 189)

Keywords: privacy, office

1761 - INFORMATION AND INTERACTION PROCESSES IN SOCIO-DIGITAL WORK SYSTEMS: CHALLENGES AND PERSPECTIVES FOR PERFORMANCE AND WELL-BEING.

Conny H. Antoni, University of Trier & Annette Kluge; University of Bochum, Germany

State of the Art. Mobile information communication technology (ICT) and the digitalization of work processes allow new forms of flexible socio-digital work system (SDWS), where knowledge workers can work and collaborate almost anywhere at anytime. These technologies also allow new forms of machine-machine and human-machine interaction in cyber-physical production systems (CPPS), where workers and machines can allocate tasks based on changing demands. Although the consequences of so-called *industry 4.0* and *work 4.0* are still a controversial issue it seems clear that employees have to deal with fast changing work requirement and increasing amounts of ICT mediated information and interaction processes.

Contributions. The first three studies of this international symposium present results how different forms of intentional or directed forgetting can help to learn new work routines of to manage increasing amounts of information. As the use of ICT and ICT based management information systems (MIS) requires trust the fourth study presents a new model of trust in MIS. The last two studies analyze the consequences ICT mediated communication. Study four analyzes whether stronger affective responses occur when leaders communicate via rich media with their followers, than with less rich media. Study five analyzes how employees who are using mobile ICT and doing mobile, multilocational work deal with pressures to be ‘present’ that is being socially available for others face-to-face or virtually.

Implications. Study findings advance theory development and give advice how to deal with increasing amounts of information and ICT mediated interaction processes.

Fast and accurate switching between routines in cyber-physical-production-systems (CPPS)- the role of intentional forgetting (IF)

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Purpose

A production that is adaptable to volatile markets, mass customization and the emergence of „prosumers“, who co-design products, require new forms of human-machine-interactions in routines. These new forms are called CPPS in which workers and machines allocate tasks based on changing

demands, e.g. quality, quantity, or individuality of products. In a learning factory, we investigate how this flexible human-machine-interaction in knowledge intensive multi-actor routines can be supported by means of IF. The objective is to accelerate the switching to new routines. IF is defined as a business process that deliberately impedes the recall of certain organizational memory items, e.g. routines.

Design

In four experiments, it is analyzed whether the switching between routines and forgetting old routines depends on the characteristics of the steps changed in the sequences of the new routine compared to the old routine.

Results

Our data ($n= 67$) show that switching between routines and forgetting old routines indeed depends on the characteristics of the steps changed. E.g., if a new step is inserted into the sequence the error rate of not forgetting rises up to 50%. But this is only the case if the step of the sequence directly before the inserted step remains unchanged. If the step directly before an inserted step has changed also, the error rates drops to 5 %. This exemplary result shows that the error probability of an inserted step in to a routine depends on the characteristics of changed routine.

Implications

Implications for manufacturing and routine design are concluded.

Intentional forgetting in teams: effects of knowledge distribution on information capacity

Anna Ulfert, Conny H. Antoni, & Thomas Ellwart, University of Trier, Germany

Purpose

Intentional forgetting (IF) is associated with positive outcomes such as lowering information overload. On a team level IF can be triggered by redistributing knowledge and roles between team members by means of specialization or generalization. We argue that in teams with high knowledge overlap an individual is left with little information processing capacity (IPC) to work on essential task elements (e.g., monitoring), particularly for complex task.

Design

Students took part in an experimental fire chief simulation study ($N = 180$ individuals, teams of 3) composed of three levels of task complexity (i.e., differing amounts of task rules). Two knowledge distribution conditions were implemented: (1) specialists: participants specialized on a specific vehicle type, (2) generalists: participants used one vehicle of each of the three types. Individual IPC was measured with a multi-method approach (log files, questionnaire, eye tracking). Additionally, experienced strain and team trust were studied.

Results

Participants in the specialist condition reported higher information capacity (esp. monitoring behavior and rule learning; $p<.05$). At all three levels of complexity specialists reported lower strain (all $p<.001$). In the high complexity condition, specialists showed higher levels of trust ($t(177)=-2.32$, $p=.02$). Results

concerning information capacity were further supported by comparing eye tracking results. Generalists were more likely to view the instructions while working on the simulation.

Limitations

Replication studies in organizations are desirable.

Implications

Specialization can reduce individual strain and increase trust

Originality

The present study offers a first understanding of how IF through knowledge distribution impacts individual's knowledge capacity.

Directed forgetting in organizations: Beneficial effects of information systems on mental resources and well-being at work

Guido Hertel, Sarah M. Meessen, Dennis M. Riehle,
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Purpose

Decision-makers in organizations are often overtaxed by huge amounts of information in daily business processes. As a potential supporting device, this study examined directed forgetting (Bjork, 1970) in a simulated sales planning scenario. We assumed that the availability of a computer-based decision support system (DSS) implicitly triggers forgetting of decision-related background information. Such directed forgetting should not only enhance decision quality but also decrease strain of decision makers and release memory capacities for additional tasks.

Design

Assumptions were tested in an experimental study with three conditions and 90 participants using a complex sales planning simulation.

Results

Consistent with our assumptions, results not only revealed higher decision quality when participants could use a DSS, but also higher well-being and higher cognitive resources for an unrelated task (recall of decision-unrelated information) as compared to two control conditions. Moreover, these beneficial effects were further qualified by participants' trust in the DSS.

Limitations

Replication studies in existing organizational settings are desirable.

Implications

Our findings encourage the implementation of information systems at work to increase task performance but also cognitive resources and well-being. Moreover, our results demonstrate the importance of trust in information systems as major qualifier of the beneficial effects.

Originality

This is the first study that demonstrates beneficial effects of forgetting triggered by an information system in a complex business setting. In doing so, the results challenge recent concerns about potential negative consequences of information systems on humans' cognitive functioning.

Trust in Management Information Systems (MIS):

A Theoretical Model

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Purpose:

Organizations increasingly generate and store huge amounts of data. To use big data volumes in decision-making and to avoid decision-makers' overload, computer-based management information systems (MIS) are implemented that collect, process, and analyse decision-relevant data. Empirical evidence generally suggests that trust, "the willingness to depend", is one important precondition for the individual use of such complex MIS.

Results:

We introduce a new model of trust in MIS that addresses existing conceptual ambiguities of trust in technology. In particular, we distinguish between perceived trustworthiness of an MIS, experienced trust in an MIS, intentions to use an MIS, and actual MIS use. Additionally, we integrate MIS users' perceived risks and contextual factors as moderators. Doing so, we extend approaches on the use of electronic services (online trust) and automation in safety- and time-critical contexts (trust in automation).

Implications:

For future research, the distinction between trustworthiness, trust, and behavioural intentions implies a more differentiated analysis of both trust processes and their outcomes beyond mere MIS use (e.g., users' well-being) as well as the consideration of specific moderators. The model guides practitioners in the identification of concrete needs to enhance trust-based MIS use.

Originality:

MIS become increasingly important in strategic and operational decision-making, as they provide benefits for workers and organisations. An essential precondition for the use of such complex technology at work is trust. The proposed model integrates related key components and thus offers first guidelines for further investigating and managing trust in MIS.

Daily leader-follower interactions and affective reactions: The role of media richness

Aileen Rakow, Viktoria Gochmann & Sandra Ohly, Universität of Kassel, Germany

Purpose: Because modern workplaces are characterized by virtual collaboration, it is important to analyze how leaders communicate with their followers on a daily basis, and how followers react. Based on media richness theory and affective events theory, we expect stronger affective responses when rich media is used, in contrast to less rich media.

Design: Using a daily diary, data was collected in 59 employees who reported 215 concrete behaviors of their leader. They also rated their affective well-being after the interaction on a multi-dimensional scale.

Results: Multilevel analyses revealed: Followers feel higher positive affect, and lower negative affect when leaders give positive feedback and let followers participate in decision making. Furthermore, positive affect increases more and negative affect decreases more when giving feedback via rich media (e.g. face-to-face) in contrast to when it is given via lean media. However, when leaders engage in managerial activities promoting goal pursuit, the interaction showed the opposite pattern.

Limitations: The small and selective sample and the small number of leader behaviors using lean media raises concerns about the validity of these findings.

Implications: The advantages of rich media are limited to certain types of leader-follower interactions. Digital media has an advantage for activities such as informing and planning. Leaders need to use media strategically.

Originality: This is one of the first studies examining media use of different types of leader behaviors in the field, and links media richness theory to affective events theory.

Using multipresence strategy as coping method in mobile work

Matti Vartiainen & Johanna Koroma, Aalto University, Finland

Purpose. The pivotal property of mobile information and communication technology (mICT) is to enable mobile, multilocational work. mICT enables doing various tasks in different places creating also pressures to be ‘present’ that is being socially available for others face-to-face or virtually. Social presence is defined as the ‘sense of being with others’ (Biocca et al., 2004, p. 456). Jackson (2002) and Golden (2009) conceptualised dual presence to handle both face-to-face presence in a physical location and virtual presence in a work domain. As mICT enable synchronous and asynchronous communication almost anywhere, we argue that the phenomenon of presence is more diverse than allowed by the dual-presence approach.

Design. Highly mobile employees (N=25) were selected from four companies. We looked for the communication events where an interviewee worked in some physical place and simultaneously communicated virtually with others.

Results. Altogether 344 communication events were identified. In all of them, synchronous or/and asynchronous technologies were used for communication. The events occurred in the main workplace

(N=114), at home (N=104), in moving places such as taxis (N=51), in third places such as hotels (N=53), and secondary places such as customer premises (N=22). When the contents of communication events were analyzed in details, we found three types of presence strategies: virtual, dual and multipresence. Then, the specific causes and the circumstances that lead to a multipresence strategy were studied as well as the benefits and costs attached to these events.

1775 - HOW TO FOSTER LEARNING AT THE WORKPLACE: NEW PERSPECTIVES

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Scientific Symposium

State of the art

Lifelong and continuous learning is required for companies and employees to be competitive in times of digitalization and globalization (Kyndt & Baert, 2013). Although participation in formal training can be encouraged by HR management (Colquitt, LePine, & Noe, 2000), most learning processes of employees cannot be directly controlled by managers given that the majority of learning takes place self-directed and on demand in the workplace (Eraut, 2011). However, working conditions can be optimally designed to promote learning at the workplace and to develop employee's skills (Cerasoli et al., 2018).

New perspective/Contributions

The symposium will address which conditions can promote (or impede) learning at the workplace. In detail, the studies examined the role of job characteristics (e.g., demands, learning opportunities), learning environments (e.g., learning climate, workplace goal orientations), and organizational change factors (e.g., changes in hierarchy). Furthermore, light is shed on person-situation interaction effects and interpersonal influences of managers on employee's learning behavior. A new methodological evaluation approach is suggested that additionally helps to promote workplace learning.

Research/Practical Implications

The symposium contributes to the research field by identifying conditions to foster workplace learning, both at the personal and the organizational level, and thus confirms and extends the existing framework models for workplace learning (e.g., Tannenbaum, Beard, McNall & Salas, 2010). Practitioners can use the results to improve the conditions for their employees and to evaluate the learning successes to develop employees' competencies and to make companies ready for the working environment of the future.

The impact of different types of organizational change on informal workplace learning

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Purpose

Organizational changes are increasingly occurring not only in large companies, but also in small and medium-sized enterprises (SMEs). Changes might affect personnel and hierarchy, production processes, requirements for tasks, digitalization, or factory equipment. However, it is not known precisely which impact different changes have on workplace learning, which is largely informal and self-directed.

Methodology

An exploratory approach was used to examine which types of change tend to inhibit or even trigger/promote informal workplace learning (IWL). Thus, employees of 21 SMEs were asked about their IWL in T1 and again in T2 one year later, using a quantitative questionnaire. The organizational changes were gathered using a retrospective, guideline-based interview with a HR/management member in each company and evaluated in ten categories using content analysis.

Results

The results of repeated measurement ANOVA with one categorical variable (company changes) and eight IWL variables show that some change factors promote informal learning and others inhibit it.

Limitations

In T2 only ten enterprises took part again in the survey; 81/183 respondents could be matched using an anonymous code. Self-assessments by employees and retrospective assessments by managers were used.

Research/Practical Implications

In addition to contribute to further research about change factors, the results can also be used by SME executives to identify the effects on learning from their intended changes in advance and to plan supportive interventions for employees.

Originality/Value

To our knowledge, for the first time the effects of organizational changes on informal workplace learning in manufacturing SMEs were examined using a quantitative approach.

The Role of Workplace Goal Orientation for Self-Efficacy and Learning

Leonie Theis & Tanja Bipp

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Purpose

Nowadays, continuous learning is highly important for organizations to be competitive in times of globalization. We examined in two studies to what extent the construct of workplace goal orientation (WGO) predicts self-regulatory processes (i.e. self-efficacy) and learning of employees. WGO refers to the perceived goal characteristics at one's workplace and includes three dimensions: learning, performance-approach, and performance-avoidance goals. Furthermore, we provided insights into person-situation interactions of goal orientation.

Methodology

We conducted a cross-sectional Study 1 ($N = 334$) with self-efficacy and learning as outcome variables and an experimental scenario Study 2 ($N = 250$) to investigate person-situation interaction effects on self-efficacy.

Results

WGO, especially learning goals, were positively related to self-efficacy, which in turn was positively related to learning (Study 1). In Study 2, none of the expected interactions were significant as we only found main effects of learning GO (dispositional and workplace) on self-efficacy.

Limitations

Our findings may be limited due to the sole use of self-reports and investigation of effects at one point in time.

Research/Practical Implications

Our results sustain the importance of a learning goal oriented workplace to foster favorable self-regulatory processes and learning. In practice, the setting and pursuit of learning instead of performance goals to promote employee's self-efficacy and learning should be emphasized.

Originality/Value

To our knowledge, we conducted the first study investigating the relationship of WGO with self-efficacy and learning. Furthermore, we designed the first experimental study to examine possible person-situation interactions to provide much needed causal evidence for the effects of WGO.

Social Informal Learning & the Role of Learning Climate

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Purpose

Employees predominantly learn informally in their work environment and, in particular, with peers and supervisors. Although various typologies of learning activities were previously identified, this study specifically focuses on identifying passive and active social informal learning (SIL) activities. Furthermore, research assumes that learning conditions facilitate workplace learning. However, there is little empirical evidence to underline a specific relationship between learning climate and SIL. This study, therefore, aims to identify to what extent learning climate influences SIL activities.

Methodology

Interviews were conducted with 16 employees of a German consultancy firm, using the Critical Incident Technique. The data was analyzed using the thematic analysis approach and ATLAS.ti software.

Results

Employees were found to learn from others by receiving feedback, observing others, seeking feedback and information, discussing and sharing knowledge. The results revealed that learning climate dimensions (i.e., Learning Leadership and Space for Learning) facilitate SIL.

Limitations

This study is conducted in a consultancy firm, characterized by high time pressure and frequently changing tasks. These characteristics may have limited our results to this specific sector.

Research/Practical Implications

It is suggested that future research focuses on different sectors as well as using quantitative measures to establish a predictive relationship between learning climate and SIL. Suggestions for practice are provided concerning how to adjust work environments to enhance synergies of employees learning behaviour.

Originality/Value

Our findings give rise to a new framework of SIL in terms of passive, active and collaborative learning activities. Furthermore, this study establishes a relationship between learning climate and SIL.

The Relevance of Achievement Goals in Talking “Shop” With the Boss:

“Improve Yourself and Me” versus “Show Off, But Don’t Upstage Me!”

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Purpose

We test an integrative model of managers’ and subordinates’ mastery-performance goals and learning behaviours. Working from learning and exchange theories, we hypothesize how managers’ goals predict employees’ goals and feedback-seeking and voice behaviour.

Methodology

In two dyadic studies (460 & 330 dyads), achievement goals were self-reported; feedback-seeking and voice were assessed using other-reports.

Results

Study 1. Supporting social-learning argumentation, manager mastery (performance) goals had a positive indirect effect, through employee mastery (performance) goals, on employee voice. Conversely, corroborating social exchange argumentation, manager performance goals had a negative direct effect on employee voice.

Study 2. Further corroborating social-learning argumentation, mastery goal managers’ modest behaviour encourages subordinates’ mastery goals, and their seeking critical improvement feedback;

performance goal managers' showing-off behaviour encourages subordinates' performance goals, and their seeking flattering confirmation feedback.

Limitations

Mixed-source designs mitigated common source issues. Common method issues from using questionnaires remain. Causality should not be inferred, as third variables such as organizational culture were not ruled out.

Research/Practical Implications

Achievement goals offer a way to integrate findings relating to learning behaviour in organizations and leadership mechanisms such as social learning and exchange. The mastery goal pathway seems opportune. Performance goal managers show employees that they should show off but also signal that they should not upstage their manager by speaking up.

Originality/Value

This empirical work offers an integrative theoretical and empirical view on achievement goals in the context of manager-subordinate work relationships. It integrates not only a host of recent findings, but also incorporates classic theories.

The role of learning demands in informal workplace learning

Joris van Ruyseveldt¹, Karen van Dam¹, Hans De Witte² & Irina Nikolova¹

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Purpose

Previous research showed that learning supportive factors in organizations (learning opportunities and learning climate) promote informal workplace learning. However, it is yet unclear to what extent learning demands, i.e. workers' experiences of pressures originating from their work environment, trigger them to make use of these learning supportive arrangement to effectively obtain new work related competences (NWC). This study investigates the role of learning demands in informal learning processes at work. We hypothesize that opportunities for learning in organizations advance NWC development more strongly when learning demands are high.

Methodology

Dutch employees ($N = 1711$) participated in an online survey. Hierarchical regression analyses were used.

Results

Controlling for formal training participation, informal learning opportunities and a strong learning climate promoted the acquisition of new work related competencies (knowledge and skills). Additionally, learning demands proved to be beneficial for NWC development, as they strengthened the positive relationship between task related learning opportunities and NWC development. Unexpectedly, an appreciation learning climate advanced NWC development when learning demands are low.

Limitations

Study variables were measured using self-reports.

Research/Practical Implications

External pressures originating from the work environment advance effective workplace learning, even beyond the influence of strong learning supportive arrangements and formal training participation. Theoretical implications for explanatory models in the field of workplace learning are discussed.

Originality/Value

This study expands existing workplace learning models and frameworks by integrating learning demands as an important driver of workplace learning processes.

The new AIM training evaluation model:

Using effectiveness and improvement insights from evaluation to foster workplace learning

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Purpose

The purpose of this presentation is to present a new Alignment & Impact Model (AIM) for evaluation and to illustrate how the model can be used to create value for the organization, align evaluation with organizational strategic objectives, and drive event-driven continuous improvement in L&D practice using data.

Methodology

In the time allotted, we will provide a high-level overview of the model focusing on: how it is different from previous models; ease of implementation in practice and research; value-added for creating value for learning and development practices.

Results

A short case study will be presented to illustrate use of the model.

Limitations

Researchers and practitioners who are primarily comfortable with “levels models” of evaluation may see AIM as more complex.

Research/Practical Implications

AIM is a new evaluation model that improves the impact of evaluation, connects L&D to organizational strategic objectives, and creates a “seat at the table” by focusing evaluation on creating value for L&D.

Originality/Value

AIM is original in that it focuses on creating value using evaluation data, not simply measuring more levels.

1788 - RETHINKING WORK THROUGH (WORK)SPACES: CURRENT ISSUES FOR ORGANIZATIONAL CHANGE AND DEVELOPMENT OF TEAMS AND COMPETENCIES

Name of the proponents of the symposium:

Maria Ianeva – Center for Research on Work and Development, CNAM

Edwige Quillerou – INRS, Working Life Department

Raluca Ciobanu – EDF R&D

Jean-Luc Tomás – Center for Research on Work and Development, CNAM

Chiara Lai – Colliers International France R&D

Marc-Eric Bobillier Chaumon – Center for Research on Work and Development, CNAM

Jacqueline Vacherand Revel – Ecole Centrale de Lyon

Psychological and organizational literature has rarely considered materiality (Orlikowski, 2007), and especially space, as an integral part of organizational life and workplace individual and collective experience. Workspaces characteristics (in terms of layout, noise, light) are at best featured as components of the physical working conditions and studied in relation to occupational hazards, stress (Burke, 1988; Evans & Cohen, 1987) or job performance and satisfaction (Vischer, 2007). In the recent years, an increasing number of modern companies considers workspace design and layout as a mean to support and manage organizational change and knowledge-sharing amongst professionals and teams. This evolution in workspace design and management calls for more research in work and organizational psychology on space as embedded within activities and as an object of study in its own right (Ianeva, Ciobanu & Vacherand-Revel, 2016).

This symposium gathers academics and practitioners and intends to open up a theoretical and methodological discussion on several critical issues related to the (re)design, the appropriation and management of work through workspaces. What are the theoretical frameworks and concepts relevant for understanding space in its psychological, social and organizational dimensions? How could the design of work environments effectively support professional activities? In what ways workspace design and organization could trigger learning processes and support competence development? Why space matters for work psychologists?

The expected contribution of the symposium is twofold. First, it should provide a basis for a theoretical and epistemological debate among the contributors (work and organizational psychology, cultural-historical activity theory, French ergonomics, clinic of activity). Second, the presentations of empirical research and workplace interventions will highlight practical and workplace intervention-related issues.

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Office Design and Organizational Change: an Activity-Theory Perspective

Maria Ianeva – Center for Research on Work and Development, CNAM

Office design and layout are increasingly considered by companies as a strategic resource. Today a growing number of organizations choose to implement non-territorial flexibles offices also referred to as “activity-based” workplace environments (ABW) in order to, both, reduce the real-estate costs and to support organizational change and work performance. This global trend in restructuring office design and work (Bodin, 2010; Cajander & al., 2015) is an important challenge for academics and practitioners. Consequently, several recent studies in work psychology (Ianeva, Ciobanu & Vacherand-Revel), ergonomics (Heddad, 2017) and sociology (Benedetto-Meyer & Cihuelo, 2016) sought to develop our understanding of space as related to work activities.

The purpose of this presentation is to bring into focus and discussion the contribution of activity theory (AT). AT is an interdisciplinary theoretical framework which involves different trends of research (Engeström, 1987 ; Cole, 1995; Clot, 1999) and focuses on the purposeful, meaningful and material character of collective activities. In order to do so, we report on an empirical study on the design and implementation of an ABW within an Information Technology company. The study builds upon AT and situated cognition (Lave, 1988 ; Scribner, 1997) and deals with the impact of these office solutions on collective work practices. Results show that the ABW provides a framework for both interpreting the work of colleagues and organizing one’s own work. The presentation provides reflection on office design as an intervention on organizing processes and activities and an analysis of its conditions and consequences for supporting activity development.

Keywords: cultural-historical activity theory, activity-based workplace, office work

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Thinking about workspaces during the work design process: the conditions for dialogue and the physical environment for contributing to health and safety at work

Edwige Quillerou – INRS, Working Life Department

We will present transdisciplinary research that combined an engineering approach including Human-Centered Design (Boy, 2015) with occupational psychology including “Clinic of Activity” perspective (Kloëtzer, Clot & Quillerou, 2016) for improving the work done by the designers and for taking care of the future workers. We will be basing our presentation on a design project about a new tool for commercial pilots in the cockpit, conducted in the laboratory with a flight simulator (Boulnois, 2018). We tested different kinds of interviews with expert pilots in a different space context for each stage of technical development of the system. We will show especially how the simple self-confrontation interview in a cockpit simulator was important for the pilots, the designers and the work analyst. Then, we will explain how the crossed self-confrontation interview under special space conditions allows dialogue to take place between the designers and the pilots for imagining the future workplace using emergent workspaces. The space conditions were worked on throughout the design process – including during work analysis and design testing - and the psychological, physical and social space conditions for each trade and for each human activity were revisited. In this way, the occupational psychologist organized the framework for dialogue about the present and the future work spaces to anticipate the changes in work organization, enhancing inter-professional collaboration, and finally increasing the health and safety benefits for the pilots, and potentially the other workers, at the same time.

Keywords: transdisciplinary research, design work, workspace, dialogical framework, environmental conditions

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New way of learning in the nuclear industry: the “activity spaces” as a tool for competence development?

Raluca Ciobanu, EDF R&D

As the development of employees' competencies is an issue for organizations, professional training design relies more and more on bottom-up “activity” approach. The entry point for the design of training environments is currently the work activity (Hedad, 2016; Rogalski, 2003). Research (Béguin & Clot, 2004 ; Rognin, 2002 ; Grosjean, 2005) highlights the use of the work environment as a resource for organizing the current and future action of the professionals.

Through a design approach and a training experiment, our study addresses the role of activity spaces (material and relational) for trainings in nuclear power plants. Several studies of our R&D department (Couix et al., 2015 ; Fucks & Boccara, 2014) have already shown that a training has to match real work situations in order to be efficient. In the case we present, the training participants have to orient themselves in a material space as well as a relational and organizational spaces.

The results of our experiment confirm the relevance of providing different pedagogical orientations that emphasize the activity over the previous task-oriented and top-down approach. The instructors-trainees and trainees-trainees interactions take place in an open and dynamic space with an important interindividual variability in order to promote active learning that is based on the joint discovery and analysis of real work by the collective. In this context, the co-presence of the participants is more important than the task at stake. Moreover, this new way of learning is a challenge for the instructors and trainees as well as for training designers.

Keywords: professional training, activity spaces, development, competencies

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It is only in movement that spaces show what they are:

A clinic of activity perspective on (work)spaces

Jean-Luc Tomás - Center for Research on Work and Development, Cnam, Paris

The term space is particularly polysemic. In the field of work analysis, and without seeking exhaustiveness, we identify the material space, the space of discussion, the mental space, the space of work, the space of creativity, the space of the body, the space of activity, the space of intervention.

In the clinic of activity, space is not a unit of analysis. It is the activity, with its conflicts, its impediments, its renewals of goals, means and motives that is the unit of analysis. Consequently, it is not the spaces - and their relationships - that explain the activity, but it is the activity of the professionals that is explained with them. Indeed, the activity of professionals is carried out in spaces that do not overlap. In fact, the spaces are therefore structurally in conflict. By moving a famous quote from Vygotsky (1997, p. 43), we can say that it is only in movement that spaces show what they are. And it is when these movements are prevented or hindered that work becomes a risk to health and efficacy.

In order to show how these movements can become supports for the development of the professionals' power to act (Clot, 2009), we will use clinical materials from an intervention within a neurosurgery department. These materials will allow us to question the links between the organization of space, the space of subjectification, the space of compromises on conflicts of criteria, the space of relationships with others, the space of the body (Tomás, 2008).

Keywords: clinic of activity, intervention, development, activity

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Situated acceptance as an approach for thinking workplaces in relation with activity: the case of in the context of Activity based environments

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The main goal of this communication is to reassess the workplace as a main component of the activity by taking into consideration the diverse phenomenon accompanying the transformations of the physical setting of work. This brought us to question the organization of the workplace as an asset or as a constraint for the business development. Our research is interested in the activity-based workplaces. We question the way these space typologies influence their users' activity.

To do so, we have established a two-phase methodology. Three days of observation amid three different units evolving in activity-based workplaces have helped us to identify the uses that emerged from these spatial typologies. Then, a set of two interviews with 8 participants have been conducted based on the four dimensions of the situated acceptance model (Bobillier Chaumon, 2013) and on picture elicitation. Therefore, we show that these workplaces foster cooperation and can enhance and improve the work collectives with new ways of organizing the activity. The collectives came out strengthened and the mechanisms that the individual develops and mobilizes to appropriate her/his space make it relevant for her/his activity (Grosjean, 2005). In that sense, we also found that the workplace doesn't always provide the sufficient possibilities for the employees to work as they want. Due to this issue, the individual must overcome these problems with his own resources. Furthermore, these typologies of space embody the organization's values, which can go against personal and collective values. Hence, individuals can encounter difficulties to give meaning to their activity.

Keywords: activity-based environments, situated acceptance, workplace

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1798 - THE WHENS, WHYS AND HOWS OF WORK INTENSIFICATION

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* chair

State of the art: Work intensification, as a process of raising workload, increasing amounts of tasks to be carried out, shortened time allowed to complete those tasks, and working longer or after hours is a general trend in contemporary organizations. The potential costs of intensified workload, such as impaired physical and mental health and well-being, higher accident rates, conflicts between work and private life, have been widely acknowledged in the literature. Yet, it has been rarely examined which factors lead to work intensification and how negative effects of work intensification can be overcome.

New Perspectives/Contributions: To address these research gaps, the studies that are presented in the symposium focus on the process and outcomes of work intensification as well as its driving forces. The symposium also contributes to a better understanding of potential buffering factors that reduce negative effects of intensified job demands on various outcomes. From a methodological perspective, the studies use various approaches, ranging from cross-sectional over short-term and long-term longitudinal studies to experimental designs.

Research/Practical Implications: The symposium provides researchers and organizations relevant knowledge on person-, task-, and leadership-related factors that amplify or hinder the intensification of work. Furthermore, it sheds light on the potential costs of work intensification by assessing associations between intensified demands and various health and well-being indicators.

Who experiences work intensification? ICT use, proactive behavior, and work resources as antecedents of work intensification

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* presenting author

Purpose: In order to understand the driving forces behind the intensification of work, this study examines demographic factors (age, gender, education), structural work-related factors (working hours, ICT use, managerial position, income, sector), personal resources (proactive work behavior, optimism), and job resources (schedule control, task variety) as antecedents of work intensification.

Methods: The study is based on cross-sectional (N=4963) and longitudinal (N=2055) quantitative datasets of Austrian employees. Datasets were analyzed via regression analyses.

Results: The results show that work intensification remained fairly stable over time. The most consistent antecedents of work intensification (found in cross-sectional and longitudinal data) are schedule control, task variety, ICT use at work, and personal initiative. While schedule control is associated with lower levels of work intensification, all other antecedents are associated with higher work intensification, cross-sectionally and over time.

Conclusions: The findings suggest that being initiative and having task variety may have negative effects, as they are associated with an intensification of work. Moreover, schedule control is crucial to counteract intensification.

Limitations: All variables are based on self-reports.

Research/Practical implications: Employers should recognize that certain personal (e.g., personal initiative) and job resources (e.g., high task variety) might implicate work intensification, which, in turn, may cause more job strain as work intensification can be conceived as a job stressor.

Originality/value: Antecedents of work intensification have been rarely studied. However, the intensity of work can be expected to further increase in future due to technological and societal transformations. The study has methodological value because of its longitudinal design.

Exploring work intensification from a dynamic perspective: A daily change pattern approach

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* presenting author

Purpose: Although work intensification reflects a temporal increase of different aspects of work intensity (e.g., time pressure, no break periods, multitasking, unfinished tasks), it has rarely been studied from a dynamic perspective. As the literature suggests that changing and less predictable job demands may lead to worse well-being compared to high, yet stable, demands, the outcomes of

changes in work intensity also deserve further attention. With this in mind, the present study aimed at exploring (i) whether work intensity increases across days (i.e., individual-level change trajectory), and (ii) whether the potential pattern of change predicts well-being after work.

Design/Methodology/Approach/Intervention: To examine daily trajectories of different aspects of work intensity, we are currently carrying out a daily diary study (estimated N=80 employees). Work intensity and well-being outcomes (e.g., exhaustion) are assessed after work across five consecutive workdays. In order to examine our research questions, latent growth modeling will be applied to our diary data.

Results: Although no findings are available yet, notable fluctuations in work intensity across days warrant further analyses.

Limitations: Work intensification usually reflects increases of work intensity across a longer period of time. By focusing on daily changes, our approach may not fully capture the theoretical construct.

Research/Practical Implications: The study provides insight into daily variations of work intensity in relation to well-being and turns attention to the potential negative consequences of this prevalent job stressor.

Originality/Value: This contribution presents a novel approach to work intensity dynamics on daily level and contributes to understanding of work intensification.

Does recovery from work strain protect employees from the effects of intensified job demands on job exhaustion?

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* presenting author

Purpose: Technological acceleration is changing working life and one of its implications are intensified job demands (IJDs), referring to work intensification, intensified job-related planning and decision-making demands, intensified career-related planning and decision-making demands, and intensified skill-related learning demands. These job demands set new challenges for workers but recovery from work, more specifically in terms of psychological detachment from work during off-job time, may help

employees to manage better these mostly cognitive challenges. The present study examines the associations between IJDS and job exhaustion and the buffering effect of psychological detachment in these relationships.

Methods: Cross-sectional data were collected from four Finnish trade unions in 2018 (N = 3,181). Data were analyzed by using SEM modeling with interaction terms.

Results: Higher IJDS were related to higher job exhaustion. As expected, psychological detachment buffered against the negative effects of IJDS on job exhaustion.

Conclusions: The results underline the positive role of psychological detachment from work as a personal resource that protects employees' occupational well-being in the presence of high IJDS.

Limitations: The cross-sectional design limits drawing conclusions regarding causality.

Research/Practical Implications: Potential risks of IJDS in today's workplaces should be recognized and enhance employees' possibilities to mentally detach from work during free time.

Originality/Value: IJDS are new job demands arising from technological acceleration which have not been much studied. Buffering factors against IJDS have been studied even more rarely.

Losing sleep over work: The role of perseverative cognition in the relationship between new job demands and sleep quality

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Purpose: Nowadays employees are faced with new job demands, such as work intensification (WI) and planning and decision-making demands (PDMD) that pose risks for their health and well-being. In this study, we capture daily fluctuations in WI and PDMD and their effects on daily sleep quality.

Furthermore, we also investigate two different types of perseverative cognition (i.e., work-related worry and rumination) as potential mediators in this relationship.

Design/Methodology/Approach/Intervention: Data collection of a diary study with three daily measurements is currently being finished. In addition to self-report data, ECG is measured during sleep to assess sleep heart rate variability. Objective sleep data will be analyzed and included in the presentation.

Results: Preliminary results indicate that WI and PDMD relate differently to sleep quality as well as worry and rumination about work. Specifically, on the day level, WI is associated with rumination, but not with worry or sleep quality. On the person level, WI is associated with both worry and rumination, but not with sleep quality. PDMD are not associated with worry or rumination but are associated with sleep quality, on both levels.

Limitations: As the sample is limited to nurses working in Austrian elderly homes, generalizability to other occupational groups can only be assumed.

Research/Practical Implications: Future research investigating the effects of job demands on perseverative cognition should consider also differentiating between work-related worry and rumination.

Originality: Using a diary study design, we investigate general and daily effects of new job demands on self-reported as well as objectively measured sleep data.

Extended availability - How leadership influences employees' expectations and willingness to be available after work

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Anna Röltgen, University of Trier, Department of Psychology, Trier, Germany

Judith Volmer, Otto-Friedrich University of Bamberg, Department of Psychology, Bamberg, Germany

* presenting author

Purpose: Extended availability may be a mandatory requirement (as an on-call duty), but may also be an informal expectation to respond promptly (or within an accepted time interval) to a request (Dettmers et al., 2016). In the present study, we address the question of how different forms of leadership behavior (i.e. transformational and transactional leadership) influence the perception of

being required to be available for work after work hours as well as the willingness to be available after work.

Methodology: We conducted an online experiment with 131 participants, who were shown a video vignette of either a transformational, transactional contingent reward or management by exception leader. All participants in the study were instructed to imagine having just seen the annual speech of their new team leader. Subsequently, we assessed their willingness and expectation to be available for work-related tasks during leisure time.

Results: Transactional leadership contributed to the perception of being required to be available for work after work hours. In contrast, transformational leadership enhanced the willingness to be available during leisure time.

Limitations: Experimental study design might reduce the generalizability.

Practical implication: Extended availability has negative consequences for employees' recovery and therefore wellbeing and health. Even though transformational leadership is essentially positive, it seems advisable to clarify expectations particularly regarding availability requirements.

Originality: This experiment increases our current understanding how leadership behavior triggers implicit expectations concerning extended availability.

1843 - WORK ENGAGEMENT AS A PREDICTOR AND MEDIATOR, HOW TO MAINTAIN AND IMPROVE IT.

State of the Art

Engagement at work is integral to the day-to-day runnings of all businesses, not least in terms of the employers and employees that serve as their foundation, but also the customers and clients they attend to. This symposium looks at work engagement from a multimodal perspective as a predictor and mediator, as well as relating to other aspects of work from resilience and organisational change, to wellbeing, presenteeism, and job autonomy.

New Perspectives/Contributions

This symposium is relevant – relevant to a time where organisational change is constant, and where healthcare systems have finite resources. Engagement is vital for both to operate effectively. In terms of healthcare, this will be discussed from the perception of both the care provider and treatment recipient, as well as mental health services in particular where the mental health of the professionals is offered consideration.

Research

Three of the studies are scientific, with one being practitioner-based. All papers were cross-sectional in design and data collected as part of online surveys. Multilevel analyses were conducted, on top of exploring the multiple relationships between various components of occupational health, and how they interact with one another – in this way, the varying papers can be seen to overlap and offer each other new learnings that can be easily implemented.

Title of paper

Work engagement as a predictor of job satisfaction and well-being.

Title, name and affiliation of the authors

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¹ Independent Practitioner, United Kingdom, ²University of the Sunshine Coast, Australia

State of the Art

Individuals spend a large proportion of their daily lives at work. It is useful therefore to ascertain those work characteristics that add to a productive and healthy work environment. The research on work engagement thus far has shown the varied positive outcomes that result when workers are engaged with their work.

New Perspectives/Contributions

Work engagement has shown its versatility in allowing workers to remain connected with the workplace. However, there are fewer studies that assess if being more engaged would contribute to better outcomes within the work environment, inclusive of job satisfaction and well-being.

Research/Practical Implications

The research was cross-sectional in design, with the data collected online. The data analysis included exploratory as well as multivariate analyses. Skill discretion, work climate, lower decision authority, job autonomy, positive affect, job demands, and lower work-life conflict, were all predictors of work engagement. Interestingly, the research showed that work engagement was driven by more control, as well as more job demands. The 'danger' of having too many demands as part of a role has been well established and it would be useful to understand better the higher demands and increased work engagement interface.

Originality/Value

The present study supported the varied benefits of work engagement, and showed that more engaged workers are more likely to be satisfied with their work and have higher levels of well-being. This is useful in ascertaining those factors within the work environment that strengthen work characteristics. This presentation will allow a discussion of these issues.

Work Engagement: Mediating the Relationship between Doctors' Perceived Working Conditions and Patient Care

Kevin RH Teoh¹, Juliet Hassard² & Tom Cox¹

¹Birkbeck, University of London, London, UK; ²University of Nottingham, Nottingham, UK

Purpose

This study aimed to test the role of work engagement as a mediator in the relationship between hospital doctors' perceived working conditions and quality of patient care.

Design

14,066 NHS hospital doctors from 167 hospital trusts in England that took part in the 2014 NHS Staff Survey. Measures consisted of perceived working conditions (workplace demands, aggression, manager support, job control), work-related wellbeing (work engagement, perceived stress, presenteeism), quality of care at the individual-level (quality of own care, quality of hospital's care) and patient care at the organisational-level (patient satisfaction, number of patient safety incidents, standardised mortality rates).

Results

Multilevel analyses showed that at the individual-level, work engagement mediated the relationship that workplace demands, manager support and job control had with both outcome measures. Perceived stress and presenteeism only functioned as a mediator where workplace demands and aggression were predictors. At the organisational-level, only the postulated relationships involving patient satisfaction demonstrated anticipated effects, with work engagement the only significant mediator.

Limitations

In addition to this being a cross-sectional study, data protection laws meant we were unable to control for individual factors such as age, gender, job role and speciality.

Implications

The healthcare sector has predominately focused on negative wellbeing constructs such as burnout. This study indicates that positive manifestations are important, as work engagement is found to be the main mediator within the postulated relationships.

Originality

Few studies have employed a multilevel perspective examining how perceived working conditions and wellbeing have an impact on patient care.

Title

Work Engagement: Do mental health professionals have a Risk Type, and is there a link with resilience?

Name and affiliation of the author

Sonia Shah

University of East London, United Kingdom

Purpose

A combination of a concentration of acutely unwell mental health patients, as well as old and unsuitable buildings, on top of staff shortages and a lack of basic training, makes it a lot more likely that both patients and staff are at risk of suffering harm. This study aimed to examine the risk personality of mental health professionals, and assess the relationship with resilience, which is seen as a protective factor against, for example, emotional exhaustion and depersonalisation.

Design

The researcher administered two surveys to 232 mental health professionals. Survey one assessed risk personality using the Risk Type Compass (Trickey, 2017). Survey two assessed resilience using the Connor-Davidson Resilience Scale 25 (Connor & Davidson, 2003).

Results

Analyses suggest this occupation can be differentiated from a sample of the general population by their risk profile. There are many statistically significant strong positive correlations between various aspects of risk personality and resilience. Specifically, a higher tolerance to risk predicted greater resilience.

Limitations

This study was cross-sectional in design. Further longitudinal research across a greater number of service providers would allow for a more comprehensive understanding.

Practical Implications

Targeted interventions could be developed to assist in promoting the resilience in this group, in turn reducing the risk of burnout and staff attrition, and promoting staff retention, occupational mental health, and potentially recruitment.

Originality/Value

Risk as an aspect of personality brings originality to this paper, as well as adding to the limited empirical evidence with regards to supporting those in caring professions.

Engaging with Change: Risk Personality's Role in Maintaining Engagement and Preventing Resistance During Times of Organisational Change

Dr Simon Toms

Psychological Consultancy Ltd

Charlotte Flohberg

University of Edinburgh

Purpose

Organisational change is a recurring phenomenon in today's globalised and complex world. Individual-level focus during organisational change is a recent but growing area of research, with findings suggesting various benefits that include success and maintenance of staff engagement.

The current study looks to build on this emergent literature by exploring the interaction between reaction to organisational change, risk personality, resilience, and wellbeing.

Design

Researchers gave two surveys to 121 participants. Survey one assessed risk personality using the Risk Type Compass (Trickey, 2017). Survey two encompassed scales for 'Resistance to Organisational Change' (Oreg, 2013), Resilience (Smith et al, 2008), and Wellbeing Warr, 1990).

Results

Analyses suggest a statistically significant moderate-to-strong negative correlation between various aspects of risk personality and resistance to change. Specifically, risk aversion predicted high resistance during organisational change. Relationships of similar strength were also reported for Resilience and Well-being, suggesting personality plays an important role.

Limitations

Findings were derived from a cross-sectional research design. Further research over the 'lifespan' of an organisational change process would illustrate how these effects would manifest and develop.

Practical Implications

The findings of this study have considerable implications for change agents. Analysis indicates that personality plays a sizeable role in an individual's level of resilience, as well as resistance and well-being in times of organisational change. This suggests these factors could be predicted and potentially avoided.

Originality/Value

The paper's originality stems from its specific focus on aspects of personality most relevant to risk, and how these relate to the study's other variables.

1850 - SOLIDIFYING THE GLASS CLIFF: EMPIRICAL, THEORETICAL AND META-ANALYTICAL INSIGHTS ON WOMEN IN PRECARIOUS LEADERSHIP POSITIONS

Anika Ihmels & Jürgen Wegge
Technische Universität Dresden, Germany

State of the Art (66)

The glass cliff phenomenon refers to women being preferentially appointed to leadership positions in times of crisis. The broad body of research that has been accumulated in the last decade speaks of its robustness in different contexts such as business and politics and presents a variety of underlying mechanisms. This symposium includes five contributions that report both supportive as well as controversial findings regarding the glass cliff phenomenon.

New Perspectives/Contributions (121)

First, Robinson et al. demonstrate the glass cliff in US elections from 1992-2011 where women were selected for hard-to-win seats of the Republican party. Second, Main and Gregory-Smith investigate differences in tenure of female and male board members in FTSE companies from 1996-2017.

Ihmels et al. offer a new experimental approach by applying glass cliff vignettes in a group setting. The last two contributions take an integrative perspective. Kulich et al. present a theoretical model based on the mindset of the decision maker thereby explaining how hostile and benign motives can motivate glass cliff appointments. Finally, Ryan et al. report results of three meta-analyses on archival and experimental studies indicating general support for the glass cliff phenomenon as well as significant moderators.

Research/Practical Implications (32)

Our symposium integrates newest approaches regarding mechanisms and moderators offered by glass cliff research with the goal to inspire new research and practical interventions reducing discrimination of women.

The Glass Cliff in American State Legislative Politics (2011-2016)

¹Robinson, Sarah, ²Aelenei, Cristina & ¹Kulich, Clara

¹ University of Geneva, Geneva, Switzerland

² Paris Descartes University, Boulogne-Billancourt Cedex, France

Purpose

Findings from the UK and Canada suggest that women face a political glass cliff, i.e. they are less likely to win elective contests *because* they are more likely to run for office in seats that are less ‘winnable’ based on previous election outcomes in their district. In the present research, we considered whether female candidates of the two major parties in the US, Republicans and Democrats, face similar odds.

Methodology

We compiled a dataset with American State Legislative archival election data from 2011-2016. We utilized a structural equation modeling approach for analysis, defining district ‘winnability’ as a latent variable and testing its mediating effect on gender differences in election outcomes.

Results

We found evidence for a ‘glass cliff’ for female Republican candidates. Female Democratic candidates were also exposed to harder-to-win seats, but did not differ from men in their electoral outcomes. We argue that these patterns reflect utilitarian ‘vote winning’ strategies, or motives, in the context of differing party ideologies which parallel existing stereotypes of women versus men.

Limitations

Our analysis is limited to one outcome election and one prior election for determining winnability for each district and would be improved by analysis over multiple years and the incorporation of group level factors.

Research/Practical Implications

The glass cliff may have distinct consequences for women depending on the underlying motives which generate precarious nominations.

Originality/Value

Our research uses an alternative robust statistical methodology and the specificity of U.S. state legislative races to show how local structural contexts contribute to differences in gendered outcomes.

The Glass Cliff that Awaits Women Directors: Recent evidence

Brian Main¹ and Ian Gregory-Smith²

¹ Edinburgh University, UK

² Sheffield University, UK

Purpose

Recently, Main and Gregory-Smith (2018) demonstrate for that women who take positions as directors of UK companies the risk of board exit becomes markedly higher than that experienced by their male counterparts at the point of reaching nine years of board service (when all board members lose their independent status). The current paper demonstrates that, notwithstanding the extensive efforts to effect an equal treatment of women, the glass-cliff effect perpetuates.

Methodology

The study uses data drawn for 1374 FTSE companies between 1996 and 2017. We observe the boardroom careers of 15,689 men and 1,496 women. The analysis draws on the panel nature of the data using both ‘difference-in-differences’ analysis and survival analysis.

Results

Women experience a large spike in their probability of exit around year-nine not shared by male directors. In contrast, no glass cliff was found in performance related outcomes.

Limitations

The study is limited by right censoring. A number of newly appointed female directors have yet to complete their careers.

Research/Practical Implications

Existing regulations, such as the restriction on independence after nine years of service, can exacerbate unequal treatment between men and women when combined with unequal valuations of female and male roles in the boardroom.

Originality/Value

The study exposes gender-based biases that persist in a high profile area (the boardroom). Notwithstanding the increases in female representation since the Davies Review (2011), the study demonstrates that much remains to be done in terms of securing equal treatment for these women once in post.

Behind Closed Doors: Investigating Appointments and Arguments in Glass Cliffs as Group Decisions

Anika Ihmels, Moritz Kaplonek, Alina Andree, Denise Dörfel
Technische Universität Dresden, Germany

Purpose

Previously, experimental research on the glass cliff – the phenomenon that women are primarily appointed to leadership positions in crisis (Ryan & Haslam, 2005) – has simulated appointment decisions solely as individual decisions. Aiming for a higher external validity, the present study applies established vignettes to a laboratory group setting.

Design

After reading a newspaper article describing an organization in success (crisis), 32 teams with 4 team members each ($N=128$) were asked to discuss two equally qualified candidates (male and female) and to make an appointment decision. Group composition varied regarding gender (all-male, lone female, diversity, lone men).

Results

There was no glass cliff in individual and group decisions as women were preferred regardless of organizational performance. Decisions of women (men) with minority status differed from balanced and majority conditions in their support for the male (female) candidate. Only 10% of discussion content featured gender-specific arguments, such as gender stereotypes (women's communal traits), female quotas and group composition. Group composition was discussed more in all-male groups than in token women and diversity groups. In groups that eventually decided for the female candidate, gender-specific arguments were more prominent.

Limitations

The study was conducted in a small student sample.

Implications

Results are in line with research on tokenism and the queen bee phenomenon. They shed light on the influence of group composition on glass cliff mechanisms, e.g. that women's potential to signal change was predominately discussed in all-male groups.

Originality

This is the first known study to apply glass cliff research to the group setting.

Motives and mindsets: when and why people select women to glass cliff positions

Clara Kulich & Vincenzo Iacoviello
University of Geneva

State of the Art: (75)

Glass cliff research has illustrated that women and ethnic minorities are more likely to obtain leadership positions in precarious contexts. The reasons for this bias are multifold. Some studies have suggested hostile motives may lead decision-makers to appoint women in precarious positions to put them up to failure, while other studies have suggested that they are appointed for their potential to change the situation. Moreover, findings illustrate that high as well as low sexist participants may cause glass cliffs.

New Perspectives/Contributions (100)

We introduce a theoretical model that predicts when benign and when hostile motives should lead to the glass cliff based on the mindset of decision takers. When people are in a mindset to do the best for the organization and have benign motives, they will choose a minority candidate because s/he is associated to the potential to change the crisis situation. When people's mindset is to focus on the candidates' social category, they will either try to prevent the failure of the majority candidate, or to provoke the failure of the minority candidate (e.g., scapegoating).

Research/Practical Implications (53)

This model offers a theoretical framework to studies investigating the causes of the glass cliff, and an explanation to ambiguous results in the literature. In practice it implies that the type of motives and mindsets which cause a glass cliff will impact the type of consequences for the individuals occupying glass cliff positions.

Originality/Value (18)

No model has so far attempted to integrate the disperse findings on the causes of the glass cliff.

Women and Precarious Leadership Positions: A Meta-Analysis of the Glass Cliff Phenomenon

Thekla Morgenroth¹, Teri A. Kirby¹, Michelle K. Ryan^{12*}, & Antonia Sudkaemper¹

* presenting author

¹ University of Exeter, UK

² University of Groningen, The Netherlands

Purpose

Research into the glass cliff – whereby women are more likely than men to occupy relatively risky or precarious leadership positions (Ryan & Haslam, 2005, 2007) – has been conducted for over 15 years. The purpose of this research is to investigate the robustness of the glass cliff phenomenon through meta-analysis.

Methodology

We present the results of three separate meta-analyses of key aspects of the glass cliff phenomenon: (a) archival field studies, (b) experimental studies investigating whether women are evaluated more

positively in times of crisis, and (c) experimental studies investigating whether women are more likely to be selected for leadership positions in times of crisis.

Results

All three meta-analyses provide evidence for the glass cliff phenomenon. However, there is considerable variability in effect sizes and the analysis reveals a number of significant moderators

Limitations

The complex nature of the glass cliff means that we could not analyse all potential moderators systematically. This analytic necessity may have obscured some of the nuances of the glass cliff.

Implications

Taken together the results suggest both the need for a nuanced discussion of the phenomenon and the need for future research into the glass cliff.

Originality

To our knowledge, this is the first meta-analysis of the glass cliff.

1851 - BULLYING AND MISTREATMENT AT WORK:BUILDING INDIVIDUAL AND ORGANIZATIONAL RESILIENCE

Chair:

Elfi Baillien

KU Leuven, Belgium

Studies on bullying and mistreatment at work provided unquestionable evidence that these situations lead to a plethora of negative consequences for its targets and for the organizations. This underscores the need for a thorough understanding of and preventative measures against such behaviours. Our symposium aims to address this need. First, three studies fill current voids in our understanding of the phenomenon by presenting alternative angles to bullying and mistreatment. Salin and colleagues explore whether workplace bullying can, besides a situation triggering negative consequences, also be regarded as a context that diminishes the positive effects from motivation and engagement enhancing HR practices. Griep and colleagues investigate whether the effects of acting incivil as well as efforts to reconcile are different for employees and supervisors. Keashly develops an integrative model on bullying in the academia as a specific and understudied context in studies to date. Second, two studies explore specific interventions that may counteract bullying and mistreatment at work. Van den Brande and colleagues investigate whether an e-learning tool focusing on coping strategies adds to individual resilience against workplace bullying. Tuckey and colleagues develop an evidence-based framework and instrument for tackling risk factors of workplace bullying at the organizational level. Besides developments in insights, the studies included in this symposium apply various methods – moderation analysis, diary study, integrative literature review, quasi-experimental design, multi-study design – that could inspire future research on bulling and mistreatment at work specifically as well as in the broader field of Work and Organizational Psychology.

The symposium includes following studies:

1. High performance work practices and engagement: Workplace bullying as a disruptive factor – Denise Salin, Guy Notelaers, & Elfi Baillien
2. Employee-supervisor incivility spirals: Who benefits and who suffers? – Yannick Griep, Ivana Vranjes, M. Sandy Hershcovis
3. The academic workplace: Unique context for examining workplace bullying – Loraleigh Keashly
4. Quasi-experimental study to evaluate an online workplace bullying intervention – Whitney Van den Brande, Elfi Baillien, Martijn Schouteden, Tinne Vander Elst Hans De Witte, & Lode Godderis
5. Advancing the risk management of workplace bullying as a health and safety hazard – Michelle Tuckey, Yiqiong Li, Annabelle Neall, Peter Chen, Josh Mattiske, Maureen Dollard, Sarven McLinton, & Alex Rogers

High performance work practices and engagement: Workplace bullying as a disruptive Factor

Salin, D.¹, Notelaers, G.², & Baillien, E.³

¹ Hanken School of Economics, Finland

² University of Bergen, Norway

³ KU Leuven, Belgium

Purpose

High performance work practices (HPWPs) have typically been shown to positively influence employee attitudes and performance. In this study, we seek to analyze if interpersonal mistreatment in the workplace may affect this relationship. More precisely, the aim of this study was to analyze if workplace bullying moderates the relationship between high performance work practices and engagement.

Methodology

A survey was conducted in Finland (n=434) among service-workers, mostly within the retail sector. Validated measures were used to measure HPWPs (Chuang & Liao, 2010), engagement (Schaufeli & Bakker, 2003) and bullying (Notelaers et al., 2018). Hayes' PROCESS macro in SPSS was used to conduct the moderation analysis.

Results

The results confirm a positive relationship between high performance work practices and engagement and suggest that workplace bullying acts as a moderator. More precisely, when employees are subjected to high levels of bullying, the positive relationship between high performance work practices and engagement diminishes.

Limitations

The cross-sectional nature of the design does not allow for conclusions about causality.

Research/Practical Implications

The results point to the importance of exposure to workplace bullying as a critical event, which disrupts the positive effect of high performance work practices on engagement

Originality

The findings demonstrate that not only does interpersonal mistreatment lead to negative effects on target attitudes and well-being as shown by previous research, but mistreatment may also offset the effects of organizational factors generally associated with positive employee outcomes.

Employee-supervisor incivility spirals: Who benefits and who suffers?

Griep, Y., Vranjes, I., & Hershcovis, M. S.

University of Calgary, Canada

Purpose

We investigate the theoretical paradigm of incivility spirals (Andersson and Pearson, 1999), namely the reciprocation of incivility in employee-supervisor dyads. Moreover, we examine whether those in higher formal status positions are rewarded from being uncivil and the role of reconciliation is in this process.

Methodology

We estimated a time-lagged multilevel model on daily survey data from 105 employee-supervisor dyads for 20 consecutive workdays (1,501 observations).

Results

Employees or supervisors who acted uncivilly were more likely to consistently act uncivilly and trigger uncivil counter-reactions in their supervisors or employees, respectively. Moreover, supervisors who were the target of incivility or who behaved uncivilly themselves received higher performance ratings, whereas the opposite was true for employees. Finally, we found that employees are rewarded, and supervisors punished, for reconciling, as observed from their performance ratings.

Limitations

The self-reported nature of the data could introduce social desirability, while the use of daily-time lags may result in recollection bias.

Research/Practical Implications

These findings nuance the central paradigm of incivility spirals by incorporating the role of formal status and reconciliation. We find that while supervisors are rewarded for behaving uncivilly and not reconciling, it is not acceptable to be uncivil as an employee, unless they are the one to reconcile.

Originality

This is one of the first studies to provide empirical evidence about the differential effects of incivility spirals among supervisors versus employees. Additionally, the use of repeated data and objective performance ratings make a strong case for the role of formal status as an important contextual variable.

The academic workplace: Unique context for examining workplace bullying.

Keashly, L.

Wayne State University, USA

Purpose

Examine how the norms of academe, structure of academic work, institutional structures, the nature of higher education and societal norms shape the enactment, experience and response to bullying involving faculty.

Methodology

An integrative literature review examining faculty conduct and bullying, specifically through the lens of academic culture (debate and critique), principles of academic freedom and faculty governance, academe as a self-regulating profession, nature and changes in higher education structure and

environments as reflected in neo-liberalism, visibility of faculty work through e-media, and societal (de)valuing of intellectualism.

Results

The culture and values of academe permit faculty greater behavioral latitude than staff. This has implications for what is considered (in)appropriate behavior and who should respond. Specifically, faculty colleagues rather than administration are best positioned to address these situations with other faculty. Neoliberalism and the rise of anti-intellectualism threaten faculty status in higher education, creating a stressful environment in which bullying becomes a survival tactic. Faculty are becoming the victims of new bullies including the public (mobbing through e-media) and the state (increasing involvement in HE).

Limitations

This analysis focused on the professional culture and broader environmental influences and did not include personal, interpersonal and institutional dynamics, which would provide a fuller picture.

Research/Practical Implications

Empirical examination of these propositions would involve comparison to other industries, cross disciplines (variation in professional norms) and between countries (variation in societal value of higher education and faculty status). Practically, this reveals the importance of faculty involvement in assessment and response strategies.

Originality

This examination of academics and academe highlights 1) the significance of cultural/professional norms as an understudied influence on workplace bullying and 2) the need to examine the public and the state as workplace bullies.

Quasi-experimental study to evaluate an online workplace bullying intervention

Van den Brande, W.^{1,2}, Baillien, E.^{2,3}, Schouteden, M.¹, Vander Elst, T.^{1,2}, De Witte, H.^{2,4}, & Godderis, L.^{1,2}

¹ IDEWE Group, Belgium

² KU Leuven, Belgium

³ University of Bergen, Norway

⁴ North-West University, South Africa

Purpose

This study tested the effectiveness of an evidence-based intervention aiming at reducing exposure to workplace bullying by discouraging emotion-focused coping strategies and stimulating self-efficacy. We hypothesized that the levels of emotion-focused coping strategies and workplace bullying decrease over time among employees in the intervention groups, whereas the level of self-efficacy was expected to increase over time.

Methodology

We employed a quasi-experimental design with three measurement points for two intervention groups (i.e. Group 1 and Group 2) and one control group (i.e. Group 3). Multilevel analyses were performed in R ($N = 2,873$).

Results

Our hypotheses were partially confirmed: in comparison to the control group, Group 1 reported lower levels of exposure to workplace bullying behaviors after completing the intervention. Group 2 reported lower levels of emotion-focused coping strategies after completing the intervention. No significant effects were found for self-efficacy.

Limitations

The mixed findings could relate to restrictions of the study design. Hence, we advise future intervention studies to also assess contextual factors (e.g. organizational context) in order to strengthen our results.

Research/Practical Implications

This study showed that the intervention is useful in order to reduce workplace bullying by focusing on emotion-focused coping strategies. However, we argue to implement similar interventions considering contextual factors (e.g. support from the management).

Originality

Despite the well-known negative impact of workplace bullying incidents, there are very few studies testing interventions to reduce bullying. Therefore, we evaluated the effectiveness of an online intervention directed at reducing the employee's exposure to workplace bullying.

Advancing the risk management of workplace bullying as a health and safety hazard

Tuckey, M.¹; Li, Y.²; Neall, A.¹; Chen, P.³; Mattiske, J.¹; Dollard, M.¹; McLinton, S.¹; Rogers, A.¹

¹ University of South Australia, Australia

² University of Queensland Business School, Australia

³Auburn University, USA

Purpose

In two studies, a conceptual framework and practical tool for workplace bullying risk management were developed and formatively evaluated.

Methodology

In Study 1, 342 bullying complaints lodged with a state work health and safety (WHS) regulator were analysed thematically. In Study 2, based on the framework arising from Study 1 an audit checklist was created, then trialled by WHS inspectors responding to psychosocial hazards. Inspectors received training on the framework and checklist, and participated in interviews regarding the trial from which key themes were identified.

Results

Study 1 identified three organizational risk contexts for workplace bullying: (1) administrating and scheduling working hours; (2) managing work performance; and (3) shaping relationships and work environment. Study 2 revealed that the checklist enhanced the quality and efficiency of the regulatory response, and helped overcome barriers to tackling psychosocial hazards.

Limitations

Outcome data were not collected during the trial, but will be vital in future to evaluate the effectiveness of the checklist in aiding bullying prevention.

Research/Practical Implications

These studies position recognized work and organizational antecedents of bullying within functional risk contexts. They provide an evidence-based framework for risk management efforts and a practical tool for tackling bullying risk factors at the organizational level.

Originality

Prevention efforts typically treat bullying as an interpersonal problem, yet work and organizational factors (e.g., role ambiguity, constraints) are the primary contributing factors. We tackle one important reason for this discrepancy – a lack of translational research to bridge the gap between empirical findings and evidence-based practical tools.

1852 - NON-WORK FACTORS, WORK STRESS AND BURNOUT: IMPLICATIONS FOR WELL-BEING

Chairperson: Esther R. Greenglass PhD, Professor, York University, Toronto, Canada

Discussant: Jose M. Peiró PhD. Professor of Psychology, IDOCAL Research Institute, University of Valencia, Valencia, Spain

It is well known that work stress and burnout reduce employee well-being. While many precursors of stress are at work, research has identified sources of work stress outside the workplace such as work-family conflict. Thus, when examining causes of worker stress, factors outside the immediate workplace as well as those associated with the employees themselves, should be considered. Four papers here report original empirical research on factors that affect employee well-being, stress and burnout. In one paper with 354 employees, use of communication technology at home was associated with higher engagement but lower work-life balance satisfaction. In additional longitudinal research, 1,159 'sandwich generation caregivers' (caring for children and elderly family) experienced increased depressive symptoms during follow-up; organizational and supervisor support alleviated depression. Another paper analyzed the relationship between depression and burnout in 235 health care providers and found that depression was aligned with the exhaustion aspect of burnout but less so with the other aspects of the burnout syndrome. While depression and burnout share some co-morbidity, their differences are consequential for employee well-being and interventions. In a fourth paper, job insecurity during the recent recession in a country with high unemployment, Greece, contributed to greater worker stress and reduced psychological resources such as self-efficacy in an employed sample ($n=310$), thus indicating the importance of bolstering employees' resilient skills during challenging economic times. Taken together, the research here indicates the importance of considering non-work factors when addressing work stress, burnout and well-being at work and designing interventions.

INDIVIDUAL PAPERS

Balancing work-based information and communication technology use at home: The Good, the bad, and the ugly?

Arla Day, PhD, Professor, Saint Mary's University, Halifax, NS, Canada
Jillian Tonet, MSc, Saint Mary's University, Halifax, NS, Canada

Purpose

Use of work-based Information and communications technologies (ICTs) at home, and expectations around this use, may have both positive and negative effects on workers' well-being (Day, Barber, & Tonet, *in press*), in terms of their burnout, stress, and work-life balance (WLB) outcomes. However, few studies have examined this complex interplay.

Design

354 leaders and subordinates from across Canada and the US completed an online survey

on their ICT use, expectations, burnout, stress, and WLB issues.

Results

Workers with caregiver responsibilities engaged in more work-related ICT use at home, but also experienced more stress. In turn, although ICT use at home was associated with higher engagement in some groups, it was also associated with lower satisfaction with WLB and higher levels of ICT addiction and workaholism.

Limitations

We use cross sectional data so causality cannot be determined. Results provide interesting insights into ICT use at work, and longitudinal data would expand our knowledge about the impact of ICT use and expectations on workers with different needs.

Practical Implications

Some organizations have ‘banned’ ICT after work hours in an attempt to improve well-being and work-life balance. Results suggest that the situation is not this simple, and we must examine individual situations and needs, as well as organizational expectations and support.

Originality/Value

The study helps to clarify the potential paradox of ICT use/expectations with well-being. We focus our work on a new model to help to detangle the conceptual complexities of balancing ICT in one’s work and non-work roles.

Sandwich Generation Caregivers and Depression: The Moderating Role of Organizational Support

Sharon Toker, Ph.D. Professor & Keren Turgeman-Lupo, Ph.D., Tel Aviv University, Tel Aviv, Israel
Galit Armon, PhD, University of Haifa, Haifa, Israel

Purpose

We aimed to study the effect of being an employed ‘sandwich-generation-caregiver’ (i.e., caring for both children and elder family members), on the likelihood of experiencing an increase in depressive symptoms over time, compared with employees who care only for children or for elders, or who do not provide any form of caregiving. A second aim was to examine the degree to which two different sources of support—family-supportive organizational practices and supervisor-emotional support mitigate this effect.

Design

We used a two-wave longitudinal design. 1,159 Israeli employees completed two study questionnaires, with an average time gap of 18 months.

Results

We found that sandwich generation caregivers indeed experienced a significantly higher increase in depressive symptoms during follow-up compared with all other groups. We also found that this effect

was weakest among employees with high levels of either family-supportive organizational practices or supervisor emotional support.

Limitations

Limitations include potential common method bias due to self-reports of study measures and a research sample that represents mainly white collar employees.

Practical Implications

The favorable effects of supportive organizational and managerial practices should raise HR practitioners' attention to the toll inflicted on sandwich-caregivers and the attenuating role organizations can play.

Originality/Value

Sandwich-generation-caregivers constitute 8-28% of the population in countries in the West. However, few studies have focused on them, with most being cross-sectional and failing to compare sandwich-generation-caregivers with others. Our study is the first to overcome these gaps and to include organizational boundary conditions.

Limits of the Superficial Overlap of Burnout and Depression

Michael P. Leiter, PhD, Professor Deakin University, Geelong, VIC Australia

Purpose

Considering burnout as simply exhaustion not only misses the more challenging and intriguing aspects of the syndrome, it muddles distinctions among other forms of distress, such as depression which include exhaustion as an indicator. On the surface, exhaustion looks similar in people experiencing burnout and depression, but the overlap shrinks when appreciating burnout's links with job demand/resource imbalances.

Design

This presentation reviews data from a survey of health care providers (N=235) who have completed the MBI and the 5-item Mental Health Index (MHI).

Results

The analysis indicated that MHI items reflecting depression (feeling blue and down in the dumps) did not distinguish participants with a full Burnout profile from those with an Overextended profile. This pattern confirms depression as aligning with the exhaustion aspect of burnout but being less aligned with the other aspects of the full burnout syndrome.

Limitations

The analysis is based on self-report from an employed population for which there is no evidence of clinical depression.

The confusion of burnout with depression diminishes the impetus to improve the quality of work environments while pursuing therapeutic remedies for people enduring poorly managed demand/resource imbalances at work. Burnout's close links with work-life quality encourages improving work-settings while clinical diagnoses call for improving the patient to adapt to whatever the work environment provides.

Originality

The analysis applies a new framework of MBI profiles based on person-centered profiles to the question of depressions and burnout. While the two syndromes share some co-morbidity, their differences are consequential for employee well-being.

Job insecurity and economic hardship: Predictors of stress in an employed Greek sample

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Antoniou Alexander Stamatios, PhD Professor, National and Kapodistrian University of Athens, Athens, Greece

Purpose

The Great Recession that occurred 10 years ago resulted in economic hardship and unemployment world-wide with some countries i.e., Greece, harder hit than others. In Greece, the unemployment rate rose from 6% (2008) to 16% (2011) and continued to rise. Our model examined the role of job insecurity, economic hardship and psychological resources as predictors of stress in an employed sample in Greece.

Design/Methodology

We used a cross-section design with 310 Greek employees (mean age 35) who completed a questionnaire in 2011.

Results

Our model was an acceptable fit to the data (using SEM). Job insecurity was related to greater economic hardship and increased stress; job insecurity was also associated with reduced psychological resources (self-esteem, reframing and self-efficacy). Economic hardship and resources were indirectly related to stress through worry.

Limitations

The cross-sectional design precludes attribution of causality

Practical Implications

Since our study was conducted in Greece during the recession, findings apply to employed individuals who work in challenging economic times. The negative relationship between worry and psychological resources such as self-esteem and self-efficacy should increase HR awareness of the importance of bolstering individuals' resilient skills to enable them to cope effectively in a difficult job climate.

Originality/Value

The finding that job insecurity was related to reduced psychological resources suggests that job insecurity may undermine psychological resources needed for coping. Second, this research tests a model integrating job insecurity, economic hardship, and psychological resources with stress in a highly anxious and uncertain job context.

2621 - MEETINGS AS MULTILEVEL, MULTIPLEX CHALLENGES: THE IMPORTANCE OF MEETING SCIENCE, WHAT WE KNOW, AND OPPORTUNITIES FOR RESEARCH AND ORGANIZATIONS

This invited session is a hybrid panel/symposium session.

Participants

Prof Dr. Steven Rogelberg, Chair

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Prof. Dr. Nale Lehmann-Willenbrock

University of Hamburg, Germany

Prof Dr. Joe Allen

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Prof. Dr. Cornelius J. König

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Dr. Mark Poteet

President & Senior Consultant at Organizational Research & Solutions, USA

How people invest their time at work for accomplishing their tasks and managing relevant workplace relationships may differ substantially across different organizations and national cultures. Yet, one phenomenon that holds true across countries and industries is the steady rise of the workplace meeting as a key site of human interaction in organizations. Employees are in meetings for almost one day per week on average, managers spend up to 80% of their (typically quite pricey) work time in meetings, and CEOs report having 37 meetings per week. Meetings are held for accomplishing numerous goals in organizations, ranging from problem solving and idea generation to consensus building, decision making, action planning, exerting leadership influence, and crafting organizational strategy.

This session is designed to discuss and elevate the flourishing science of workplace meetings. In part one of the session, an overview of meeting science will be provided. The overview will highlight key insights into pre-meeting activities, social dynamics within the meeting itself, and meeting outcomes operating at multiple levels of analysis (behavioral, individual, team, and organizational).

In part two of the session, a highly interactive will occur to help the audience better understand the research, overall learnings, gaps, and potential research directions. As for the research directions, we draw from the literature on multiplexity, in terms of social ties or relationships that have both a task and a social component and that can bring about potential role conflict. Applied to meetings, we argue that multiplexity can refer to a variety of intraindividual attitudes and expectations for a meeting (e.g., expecting to receive guidance; expecting to be heard; expecting a break from other work tasks). A multiplexity lens can also help explain the conflict between ever increasing amounts of time spent in meetings and the need to still accomplish tasks and manage relationships outside the meeting. As part of this section of the session, we will look to generate audience input in unique opportunities associated with the study of meetings in Europe.

In part 3 of the session, we will move to the practical implications of meeting science. In this part of the session, a practitioner/consultant (Mark Poteet) and an academic (Steven Rogelberg) who consults in the meeting space will discuss practical implications of meetings science for organizations and highlight talent management, HR, and leadership development actions derived from the insights of meeting science to date.

ORAL PRESENTATIONS

24 - TOWARD A GREATER UNDERSTANDING OF WORKPLACE SAFETY FOR PROFESSIONAL TRUCK DRIVERS

Lina Valenzuela (1) - Michael Burke (2)

Universidad Icesi, Cali, Colombia (1) - Tulane University, New Orleans, United States (2)

Purpose

For professional truck drivers, we (a) evaluated two competing hierarchical models of safety climate: the prevailing singular higher-order factor model and a proposed multiple stakeholder model focused on concern for employees and concern for the public, (b) examined the dimensionality of safety performance, and (c) tested expected indirect effects of safety culture and safety climate through safety performance on drivers' hard braking and speeding.

Method

This investigation involved 227 lone professional truck drivers from Colombia, who completed safety culture, safety climate, and safety performance surveys. Data on drivers' hard braking and speeding were collected three months after survey administration.

Results

Confirmatory factor analyses provided support for the safety climate model with a single higher-order factor reflecting truck drivers' assessment of how the work environment affects their personal well-being. Second, our analyses supported a multi-dimensional conceptualization of professional drivers' safety performance. Third, we found that Using Personal Protective Equipment was an important predictor of hard braking and, in combination with safety culture, safety climate perceptions, and Complying with Driving Standards, explained meaningful variance in hard braking.

Limitations

A limitation was that safety culture, climate, and performance surveys were administered concurrently.

Research/Practice Implications

Our findings clarify the meaning of safety climate and safety performance for professional truck drivers, and indicate how aspects of safety performance predict the critical safety outcome of hard braking.

Originality

Together, the findings advance our understanding of workplace safety for lone workers and particularly for professional truck drivers, with intervention points identified for improving safety outcomes.

25 - SCALE ADAPTATION IN ORGANIZATIONAL SCIENCES RESEARCH: A REVIEW AND BEST-PRACTICE RECOMMENDATIONS

Eric Heggestad (1) - David Scheaf (2) - George Banks (3) - Mary Monroe (4) - Scott Tonidandel (3) - Eleanor Williams (4)

University of North Carolina at Charlotte, Psychological Science, Charlotte, United States (1) - Baylor University, Management, Waco, United States (2) - University of North Carolina at Charlotte, Management, Charlotte, United States (3) - University of North Carolina at Charlotte, Organizational Science, Charlotte, United States (4)

In describing measures used in their research, authors frequently report having adapted a scale, indicating that they changed something about the scale. Although such changes can raise concerns about validity, there has been little discussion of this practice in our literature. To estimate the prevalence and identify key forms of scale adaptation, we conducted two studies of the literature. In Study 1, we reviewed the descriptions of all scales ($n = 2,088$) in four top journals over a two year period. We found that 46% of all scales were reported by authors as adapted, and that evidence to support the validity of the adapted scales was presented in 23% of those cases. We also identified several forms of adaptations. In Study 2, we examined the use of six scales across the literature, allowing us to identify unreported adaptations. We found that 85% of the administrations of these scales had at least one form of adaptation and many had multiple adaptations. Evidence to support the validity of the adaptation was again minimal. In Study 3, we surveyed editorial board members and a select group of psychometricians to evaluate the extent to which particular adaptations raised concerns about validity and the kinds of evidence needed to support the validity of the adapted scales. We will review key findings from these studies and offer recommendations for how best to make specific scale adaptations and for how to best to support the validity of those adaptations.

26 - FINDINGS FROM THE DARK SIDE - DEVELOPMENT OF A MEASURE TO DISTINCT NON-CONSTRUCTIVE LEVELS OF NARCISSISM WITH JOB APPLICANTS

Mikael Nederström (1) - Anita Rintala-Rasmus (1)

Psycon, Helsinki, Finland (1)

Several research results have demonstrated the prevalence of narcissistic features in leadership positions (Braun, 2017). Psychopathic and narcissistic tendencies in job applicants are a worrying factor for those making recruitment decisions. The dimensional nature of personality characteristics, even of narcissism, is sometimes overlooked (Trull & Durrett, 2005). This may result to labelling all types of narcissism as undesirable in personnel selection. Therefore, there is a need to distinct between dark side (DS) narcissistic features from less detrimental narcissistic tendency. The purpose of this research was to develop a measure of non-constructive narcissism and psychopathy.

We employed a large data pool of recruitment candidates ($N=9195$) and MIRT (multiple item response theory analysis) to create a reliable questionnaire for DS narcissism. The results demonstrated a theoretically and psychometrically plausible item combination for measuring DS narcissism particularly in organisational context, named MF (mean factor) index.

Future research is needed to examine the new measure and its relationships to real-life organisational outcomes. This would enable us to study further the predictive validity of the MF index. The practical value of our findings lies in their ability to distinct the dark side traits from the more constructive narcissist tendencies.

This study was completed utilizing real-life job applicant data. The MF-index provides an important tool for personnel assessment. It helps to identify the DS features from the less detrimental ones, and on the other hand, to give the more constructive narcissistic tendency applicants a chance to be included as productive members of work organizations.

33 - INVESTIGATING LEADER CAREGIVING THROUGH THE LENS OF ATTACHMENT: A MODERATED MEDIATION ANALYSIS

Per-Magnus Moe Thompson (1) - Thomas Hol Fosse (2) - Joachim Berntsen Skouverøe (2)

BI Norwegian Business School, Leadership and Organizational Behaviour, Oslo, Norway (1) - Norwegian Defence University College, Oslo mil, Akershus, Oslo, Norway (2)

The rationale for studying leadership from an attachment perspective often rests on the idea of leaders as caregivers. Therefore, it seems somewhat paradoxical that most studies focus on leaders' attachment style rather than their caregiving orientation. The present study investigated the mediating role of caregiving avoidance in the relationship between leaders' avoidant attachment style and followers' experience of being cared for (i.e., interactive empathy, IE). Furthermore, given the context-sensitive nature of the attachment and caregiving behavioral systems, the moderating effect of group cohesion was tested. Data was collected from 410 military recruits in the Norwegian defense sector. The moderated mediation model was statistically significant. However, contrary to previous research, cohesion was found to have a favorable effect on avoidant leaders' tendency to withdraw from caring. This suggests that highly cohesive groups may provide avoidant leaders with a sense of attachment security which allows for activation of the caregiving behavioral system, hence enabling the leader to better provide care for followers. Implications for future research and organizational practice are discussed.

Keywords: attachment style; caregiving; interactive empathy; group cohesion; moderated mediation

37 - TAKING A FREE RIDE: GOAL ORIENTATION, TEAM LEARNING, AND SOCIAL LOAFING

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IÉSEG School of Management, Management, Lille, France (1) - Rotterdam School of Management, Department of Technology and Operations Management,, Rotterdam, Netherlands (2) - University of Antwerp, Training and Education Sciences, Antwerp, Belgium (3)

Social loafing, one form of motivational loss in teams, can be a significant source of process loss and poses a challenge to team research and practice. Few studies have incorporated team member attitudes and individual differences in social loafing models. At the team level of analysis, research is even scarcer. The purpose of this study was to examine the degree to which learning orientation (individual-level factor) and team learning behaviors (team-level factor) impact change in peer and self-rated social loafing.

In the present field study, we used a multiwave design to track and explain changes in social loafing for 195 teams. We conducted latent growth curve (LGC) modeling within a multilevel analysis framework.

The results showed that only team learning could explain why social loafing dropped for certain teams. Individuals who were part of teams scoring higher on team learning throughout nine weeks of teamwork decreased their peer and self-rated social loafing. Learning orientation could only explain initial states of self-rated social loafing.

These findings suggest that team learning behaviors are powerful levers to reduce individual motivation losses above individual differences. The study presents an opportunity to take a learning approach in facilitating and coaching work teams. Since not all teams engaged in team learning behaviors, it also points to the importance of pursuing work on how process interventions can be implemented to sustain and increase on-going learning in teams.

The limitations of the study are the use of questionnaires to measure complex concepts and of undergraduate student project teams.

39 - LEADERS' IMPACT ON EMPLOYEE ABSENTEEISM: A SYSTEMATIC LITERATURE REVIEW

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Purpose

The current literature on leaders' impact on absenteeism is characterized by various conceptualizations and operationalizations. Thus, the aim of this article is to provide a structured overview of the current state of research on the relationship between leaders' behaviour and employee absenteeism.

Design/Methodology

We searched 16 online databases within management, occupational health, psychology, and economy using keywords such as "management" and "leadership" and various synonyms of "absence". The initial search yielded 2401 articles; based on several inclusion criteria, 66 studies were selected for the review.

Results

Leadership style, leaders' interventions, and their own work absence influence employee absence. Thus, behavior such as task monitoring, social support, and showing confidence influences employee absence, besides high quality leadership. Furthermore, interventions such as workplace health promotion strategies as well as leaders' general attitude towards reasons for absence have an influence. The review indicates that employee absence is associated with both leadership and management.

Limitations

Only 15 out of the 66 studies in the review are longitudinal which poses some limitations in the causal interpretation of the findings regarding the success of managerial initiatives.

Research/Practical implications

The findings can contribute to decision-making concerning development of research questions, designs, and operationalization. Findings support that Human Resource managers should integrate multi-level initiatives in the organization to reduce absence.

Originality/Value

The review is the first of its kind, and it can thus serve as a foundation for developing an agenda for future research and action.

40 - REPRESENTATION OF INTELLECTUAL CAPITAL AMONG MANAGERS OF NON-PROFIT SOCIAL ENTERPRISES

Paula Benevènè (1) - Eric Kong (2) - Barbara Barbieri (3) - Massimiliano Lucchesi (1) - Michela Cortini (4)

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Purpose: This study aims to understand the representation of intellectual capital among the non-profit organisations. More specifically, the study deals with the representation of human capital (HC), relational capital (RC) and organizational capital (OC) by the senior management of a group of Italian social enterprises.

Design / Methodology / Approach / Intervention: This exploratory study used a qualitative approach. In-depth interviews were conducted and individually administered to 81 managers of Italian social enterprises. The texts of the interviews were analyzed using the T-Lab software (word occurrence and co-word mapping analysis, Markovian sequences analysis).

Results: Results suggest that managers of social enterprises are not fully aware of the importance of IC and how this can create added value. The results highlighted a limited awareness of the components of IC and their generative power amongst the senior management of Italian social enterprises, suggesting a limited exploitation of organizational knowledge.

Limitations: The study reached only Italian organisations, which do not constitute a statistically representative sample

Research/Practical Implications: findings suggest that managers of social enterprises managers are not fully aware of the importance of IC and how it may create value for their organizations. This study stresses that senior managers of social enterprises need to have a more thorough understanding of IC management and knowledge creation. This would allow them to fully exploit the potential of IC in their organizations for their growth.

Originality/Value: This is the first known attempt to explore the perception of the components of the IC within social enterprises

42 - POOR QUALITY AND QUANTITY OF SLEEP: THE ROLE OF MANAGERIAL LEVEL AND IMPACT ON WELL-BEING

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Whilst there is research documenting the effect of poor sleep on cognition, mood and health, the role of managerial level as a potential antecedent of poor sleep, and as a factor in determining the self-reported consequences of poor sleep is yet to be fully understood. This study sought to examine (a) the reported sleep quantity and quality of employees across four organisational managerial levels and (b) the subsequent reported impact on their work, social and emotional and physical well-being. 945 participants, allocated to one of four groups determined by self-reported managerial level in their organisation, completed a questionnaire measuring sleep duration (sleep quantity) and sleep quality (time to fall asleep, and the PSQI) along with completing a new self-report measure of sleep impact across three domains; work (cognition), physical health and social and emotional behaviours (AISE; Ashridge Index of Sleep Effects). Analysis revealed that whilst both sleep quantity and quality were poor regardless of managerial level, sleep quantity did not differ across managerial level, whereas the most senior managers reported significantly better sleep quality (PSQI) than middle managers and those without managerial responsibility. The results also revealed a similar trend in relation to the impact of poor sleep, with the most senior group of managers reporting less impact across all three well-being domains. This is the first study, using a working population to examine the role of managerial level as a potential antecedent of poor sleep, and as a factor in determining the self-reported consequences of poor sleep.

53 - POWER PERSISTS! THE DETERMINANTS AND DYNAMICS OF INDIVIDUALS' POWER IN NBA TEAMS FROM 1997 TO 2015

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Purpose

Power defines relationships between people. Although power differences between individuals emerge naturally in teams, little is known about the antecedents and dynamics of power over time. We addressed this research gap by analyzing the determinants and dynamics of individuals' power in NBA teams.

Methodology

Utilizing a longitudinal dataset of all teams competing in the NBA from 1997 to 2015, we applied dynamic random effects ordered probit specifications.

Results

Our main findings were that individuals' power was persistent (i.e., genuinely state-dependent) such that players' state of power in the past predicted their power at a later stage. Individual-level factors that determined whether a player gained and maintained power included greater contributions to their teams (i.e., competence) and less uncooperative behaviors. Additionally, team quality (i.e., how competitive a team was) negatively affected individuals' power and power maintenance.

Limitations

We discussed the limitations regarding a) the generalizability of our results to other business settings, b) the teams where reciprocal interdependence is low, and c) the individuals who feel powerful besides having actual power.

Research/Practical Implications

We discussed how our findings may help managing power struggles in teams.

Originality

It has been proposed that power is self-reinforcing; however, because most studies do not include longitudinal data, there is no strong support for this claim so far. The NBA database provided us access to longitudinal data that allowed to test this hypothesis directly and we provided evidence that individuals' power is indeed self-reinforcing (i.e., genuine state dependence) in team settings over time.

56 - INDIVIDUAL PERCEPTIONS OF BOUNDARY CONTROL MITIGATE THE EFFECT OF (IN)CONGRUENCE BETWEEN WORKERS' PREFERRED WORK/NON-WORK BOUNDARIES AND THEIR ENACTED BOUNDARY MANAGEMENT ON WORK-LIFE CONFLICT

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Purpose

This study investigates the inter-relationships between employees' boundary management types, representing different combinations of boundary (in)congruence, between preferred and enacted boundary management, and work-life conflict, and the potential moderating role of work-nonwork boundary control herein.

Design/Methodology/Approach

Data for this cross-sectional study comprised 3,154 Swedish professional workers in different occupations within both the public and private sector. Correlations, t-tests, Chi square tests and univariate general linear model analyses (ANCOVA) were performed.

Findings

Both enacted integration and boundary incongruence per se were positively associated with work-life-conflict. Moreover, incongruence accompanied by a high degree of enacted integration increased work-life conflict, whereas boundary control reduced work-life conflict. Finally, boundary control mitigated work-life conflict. Interestingly, this was especially the case among employees both preferring and enacting integration, i.e., boundary congruence, but also among employees preferring segmentation but enacting integration, i.e., boundary incongruence.

Practical implications

This study provides valuable knowledge on employees' boundary management types that are associated with different levels of work-life conflict, and the role of boundary control herein as an important factor to combat work-life conflict. Organizations play an important role in creating new legitimate beliefs and as such, leisure norms could be implemented that promote employees' boundary control, and subsequent reduced work-life conflict.

Originality/Value

This study provides new insights on the relationships between employees' preferred and enacted boundary management taken together, and work-life conflict, and especially the role of boundary control herein. This kind of knowledge is of high relevance in contemporary working life characterized by an ever-increased blurring of work-nonwork boundaries.

60 - THE EFFECT OF PERSONAL VALUES IN EMPLOYEES' PERCEPTIONS OF THE EFFECTIVE LEADER

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Purpose

The present study offers insights into understanding how employees' personal values (self enhancement and self-transcendence) explain the preference for styles of effective leader. Beyond the direct effect on perceptions of the effective type of leader, we argue that values may also interact with organizational contexts in influencing perceptions. We suggest that managerial position may moderate the relationships between personal values and perception of the effective leader.

Design/Methodology /Approach/Intervention

Two hundred fifty five teachers participated in this study by completing questionnaires. The questionnaires were administered using identical electronic and hard copy versions.

Results

The findings support the hypothesized effects of personal values on perceptions of the effective leadership. However hypotheses regarding moderation effect were not supported.

Limitations

The limitation of the study is related to the fact that all the data were collected through self-reporting.

Research/ Practical Implications

The study highlights the theoretical understanding of the relationship between personal values and individuals' perceptions in organizations. The present study emphasizes the way to which individuals' cognitive structures characterize the effective leader. These findings should serve as a constructive tool for managers in choosing leadership style that matches the employees' values.

Originality/Value

Despite the highly acknowledged notion that implicit leadership theory is affected by gender, culture or personal traits, we provide theoretical and empirical support for the impact of personal values on perception of effective leadership.

64 - FOSTERING RESPECT IN THE WORKPLACE: AN APPLICATION OF POSITIVE ORGANIZATIONAL ETHICS

Leslie E. Sekerka (1)

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Purpose: Management philosophers maintain that respect must be conferred upon every individual, given their potential to be a moral agent. However, if managers expect to see respect in the workplace, they must demonstrate and consistently role-model the behavior themselves. This means proactively addressing incivility and discrimination, before a lack of respect becomes an ethical issue.

Design/Methodology: Insights from Positive Organizational Ethics are leveraged to present an ethical decision-making model from two perspectives: individualistic and tribal-collectivistic. The intent is for managers to become aware of and generate mutual respect, especially for organizational members who exercise values emanating from alternative, marginalized, or minority cultures.

Approach/Intervention: Leveraging prior research in ethical decision-making, this work shows how alternative perspectives influence cognitions and emotions that can impact management response-actions. Expanding upon a traditional Western framework offers a more mindful consideration of alternative ways of thinking, feeling, and being in the world.

Results: The model presented can be used in management education as a tool to encourage awareness and deliberate mindfulness. Suggestions for the model's application are offered, including specific moral competencies, skills that can be learned to support respect as a moral action.

Limitations: Future research can test the model and its use in management education.

Practical Implications: Learning to be respectful toward differing and potentially divergent perspectives is crucial in developing trans-cultural sensitivity and dialogue, necessary in today's global workplace.

Originality/Value: Management education tends to encourage a reactionary approach toward resolving ethical issues, rather than leveraging a strength-based approach to prevent them from occurring. This research supports the notion of ongoing adult moral development in organizational settings.

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67 - WHY TASK CHANGES CAN HAVE POSITIVE AS WELL AS NEGATIVE EFFECTS ON EMPLOYEE SATISFACTION: A WITHIN-PERSON ANALYSIS

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In today's turbulent times, employees are often expected to keep up with multiple and ongoing changes in their daily work. Research has shown that such task changes can be beneficial as well as harmful for employees. What is currently less clear is how—and why—such changes have these effects, as few studies have investigated the intrapersonal processes following task changes over time. In reply, we develop a new longitudinal model by drawing on the challenge-hindrance stress framework and theorize that there are two key mechanisms underlying the positive and negative effects. Specifically, we propose that employees can appraise task changes as (1) challenges because they stimulate learning and allow employees to utilize their skills (skill utilization), or (2) as hindrances because changes bring along uncertainty about the future of one's job content (qualitative job insecurity: QJI). Subsequently, we argue that skill utilization relates positively, and QJI relates negatively, to employee job satisfaction. Finally, we propose that the appraisal of task changes in terms of challenges and hindrances is contingent upon employees' trait regulatory focus and thus depends on their promotion or prevention focus.

We tested our moderated-mediation model in a four-wave dataset obtained from a large heterogeneous sample of Flemish employees (October 2012: N = 2,374; May 2013: N = 831; November 2013: N = 795; May 2014: N = 585; time lag of ca. six months between subsequent measurement points). A multilevel modeling approach was used in which measurements were clustered within persons. Specifically, mediation and moderation effects were tested at the within-person level while controlling for variance in the study variables between persons.

The results largely supported our hypotheses, as task changes positively predicted QJI, and both task changes and QJI related negatively to job satisfaction across time. Although task changes did not show a significant direct link to skill utilization, skill utilization positively predicted job satisfaction six months later. Further, the results showed that promotion focus boosted the relationship between task changes and job insecurity across time and that prevention focus buffered the lagged indirect relationship between task changes and skill utilization.

The study ends with discussing how the model extends current knowledge on intrapersonal mechanisms that unfold from task changes. We also discuss how our model can help practitioners and scholars with creating more sustainable task change that positively—instead of negatively—affects employees.

68 - USING A GAMIFIED PSYCHOMETRIC TOOL TO MEASURE HUMAN ERROR PROBABILITY, BEHAVIORAL CONSISTENCY, AND CONTROL ERROR PROBABILITY, AND TO PREDICT WORKPLACE RULE-BREAKING BEHAVIOR

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Purpose: Behavioural safety research has placed considerable emphasis on safety compliance and safety participation as key variables in understanding the role of human behaviour in accidents. This focus may limit our ability to understand how human behaviour contributes to system failures and accidents. This paper discusses the measurement and use of three behavioural variables (human error probability HEP; behavioural consistency BC; control error probability CEP), as a means of extending our understanding of the role of human behaviour in workplace safety.

Design: A gamified assessment (the SBT), which uses 3D animation and requires the completion of a sequence of tasks involving 29 decision points and an ideal of 50 control actions, was developed to measure HEP, BC, and CEP. Individuals completed the SBT, and their HEP, BC and CEP scores were examined in relation to independent data provided by supervisors or colleagues on their workplace rule-breaking behaviour.

Results: Chmiel (2005) rule breaking scale was used to assess workplace behaviour, and significant correlations were found with the SBT scores, (HEP $r = .45$; BC $r = -.31$, and CEP $r = .42$) indicating predictive validity.

Limitations: To fully understand the value of the HEP, BC and CEP measures, further validation studies using other measures of workplace behaviour are required.

Implications: The ability to obtain measures of HEP, BC, and CEP will enrich theory development, and allow for valid employee screening and selection decisions.

Originality/value: The field of behavioural safety research lacks objective measures, and has been stagnant in terms of the constructs it is examining. Introducing new variables, such as HEP, BC, and CEP is timely.

70 - ENHANCING SUSTAINABLE LEADERSHIP: EFFECTS OF A MINDFULNESS-BASED EMOTIONAL INTELLIGENCE INTERVENTION ON ORGANIZATIONAL LEADERS' PSYCHOLOGICAL DETACHMENT, RECOVERY AND HEALTH

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Purpose – The purpose of this paper was to evaluate long-term effects of a mindfulness-based emotional intelligence intervention on organizational leaders' health-related sustainability. This was studied specifically with regard to psychological detachment, i.e., possibilities for mentally letting go of work-related thoughts and emotions during leisure, recovery, and health.

Design/methodology/approach – 40 leaders within a Swedish telecom company active at the global market were randomized to an intervention study comprising an 8-week mindfulness program. Three waves of data collection over a 6-month period were conducted. Repeated measures ANCOVA analyses were performed.

Findings – Findings showed that mindfulness practice increased psychological detachment, and improved recovery and health. Moreover, increases in mindfulness per se could be attributed to the studied intervention effects.

Originality/value – This research add new knowledge on the role of mindfulness in enhancing positive antecedents for buffering health-related work-life outcomes among leaders in knowledge intensive, modern work organizations.

73 - EXPLORING THE BENEFITS OF EXPRESSIVE WRITING FOR WORKPLACE EMBITTERMENT; A RANDOMISED CONTROL TRIAL

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Purpose: Clinicians working in occupational health services often recognise features of embitterment in organisations however, research on interventions for embitterment are scarce. The present study aimed to assess the effectiveness of an expressive writing intervention on working adults who experience workplace embitterment.

Design/Intervention: Employing a randomised control trial we ought to test an expressive writing intervention for its effects on embitterment, work-related rumination and sleep quality and assess whether the effect of the intervention was maintained over time by following up participants after one and three months.

Results: Findings partially supported our hypothesis as results showed that participants who completed the expressive writing intervention ($N = 23$) did not show significantly lower levels of embitterment, affective rumination, higher levels of detachment, either improved sleep quality, compared to participants who completed the factual writing ($N = 21$), when baseline values were controlled for. However, when looking at the mean scores embitterment and affective rumination levels diminished, detachment levels increased and sleep quality improved throughout the course of the intervention for both groups.

Limitations: High attrition rates and reliance on only self-reported questionnaire data.

Research/Practical Implications: The stability of embitterment as indicated in previous studies as well as the fact that both groups showed reduced levels of workplace embitterment, raises the question of whether any type of writing benefits embittered employees and is worth investigating further.

Originality/Value: This is the first randomised control trial study design on workplace embitterment which also adds to the organisational health psychology interventions literature.

74 - THE BRIGHT AND DARK SIDE OF OCB: ITS LINKS WITH TASK PERFORMANCE AND WELLBEING

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Purpose – Recent literature reviews have called to expand and sharper focus of the costs and of prosocial behaviors such as OCB. Attending this call, we focus on the potential costs of OCB on task performance i.e., the main indicator of individual performance. We aim to empirically identify four performance-profiles: high task-OCB, low task-OCB, high task and low OCB, and low task and high OCB), as well as their links with three wellbeing indicators: purpose in life and personal growth, life satisfaction, and job satisfaction.

Design – Cross-sectional survey data are collected from employees (1094) and supervisors from 35 organizations in Spain.

Results – We identified the four performance-patterns and also a pattern with medium levels of task-OCB performance (from 14% to 25% of the sample). Highest levels of task performance (evaluated by supervisors) and OCB (self-evaluated) were associated to highest levels of well-being and vice-versa. Furthermore, high task performance and low OCB were associated to no-optimized wellbeing where job satisfaction was high and purpose in life and personal growth were low. The opposite was associated to low task performance and high OCB.

Limitations – Limitations are the nested nature of the data and the cross-sectional design.

Research/Practical implications – Employee wellbeing is a strategic resource for companies aiming to improve task performance and OCB. Companies should protect their ability to build-up different aspects of employee wellbeing.

Originality/Value – This study integrates disparate literatures attending the bright and dark side of OCB.

78 - DEALING WITH THE DEMANDS OF WORK INTENSIFICATION: THE ROLE OF JOB CRAFTING

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The purpose of the current study is to investigate the role of job crafting in work intensification demands such as tight deadlines, shortage of time to finish a task and high work speed. The current study followed a mixed methodology design, implemented in two phases. Study 1 was the qualitative phase that explored employees' experiences of work intensification and their coping mechanisms. The twenty semi-structured interviews allowed for the development of a research model and hypotheses considering the relationships between work intensification, work-related resources, job crafting, flexible working practices and job satisfaction. Study 1 showed that work intensification could be experienced as a positive phenomenon by employees that perceive it as a challenging stressor. As a result, they experience resource gains and engage in task crafting behaviours. This was a critical finding because the level up to which an individual experiences a stressor is less significant than the way it is perceived, as hindering or challenging. Study 2 was the quantitative phase that investigated the research model with a two-lag longitudinal survey design. Study 2 confirmed all hypotheses of the model indicating that, even in intensified working environments work-related resources motivate higher engagement in task crafting which increases job satisfaction over time. The current study aims to promote job crafting as an approach for employees to take the initiative to redesign their job so that it would better fit their skills and interests thus, to enhance positive well-being outcomes, especially within work intensified circumstances. To sum up, the study highlighted the importance of work-related resources and organisational practices as top-down approaches to be perceived by employees as opportunities that spark their engagement in bottom-up approaches such as job crafting.

79 - THE ROLE OF INTERPERSONAL ACCURACY FOR ADAPTIVE LEADERSHIP IN WOMEN AND MEN

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Purpose

Managers have to deal with many employees who might have different expectations about how managers should behave. Managers need to take into account these individual expectations while interacting with their employees. To do so, they need to correctly assess their employees' expectations (interpersonal perception accuracy – IPA) and to adapt their leadership style accordingly (adaptive leadership). In two studies, we tested whether IPA is related to adaptive leadership and whether this link differs between men and women.

Design/Methodology

The first study included 55 participants and the second 166 participants. Both studies followed the same procedure. First, participants' IPA was assessed. Then, in an immersive virtual environment, participants were asked to give separate pep talks to two employees who were described as preferring different leadership styles. Adaptive leadership was assessed via coding of participant's leadership behavior.

Results

For women, IPA was related to adaptive leadership when a participative leadership style was required but not when a directive leadership style was required. For men, IPA was not related to their ability of expressing leadership adaptability either when a participative or a directive leadership style was required.

Limitations

All participants were university students. Future research including real managers is required.

Research/Practical implications

IPA might play a more important role in leadership behavioral processes in women than in men. Development program for female managers might benefit from incorporating IPA training.

Originality/Value

These studies focus on actual behavior; they respond to calls to study more actual behavior.

80 - DOES BEING IN A TALENT POOL ALWAYS REAP BENEFITS? THE MODERATING INFLUENCE OF NARCISSISM

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Purpose: Although talent pools are utilised to develop employees for future high-level roles, they require substantial investments and their effectiveness is not always guaranteed as individual differences may not be accounted for. This study aims to examine whether narcissism, as a dimension of the 'dark triad', influences talent pool outcomes. We test a moderated mediation model that hypothesises that positive effects of being in a talent pool on commitment, turnover intentions, and performance are mediated by organisational-based self-esteem (OBSE) and general self-efficacy (GSE), and these mediation paths are moderated by narcissism.

Methodology: A quasi-experimental study was conducted with 100 employees in a U.K. bank that had a pre-existing talent pool (N talent pool=50; N non-talent pool=50). An online questionnaire measured narcissism, OBSE, GSE, commitment, turnover intentions, and performance.

Results: Overall support for the model was found: a) talent pool employees had higher commitment and performance, and lower turnover intentions, b) these relationships were mediated by OBSE and GSE, and c) narcissism weakened the relationship between talent pool membership and OBSE.

Limitations: Self-report measures may have left data vulnerable to social desirability bias. Also, a sample from one organisation limits generalisability of results.

Implications: The research suggests the need for differentiated talent strategies for organisations. Additionally, the importance of applying an understanding of the dark triad to talent management is highlighted.

Originality/Value: Using a naturally occurring talent management initiative elevates ecological validity and strengthens the robustness of findings. The moderating role of narcissism brings valuable novel contributions to talent management literature.

82 - SOCIAL CAPITAL IN JOB SEARCH: EXAMINING PREDICTORS AND OUTCOMES OF GENERAL VS. JOB SEARCH-SPECIFIC SOCIAL CAPITAL

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Purpose – The purpose of this study is to investigate predictors and outcomes of both general social capital and job search-related (i.e., domain-specific) social capital during the job search.

Design/Methodology – We collected data from unemployed job seekers at three points in time, as they went through unemployment agencies' workshops.

Results – We found different correlates for general social capital (i.e., psychological capital, learning goal orientation, job search behaviors, job search effort) compared to job search-specific social capital (i.e., conscientiousness, metacognitive activities). We also found that more conscientious job seekers built up higher levels of job search-specific social capital in the first two months of the unemployment agencies' workshops, which in turn led to higher levels of metacognitive activities and effort in their search for employment. Finally, we found that conscientious job seekers with high and average learning goal orientation (LGO) exerted more effort, but not those with low LGO.

Implications – Our results provide some insight into the relationships between social capital and job search, including the importance of differentiating general from job search-related (i.e., domain-specific) social capital.

Originality/Value – Little research has examined the role of social capital (i.e., kind, helpful, or friendly feeling or attitude available to individuals and groups; Kwon & Adler, 2014) during the job search process (e.g., McArdle, Waters, Briscoe, & Hall, 2007; Mouw, 2003; Vinokur & Caplan, 1987). This study further differentiates general from domain-specific social capital, as they might have different theoretical and empirical implications in the job search (Van der Gaag & Snijders, 2005).

83 - JUST SHARE IT? A MULTILEVEL INVESTIGATION ON PREDICTORS AND OUTCOMES OF SHARED LEADERSHIP

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Purpose

For modern organizations shared leadership becomes increasingly important. Based on adaptive leadership theory and social exchange theory we examine transformational leadership, trust and organizational support as predictors of shared leadership. Furthermore, we analyze the influence of shared leadership on team performance and creativity.

Design/Methodology/Approach/Intervention

In total 153 teams with 647 employees participated in our field study. Data collection took place at three time points. Team performance and creativity were assessed by team supervisors. To test our hypotheses, we used a multilevel path-model with Bayesian estimator.

Results

We found effects of transformational leadership and trust on shared leadership at the team-level and for trust and organizational support at the individual-level. Furthermore, shared leadership had a positive impact on team performance and creativity.

Limitations

Some teams did not participate completely in the study so that maybe not the whole variance of team behavior is captured.

Research/Practical Implications

Further studies should examine the differential effects of transformational leadership and organizational support on individual and team-level. Moreover, shared and vertical leadership could be analyzed on a daily basis to understand the interplay between both leadership sources. Based on the results, organizations can increase shared leadership behavior by focusing on transformational leadership and trust-building.

Originality/Value

This study contributes to the understanding of the antecedents and outcomes of shared leadership. Furthermore, the dynamic development of team processes based on an IPO-model is explored.

88 - HOW CAN WE MAKE MEETINGS MORE INCLUSIVE? AN INTERVENTION STUDY

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Purpose: When team members participate equally in discussions performance has been found to be higher (Wooley et al, 2010). However, methods of stimulating equal participation have rarely been studied. This research examines whether feedback and reflection can promote participation equality and behaviour change within teams.

Methodology: A quasi-experimental study was conducted to observe 101 student teams (515 participants) as they participated in a teamwork module. Teams were randomised into three conditions: 'feedback with reflection', 'reflection only' and 'control'. A real-time observation methodology (Farley et al, 2018) was used to measure participation equality and two participation behaviours (Bringing In and Shutting Out) during consecutive meetings.

After the baseline meeting, 'feedback with reflection' participants received information on their participation equality and behaviours. They also engaged in reflection activities designed to stimulate reflexive discussions. 'Reflection only' teams received the latter, but not the former. Control teams received neither.

Results: Multilevel analyses showed that 'feedback with reflection' teams did not participate more equally after the intervention, compared to 'reflection only' and 'control' teams. However, 'feedback with reflection' team members used significantly more Bringing In (compared to both other conditions) and Shutting Out (compared to control teams) post-intervention.

Limitations: Interrater reliability analyses showed that ICC levels were low to moderate. However, they were similar to levels reported in other real-time coding studies.

Practical Implications: Real-time coding captures behavioural statements as they occur, which facilitates the speedy delivery of feedback.

Originality: This is the first study to examine participation equality using a real-time coding approach.

90 - INTERDISCIPLINARY RESEARCH TEAMS – (NOT) ALWAYS THE SAME STORY?

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Keywords: team diversity, interdisciplinary work groups, teamwork challenges

Purpose

Complexity of our world's problems can only be resolved when integrating approaches of different disciplines. Therefore many researchers are challenged by working in interdisciplinary teams. Against the expectations interdisciplinary projects do not always tap their full potential and stress their employees with typical problems. Although this topic is of particular interest there are only few empirical studies regarding barriers in interdisciplinary collaboration. The goal of this qualitative study was to investigate which challenges are emphasized according to research area.

Design

We conducted semi-structured interviews with N = 32 interdisciplinary researchers from four research training groups; two in science and engineering (S&E) (bioengineering, human-machine-interface) and two in humanities and social science (H&S) (social trust, social-media communication). Researchers were asked about challenges, like communicational or methodological problems, prejudices or role conflicts.

Results

Results of qualitative content analysis showed that prejudices and stereotypes play an important role as a barrier to all interdisciplinary teamwork (91% of participants reported such problems). Especially profession-centrism (belief the own discipline is better than others) was shown to be a threat to successful cooperation (69%). Participants from S&E research groups, compared to H&S, showed more and graver problems regarding group dynamics, like role conflicts.

Limitations

Results of this qualitative study should be broadened with quantitative results from a larger sample.

Implications

Findings shed light on typical challenges in interdisciplinary teamwork and can help to reduce strain for employees in these work settings.

Originality

This study investigates for the first time empirically interdisciplinary challenges, comparing different research areas.

95 - INFLUENZA VACCINATION BEHAVIOR OF PHYSICIANS: PSYCHOLOGICAL SAFETY'S ROLE IN THE PREDICTION OF INDIVIDUAL BEHAVIOR

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Purpose. Studies have shown that psychological safety (PS) in teams is related to positive outcomes such as speaking up, and performance in teams. However, PS has also been shown to indirectly enhance detrimental behavior in teams. In our study, we want to gain more knowledge on how PS in teams affects individual behavior by integrating it into the theory of reasoned action. We test our model in the healthcare environment, looking at physicians' influenza vaccination behavior.

Design/Methodology/Approach/Intervention. 208 physicians of a Swiss hospital filled in our questionnaires at two time points (T1 = attitude towards getting vaccinated, perceived norm, intention and PS; T2 = vaccination behavior).

Results. We found that PS enhances the effect of attitude towards getting vaccinated on physicians' intention to get vaccinated which in turn predicts physicians' reported influenza vaccination behavior.

Limitations. We assessed self-reported vaccination behavior which might not be congruent with the objective behavior.

Research/Practical Implications. Our study enables a better understanding of PS's role in the prediction of individual behavior. We found that PS enhances the effect of individuals' attitudes on a specific behavior. Our results show that PS can have positive and negative side-effects by enhancing the influence of individuals' positive and negative attitudes.

Originality/Value. Our results can help to anticipate conditions under which PS might lead to detrimental behavior and how to counteract it.

98 - SUPPORTING MENTAL HEALTH IN THE WORKPLACE VIA PERSONALISED DIGITAL INTERVENTIONS: A LARGE SCALE RANDOMISED CONTROL TRIAL

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Digital health interventions can support positive behaviour change and are becoming increasingly popular for individuals and organisations to manage mental health. They are easily accessible, scalable, and provide return on investment. Problematically, there are only few science-backed smartphone applications on the market. This project aimed at validating a digital health intervention. Working with the European Union's Horizon 2020 research and innovation programme, we conducted a large-scale randomised controlled trial (RCT) at multiple companies in a naturalistic setting, using a smartphone application to reduce stress at work. The 'Kela' app is theoretically grounded in the job demands-resources model. As a digital intervention, it enables employees to understand their balance of demands and resources. Via a personalised evidence-based psycho-educational learning journey, employees can build further resources, and thus, reduce stress. Participants ($n = 367$) were recruited from multiple European businesses. The RCT ran for 4 weeks with 3 measurement points each 2 weeks apart, assessing indicators of stress, wellbeing, resilience, and sleep. The data was analysed by means of hierarchical multilevel analyses. The results suggest that using the app (vs. waitlist control group) significantly improved stress and wellbeing over time. Particularly using the sleep tracking function led to improved sleeping troubles. Theoretical and practical implications are discussed, focussing on the benefits of using technological solutions to mental health in the workplace to support organisations and their employees to thrive.

Summary:

Working with the European Union's Horizon 2020 research and innovation programme, Soma Analytics conducted the first large-scale, naturalistic, randomised controlled trial (RCT) using a smartphone application to reduce stress at work.

The 'Kela' app is theoretically grounded in the job demands-resources model. As a digital intervention, it enables employees to understand their balance of demands and resources and reduces stress by supporting employees as they build further resources via a personalised evidence-based psycho-educational learning journey.

Participants ($n = 367$) were recruited from European businesses. The RCT ran for 4 weeks with 3 measurement points each 2 weeks apart, assessing indicators of sleep, wellbeing, stress, and resilience. Theoretical and practical implications are discussed.

Introduction

Poor mental health is currently costing UK businesses £33-£42bn, the equivalent of £1,300 per employee per year in presenteeism, absenteeism, and turnover costs (Deloitte, 2017). One in six employees experience mental ill health at any one time (Lelliott, et al., 2008).

Technology can provide a solution, as individuals make use of the internet, social media, and smartphone technologies (Bolier & Abello, 2014). Accessible, scalable, and providing return on investment (Ebert, et. al., 2018), digital health interventions can support positive behaviour change and are becoming increasingly available for individuals and organisations to manage mental health. Unfortunately, the quality of such interventions differs widely (Bolier & Abello, 2014). There are few science-backed smartphone applications on the market, and even fewer applications designed for workplace interventions, looking at both individual mental health and overall organisational culture change. For instance, in a systematic review, only five of all evaluated apps by Donker et al. (2013) had supporting evidence from a randomised controlled trial, none of which are currently readily available on the market for businesses to access.

Kelaa Mental Resilience is a smartphone application created by Soma Analytics. It allows employees to measure their levels of wellbeing, stress, and resilience using validated scientific measures. An in-app sleep-tracker enables users to measure and track their sleep quality and quantity. Kelaa also provides evidence-based bite-sized interventions using sleep science, positive psychology, CBT, ACT, and mindfulness. Interventions tailored to support employees through workplace challenges are provided, with available interventions exploring topics such as workplace relationships, shift work, productivity, and work-life balance.

The Kelaa application is primarily based on the Job Demand-Resources Model (Bakker & Demerouti, 2007). Job Demands describe “those physical, social or organizational aspects of the job that require sustained physical or mental labour and are therefore associated with certain physiological and psychological costs” (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001, p. 501). Examples of Job Demands can be work overload, interpersonal conflicts, and job insecurity (Schaufeli & Taris, 2014), whereas Job Resources are defined as physical, social, or organisational aspects of a job that may (a) be functional in achieving work goals, (b) reduce job demands and associated physiological or psychological costs, or (c) stimulate personal growth and development (Demerouti et al., 2001, p. 501). Kelaa aims to help employees understand their current balance of demands and resources, and then to build further resources to meet the demands that they face. Overall, the app aims at helping them to reduce stress and thrive in the workplace.

The current research project aims at reducing the research gap in mobile health technologies in the workplace. The goal is to examine whether the digital health and wellbeing application ‘Kela’ can show statistically and functionally significant improvements in validated measures of stress, wellbeing, resilience, and sleeping troubles.

Hypotheses:

Compared to the waitlist control, participants in the “Kela App” group show a) lower levels of self-reported stress, b) higher levels of self-reported wellbeing, c) higher levels of self-reported resilience, and d) less self-reported sleeping troubles, after using the app for 4 weeks.

The effects are more intense the more a person uses the app over time.

Methodology

This intervention validation study was conducted as a randomised controlled trial (RCT). It followed a longitudinal experimental design, with participants being randomly assigned to one out of two different conditions: Kela App Use vs. Waitlist Control. The trial was conducted over a period of 4 weeks in a naturalistic setting. Measurements were taken at baseline (T1, Week 0), mid-intervention (T2, Week 2), and the end (T3, Week 4).

Kelaa App Use (experimental group): Participants in this group received access to the Kelaa App for 4 weeks.

Waitlist Control (control group): Participants in this group received no intervention and no tracking opportunity for the duration of the trial. Upon completion of the trial, participants in the control group received access to the Kelaa App.

Trial sites: Participants were recruited from 5 trial sites in organisations in the UK, Ireland, and Germany.

Ethics approval was provided through the European Commission Horizon 2020 Ethics Appraisal Procedure (European Commission, 2018). After finishing the trial, participants were thanked and fully debriefed. They had the opportunity to provide feedback on their personal experiences using the app and to suggest ways to improve their experience.

Measures

To assess change in the relevant variables over time, participants completed the same series of scales at each measurement occasion (T1, T2, T3). Reliability of all scales at all times was good or excellent. Participants were asked to answer the questions based on their experiences during the last 2 weeks. Self-reported levels of stress were assessed with the two subscales General Stress and Cognitive Stress from the Copenhagen Psychosocial Questionnaire - Revised Version (COPSOQ II; Pejtersen, Kristensen, Borg, & Bjorner, 2010). Subjective wellbeing was measured with the 7-items Warwick-Edinburgh Mental Wellbeing Scale (Tennant et al., 2007). We assessed resilience with the 13-item resilience scale (RS-13; Leppert, Koch, Brähler, & Strauß, 2008). Finally, participants were asked about sleeping troubles with the subscale Sleeping Troubles from the Copenhagen Psychosocial Questionnaire - Revised Version (Pejtersen et al., 2010).

Data analysis

To evaluate the efficacy of the Kelaa App (vs. Waitlist Control), the following were tested for: 1) between group differences, 2) within group changes over time, and 3) interaction effects of group and time. The data was analysed by means of hierarchical multilevel analyses for longitudinal data using HLM 7 for Windows (Raudenbush, Bryk, Cheong, Congdon, & du Toit, 2011).

All participants who adhered to their assigned group (i.e., Kelaa App Use group with at least one sign-in to the app and Waitlist Control group with no app use) were included into the analyses. Results of the analyses are based on n = 367 participants (Kelaa App group: n = 142; Waitlist control group: n = 225). As an indicator of whether using the app really improved the outcome variables, the number of completed sessions and the number of nights tracked were entered as an additional predictor.

Results

Stress & Wellbeing. As expected, there was an improvement in the self-reported experience of general stress and cognitive stress with a continuous time-trend towards experiencing less stress, as well as an improvement in the self-reported wellbeing with a time-trend towards reporting more wellbeing over time (significant time slopes). The difference between the two groups (group*time interactions) was significant for all three variables, indicating that persons in the Kelaa App group experienced a greater decrease in both general and cognitive stress and a greater increase in wellbeing over time. The more sessions participants in the Kelaa App group completed, the less stress they reported over time and the larger was their increase in wellbeing over time (sessions*time interactions significant).

Resilience. The significant time-trend indicated that participants reported more resilience over time (significant time slope). However, the difference between the two groups was not significant (group*time interaction not significant). Similarly, there was no significant difference between the two groups if app use intensity was included as a predictor (sessions*time interaction not significant).

Sleeping troubles. Self-reported sleeping troubles significantly decreased over time (significant time slope), but there was no significant difference between the two groups (interaction group*time not significant). As the app offers the option to track ones sleep, and thus, to focus specifically on improving this variable, the number of nights tracked was included as a predictor. The number of nights tracked turned out to be a significant predictor for the improvement in sleeping troubles (nights*time interaction significant).

Discussion & Conclusion

To reduce costs and keep UK businesses thriving, innovative solutions to mental health in the workplace are needed. Kelaa Mental Resilience supports employees to access the right resources at the right time to reduce stress, increase wellbeing, and build resilience.

The results of the RCT showed that employees using the Kelaa smartphone application improve resilience, wellbeing, stress, and sleeping troubles. The longitudinal experimental design and the naturalistic setting at different trial sites extends the ability to generalise results across environments.

Problematically, there was a large dropout rate over time and a high variability in compliance to app use in the experimental group. Further, scales used in the study may have measured rather 'traits' than 'states' (e.g., resilience), and might therefore not be sensitive enough to detect more subtle changes over time. Further, due to the naturalistic nature of the RCT, there is low internal validity: there were a range of factors outside of the app that could not be controlled for, and which therefore may have influenced the dependent variables over and above the trial.

Even with these limitations, this research suggests that there is a benefit to using scalable, technology solutions to mental health in the workplace to support UK business and their employees to thrive.

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100 - THE FRAGILE HARMONY WITHIN MANAGERS' PUBLIC SERVICE MOTIVATION AND WORK ENGAGEMENT IN PUBLIC SECTOR ORGANIZATIONS: A QUALITATIVE STUDY

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Purpose: The goal of the present study is to explore factors which may support or undermine public services motivation (PSM) and work engagement in the workplace. Specifically, the research focuses on the underlying motives behind managers' PSM and work engagement in public sector organizations.

Methodology: Twenty-eight interpersonal interviews were conducted with managers in various Israeli public organizations and employed open-ended questions designed to probe the respondent's internal subjective experience of his or her PSM and engagement at the workplace.

Results: Analysis of interviews yielded three very different motives to PSM and work engagement: Nature of task in the organization, 2. Career-life continuum, 3. Civil service rules.

Limitations: Since the study was based on a group of managers in the Israeli public sector, additional qualitative research is required on both managers and workers from different sectors to confirm the findings of this study.

Practical Implications: The findings may provide greater understanding through which to leverage motivations and maximize PSM and engagement at work.

Originality: To date, we still know little about how and whether PSM and work engagement act in concert to influence public servants' performance.

101 - ALTERNATIVE COPING WITH TIME AND PERFORMANCE PRESSURE AND ITS KEY FACILITATORS

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Purpose: Many employees have to cope with time and performance pressure. They often use strategies of work extensification (e. g. overtime) and intensification (e. g. a high work pace). However, those strategies are risky for employee well-being and health. Therefore, alternative, more favourable ways of coping and especially their preconditions were subject of a qualitative research study.

Design/Methodology: Research case studies were conducted in 5 different companies with a sequence of research steps: [1] preliminary discussions, [2] structured expert interviews and [3] - as core - semi-structured interviews with employees. In total, 45 employee interviews took place lasting 50 to 90 minutes. All interviews were recorded, transcribed verbatim and analysed with software-supported qualitative content analysis.

Results: Employees described a wide range of alternative coping behaviours which can be regarded as counter-strategies to prevent work extensification and intensification. To enable alternative strategies, key facilitators could be identified and assigned to different levels: [1] organization (e. g. participation), [2] team (e. g. social support, mindfulness) [3] task (e. g. autonomy, predictability) and [4] individual level (e. g. experience).

Limitations: Results cannot be generalized due to a preselected sample of professional service and knowledge workers.

Research/Practical Implications: Key facilitators on different levels should be considered to foster alternative coping with time and performance pressure e. g. through job design, organizational culture or team development.

Originality/Value: Alternative coping with time and performance pressure and its preconditions were assessed qualitatively with a multi-step case study design. Research with this focus and methodology is comparatively scarce.

102 - THE ENGAGEMENT AND ALIENATION OF PUBLIC HEALTHCARE WORKERS: THE ROLE OF PUBLIC SERVICE MOTIVATION

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Purpose: Given the backdrop of 'doing more with less', this study sought to shed light on how public service motivation (PSM) may interact with the public healthcare worker's perception of their job resources as well as their work unit's alignment to organizational values to influence engagement and alienation at work. Drawing on conservation of resources and person-environment fit theories, we hypothesised that the relationship between job resources and engagement/alienation will be strongest when PSM is low whereas the relationship between group value alignment and engagement/alienation will be strongest when PSM is high.

Methodology: An online questionnaire was completed in 2016 by 196 employees within two English public hospitals.

Results: Support was generally found for the propositions that PSM interacts with job resources and group value alignment to influence engagement and alienation. Additional analyses revealed that the commitment and compassion dimensions of PSM may be the most relevant to understanding these moderating effects.

Limitations: This was a cross-sectional self-report study of employees within one type of public service environment.

Research/Practical Implications: PSM may, on one hand, act as compensatory (personal) resource when there is a lack of job resources, and, on the other, acts to enhance the psychological effects of working in a work unit that aligns with the organization's values.

Originality/Value: This study provides insight into the specific motivational foundations of public service workers by examining how public service motivation, as a salient individual difference, influences the effects that the work context has on psychological outcomes.

103 - PERSONALITY TRAITS AND CREDIBILITY OF CSR MEASURES AS FACTORS OF SOCIAL REPUTATION OF FOOD RETAILERS

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Mayerhofer et al. (2008) analyzed the impact of CSR policies on the attitudes towards companies and brands using the example of purchasing instant coffee. Results revealed a sensitivity of consumers towards CSR activities of companies. Organic food is classed as credence goods – thus 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). Acc. to Yoon et al. (2006), the CSR measures implemented by a company are questioned critically and partly attributed to business-related marketing.

The aim of this study is to evaluate the influence of personality characteristics (values; locus of control; ambiguity tolerance), attitudes 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 Austrian consumers interested in sustainability.

It turned out that the higher the self-transcendence of a female consumer (PVQ universalism, benevolence), the more positive the attitude is towards CSR (or Cause-related marketing) of food retailers. The higher the self-transcendence of a male consumer (PVQ universalism) is pronounced, the more positive the attitude towards CSR (or CrM). Consumers who have assigned the property "sincere green projects" to the trading company showed higher a social reputation of the food retailing company than those who did not cite this characteristic. The sincerity of the ecological projects thus acts as moderating variable for the positive effect of CSR measures on the reputation of the company.

105 - HOW TO MEASURE EMPLOYEE WELL-BEING: A TAXONOMY OF CONSTRUCTS AND REVIEW OF MEASURES

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Purpose. The field of employee well-being (EWB) is burgeoning, and counts a multitude conceptualizations and measurement approaches. This review offers organizational scientists guidance in the selection and measurement of EWB constructs.

Methods. An integrative reviewing procedure was applied, because a systematic literature review would have been unfeasible (i.e. too much literature to cover) and undesirable (i.e. survey measures would be overrepresented). The review is guided by a construct and measure classification. The taxonomy of constructs is based on three dimensions: philosophic foundation, scope and stability. The classification of measures distinguishes between closed survey, word, behavioral, physiological and genetic measures.

Results. Measures of (state) job satisfaction, (state) work engagement, dispositional affect, mood, emotions, flow, psychological well-being and life satisfaction were reviewed. It became clear that closed survey measures remain to be the dominant measure for EWB constructs. Nonetheless, the review showed that EWB constructs can also be gauged using less traditional measures, hedonic ones like job satisfaction, life satisfaction, emotions and moods, in particular.

Conclusion. The review demonstrated that (i) the conceptual underpinnings of a construct play a pivotal role in the choice for of suitable measurement strategy, and (ii) novel measures of well-being show great promise. It is therefore suggested that the field of EWB measurement would advance by theory-driven measure selection, rigorous triangulation and multi-disciplinary collaboration.

106 - STEERING TOWARDS HAPPINESS: AN EXPERIENCE SAMPLING STUDY ON THE MOMENTARY HAPPINESS OF TRUCK DRIVERS

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Purpose. Truck drivers are at high risk for illbeing and unhappiness. Besides investigating the relationship between momentary happiness and subjective well-being (i.e. job and life satisfaction) and health constructs (i.e. self-reported health and feelings of stress), this study draws on the job demands-resources model to discover what makes them happy and unhappy during the day.

Design. Self-report survey data ($N = 4995$) generated by a convenience sample of 82 Dutch truck drivers served as input for correlational analyses and fixed effects panel regression analyses.

Results. The analyses showed that aggregated momentary happiness correlates with job satisfaction, life satisfaction, self-reported health and feelings of stress at work. Further, the results indicate that road congestion and employment contract are the only job demands that significantly influence momentary happiness during driving and at work, respectively. Social support of colleagues, flexible work hours and task variety further turned out to have a positive effect on momentary happiness at work.

Limitations. The list of activities in the ESM procedure was not exhaustive. All survey measures were single-item, and could in turn suffer from low reliability and validity. The representativeness of the sample could be low, due to self-selection and high drop-out rates.

Implications. Truck driving companies are urged to pay attention to the happiness of truck drivers, and design policies accordingly. Based on this study, it is suggested to provide fixed employment contracts, engage in careful scheduling to minimize driving on busy roads, facilitate flexibility in working hours, encourage colleague interaction, and offer task variety.

111 - EMPLOYEE RESILIENCE: THE INTERPLAY OF SLMX AND ELMX IN CONJUNCTION WITH FOLLOWERS NARCISSISM

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Purpose: We empirically test theorizing on the alignment of social and economic leader-member (SLMX and ELMX) approaches for employee resilience. Additionally, we explore a new approach to LMX relationships that views follower narcissism as a trait that is adaptive in certain contexts.

Design/Methodology /Approach/Intervention: Data is collected from 123 Dutch employees. We use polynomial regression analysis with surface response analysis to test the relationship between SLMX-ELMX interactions and employee resilience, as well as the moderating role of follower narcissism in this relationship.

Results: Findings indicate that for LMX to optimally contribute to employee resilience, SLMX needs to dominate over ELMX. However, for narcissistic followers, employee resilience is strongest at both the low SLMX-low ELMX end of the spectrum and at the high SLMX-high ELMX end of the spectrum, thus questioning the usefulness of an average or imbalanced shaping of LMX for narcissists' thriving in a dynamic organizational environment.

Limitations: Self-reported data.

Research/Practical Implications: By developing and nurturing reciprocal trust-based long-term relations with their followers, leaders can strengthen resilience. When being confronted with narcissistic followers, leaders need to additionally emphasize the transactional nature of the relationship to foster effective dealing with change and setbacks at work.

Originality/Value: Our study resolves a limitation of previous LMX studies, most of which have not accounted for narcissism as a dark-side follower characteristic. Our study indicates that the conventional understanding of LMX approaches, i.e. that SLMX is more useful for employee outcomes than ELMX, needs to be reconsidered under dark-side follower characteristics.

113 - ON THE HORNS OF A DILEMMA: HOW BYSTANDER-HELPING INTENTION IS AFFECTED BY PERCEIVED ORGANIZATIONAL SUPPORT, RELATIONAL IDENTIFICATION WITH THE SUPERVISOR, PERCEIVED VICTIM RESPONSIBILITY AND BYSTANDER

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Mehmet Peker, Aegean University, Department of Psychology

Previous research has investigated influence of individual characteristics on bystander help for mobbing victims. However, whether relational or organizational factors have an effect on bystander responses has yet to be investigated. We were interested in the interplay of organizational, mobber, victim and bystander characteristics. We assumed that bystander helping behavior can only be understood by the interactions of these factors. With this aim, we designed a $2 \times 2 \times 2 \times 2$ vignette study to test the effects of perceived organizational support (POS), relational identification with the supervisor, perceived victim responsibility and bystander empathy on the helping intentions of bystanders. POS, relational identification with the supervisor and attribution of responsibility were manipulated by scenarios. Empathy factor was measured with a scale. We hypothesized that for employees who do not identify with their supervisor, high POS increases helping intention, especially if they perceive victim as not responsible. A three-way interaction between POS, empathy and perceived victim responsibility was also hypothesized. We assumed that high POS and empathic bystanders report higher intention to help scores in the absence of perceived victim responsibility. Our sample consisted of 132 working adults. The results yielded two significant three-way interactions. Interestingly, empathic participants in the low POS and high-perceived victim responsibility condition reported higher helping intention. Moreover, empathic individuals who did not identify with their supervisor reported higher helping intention when they perceived victims as not responsible. We discussed the results in the context of Attribution theory, Skarlicki and Kulik's third-party reactions model, Empathy-Altruism Hypothesis and retaliatory behavior perspective.

116 - MANAGERS' PYGMALION LEADERSHIP BOOSTS SUBORDINATES' PERFORMANCE AND POSITIVE EMOTIONS: A FIELD EXPERIMENT

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The Pygmalion effect is a boost in subordinates' performance caused by raising managers' expectations. Pygmalion Leadership Style (PLS) is a set of behaviors managers use when their expectations of employees' performance are high. We tested an expanded Pygmalion leadership theory that includes emotional reactions among followers and evaluated the effectiveness of training designed to impart PLS to managers.

This was a randomized-rollout field-experiment in which 38 municipal department managers got PLS workshop training. The workshops couldn't be delivered to all at once; therefore, the control managers were deferred to a later date. We measured PLS and the dependent variables among 165 subordinates before the workshops and a month later. In the follow-up, the erstwhile control managers got their PLS workshops, rendering them a second experimental group. The dependent variables were measured for the third time to test the original hypothesis in the control-turned-experimental group and to test for sleeper or fadeout effects in the original experimental group.

Analysis detected significant treatment effects on PLS, confirming the manipulation check; trained managers were adopting PLS. Managerial self-efficacy among the experimental managers had increased, as had the efficacy they attributed to their subordinates. The subordinates experienced a significant rise in positive emotions. In the follow-up stage, utilization of PLS increased further, as did the boost in employees' positive emotions.

Conclusion: creating Pygmalion effects through training enhances not only managers' leadership and managerial self-efficacy but also their subordinates' positive emotions. This was the first confirmation of the positive impact of PLS on subordinates' emotions.

130 - THE “BEAUTY” JOB CRAFTING AND THE “BEAST” OVERCOMMITMENT: PROMOTING EMPLOYEES’ WELL-BEING IN THE ELDERLY CARE SECTOR

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Purpose. To analyze the moderation effect of over-commitment in the job crafting - well-being relationship, in the elderly care sector in Spain.

Design/methodology. A cross-sectional design was implemented and a sample of 353 participants were assessed using the Job Crafting Questionnaire, an adaptation of the Over-commitment Scale from the ERI-Q, and the General Health Questionnaire (GHQ-12).

Results. A positive interaction between relational and task crafting and over-commitment is observed in the prediction of well-being levels. The effect of over-commitment in the task crafting – well-being relationship proved to be statistically significant when opposed to low, medium and high levels of over-commitment. The effect of over-commitment in the relational crafting – well-being relationship proved to be statistically significant only when opposed to medium and high levels of over-commitment. A direct and simple effect was observed between cognitive crafting and well-being, not moderated by over-commitment.

Limitations. Implementation of non-behavioral measurements, and non-longitudinal designs are suggested. The development of behavioral measures for job crafting is encouraged, along with the implementation of longitudinal designs sensitive to changes in over-commitment. Possible over-commitment results are biased by an economically contracted environment.

Practical/research implications. Job crafting training, over-commitment early detection, and further research on job crafting strategies' preferences, are suggested.

Originality. The moderating role of over-commitment in the job crafting - well-being relationship in the elderly care sector represents one of these attempts to better understand evidences of how work-related efforts modify a worker's psychological functioning and adaptation, reason why, especially in contexts of uncertainty, its study becomes relevant.

131 - IS LAUGHTER THE BEST MEDICINE? THE ROLE OF HUMOR IN RESPONSE TO WORKPLACE INJUSTICE

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Purpose

Workplace injustice is a ubiquitous occurrence that evokes strong negative reactions in employees, including negative emotions. Recent enquiry explores how employees can recover from injustice. We investigate the efficacy of humor in managing injustice. Drawing on emotional regulation theory, we test whether humor regulates the effects of workplace injustice on negative emotions and whether additionally, it can elicit positive emotions.

Design/Methodology

We present two online studies (survey, experiment) with workers. Study 1 explored whether people higher in trait humor experienced more positive (happiness) and less negative (anger) emotion than those lower in trait humor. Study 2 tested whether humor creation related or unrelated to an injustice manipulation influenced positive and negative emotions via two regulatory pathways; distraction and reappraisal.

Results

We show that trait humor serves to up-regulate happiness in study 1. In study 2, we found marginally greater support for humor serving as a form of distraction in eliciting happiness, and that both reappraisal and distraction reduced anger.

Limitations

We relied on retrospective memory in study 1, and though we tested causality in study 2, there is a lack of generalizability to 'real' workplaces. We focused on proximal outcomes of emotion rather than distal consequences of injustice and humor.

Research/Practical Implications

We contribute to a nascent line of enquiry on managing workplace injustice episodes, finding that laughter can be the best medicine.

Originality/Value

We explore the efficacy of a novel technique for managing in-situ responses to injustice, which has the potential for spontaneous use in many contexts: humor.

134 - LINKING VISIONARY LEADERSHIP AND CREATIVITY: A MULTI-LEVEL INVESTIGATION FROM THE GOAL PERSPECTIVE

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Purpose

This study examined how the dual-focused visionary leadership contributes to both employee and team creativity through goal-relevant mechanisms.

Design/Methodology/Approach/Intervention

Data were collected from multiple sources, comprising 272 employees from 75 teams from various companies in China. Hierarchical linear modeling analysis (HLM) was used to test the hypotheses.

Results

The results indicate that employee-focused visionary leadership not only directly increased employee creativity, but also indirectly enhanced employee creativity through goal congruence. Team-focused visionary leadership indirectly increased team creativity through team goal commitment. Moreover, we found a cross-level influence that team goal commitment contributed to employee creativity.

Limitations

The data was collected from various industries; thus, the question arises to what extent the findings are generalizable.

Research/Practical Implications

This study is one of the first to establish the benefits of visionary leadership on evoking creativity individually and collectively, and reinforce a goal approach to studying the different mechanism in these relations. These results also practically suggest that it will behoove leaders to adopt a dual focus for visionary behaviors in managing creativity.

Originality/Value

Examining the positive effects of visionary leadership on both employee and team creativity simultaneously demonstrates the utility of dual-focused visionary leadership in the creativity realm. Identifying mediators of the goal congruence at individual level and the goal commitment at team level, this study provides insights on adopting the goal perspective as a lens to understand the role of visionary leadership in-depth.

135 - CHALLENGE STRESSORS IN DAILY WORKING LIFE – JUST SCRATCHING THE SURFACE? THE INFLUENCE OF TIME PRESSURE AND JOB COMPLEXITY ON STRAIN AND ENGAGEMENT. A COMPARISON OF WITHIN- AND BETWEEN-PERSON EFFECTS.

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Purpose:

Within the challenge- hindrance framework time pressure or job complexity are typically classified as challenging factors promoting positive (e.g. work engagement) as well as negative (e.g. strain) outcomes. Most empirical research about the effects of challenge stressors is either focused on within- or between-person effects. By simultaneously testing within- and between-person relationships the aim of this study is to gain a deeper understanding of the nature of challenge stressors.

Design:

We conducted a diary study over five consecutive work days with a sample of N = 95 (58.9% females) employees. We employed multilevel analyses to compare the relationship of challenge stressors (time pressure, job complexity) on irritation (as indicator for strain) and work engagement at the between and the within-level.

Results:

Multilevel analysis showed a positive relationship of time pressure with irritation as well as engagement (controlling for strain) at the between level, but not on a day-level. Whereas job complexity showed to be positively related to irritation and engagement on the day-level, but not on the between-level.

Limitations:

Results of this study are based on self-report data increasing common method bias. Cognitive appraisal processes as potential mediating mechanisms were neglected in this study.

Implications:

Further research should focus on intra- and interindividual differences and investigate personal or organizational resources which can buffer the negative impact of challenge demands on strain.

Originality/Value:

With this research we gain a deeper understanding of differing within-and between-person effects of challenge stressors. Not all challenge stressors have the same effects on intra- and interindividual level, as would be expected.

136 - DOES PROVIDING OPPORTUNITIES GENERATE CREATIVITY? TWO EXPLANATORY MECHANISMS AND BOUNDARY CONDITIONS OF THE PARTICIPATIVE LEADERSHIP-CREATIVITY RELATIONSHIP

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Purpose

Based on social cognitive theory and social exchange theory, this study identified the motivational and exchange-based mechanisms that simultaneously link the participative leadership-employee creativity relationship, and proposed that employee identification with leader acts as a moderator in the relation between participative leadership and employee creativity.

Design/Methodology/Approach/Intervention

Multi-sources data were collected from 409 leader-follower dyads in China at two points in time.

Results

Participative leadership affects creativity via the simultaneous influences of creative self-efficacy and supervisor-subordinate guanxi. Furthermore, only the effect of supervisor-subordinate guanxi is conditional on the moderator (identification with the leader) for the path from participative leadership to employee creativity.

Limitations

Given the partial mediation effects, other potential mechanisms should be considered.

Research/Practical Implications

The results of the parallel mediation effects practically suggest that participative leaders can exert more exchange-based influences through building guanxi with their subordinates, rather than motivating their subordinates creative efficacy, to trigger creativity. The results also enrich current knowledge regarding how individual differences may explain the effectiveness of participative leadership.

Originality/Value

As one of the first to concurrently examine the two parallel and complementary mediating pathways in the leadership-creativity relation, the study extends our understanding that the exchange-based mechanism is more important than the traditional motivation-based mechanism in linking participative leadership and creativity. The results also evidentially support the applications of participation philosophy in the Chinese context to effectively manage employee creativity.

142 - LEADER UNETHICAL BEHAVIOUR DEPENDS ON THE DEGREE OF POWER AND MACHIAVELLIANISM

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Purpose

A widespread belief suggests that power corrupts. But we posit that individuals differ in how they use their power. We examined the effect of power and individual differences on unethical behaviour.

Design

Using incentivised experimental games, in study 1 we manipulated power by the number of followers and the amount of control a leader had over the followers' outcomes. In Study 2, we manipulated the understanding of leader's position with regards to responsibility. In responsible condition, leaders directly decided the followers' outcomes but in control condition, followers' outcomes were decided randomly. We measured leaders' Moral Disengagement and dark triads.

Results

We found no support for a general effect of "power corrupts". However, in study 1 (N=80) we found a positive interaction effect between Machiavellianism and power predicting leader's unethical behaviour. No such relation was found for Moral Disengagement.

Results of the study 2 (N=128) showed that narcissism increased the likelihood of leader's unethical behaviour in positions with responsibility. But in positions with no responsibility, leader's Machiavellianism predicts leader's unethical behaviour.

Limitations

Manipulating power by using real followers and money required substantial resources. Future research should try to replicate our findings in a more efficient design, with larger sample size.

Practical Implications

This study highlights the importance of personnel selection for high stake positions with regards to the narcissistic and Machiavellian orientations.

Value

Manipulating real power protects the design from any confound and demand effects.

143 - RECIPROCITY BETWEEN PERSONAL RESOURCES, GOAL COMMITMENT AND GOAL ATTAINMENT-A CROSS CULTURAL PERSPECTIVE

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Reciprocity between personal resources, goal commitment and goal attainment-A cross cultural perspective

Purpose: The current study is a cross-cultural test of conservation of resources theory. Specifically, it hypothesized that personal resources, including self-efficacy, optimism and subjective well-being have reciprocal relationships with goal commitment and goal attainment at work.

Methodology: In a two-wave longitudinal study, data were collected from 793 sales professionals in France, Pakistan and the United States. Furthermore, predictors and outcome variables were tested on time-lag basis. Values were incorporated to confirm cultural differences among three study countries.

Results: Findings from multigroup cross lagged path analysis confirmed the reciprocal model as the best fit to data (i.e. CMIN= 18.488, DF= 6, P< .05, CFI= .990 and RMSEA= .072) across all three countries. Corresponding waves from all three countries were partially invariant at metric and scalar level. Cross lagged path analysis for each country individually also confirmed reciprocal model as the best fit. This validates the dynamic relationships between all study variables over time and also indicate the portability of personal resources across cultures.

Limitations: Data collected at only 2 time points and English version of scales used for Pakistani sample are the main limitations of this study.

Research/Practical Implications: Evidence from different cultures is another step towards further development of resource based goal striving concepts. Another contribution is the test of revised Portrait Values Questionnaire (PVQ-RR) in Pakistani settings.

It justify the importance of training interventions related to personal resource, commitment enhancement and self-regulation at work.

144 - HIGH PERFORMANCE WORK SYSTEMS AND TOP TALENT RETENTION: TESTING A MODERATED-MODERATED-MEDIATION MODEL

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Purpose: Examines the relationships between high performance work systems (HPWS) and top-talent retention and boundary conditions (moderated-moderated-mediation), specifically: human capital (mediation) and Porter's quality focused strategy and R&D relationship learning (moderators). Hypothesize positive effects from HPWS and human capital on retention and positive moderating effects from quality strategy (quality emphasis stimulating employees) but detrimental moderating effects from R&D relationship learning (involves networking with outside customers/suppliers – exposing top-talent to potential (future) employers).

Design/Methodology /Approach/Intervention: Self-reported survey of 241 firms. Analysis in SPSS with PROCESS 3.1 to test a moderated-moderated-mediation model (model 18).

Results: HPWS influenced top-talent retention and human capital partially mediated this effect. Quality strategy was directly (positively) related to top-talent retention, although R&D relationships was not directly related. Significant interaction effects highlighted the detrimental influence of R&D relationship in combination with quality strategy. A significant moderated-moderated-mediation index is found and analysis highlights that the mediating effect of human capital varies at quality strategy levels: effects being positive at low and average levels of R&D relationships, but negative at high levels of R&D relationships.

Limitations: Self-reported data, although analysis showed common method variance was not present.

Research/Practical Implications: Understanding the boundary conditions of HPWS and highlighting the complexity conditions under which talent can be retained.

Originality/Value: Studies of employee turnover rates fail to focus on the retention of top-talent, which is arguably a more important factor for firms than simply turnover. The extensive boundary conditions have not been previously explored.

145 - WORK-LIFE BALANCE AND TURNOVER INTENTIONS OF TOP EXECUTIVES: A MODERATED--MEDIATION MODEL EXPLORING KNOWLEDGE SHARING

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Purpose: Examines the relationships between work-life balance (WLB) and turnover intentions of top executives - examining job burnout (emotional exhaustion, cynicism) as mediators. We add knowledge sharing as a moderator and combine to test for moderated-mediation: hypothesizing a boundary condition whereby the mediating effect of job burnout on turnover intentions is limited if the executive believes they are rewarded for knowledge sharing in their organization.

Design/Methodology /Approach/Intervention: Self-reported survey of 127 top executives (range of firm size). Analysis in SPSS with PROCESS 3.1 to test a moderated-mediation model 8.

Results: WLB negatively related to emotional exhaustion, cynicism, and turnover intentions, with the job burnout dimensions fully mediating the influence of WLB on turnover intentions. Knowledge sharing was directly and negatively related to cynicism and interacted with WLB towards job burnout. Significant interaction effects highlight that high knowledge sharing is beneficial for cynicism irrespective of WLB levels, but high knowledge sharing is detrimental towards emotional exhaustion at high WLB. A significant moderated-mediation effect indicated that the mediating effect of cynicism varies at levels of knowledge sharing: effects being significant and negative at levels around the knowledge sharing Mean, but non-significant at higher levels, indicating a boundary condition from knowledge sharing.

Limitations: Self-reported data, although analysis showed common method variance was not present.

Research/Practical Implications: Understanding boundary conditions on turnover intentions highlights the complexity conditions under which executive talent can be retained.

Originality/Value: Studies of turnover intentions often ignore job burnout and boundary condition identification provides nuanced understandings not previously explored.

148 - EFFECT OF OVERALL ORGANIZATIONAL JUSTICE PERCEPTIONS ON EMPLOYEE VOICE BEHAVIOUR

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Purpose: To study the effect of overall organizational justice perceptions (OJP) on promotive and prohibitive voice behaviour of employees.

Design: A survey was conducted using an online Google form. The sample consisted of 106 respondents, recruited through convenience sampling.

Results: The results revealed that OJP has a significant effect on prohibitive voice behaviour but OJP did not have a significant effect on promotive voice behaviour.

Limitation: Employees' OJP may be affected by the organization's work values and practices. Respondents for this study belonged to different organizations. Practices and values salient to their organization may have therefore affected their OJP and voice behaviour. Data if collected from only one organization can provide better insight.

Research/Practical Implication: This study extends our understanding of how OJP can encourage prohibitive voice behaviour. It provides an evidence that employees are willing to challenge the status quo even if others disagree, when they perceive their organization to be fair. Hence, organizations should create fair work experiences for employees to encourage them to raise concerns about work practices or incidents harmful for the organization.

Originality: Voice behaviour unlike 'voice' has not been empirically examined before in relation with OJP. Examining justice holistically helps us understand justice as employees see it, unlike the facet based approach. This study also highlights that prohibitive and promotive voice behaviour are shaped by different antecedents.

149 - INTERACTIVE EFFECTS OF DAILY WORK DEMANDS AND AUTONOMY ON WELL-BEING TRAJECTORIES

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Based on job demands-resources theory, this study used a dynamic approach to investigate interactive effects of daily work demands and autonomy on within-person trajectories in well-being across the day. Due to similarities in employees' and students' work characteristics, we collected data from 64 students using a diary study design. Well-being (i.e., momentary vitality, fatigue) was measured with four questionnaires each day on four consecutive workdays, while work demands (i.e., quantitative and qualitative demands) and work resources (i.e., autonomy) were measured once a day after work. We hypothesized a three-way interaction between time of the day, work demands, and autonomy on vitality, such that vitality decreases more strongly over the day if demands are high and resources are low. A similar interaction was expected for fatigue, such that the increase of fatigue will be stronger over the day if demands are high and resources are low. Results of multilevel analyses showed that changes in well-being indeed depend on daily work conditions. We found a significant three-way interaction of time, quantitative demands, and autonomy on fatigue as expected, but not on vitality. Additionally, there was no significant interaction involving qualitative demands. This study is among the first to examine propositions of job demands-resources theory using a dynamic approach. The findings highlight the necessity to consider within-person trajectories in well-being and their dependency on fluctuations in daily work characteristics. Future research should further develop this idea by including additional work demands and resources and by using different samples, including employees or volunteer workers.

154 - EMPLOYEE BURNOUT IN MOBILE WORK: THE ROLE OF QUANTITATIVE WORKLOAD AND MOBILITY-RELATED SUPPORT

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Purpose Drawing on the job demands–resources model of burnout and the action-regulation theory, this study examines the role of general and mobility-specific working conditions of mobile workers in the IT sector.

Methodology We used cross-sectional data relating to 398 mobile IT-service workers in three organizations. Hypotheses were tested using moderated multiple regression analysis.

Results We found that the quantitative workload, as well as mobility-related social support predict burnout in mobile IT-service work. In addition, we found evidence that mobility-related organizational support might moderate the relationship between quantitative workload and burnout.

Implications The results confirm that mobility-related support plays an important role in understanding the development of burnout in mobile work. The study suggests that, in addition to reducing quantitative workload, fostering mobility-related social and organizational support may improve well-being for mobile workers.

Limitations The cross-sectional design of the study affects the ability to draw valid and reliable conclusions about causality in the relationship between working conditions with burnout.

Originality The study extends the body of research related to action regulation theory and the JD-R model and is the first to examine the specific importance of mobility-related support in the context of mobile workers.

159 - WORK MOTIVATION AND PERFORMANCE AMONG MALAYSIAN INSURANCE SALES AGENTS: SALES APPROACHES AS MEDIATORS

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Purpose

This study examines potential mediating effects of sales approaches (Customer Orientation or Selling Orientation) in the relationship between work motivation (Intrinsic or Extrinsic) and insurance sales agents' performance.

Methodology

A cross-sectional design was utilized by sampling 378 insurance sales agents in Malaysia that were required to complete Selling Orientation-Customer Orientation scale, Work Preference Inventory and insurance salespeople's performance scale through Google survey.

Results

Through Structural Equation Modelling, this study found that customer orientation mediates the relationship between intrinsic motivation and performance, however, selling orientation does not mediate the relationship between extrinsic motivation and performance.

Limitations

The relationship between sales approaches and insurance sales agents' performance could be affected by time, as customer orientation is a long term practice that build trust and rapport between agents and clients, whereas sales orientation is a coercive tactics to boost sales in a short term, thus harmful to the agents-clients relationship. In the long term, the outcome in agents' performance would differ by the approaches used.

Implications

The results has provided a better understanding of how work motivation affects insurance sales agents' performance through sales approaches, thus, training programs on customer orientation should be provided to train agents to be more customer focused to improve performance.

Values

This study provided a better understanding on the intricate connections between insurance sales agents' work motivation, sales approaches and performance. Understanding sales approaches helps agents to be aware of the sales tactics used in different selling needs.

160 - EFFECTS OF PROLONGED JOB INSECURITY ON BIG FIVE PERSONALITY CHANGE

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Purpose: Job insecurity is known to have detrimental effects on work motivation, health and subjective well-being. We intend to study whether beyond these short-term effects, prolonged job insecurity can result in personality change over the long run. Drawing on the cybernetic Big Five theory, we propose that prolonged job insecurity will be associated with an increase in neuroticism and a decrease in agreeableness and conscientiousness, the three traits reflecting stability.

Design: We used matched data from 1,245 employees over a nine-year period from the Household, Income and Labor Dynamics (HILDA) Survey in Australia. Job insecurity and other controls (i.e., job control, time demand and job stress) were measured in all years; personality was measured in the first, fifth and ninth years.

Results: The results of a structural equation model specifying variables across two time frames (Time 1 to Time 4, Time 5 to Time 9) showed that, in each time frame, prolonged job insecurity over four years consistently predicted an increase in neuroticism as well as a decrease in conscientiousness and agreeableness, as theorized. As expected, the results showed null or unreliable effects of prolonged job insecurity on extraversion and openness, the two traits reflecting personality plasticity.

Implications and Originality: This study reveals the significant impact of job insecurity on one's personality when experienced over a prolonged period, thus extending literature on the negative impact of job insecurity. This study also sheds light on theories in personality development, showing how individuals' personality can be changed over time by job experiences.

**161 - EMPLOYEES' PSYCHOPATHY AND COUNTERPRODUCTIVE WORK BEHAVIOR –
THE DIFFERENTIAL IMPACT OF INDIVIDUAL RESILIENCE**

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Purpose: As former research has shown, psychopathic individuals are prepared to engage in counterproductive workplace behavior (CWB) in order to achieve work-related goals. However only few of the previously conducted studies differentiate between the subtypes of psychopathy: primary and secondary psychopathy. In this study, based on the strength model of self-control, it is hypothesized that secondary psychopathy is positively linked to CWB whereas primary psychopaths, due to the availability of further individual resources do not need to use CWB. In addition to the main effects and based on the assumption that resilience generates alternative goal-attaining strategies it is assumed that an individuals' resilience buffers the effect between psychopathy and CWB.

Design: A daily-diary-study has been conducted throughout the course of one week. A total of N = 193 employees were included in the statistical analysis (multilevel modeling).

Results: As hypothesized secondary psychopathy was positively related whereas primary psychopathy was unrelated to CWB. An individuals' resilience buffered the effect of primary psychopathy on CWB toward individuals. Against predictions resilience intensified CWB toward individuals in secondary psychopaths.

Limitations: Data is solely based on self-reports and future studies should include colleagues in order to assess work/team climate.

Implications/value: The results highlight that individual resilience in combination with other personal traits might not necessarily lead to positive outcomes for the work environment. This implies the necessity of gaining a holistic picture of employees' personality structure in order to be able to supply human-resources development measures which are beneficial on individual as well as team-level.

162 - COMMUTE-TO-WORK AND EMPLOYEE WELLBEING IN ISTANBUL

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Purpose – The present study aims to understand the impact of commute-to-work time on employee wellbeing in Istanbul's complex and cosmopolitan setting. In doing so, it tests the resource-drain and detachment from work arguments associated with commuting time and wellbeing.

Methodology – Data are drawn from the 2015 European Working Conditions Survey (EWCS). This provides data from 2000 workers in Turkey. Commute time is measured in minutes. Dependent variables include job satisfaction, work meaningfulness, work-life balance, job sustainability, physical and psychological wellbeing. Control variables include working conditions (e.g., full-time, private sector, permanent job, occupation and education level) and demographics (e.g., age). Data were analysed using the PROCESS SPSS macro for testing indirect effects.

Results – Findings show that compared to those living in rest of Turkey, workers in Istanbul report significantly higher commute-to-work time and poorer work-life balance, job satisfaction, physical and psychological wellbeing. The latter effect is in part attributable to commute-to-work time.

Limitations – EWCS provides nationally representative yet cross-sectional data. This limits causal attributions between the relationships observed. Secondary data also does not allow more in-depth understanding of the commuting time, e.g., different commuting arrangements and satisfaction with commute.

Implications – Findings support a resource drain perspective to the relationship between commute-to-work and wellbeing. In cosmopolitan cities, like Istanbul, where infrastructure may not necessarily be adequate, commute-to-work time adds another layer of pressure to working day.

Originality – The paper contributes to our understanding of complexities of work in urban settings and have implications for improving employee wellbeing.

168 - LEADING ORGANIZATIONAL CLIMATE CHANGE: A MULTILEVEL LATENT GROWTH MODEL OF HIGH-INVOLVEMENT, SERVICE CLIMATE, AND PERFORMANCE

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Throughout the literature, leaders are assumed to play a critical role in establishing work climates that explicate the policies, practices, and procedures related to expectations of employee performance. Additionally, several models exist proposing how organizational-level involvement-based systems are related to lower-level constructs, such as service climate. The current study advances these literatures by introducing and testing a multi-wave model of climate development that begins with high-involvement leadership, which is derived from recent work on involvement-based climates. We propose and test a model in which high-involvement leadership leads to the development of a multiple-stakeholder service climate, espousing the importance of both service to employees and service to customers, which subsequently impacts employee performance. We test this model via multi-level latent growth modeling using three-wave data collected during a real-world intervention within a cancer treatment hospital ($N = 552$). The results from the intervention demonstrated the effectiveness of high-involvement leadership to impact change in both service climate and employee performance, thus contributing in theory and practice. We further discuss the implications of the study along with opportunities for subsequent research.

169 - THE SELF LEFT AT HOME: HOW HYPOTHETICAL HOME SELVES INFLUENCE EXPATRIATES

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Purpose - The purpose of this paper is to further our understanding of expatriation experiences. We introduce the construct of the hypothetical home self, defined as a counterfactual of the self that is situated in an expatriate's home country. Drawing upon the literature on self-comparisons, we investigated how the comparison between the current expatriate self and a better or worse hypothetical home self influences the expatriate's cognition (e.g., host country satisfaction, intention to repatriate) and behaviors (e.g., person-environment fit behaviors, home country job search, cultural identity manifestation), controlling for national identity salience and cross-cultural adjustment.

Design/ Methodology - In Study 1, we surveyed international students ($N = 218$). In Study 2, we surveyed expatriates ($N = 233$) on two occasions separated by a period of 6 months.

Findings - Our studies provide preliminary evidence for the effect of hypothetical home selves on expatriation outcomes over and above adjustment and national identity salience. Our studies also highlight pathways from cognitions (e.g., satisfaction) to behaviors (e.g., home country job search), suggesting that hypothetical home selves have an indirect effect on expatriates' behaviors.

Limitations - We relied on self-reported questionnaires.

Implications Research on expatriation has focused largely on cross-cultural adjustment as a driver of expatriates' cognitions and behaviors. The present paper suggests hypothetical home selves as an antecedent to these variables, thereby providing a novel perspective on expatriation.

Originality/ Value - This research enhances our understanding of the complex identity processes involved in cross-cultural transitions.

173 - EXAMINING FAKING BEHAVIOUR IN A HIGH-FIDELITY JOB APPLICATION SIMULATION

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Purpose

Faking by job applicants on personality assessments is difficult to study. Experimental manipulations in laboratory studies provide poor representations of real job applications. Field studies comparing applicants to non-applicants are plagued with endogeneity because applicants do not choose jobs at random. Finally, almost no faking research includes behavioral criterion variables, thus whether faking compromises validity is unknown. To address these limitations, this study employed a novel within-subjects design with a high-fidelity job application manipulation and objective performance measure.

Method

We assessed the personalities (HEXACO-PI-R) of 189 MTurk participants under research conditions. Three months later, participants applied for a competitive opportunity to undertake a high-paying task on MTurk. We explained that selection would be contingent on their diligence, perfectionism, and fairness/integrity, and we measured their personality under applicant conditions. We then 'selected' all participants to perform an error-checking task.

Results

Significant increases from research to application conditions were observed on the perfectionism, diligence, and fairness facets. Performance was better predicted by the facets measured under research conditions than applicant conditions.

Limitations

First, participants applied for a one-off task rather than an 'enduring' job. Second, personality correlated very weakly with the performance task.

Research/Practical Implications

People elevated their scores substantially on selection-criterion related trait scales when in a competitive application. Personality scores collected under applicant conditions were less predictively-valid than those collected under research conditions.

Originality/Value Discussion

There are very few within-subjects studies of faking behaviour involving a truly competitive selection situation, and fewer studies that incorporate a behavioural criterion measure.

175 - UPDATING LEADER-MEMBER EXCHANGE THEORY:THE STATUS OF LEADERS AND FOLLOWERS AS DETERMINANTS OF THEIR RELATIONSHIP

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Over the past 40 years, it is firmly established that LMX has important positive effects on various individual and organizational outcomes, such as job satisfaction and performance. We propose new hypotheses to update LMX theory, thereby adjusting it towards the rapidly changing employment relations and organizational context of the 21st century. We mainly aim to do so by introducing the concept of social status into LMX theory, thereby taking into account the social context of the relationship.

Status is inherent to each position in a social network and stems from performances and competencies. Status may therefore vary over time and differ across networks. Depending on their status in multiple networks, both leader and member bring resources to the LMX relationship, and thereby affect its quality. For example, as a member has resources available in his networks, this may reduce his dependency on the leader, thereby lowering his motivation to invest in the exchange relationship.

Since October 2016 we are gathering longitudinal data among both supervisors and their PhD students at Ghent University (Belgium), tracking social status and the LMX relationship. We follow dyads with starting and potentially ending relationships. The preliminary results indicate a positive association between social status and LMX. A better understanding of the role that social status plays in the emergence, maintenance and dissolution of LMX relationships, will give us a more complete picture of the role of LMX in modern organizations.

Authors: Roeliene van Es (PhD student), Prof. Katia Levecque (Promoter), Prof. Frederik Anseel (Promoter)

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187 - FAKING IN THE EMPLOYMENT INTERVIEW – A COMPARISON BETWEEN TELEPHONE AND FACE-TO-FACE INTERVIEWS

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This research project is the first empirical investigation in the field of personnel selection, exploring the occurrence and differences of faking in telephone interviews compared to face-to-face interviews. To do this, an explorative laboratory study and an online-survey were conducted. The laboratory study simulated a realistic personnel selection process for an internship in the field of human resources, using a between-subject design. It has a sample size of $N = 56$ probands, composed of students. The sample size of the online-survey consists of $N = 356$ probands. We could prove a significant difference between the ability and the opportunity to fake in telephone and face-to-face-interviews. The ability to fake is higher in the face-to-face interview, whereas the opportunity to fake is higher in the telephone interview. The willingness to fake and the faking behavior of the probands did not show any significant difference between the two interview types. By calculating a frequency analysis we could prove the importance of nonverbal communication for faking in the employment interview. As a result we suggest a modification of the faking model of Levashina und Campion (2006) by adding nonverbal communication as antecedence of the ability, willingness and opportunity to fake. In terms of the raising usage of video interviews in personnel selection, including nonverbal communication, the model need to be proved in further research. In follow-up studies, one should aim to recruit a more heterogeneous sample in order to be able to transfer the results to other cohorts besides students.

198 - EMPLOYEE STRESS AND BURNOUT IN TERRORISM-RIDDEN AREAS; A LONGITUDINAL APPROACH

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Purpose: This study aims to investigate the relationship of effort-reward imbalance (ERI) on employee burnout (BO), organizational injustice (OI) and sensitivity to terror (STT).

Methodology: The study applies longitudinal approach, comprises two data waves of three months' time. Using a 432 sample size data collected from four big cities in Pakistan where terrorist attacks are rampant and collected during a period when terrorist attacks were at a peak. Hypotheses are tested using AMOS 22 and hierarchical regression.

Results: We found negative relationship between ERI and burnout. OI mediated the influence of ERI on BO. The conditional effect of the mediation of organizational justice was significant in three of the sensitivity to terror conditions but it weakened, becoming non-significant, when the level of sensitivity to terror was low. We also found that sensitivity to terror (STT) significantly moderated ERI and burnout.

Research limitation: Various classical limits are associated, limitations includes self-reports, cross-sectional design and single country setting.

Practical implications: The study findings expand our knowledge of the ERI on employee burnout, the role of OI and the role of STT. The findings of this study suggest that effort-reward imbalance and employer injustice in terror-ridden firms can be balanced through developing collective policies for those in upper level management and lower level management positions.

Originality/value: This is the first study to empirically examine the sensitivity to terror on employee burnout and is of value to firms operating in terror-ridden areas.

199 - ENSURING SUSTAINABLE HIGH PERFORMANCE IN THE DIGITAL WORKPLACE

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The digital workplace creates a dilemma between the benefits of an entrepreneurial workstyle enabled by communication and collaboration technology and the drawbacks of increasing performance expectations, constant connectivity and a blurring line between work and non-work, which makes it difficult for employees to detach from their work. Our research addresses the question how employees can achieve both, a high level of well-being and an outstanding work performance.

We follow Antonovsky's approach of Salutogenesis and look at a sample of high performing individuals in the bruising environment of a global software company. We combine physiological stress measurements (heart rate variability) and semi-structured interviews regarding employees' working life.

Despite similarities of the objective work situation, individuals in our sample display differences in the sustainability of their performance. Our analyses reveal a strong Sense of Coherence (SoC) among the sustainable high performers (SHPs). SHPs make sense of job demands and see them as challenges instead of problems. SoC enables the development and application of coping strategies so that employees can craft their work to achieve well-being. Our findings suggest that psychological detachment explains differences in the sustainability of work practices. Employees with higher stress levels were aware of the importance of detachment for their well-being but did not enact detachment strategies consequently, whereas those with low stress levels actively engaged in detachment and consciously disconnected from their work. Our results can enrich human resources management in providing a basis for interventions to improve well-being.

202 - REVITALIZATION AND RESURRECTION: LEADERSHIP IN THE DYING CHURCH

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Purpose:

The percentage of Canadians attending weekly religious services has consistently declined and aged over the past 20 years. For example, the United Church of Canada has reported closing or amalgamating approximately 50 churches a year (Brown, 2015). This research examines leadership challenges in organizations (i.e., churches) facing decline.

Design / Methodology:

Sixteen religious leaders were interviewed about their experiences, including their leadership philosophy, challenges faced in their leadership role, how they make meaning of change, and the role of spirituality versus religion in people's lives. Transcripts were coded using abductive thematic analysis.

Results:

Interviewees acknowledged the challenges of leading in an environment where formal religion is, increasingly, not a central social theme. They noted the spiritual, philosophical, and practical problems associated with keeping faith central in people's lives. Themes capturing dyadic-focused, transformational, and servant leadership were prevalent.

Limitations:

Conclusions are limited by the number, denominations, and geographical clustering of interviewees.

Implications:

Results provide insight into the challenges of church leadership, many of which are made more complex by expectations commonly attached to leaders in these contexts (e.g., pastor as servant) and by virtue of our increasingly busy and "connected" world.

Originality / Value:

This research provides insight into dilemmas facing a population understudied in the literature – religious organizations and their leaders.

**204 - CAREER-RELATED EVENTS, JOB SEARCH SELF-EFFICACY AND JOB SEARCH OUTCOME:
INTEGRATING A NEW PERSPECTIVE OF THE EVENT SYSTEM THEORY**

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The current career construction literature has predominantly focused on individual characteristics (e.g., career adaptability) as antecedents of individuals' job search outcome. This may overlook other possible antecedents from alternative theoretical approaches. In this paper, in light of career construction theory, we integrate the event-system theory and investigate the impacts of both career adaptability and career-related events, more specially, the dimensions (i.e., novelty, disruptiveness, criticality, and controllability) and aspects (i.e., positive versus negative) of these events on graduate students' job search self-efficacy and job search success. Drawing upon a sample of 214 graduate students in China, the results show that for positive events, the levels of its criticality and controllability are positively related to individuals' job search self-efficacy and job search success, while its novelty is negatively related to individuals' job search self-efficacy and job search success. For negative events, only the level of its controllability is found to be positively related to individuals' job search self-efficacy and job search success. Furthermore, we find the mediating effect of job search self-efficacy in linking dimensions of events and job search success is significant. Overall, this study brings an event-based perspective into the existing career construction theory, and adds to the range of possible antecedents that can impact individuals' career-related attitudes and outcomes.

209 - A QUALITATIVE INTERVIEW STUDY OF JOB CRAFTING AMONG TEACHERS IN PRIMARY EDUCATION

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Purpose

About one in five employees in the Dutch education sector reports burnout complaints (Statistics Netherlands, 2018). Job crafting can prevent burnout. To date, we lack an in-depth understanding of how A) primary teachers craft their jobs, B) workplace stakeholders support their job crafting, and C) teachers' job crafting can be counterproductive to colleagues. This study aims to explore these topics using the Job Demands-Resources classification of job crafting (Tims ea, 2012).

Design

To acquire rich insights into primary teachers' experiences, in-depth interviews (17) were conducted. These interviews were transcribed verbatim and analysed through open, axial and selective coding (Boeije, 2014).

Results

Job crafting includes: following courses (increasing structural resources), asking colleagues for support (increasing social resources), delegating tasks (lowering hindrances) and integrating personal interests into teaching (increasing challenges). The results illustrate the important roles of colleagues and students in triggering teachers to craft their jobs. Counterproductive consequences of job crafting for colleagues include an increased workload.

Limitations

An example limitation is that participants might not have remembered all job crafting behaviours accurately.

Research implications

Quantitative, longitudinal studies are needed to address, among others, the counterproductive consequences of teachers' job crafting for the sustainable employability of colleagues.

Value

To our knowledge, this is the first study to shed a light on the many creative ways in which teachers in regular primary education craft their jobs. The results suggest the relevance of a professional school climate where teachers are trusted to inspire each other with productive job crafting behaviours.

212 - ORGANIZATIONAL JUSTICE: AN EXPERIMENTAL INVESTIGATION OF INTERPERSONAL ANTECEDENTS USING THE HEXACO-MODEL

C. Richard Hossiep (1) - Stephanie Weiler (1) - Viktoria Baumeister (1) - Gerhard Schewe (1)

University of Münster, Münster, Germany (1)

Purpose:

A number of studies has investigated the impact of personality on Organizational Justice but very few have used the recently advanced HEXACO-Model of personality. Drawing on the HEXACO-model we wanted to examine both the effect of personality on Justice perceptions as well as the interaction of different Justice Dimensions.

Design:

To investigate the relative importance of justice dimensions we created vignettes that suggested high/low distributive and/or informational justice resulting in a 2x2 experimental design. To investigate the impact of personality on justice perceptions we collected data on the participants' personality using self-ratings of the Honesty-Humility, Emotionality and Agreeableness – the conceptually most relevant – factors of the HEXACO-personality inventory. We collected data in two studies, Study 1 consists of more than 250 responses from randomly recruited participants and Study 2 includes more than 250 responses, using a crowdsourcing platform.

Limitations:

Possible limitations include the suitability of our vignette case for manipulation of the justice dimension. Furthermore, as the data is cross-sectional the generalizability might be limited.

Research/Practical Implications:

Our results from both study 1 and study 2 suggest that there are meaningful interactions between justice dimensions perceptions. Further we find a moderation effect of the Honesty-Humility-factor on distributive justice: People scoring high on Honesty-Humility are less prone to experiencing high distributive Justice.

Originality/Value:

To our knowledge this is the first time that the HEXACO-model has been linked to individual Justice Dimensions. Despite all Justice Factors being positively related, research on justice dimension differences might be a fruitful area for further research.

**215 - UNCOVERING THE EFFECTS OF TEAM OPENNESS TO EXPERIENCE ON TEAM CREATIVITY:
THE ROLE OF PSYCHOLOGICAL SAFETY**

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Aston University, Work and Organisational Psychology, Birmingham, United Kingdom (1) - University of Liverpool, Liverpool, United Kingdom (2) - University of East Anglia, Norwich, United Kingdom (3) - Aston University, Birmingham, United Kingdom (4)

Purpose: Although the effects of openness to experience on individual creativity are well established, research on how this effect might unfold in a team context is scarce. Building on the team climate perspective on team creativity, we argue that mean openness to experience in teams leads to a climate of psychological safety which, in turn, facilitates creativity, and that this mediation effect becomes stronger as the project creative requirements of the team increase.

Design: The proposed moderated mediation model was tested across two independent studies, the first comprising 35 business student teams working on a ten-week project, and the second comprising 28 professional teams from the automotive industry.

Results: Team mean openness to experience was positively associated with team creativity via psychological safety, and this relationship was strengthened under conditions of higher project creative requirements.

Limitations: The sample size in each study was relatively small at the team level and future research should consider other potential mediating mechanisms beyond that of psychological safety.

Research/Practical implications: Our findings not only contribute to theoretical understanding regarding the relationship between team personality composition and team creativity, but also provide much-needed insight into how, and under what conditions, team mean openness to experience leads to higher team creativity, thus enabling us to delineate several practical implications.

Originality /Value: This study is the first to explore how team mean openness to experience can lead to creativity.

216 - IMPACT OF CREATIVE AND INNOVATIVE LEADERSHIP ON EMPLOYEES TASK PERFORMANCE: A MODERATED MEDIATION MODEL OF THRIVING AND CONSCIENTIOUSNESS

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Over the years the researchers have studied various constructs of leadership extensively, however, to gain sustainability and stay competitive, organizations are needed to focus on creativity and innovation. It is essential for organizations to be creative and innovative so that may gain efficiency and success. We examine the impact of creative and innovative leadership behaviors on employees' task performance in a study of 453 employees and their 79 immediate supervisors in software companies of Pakistan. Drawing on self-determination theory, we develop a moderated-mediation model that investigates the effects of supervisors' creative and innovative behaviors on employees' task performance.

The results indicate the importance of creative and innovative leadership that has positive impact on employees' task performance, and that this relation was mediated by thriving at work. We further found that the effect of thriving on task performance was contingent on a consciousness.

Our study contributes that leaders' behavior and individuals' personality trait play significant roles in facilitating thriving at work and that thriving is an important means by which managers can enhance employees' performance. Concerning the greater impact of creativity and innovation for organizations, the managers should conduct the trainings with their focus on to creative and innovative leadership behaviors. Thus, creative and innovative leadership behavior is expected to assist managers in nurturing and supporting creativity and innovative behavior at the individual level. Also, managers may take advantage of training efforts by creating a formal mechanism by which employees meet frequently to share issues concerning to their work.

223 - NOT EVERYBODY THRIVES THE SAME WAY: THE IMPACT OF APPROACH MOTIVATION ON WELL-BEING AND PERFORMANCE VIA GROWTH STRENGTH IN SKILL UTILIZATION

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Purpose. Building on an antecedents of work design perspective, we investigate person-level attributes that explain changes in skill utilization over an extended time frame. We hypothesize that performance approach motivation (PAPM, i.e., workers drive towards showcasing their performance) and avoidance motivation (PAVM, i.e., workers' tendency to avoid performance situations) are person-level growth factors of skill utilisation: PAPM enhances skill utilization, whereas PAVM diminishes skill utilization. Further, we expect a positive relationship of skill utilization with wellbeing and performance over time.

Design/ Methodology. We collected longitudinal survey data from 104 employees in 3 waves across 4 years and tested a moderated mediation model using hierarchical linear modelling.

Results. PAPM moderated the effect of time on wellbeing and job performance via skill utilisation. That is, workers high on PAPM increased skill utilisation over time, whereas workers low on PAPM showed no growth. We found no moderation effect for PAVM.

Limitations. The use of self-report measures and lack of objective performance data are limitations of this study.

Research/ Practical implications. We contribute to the literature by illuminating how interpersonal differences (i.e., motivational orientations) can shape work characteristics over time.

Originality/ Value. This study contributes towards a better understanding of skill utilization in the workplace. Furthermore, the longitudinal data and the multi-level framework on person-level attributes and within-person changes contributes towards identifying variables that explain how skill utilization changes.

Keywords: skill utilization, approach motivation, avoidance motivation, job design, longitudinal modeling

224 - PERSONALITY AND VALUES: COMPARING AND CONTRASTING LIGHT VOLUNTEERS, REGULAR VOLUNTEERS AND NON-VOLUNTEERS.

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Purpose: Many services provided in society rely on volunteers, but finding and retaining volunteers can be challenging. This paper examines the differences between 'light' volunteers (less than 60 hours a year), 'regular' volunteers (60 hours or more), and non-volunteers.

Design: A large scale project was conducted assessing values (Schwartz 21 values), personality (BFI2) and demographics of 7000 people. A subset of 4004 where asked about their volunteering activities and the groups were compared using ANOVAs with post hoc comparisons.

Results: In terms of personality, all volunteers were higher on extraversion, openness and agreeableness than non-volunteers. Regular volunteers were slightly higher on conscientiousness than light volunteers and light volunteers were slightly more conscientious than non-volunteers. Finally, regular volunteers had significantly lower negative emotionality than did light and non-volunteers. For values, regular volunteers scored lower on the values of hedonism and achievement than both other groups, non-volunteers scored higher on security than all volunteers, and all volunteers scored higher on the values of tradition and universalism (social) than non-volunteers.

Limitations: Participants who did not volunteer 60 hours or more a year were not asked how many hours a year they volunteered therefore we are not able to determine whether it substantially different than 60 hours.

Research/Practical implications: Through finding differences between light, regular and non-volunteers, we can better understand the different preferences of each group and how to address them.

Originality/Value: Previous research has investigated the value and personality differences between volunteers and non-volunteers but has not looked for differences between people who volunteer regularly and those that volunteer intermittently.

225 - RIGHT JOB OR NOT? – THE ROLES OF ORGANIZATIONAL ENGAGEMENT, SUPPORT AND VIRTUAL COMMUNITY TRUST

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(1)

Purpose

The purpose of this paper is to investigate the impact of organizational support (OS) and virtual community trust (VCT) on organizational engagement (OE) and person-job-fit (PJF) in virtual temporary work relationships. The emergence of the platform economy has changed the work environment fundamentally and enabled the increase of new ways of organizing work, such as temporary organizing and the increase of self-employment. Consequently, we need to reinvestigate the predictors of employee commitment and well-being in this new context of work.

Design/Methodology

We propose a theoretical model on the relationship between OS, VCT and OE as predictors of PJF. Our model draws support from social exchange theory (Cropanzano & Mitchell 2005) and the model of antecedents and consequences of organizational engagement (Saks 2006).

Results

Based on our data of 128 experts contracting on digital platforms, VCT has a strong positive effect on OE, and both VCT and OE have a positive effect on PJF. However, the role of OS in these atypical work relationships was found to be non-significant.

Limitations

The data itself is rather limited although it provides interesting insights for future research.

Research/Practical Implications

Through identifying the antecedents of employee commitment and well-being in virtual platform work, it is possible to increase our understanding of how to enhance the working climate in atypical work relationships.

Originality/Value

This paper provides new insight and empirical evidence to the significance of trust as a source of positive work behavior and as a source of organizational engagement in virtual temporary work relationships.

226 - DIGITAL FLUENCY – A KEY COMPETENCE TO PERFORM IN THE DIGITAL AGE?

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Purpose: The digital transformation represents both an opportunity and a challenge for organisations. Therefore, employee competencies which may enable organisations to exploit the advantages of the digital change gain in importance. However, only little research on such competencies has been conducted in the field of I/O psychology. We address this research gap by conceptualizing and validating a competence which may help organisations to succeed in the digital age. In a nutshell, we propose that digital fluency – “the ability to reliably achieve desired outcomes through use of technology” (Briggs & Makice, 2011, p. 6) consisting of implicit and explicit technological knowledge and technological self-efficacy – will positively affect employees’ task performance, technology related performance and their technology application.

Design/methodology/approach: Study hypotheses are tested among a multisource, time-lagged sample of a German medium-sized company with 300 employees.

Results: We validate the new digital fluency scale and find positive relationships on task performance, technology related performance and technology application.

Limitations: Common method variance might have influenced the relationship between digital fluency and technology application. However, the risk of biased results is reduced by the fact that the technology application scale consists of items which ask for actual behaviour rather than personal perceptions.

Practical Implications: We introduce digital fluency as new employee competency in the digital age that might be by specific leadership and HR practices.

Originality values: We introduce and validate a new scale that can enable more systematic research in the field of I/O psychology on the pressing issue of the digital change.

228 - IMPLICIT TEACHER THEORIES: A HIDDEN GENDER BIAS IN HIGHER EDUCATION

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Purpose

Students' teaching ratings influence university rankings as well as teacher success. However, this is problematic, if student ratings are driven by cognitive biases and/or unrealistic expectations. This study tests implicit biases and their influence on Higher Education teachers.

Method

201 UK University students participated in a scenario study with a 2 (male x female) x 2 (experienced x inexperienced) factorial design. Participants were asked to indicate how likely it would be that a University teacher they were imagining would exhibit 65 different attributes.

Results

We found five factors determining implicit teacher theories: student focus, dynamic teacher, teaching focus, manageable workload, and organized teacher. To be viewed an "ideal" teacher, women needed to have a significantly higher student focus, needed to be seen as more organized, and had to be perceived as a more respected researcher. This is particularly true for inexperienced women, while significantly less student-focus was expected from inexperienced males. Results are in the tables/figure below.

Limitations

This study surveyed students at different levels of their studies. It would be important to conduct a longitudinal study to track student's perceptions over time.

Research/Practical Implications

To fulfill student expectations, female teachers, in particular the inexperienced, will have to invest more time and resources into teaching to achieve good ratings, potentially putting them in a disadvantaged position to succeed in their research.

Originality/Value

Male and female students expect more from females in order for them to be seen to provide excellent teaching. This puts unequal pressure on early career females.

TABLE 1: Implicit Teacher Theories: Items and factor structure

The lecturer...	Student focus	Manageable	Teaching focus	Dynamic	Organized
applies theory to practical examples	-.758		.234		
is responsive to questions	-.698				
stays behind after class to answer questions	-.671				
follows clear objectives in each module	-.669				
gives constructive feedback	-.616			.232	
handles questions in class well	-.613				-.231
is dedicated to helping students	-.583				
does not make time to talk to students (R)	.562	.257			
expects students to do too much work (R)		.867			
presents content at too high a level (R)		.785			
expects too much of students (R)		.782			
provides material that is too difficult (R)		.773			
provides materials that are unclear (R)		.550		.203	.269
is more interested in teaching than research			-.869		
is more interested in research than teaching (R)			.780		
is dry (R)				.826	
presents information in a boring way (R)				.817	
is dull (R)				.783	
is dynamic & energetic	-.205			-.647	
is easily distracted (R)					.847
is disorganised (R)					.843

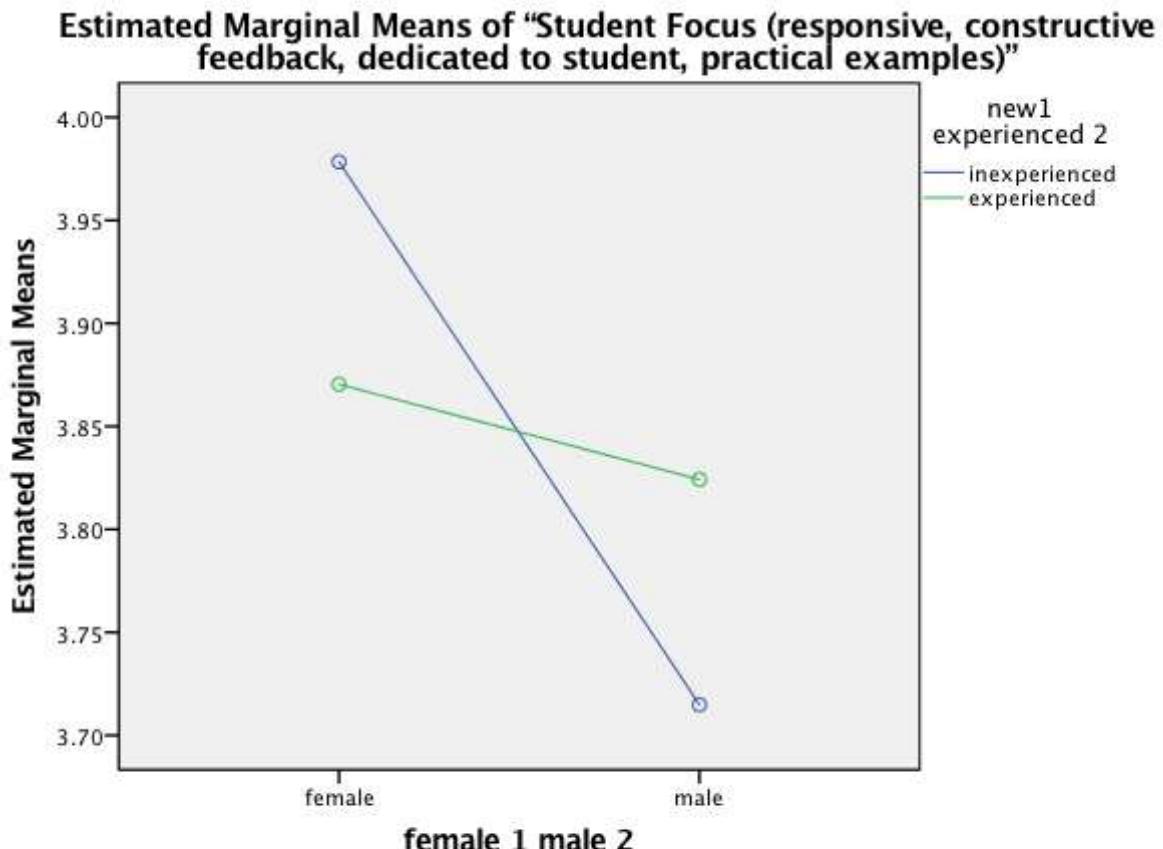
Note: (R) denotes reversed coded items.

Table 2: Means, standard deviations, t-value for Gender differences, correlations.

1. Student Focus	3.89	0.60	2.72**					
2. Dynamic	3.67	0.78	0.95	.62**				
3. Teaching focus	3.09	0.83	-0.26	.23**	.22**			
4. Manageable	3.53	0.73	0.14	.47**	.37**	0.13		
5. Organized	3.80	0.83	1.81*	.35**	.28**	.19**	.31**	
6. Respected in research	3.43	0.96	3.04**	.39**	.27**	-.21**	0.08	.31**

Note. df=174. ** p<.01, *p<.05.

Figure 1: Interaction between Gender and Experience for Dimension “Student Focus”



Covariates appearing in the model are evaluated at the following values: "dynamic, engaging" = 3.6115, "Teaching focus" = 3.0821, "Manageable workload and expectations, clear (originally negative factor)" = 3.5197, "organised, focused (originally negative factor)" = 3.7761

Note: Univariate Analysis ($F=27.78$, $df=7$, $p<.001$). Gender ($F=6.25$, $p<.01$), Experience ($F=0.00ns$), Gender*Experience ($F=3.08$, $p<.01$).

230 - THE INFLUENCE OF SELF-INITIATED EXPATRIATES' LOCAL LANGUAGE PROFICIENCY ON REACTIONS TO PSYCHOLOGICAL CONTRACT BREACH

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- Kedge Business School, Marketing, Talence, France (2) - Open University Hong Kong, Kowloon, Hong Kong (3)

Purpose

This paper studies the impact of local language proficiency on psychological contract (PC) dynamics between perceptions of breach, feelings of violation and workplace deviance for self-initiated expatriates (SIEs). SIEs decide to move to another country and are locally employed. Healthy employment relations depend on effective communication. It is likely that local language proficiency influences SIE reactions to negative PC changes.

Design/Methodology /Approach/Intervention

A sample of English-speaking SIEs working in a local language environment (N=218) participated in our study. The moderated mediation model was tested with PROCESS.

Results

Results revealed a significant interacting effect of local language proficiency on the relationship between breach and violation: lower levels of language proficiency lead to increased violation feelings following breach. Furthermore, a significant index of moderated mediation indicated that local language proficiency also moderates the indirect effect of breach on deviance through violation.

Limitations

This study focuses on English-speaking SIEs working in local companies. More research in different language and industry settings is needed to better understand the importance of language for SIEs in PC dynamics.

Research/Practical Implications

This paper expands PC literature by providing new insights into the employment relationship for an ever-growing group of international employees. We contribute to practice by providing insights to employers on how to improve SIE PC dynamics.

Originality/Value

SIE research mainly focuses on large MNCs with English as company language. We study SIEs working on local contracts in local language environments.

231 - COMPETENCIES FOR EVIDENCE-BASED MANAGEMENT IN HOSPITAL SETTINGS

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Purpose: Evidence-based management (EBMgt), which focuses on the quality of the evidence used in decision-making, is being heralded as a way to improve managerial decision-making. Considering that it is managers who must adopt this approach, identifying the competencies necessary for them to do so is imperative. Accordingly, the aim of this study was to identify the competencies of evidence-driven middle-managers within hospitals.

Methodology: Qualitative data was collected using semi-structured interviews and the critical incident technique from 36 executive managers from 11 hospitals in Lebanon about the competencies of evidence-driven middle managers with whom they work. Observer-report was used to reduce self-report response biases

Results: Using content analysis, 16 competencies were identified and grouped into four domains: technical (ex. research knowledge), cognitive (ex. systematic thinking), interpersonal (ex. relationship management), and intrapersonal (ex. adaptability). These competencies were either functional, facilitating the performance of specific core steps of EBMgt, such as research knowledge which contributes to the acquisition of evidence, or foundational, enabling an evidence-based approach as a whole, such as adaptability. Further, while many competencies overlapped with healthcare management competencies in the literature, some such as openness to change remained unique to the current model.

Limitations: This study is limited by the relatively small sample size, the inclusion of only executive managers, and the focus on hospital settings in Lebanon.

Implications: The competency model can guide training initiatives aimed at building the necessary capabilities among managers in the era of data.

Originality/Value: This is the first competency model of evidence-driven middle managers in hospital settings.

232 - EVIDENCE-BASED MANAGEMENT IN HOSPITAL SETTINGS

Lina Daouk-Öyry (1) - Tina Sahakian (2) - Charlotte Karam (3) - Fons van de Vijver (2)

American University of Beirut, Suliman S. Olayan School of Business and Evidence-based Healthcare Management Unit, Beirut, Lebanon (1) - Tilburg University, Department of Culture Studies, Tilburg, Netherlands (2) - American University of Beirut, Suliman S. Olayan School of Business, Beirut, Lebanon (3)

Purpose: Evidence-based management (EBMgt) seeks to encourage the use of practices with the best evidence for their effectiveness, consequently improving managerial decisions. There is, however, limited understanding and theorizing on how EBMgt plays out in different decisional and organizational contexts. Accordingly, the aim of this study was to conduct an in-depth examination of EBMgt among managers in hospital settings and, using this evidence, develop a theoretical model of EBMgt.

Methodology: Qualitative data was collected using semi-structured interviews and the critical incident technique from 36 managers from 11 hospitals in Lebanon.

Results: Using Gioia, Corley, and Hamilton's (2013) approach, a model was identified depicting that the way evidence is utilized in decisions (to improve decisions, gain support, or justify an a priori choice) is influenced by managers' motives and the characteristics of the decision itself. Managers' choice of the sources of evidence is a function of factors relating to the evidence, individual, organization, healthcare system, and nation. Managers conceptualize evidence in EBMgt as not just the 'best available evidence' but the 'best available evidence' that aligns with resource, political, cultural, and ethical constraints at the level of the individual, organization, and nation.

Limitations: This study is limited by the small sample size and the inclusion of only executive managers.

Implications: The model supports the conceptualization of EBMgt as a multi-level phenomenon, expressed at the individual level and influenced by factors at different levels, and requiring cross-level collaboration.

Originality/Value: This empirically driven and theoretically informed model of EBMgt in hospital settings addresses the gap in the literature.

236 - ATTACHMENT, PERFORMANCE AND WELLBEING: THE MEDIATING EFFECT OF LEADER-MEMBER EXCHANGE

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Purpose

In this study, we draw on theories from the close relationships literature to interpret leadership dynamics in the workplace. We argue that leader and follower attachment styles, cognitive models that are formed by individuals' life experience and relationships with significant others, are associated with leader-member relationship quality (LMX) as well as work outcomes (e.g. well-being and performance). We hypothesise that LMX mediates the relationship between attachment insecurities (attachment anxiety and avoidance) and work outcomes. We further propose that, in leader-follower dyads, the perceived LMX quality is contingent not only on an individual's attachment style, but on the attachment style of their dyadic partner. Finally, we investigate whether individuals' political skill is able to buffer the negative effect of attachment insecurity on LMX quality.

Design/Methodology

The study adopts a longitudinal quantitative design with a sample of nursing and doctor teams from a large local hospital in China. Data are being collected at three time points, with three-month gaps in between each wave. Currently we have completed the first two waves, and sample consists of 592 responses (66 teams) from both leaders and followers.

Results

Multilevel modelling will be adopted to analyse the data. Findings will be presented.

Limitations

Data were collected in healthcare industry alone. Although the effect of gender is controlled, the number of female participants is significantly larger than male participants due to the nature of the occupation in China.

Originality/Value

This study has taken into account both leader and follower traits and skill in terms of their influence on relationship quality, capturing the interdependent nature of the leadership process.

237 - COMPARING TASK AND KNOWLEDGE CHARACTERISTICS IN TWO DIFFERENT MODALITY OF WORK (ON-SITE AND TELEWORK)

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The purpose of this research was to explore the work design, in particular the characteristics of tasks performed and knowledge required by them, comparing on-site workers and teleworkers. The sample was composed of 417 Brazilian on-site workers and 119 Brazilian teleworkers. Two dimensions of the Work Design Questionnaire developed by Morgeson and Humphrey (2006) were applied. These dimensions sought to understand the workers' perception about the task and knowledge characteristics. Data were analyzed using SPSS v. 21. Results showed that knowledge characteristics remain the same in the two work modalities. Teleworkers perceived some of the tasks characteristics as attributes more present in work than the on-site workers, mainly regarding autonomy and feedback of the task itself. This research did not address other dimensions that involve work design, which should be studied in future research, like social characteristics of work. It is believed that social characteristics are mostly modified when changing the work modality. Soon, organizations will need to improve how they manage telework so organizational performance can be achieved in the best way possible. Results evidenced that work itself is not different in distinct modalities, so organizations do not need to change it to implement telework. Studying work design in this modality is important to the creation of norms and guidelines that regulate telework so it can be applied in the best way.

238 - A SYSTEMATIC REVIEW AND META-ANALYSIS OF LEADERSHIP, ORGANISATIONAL IDENTITY AND ORGANISATIONAL IDENTIFICATION DURING CHANGE

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Purpose: To synthesise existing understanding in the literature regarding the relationships between leadership, organisational identity and follower organisational identification, through the lens of organisational change.

Methodology: A systematic review was undertaken, integrating research conducted between January 2005 and May 2017 that focused on the relationships between a range of leadership styles, organisational identity and follower organisational identification, within the context of organisational change ($k = 104$). A meta-analysis ($k = 62$) then examined the correlation between followers' perceptions of leadership styles and their organisational identification.

Results: The systematic review highlighted positive relationships between a range of leadership styles, organisational identity and follower organisational identification. The relationship between followers' perceptions of leadership styles and organisational identification was substantiated via the meta-analytic review, which established a moderate and significant pooled correlation between the constructs ($r = 0.47$, $k = 62$, $N = 22,649$). Seven of the eight leadership styles examined were positively correlated with organisational identification.

Limitations: The correlations included in the meta-analyses were based on employee ratings (i.e. of their leader and organisational identification). Potential publication bias was also evident.

Research/Practical Implications: Results suggest that leaders, through their actions, can have a positive impact on organisational identity and followers' organisational identification. Furthermore, leaders can foster these connections in a variety of ways rather than subscribing to one particular leadership style.

Originality/Value: This research presents the first known systematic review examining the relationships between the four research constructs, and the first meta-analysis examining a range of leadership styles and their relationship to followers' organisational identification.

239 - TELEWORKERS' PERCEPTIONS ABOUT THE DIFFERENCES BETWEEN TELEWORK AND ON-SITE WORK

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Universidade de Brasília, Social and Work Psychology, Brasilia, Brazil (1) - Universidade de Brasilia, Social and Work Psychology, Brasilia, Brazil (2)

This study aimed to compare teleworkers' perceptions of tasks and knowledge characteristics, comparing telework and on-site work situations. The sample was composed of 111 teleworkers from two different Brazilian public organizations of the executive and judicial power. The participants had previous experience with on-site work in the same organization. A translated, adapted and reduced version of the Work Design Questionnaire by Morgeson and Humphrey (2006) was applied with 13 items associated to a scale (1= Less than On Site Work, 2=On Site Work, 3=Higher than On Site Work). The answers were analysed using SPSS v. 21. No statistically significant results were found regarding the perception of Work Knowledge Characteristics. Regarding Task Characteristics, the high percentage of answers stand-out, indicating that telework gave them more autonomy to manage work when compared to on-site work. It was not possible to analyse social characteristics that can impact these perceptions. The sample analyzed is homogeneous in terms of activity they perform and educational levels, so results cannot be generalized. With support of information and communication technologies, it was observed that it is possible to implement telework, preserving the same degree of complexity and nature of tasks. It is suggested that future research and instruments include other factors and variables of the organizational context that can vary when comparing teleworkers and on-site workers.

245 - KEEP RESILIENT AND CARRY ON: ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL RESILIENCE

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Purpose: Organizations have to strive in an uncertain and challenging environment. Hence, the role resilience has played at work has been of special interest in the last decade, although empirical research is still scant, especially regarding the antecedents and the consequences resilience has. In this study we analyze the role corporate social responsibility plays towards employees (CSRE) in the promotion of resilience at work, and how resilience results in organizational learning capability (OLC) and firm performance. **Methodology:** Structural equation modeling was used to test our model with a sample of 296 companies from different sectors. **Results:** Results show that CSRE had a positive influence on organizational resilience, which in turn affected firm performance via OLC. **Research/practical implications:** We empirically showed how important the activities aimed at taking care of employees are, and how CSRE for employees, helps build stronger organizations. Moreover, our study has extended empirical clarification concerning the underexplored relationship between resilience and the outcomes of organizational performance by unveiling the mediating role OLC has in this relationship. Practical implications in terms of further human resources management activities are also discussed.

Keywords: Organizational resilience, corporate social responsibility, organizational learning capability, firm performance.

246 - MEASURING SUCCESSFUL AGEING IN ORGANISATIONS: DEVELOPING AND TESTING A SUCCESSFUL AGEING AT WORK SCALE

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Purpose. It has become imperative to support individuals in sustaining longer but also healthy and productive working lives. Whereas the advantages of promoting and enabling successful ageing at work (SAW) have been widely acknowledged, no single instrument for measuring this emerging construct has been published so far. This study aims to operationalise the construct of SAW and to develop the first SAW scale, rooted conceptually in the most recent advancements of the life-span development approach.

Design/Methodology/Approach/Intervention. The projected instrument was piloted and validated in three consecutive studies involving MTurk samples (pre-pilot, pilot, and calibration) including over 500 workers in total.

Results. Based on reliability statistics, parallel and factor analyses, two dimensions of SAW were extracted – Content and Strategies. They correlated substantially with constructs within the nomological network of SAW.

Limitations. This research is on-going. More data are needed to establish the criterion validity of this new scale regarding a range of objectively measured work outcomes in organisational settings.

Research/Practical Implications. Measuring and enabling SAW is important at all career stages.

Originality/Value. This new psychometric instrument is applicable to a variety of work settings and groups of workers. Measuring SAW can raise awareness and prepare both individuals and organisations for managing SAW (thus, maintaining high well-being and job performance) throughout the working life-cycle.

**249 - HELP-SEEKING AND HELP-OUTREACH INTENTIONS OF HEALTH CARE PROFESSIONALS –
THE ROLE OF WORKPLACE MENTAL HEALTH LITERACY AND STIGMA**

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Purpose

Due to the demanding work environment health care professionals are often affected by mental health problems. Besides negative effects on individual well-being, mental health problems can reduce professional effort and increase turnover rates in health care. Those who develop a mental health problem often receive necessary treatment with a great deal of time delay. Two reasons for this are low mental health literacy and stigma. However, empirical investigations regarding the role of workplace mental health literacy and stigma on help-seeking and help-outreach intentions are currently missing. This study aims at extending the literature on the role of stigma and workplace mental health literacy in health care.

Design/Methodology

Based on a sample of health care trainees the research model will be tested by using SEM.

Results

The study will provide insights to the complex process of mental health help-seeking and help-outreach of health care professionals.

Limitations

Causal inference as well as generalizability is limited based on the sample.

Research/Practical Implications

By analyzing the ways in which personal stigma, self-stigma and workplace mental health literacy conjoining to influence help-seeking and help-outreach intentions, this study contributes to our understanding of mental illness prevention in health care.

Originality/Value

This study is among the first to consider both personal stigma and help-outreach among health care professionals. Therefore it contributes to a deeper understanding of barriers in the help-seeking process for a specific profession, using a recently validated German version of the MHL-W.

251 - LEADER'S MOTIVATION FOR LEADERSHIP AND ITS ASSOCIATIONS TO SUBORDINATES' SATISFACTION WITH THEIR LEADER AND QUALITY OF LMX RELATIONSHIP

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Purpose: We investigated how leader's motivation for leadership positions, conceptualized as Motivation to Lead (MTL), relates to subordinates' perception of leader satisfaction and LMX quality. Based on the 3-dimensional structure of MTL, we anticipated that different combination of leadership motivation would exist resulting in latent MTL profiles.

Design and methodology: Latent Profile Analysis was conducted to explore leaders' motivational profiles in the whole sample (N=1004) by using MTL -scale. In the following analyses, we used a sample of 233 leaders and their 987 subordinates. Subordinates assessed their leader using 10-item scale of satisfaction and the LMX-7 scale. The relationship between leader's MTL profile and subordinates' leader perception was analyzed with ANCOVA.

Results: Four MTL profiles emerged in whole leader sample and were replicated in smaller subsample: Leaders had either Affective-identity based MTL (n=123), Negative overall MTL (n=66), Low Affective-Identity yet High Non-Calculative MTL (n=30) or High Affective-Identity and Social-Normative based MTL (n=14). Subordinates of Low Affective-Identity yet High Non-Calculative MTL -leader assessed their LMX quality as worst. They were also most dissatisfied with their leader's orderliness, responsibility, ability to make decisions, give feedback and inspire others. Subordinates of High Affective-Identity and Social-Normative based MTL -leaders were most satisfied with their leader's decision-making and orderliness.

Limitations: Cross-sectional design allows no causal inferences.

Research/practical implications: Our research provided pioneering empirical evidence on the role of leader's individual motivation regarding subordinates' satisfaction with leadership. Further research in longitudinal design is needed to examine the possible mechanisms.

Originality/value: To our best knowledge, this was the first time to apply person-centered methods and examine subordinates' satisfaction with leadership in the MTL-context.

252 - THE MISSING LINK BETWEEN WORKPLACE FLEXIBILITY AND WORKPLACE CONNECTIVITY BEHAVIOR DURING NON-WORK TIME

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Purpose

Workplace flexibility has become a common work mode for many white-collar workers. There is some evidence that it is positively associated with work connectivity behavior during non-work time (WCB). However, the mechanisms that underlie this relationship remain unclear. Drawing on the theory of planned behavior (TPB), the study aims to shed light on three potential mediators (attitude, subjective norms, perceived behavior control) by which causal influences are transmitted.

Design/Methodology

White-collar workers are surveyed at two points in time with a time lag of two months. In order to test the hypotheses structural equation modeling is applied.

Results

Based on preliminary results, we can provide valuable insights to the understanding of how workplace flexibility is linked to WCB. Currently, data collection is ongoing (t2). The final results could be presented at the EAWOP 2019 congress.

Limitations

Even though a longitudinal design was chosen, causal inference is limited due to the non-experimental nature of the study.

Research/Practical Implications

The results may be helpful in understanding the formation of WCB in a workforce that increasingly becomes flexible. As many organizations (e.g. BMW, Puma) have voiced the aim to foster workplace flexibility but to limit WCB, the results may be also interesting for practitioners.

Originality/Value

This study is the first to clarify the nature of the relationship between workplace flexibility and WCB, by exploring three underlying mechanisms. Furthermore, it extends the TPB by including habit strength as a moderator of the intention-behavior relationship, which may put a boundary condition on the explanatory power of intentions to perform WCB.

254 - TRANSFORMATIONAL LEADERSHIP: A WEEKLY DIARY STUDY ON THE ROLE OF HUMAN RESOURCE PRACTICES, JOB RESOURCES, AND PROSOCIAL MOTIVATION

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Purpose: We aim to contribute to the literature on meaning of work and test the idea of transformational leadership as being a leaders' response to motivating work. Specifically, we investigate how job resources, human resource (HR) practices and leaders' prosocial motivation interact in predicting weekly variation in transformational leadership through leaders' weekly work engagement.

Design: We conducted a quantitative weekly diary study and collected data of leaders from various organizations in Switzerland over five weeks ($k=106$, $n = 530$).

Results: Our multi-level analyses suggest that leaders are more engaged in weeks during which their job resources are high. In weeks with low job resources, enabling HR practices appear to help leaders to remain engaged. In weeks in which leaders feel highly engaged, they show leadership that is more transformational. The latter relationship between engagement and transformational leadership is stronger for leaders with high prosocial motivation.

Limitations: We test (cross-level) interaction effects, but our weekly diary design does not allow drawing strong causal conclusions.

Practical Implications: Our findings suggest that organizations can stimulate transformational leadership by providing leaders with job resources and HR practices that support them in fulfilling their role.

Originality: Previous literature has provided much guidance on when and why transformational leadership is effective. In contrast, we advance the understanding of when and why transformational leadership emerges.

258 - FACILITATING THE MOTIVATIONAL CLIMATE: THE ROLES OF LMX AND LEADER POLITICAL SKILL

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Purpose

The purpose of this paper was to examine the extent to which perceptions of mastery and performance climates are influenced by social and economic leader-member exchange (LMX) relationships. In addition we sought to uncover the moderating role of leader's political skill.

Design/Methodology

Using data from different sources, a field study was conducted among 186 followers and 93 leaders from a Norwegian public organization. Multilevel analyses were used to test the hypotheses.

Results

Results indicated that perceptions of mastery climate are positively influenced by social LMX and perceptions of a performance climate are positively influenced by economic LMX. In addition leader political skill moderated the association between social LMX and mastery climate. The form of moderation suggests that social LMX is particularly important for the facilitation of a mastery climate among less politically skilled leaders.

Limitations

Although we utilized data from different sources, the data were cross-sectional, thus prohibiting causal inferences.

Implications

Managers should be aware that a performance climate is likely to result from leaders' reliance on economic exchanges with followers, whereas a mastery climate is likely to result from leaders' reliance on social exchanges with followers. The latter may prove particularly useful when the leader is less politically skilled.

Originality/Value

By integrating achievement goal theory with LMX theory, this study contributes to our understanding of factors forming the motivational climate. By incorporating leader's political skill, we respond to recent calls for more research on how leader skills combine with other variables to influence employee outcomes (e.g., Yukl, 2012).

261 - OBTRUSIVE ORIGINS OF ENTREPRENEURIAL INTENTIONS: DARK TRIAD TRAITS AND RESILIENCE IN TEAMS

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Content: Purpose

Emerging research on the dark side of entrepreneurship indicates that entrepreneurial intentions are affected by dark triad traits (narcissism, psychopathy, and Machiavellianism). The present study contributes to this research by looking at the level of entrepreneurial teams in terms of team-level averages of dark triad traits in conjunction with a more positive team characteristic, resilience.

Design/Methodology

Specifically, we studied 87 teams performing entrepreneurial challenges and assessed how entrepreneurial intentions were formed in these teams over time. We sent out a survey at two points in time, once before the teams were formed and once after they finished their project.

Results

We find that team level psychopathy and desire for control are negatively related to intentions, and that team level amoral manipulation is positively related to entrepreneurial intentions. Furthermore, we find that team resilience buffers the negative effects of dark triad traits. Overall, our results indicate that the relationship between dark triad traits and intentions is more complex than previously hypothesized as dark triad traits and their subdimensions at time one are sometimes positively and sometimes negatively related to entrepreneurial intentions at time two.

Originality/value

This is the first study to show dark triad traits at the level of entrepreneurial teams and how it unfolds over time to predict entrepreneurial intentions. Our findings contribute to this stream of research by going beyond the cross-sectional individual-level approach and showed that, at the team level, various dimensions of Machiavellianism were related both positively and negatively to entrepreneurial intentions over time, while psychopathy was strongly negatively related to intentions.

Disclosure of Interest: None Declared

262 - THE ROLE OF TRUST IN THE GLOBALLY MOBILE WORKFORCE

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As organizations expand internationally, there is an increasing need for a globally mobile talent pool. Expatriate workers and host-country nationals are involved in complex cross-culture interactions. They are required to navigate unfamiliar relationships with a diverse array of actors from different national, professional, and organizational backgrounds. In such ambiguous contexts, trust is pivotal in the development and management of relationships (Dietz et al. 2010). An emergent theme from a larger qualitative study by the authors has provided the catalyst for exploring the interplay of trust in international work. Thus, our aim is to explore the role of trust between workers, management and organizations in international settings to surface practices which influence trust. Reporting on 30 semi-structured interviews with expatriates, we employed an interpretivist epistemology to understand how trust is developed and affected during international work. The preliminary findings highlight that the trust individuals place in organizations manifests through the provision of a safe and secure living environment. Additionally, findings surfaced ways of trust breach, e.g. lack of transparency about living costs, particularly hidden costs that the expatriate worker may not have accounted for, caused distrust. The shifting socio-political landscape affects the way in which international work unfolds and emphasises the importance of instilling mutual trust between different parties, particularly in relation to interactions between foreign workers. It is important to increase our understanding of how trust is developed and affected during international work to identify practices that enhance trust between different parties, at individual, management and organizational levels.

263 - DOES LEADER-FOLLOWER SIMILARITY REALLY MATTER? A STUDY ON LEADER-FOLLOWER PROACTIVE BEHAVIOR CONGRUENCE AND ITS IMPACT ON TRUST, AFFECT AND EMPLOYEE SILENCE

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Using on Social Identity Theory (Tajfel & Turner, 1979) as an explanatory framework, the present research seeks to assess the influence “proactive behaviour congruence” between workers and managers has on their trust relation. It further explores whether tie strength moderates the relation between leader-follower “proactive behaviour congruence” and trust. Finally, it attempts to understand how the resulting trust between the dyad influences their affective relations and employees’ choice to remain silent.

The research hypotheses were tested by employing a vignette study (study1) and a cross-sectional study (study2). Results of Study 1 show dyadic proactive behaviour congruence is positively related to trust and positive affect; whereas dyadic incongruence is negatively related to trust and positive affect. Results of Study 2 show that high leader-follower proactive behaviour congruence is positively related to trust; whereas incongruence and low leader-follower proactive behaviour congruence is negatively related to trust. Tie strength moderates the relationship between “proactive behaviour congruence” and trust, increasing trust when there is a mismatch of perception or when congruence is low. Finally, silence is negatively associated to trust.

The research extends the contention that social identity matching plays an important role in trust development and that identification is a distal antecedent of affect and employee silence. A potential implication is that identity congruence is an important factor in the leader-follower sense-making process. Repercussions for managers and leaders are expand and several lines of future research are identified.

264 - THE MODERATING EFFECT OF A PERCEIVED SUPPORTIVE LEADERSHIP ON THE ASSOCIATION BETWEEN UNCLEAR ROLES IN THE ORGANIZATION AND WORKPLACE BULLYING – A TWO-WAVE STUDY

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The moderating effect of a perceived supportive leadership on the association between unclear roles in the organization and workplace bullying – a two-wave study

Blomberg, Stefan & Rosander, Michael, Linköping University, Linköping, Sweden

Purpose: To investigate the moderation of perceived supportive leadership on workplace bullying growing out of unclear roles in a Swedish governmental department.

Methodology: 1846 employees were invited to a two-wave survey; 74.9% participated in the first wave (T1) and 69.3% in the second (T2). Workplace bullying was measured with NAQ-R (Einarsen, Hoel, & Notelaers, 2009). Unclear roles and perceived supportive leadership were measured with subscales from PSYWEQ (Rosander & Blomberg, 2018): Roles in the Organization (RIM) and Perceived Supportive Leadership (PSL).

Results: There was a significant, clear and surprising moderation that was both negative and positive depending on the level of PSL. For low levels of perceived supportive leadership at T2 there was a positive relationship between unclear roles at T1 and workplace bullying at T2. For high levels of perceived supportive leadership there was a negative relationship between unclear roles at T1 and workplace bullying at T2. That is, a perceived supportive leadership can actually lower the risk for workplace bullying to such an extent that the levels of workplace bullying were lower compared to when the roles were clear and non-conflicting at T1.

Limitations: The investigation was carried out in one organization. Thus, the results are not representative for the workforce in general.

Implications: The study calls for research that can duplicate the results in other organizations. The study still implicates the utmost importance of a perceived supportive leadership.

Value: The study contributes to important knowledge on how to prevent bullying, especially in organizations with unclear roles.

267 - GENDER-NEUTRAL PRONOUNS AS PROMOTORS OF GENDER EQUALITY AND DIVERSITY

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Purpose: A Swedish gender-neutral pronoun (hen), was recently introduced in the Swedish language as a complement to she (hon) and he (han). Hen can be used when referent gender is unknown, unimportant or non-binary. In two experiments, we tested if hen decrease a male- and gender-normative bias in a recruitment situation.

Design: In a between-subjects designs the participants read a summary of a job candidate referred to with different labels, and chose what picture they believed showed the candidate. In Experiment 1, the labels were “the applicant”, “NN”, “she/he”, “hen”. The photos showed gender-conforming women and men. In Experiment 2, the labels were “she/he”, “hen”. The photos showed gender-conforming or -nonconforming individuals.

Results: In Experiment 1 ($n = 418$) “the applicant” and “NN” contained a male bias in that the majority participants chose a man on the picture; “hen” and “she/he” did not contain a male bias. In Experiment 2 ($n = 143$), “she/he” contained a normative bias in that the majority of participants chose a gender conforming person on the picture; “hen” did not activate a normative bias.

Limitations: These experiments were performed in controlled lab settings and should be replicated in real-world settings.

Research/practical implications: We show that nuances in referents (pronouns, labels for applicants) leads to different preconceptions of the candidate’s gender. Thus, HR practitioners should choose inclusive words without implicit biases.

Originality/value: These are the first experiments documenting how a gender-neutral pronoun may facilitate inclusion in the work place.

268 - PLAYFUL WORK DESIGN: CONCEPTUALIZATION, MEASUREMENT, AND VALIDITY

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Purpose. We introduce the concept of Playful Work Design (PWD), which integrates research on play and individual work design, and develop and validate its measurement. We propose that individual employees may proactively design their work to be playful (e.g., by setting competitive goals, using humor), and in this way improve their work-related meaningfulness, well-being, and performance.

Methodology. Items were generated in collaboration with several work design practitioners. Participants were recruited using social media and the personal network of the researchers. Study 1 explored the questionnaire's factor structure ($N=589$), as well as its convergent and discriminant validity ($N=454$). Studies 2 ($N=285$) and 3 (in progress) further examine the scale's validity.

Preliminary Results. Study 1 revealed PWD is best described by a 2-factor structure that corresponds to playful behavior focused on making work more fun ($\alpha=.76$) and competitive ($\alpha=.74$), which was confirmed in Study 2. In addition, both studies assessed convergent and discriminant validity of the scale. Study 3 will assess the predictive validity of the scale.

Limitations. The data is cross-sectional.

Implications. We hope to stimulate research on Playful Work Design by developing a valid measurement tool. This questionnaire allows for systematic investigation of how, when, and why play is used at work.

Originality/ Value. The current paper makes two major contributions. First, we introduce a new and unique approach to individual work design that revolves around play, which may promote work enjoyment and performance. Second, we construct and validate the measurement of the PWD scale in a series of studies.

269 - THE DYNAMICS OF INTERNS' WORKPLACE COMMITMENT

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Purpose: This paper explores the dynamic nature of interns' workplace commitment bonds in professional service firms (PSFs), following the journey of their commitment during the internship. It addresses the dynamic nature of their multiple commitments, the reasons behind them, and their antecedents.

Methodology: A longitudinal study of hundred interviews was conducted with twenty interns in three PSFs. The data was gathered using semi-structured interviews that took place on five intervals distributed among the duration of the internship programme.

Results: Interns experienced two types of dynamics of commitment: 'High Dynamic' that was related to their present commitment to work entities (current commitment), and 'Low Dynamic' which was associated with organizational commitment and their intention to commit in the future (future commitment). Different antecedents caused the commitment bonds to interact and change.

Limitation: Future research can investigate a larger number of participants in different work contexts, and identify other commitment change factors.

Implications: It offers a deeper understanding of the dynamics of interns' commitment and their intention to commit, which do not exist in previous studies. Practically, it helps employers to understand the development of interns' commitment to influence their future organizational commitment.

Originality: This is one of the first studies to examine the dynamics of multiple commitments in the internship context. It addresses how commitment changes and offers a better understanding of the reasons behind it. Additionally, it answers the call for more research on how individuals' multiple commitments can interact and change with time (Klein, 2016).

270 - "HEY BOSS, I FAILED"! THE INFLUENCE OF INTERPERSONAL EMOTION REGULATION STRATEGIES ON TRUST PERCEPTIONS WHEN DISCLOSING A FAILURE TO A MANAGER

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Purpose: Trust has been posited as a primary outcome of interpersonal emotional regulation (IER), but to date this has not been explicitly examined. Drawing on Little et al.'s (2011) framework for interpersonal emotion management, the aim of this study is twofold: (1) to examine whether the use of IER by a manager following salient goal failure of a subordinate will influence the subordinate's trust perceptions of the manager and likelihood of disclosure; (2) and whether subordinate trust mediates the relationship between manager IER and subsequent behavioural intentions of the employee (e.g. future disclosure, turnover intentions).

Design/Method: 500 participants were recruited through Amazon's Mechanical Turk to complete an experimental vignette study. Participants were randomly assigned to one of four IER conditions (situation modification, attentional deployment, cognitive change, modulation of the emotional response) or a control condition and were evaluated to assess their trust, emotional expressivity and future behavioural responses towards the manager.

Results: Preliminary findings indicate that manager IER strategies influenced participants trust in the manager and trust mediated the effect of IER strategy on subsequent behavioural responses.

Limitations: The experimental design requires replication in field settings.

Research/Practical Implications: This is one of the first studies to examine the inter-relationships between trust and interpersonal emotional regulation. Practically, it has implications for when and why employees will admit to failures in the workplace which in turn has implications for improving systems and processes in organisations.

Originality/Value: There is a paucity of research examining the relational context that influences IER processes and trust.

271 - PATIENT-PHYSICIAN RELATIONSHIP QUALITY AND QUALITY OF LIFE: THE MODERATING ROLE OF TRUST

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Purpose

The link between Patient-physician relationships (PPR) and clinical outcomes is known (Linetzky et al., 2017; Filardo et al., 2017; Schriger et al., 2015). Patient-physician Trust (PPT) is linked, namely, to higher medication adherence (Gabay, 2015). Our study focuses on the link between the quality of relationships, namely with General Practitioner's (GP) as family doctors, and the Quality of Life Perception (QLP), considering the moderating role of PPT.

Design/Methodology

Non-randomized sample of 1296 patients, using the Barrett-Lennard Relationship Inventory (BLRI) to measure empathy, regard and congruence. The QLP was measured with the EUROHISQOL 8-index scale. PPT was measured using the short Wake Forest Interpersonal Trust scale.

Approach/Intervention

The scales were validated in previous studies and had good psychometric properties.

Results

The Structural equation modeling supported the hypotheses. PPR impacts the QLP and PPT has a moderating role between PPR and QLP. A good PPR enhances patient's QLP.

Limitations

The cross-sectional nature of the study does not capture fluctuations in the PPR. The sample measures only patient's perspective on the PPR.

Research/Practical Implications

By knowing the impacts of PPR and PPT in QLP, we acknowledged the complexity of the clinical relation and objective medical efforts. There are implications for professional expectations as well. Empathy can be learnt in medical schools (Loureiro, 2011); these results reinforce the need to consider it in Training programs.

Originality/Value

This study tested the contributions of PPT and PPR in QLP, going beyond the known antecedents. The moderating effect of Trust is an important contribution to theory.

275 - APPRAISAL OF JOB DEMANDS AND RESOURCES: WORK CHARACTERISTICS IN THE EYE OF THE BEHOLDER

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Purpose. Many contemporary job stress models assume that job characteristic (i.e. job demands and resources) are experienced in the same way by all workers. Conversely, drawing on appraisal theory, we argue that (a) there exist considerable inter-individual differences in the appraisal of job demands and job resources (b) the type of appraisal (i.e. challenge and hindrance appraisal) affects the relationships between job characteristics and employee well-being (i.e. burnout and engagement).

Method. Two multi-occupation cross-sectional studies were conducted. Sample 1 consisted of 527 Chinese workers and Sample 2 of 514 Chinese workers. The data were analyzed using hierarchical multiple regression analyses with moderation testing.

Results. In both samples we found that job demands (time urgency, role conflict, and emotional demands) and resources (autonomy, supervisor/colleague support, and feedback) can be simultaneously appraised as a challenge and a hindrance. In addition, the results showed that, job demands were associated with negative outcomes, especially if workers appraised these characteristics as low challenge; whereas job resources were associated with positive outcomes, especially if workers appraised these characteristics as less hindrance.

Limitations. Cross-sectional design and self-reports data.

Practical implications. When focusing on investing in employee well-being it is important to take appraisal of job characteristics into account.

Originality. Our studies extend research on job characteristics within the challenge–hindrance framework by first time focusing on the moderating effects of appraisals; we introduce a new way of measuring the appraisal of specific job characteristics and we consider the role of both challenge and hindrance appraisal in conjunction.

279 - IS SOCIAL MEDIA DISRUPTING LEADERSHIP?

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Originality/Value: The phenomena that is social media has radically changed the nature of human interaction, impacting upon the quantity and the nature of information exchanged. It may be that social media experiences are fundamentally changing the concept of what we understand to be leadership – particularly through major changes to how relationships are managed.

Purpose: This study by Ashridge Executive Education and UNICON investigated whether the leadership practices of those familiar with social media differ from those who are less fluent. If so, what are the implications for work and organisational psychology, as well as for those who provide leadership development?

Design/Methodology: A multi-method approach included:

A virtual inquiry workshop.

Interviews with leaders fluent in using social media (FSM leaders) and those less fluent (LFSM leaders).

A survey of managers ($n = 50$) assessing social media usage for work related purposes.

Results: Early results indicate that the rapid response expected in social media communications may be to the detriment of longer-term strategic thinking. There is an element of personal risk for leaders using social media and the time investment required may be at the expense of other aspects of their role.

Research/Practical Implications: Business schools providing effective leadership development that speak to these needs will gain competitive advantage for themselves and for their clients.

Limitations: Our study is small scale and may mean we have not collated the broadest possible range of opinions and behaviours.

281 - GRATITUDE AT WORK: A SELF-DETERMINATION THEORY APPROACH

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Purpose

A substantial body of research has found a positive link between gratitude and well-being in life settings. However, only a few cross-sectional studies have explored gratitude at work. Therefore, we tested the longitudinal link between gratitude and several well-being and attitudes constructs at work. In addition, we explored the mediational role played by the satisfaction of the basic psychological needs for autonomy, competence and relatedness – as postulated by the Self-determination theory – in the mentioned links.

Design/Methodology

We assessed two large samples of Chilean workers using SEM and three-wave cross-lagged design with one month (Study 1; N = 725) and three months (Study 2; N = 1841) between each wave.

Results

First, we found in both studies that gratitude prospectively predicts higher work satisfaction and engagement as well as lower burnout and job insecurity. Second, our results also show that need satisfaction mediates the mentioned links in both studies.

Limitations

We used self-report measures.

Research/Practical Implications

We consistently showed in two studies that gratitude is a key life orientation that may help increasing need satisfaction, which in turn may lead to higher engagement and work satisfaction as well as to lower burnout and job insecurity. This process would start a vicious circle for employee's well-being.

Originality/Value

We show for the first time that (1) gratitude prospectively predicts several job outcomes over time (2) need satisfaction mediates the mentioned process.

282 - THE PROSPECTIVE LINK BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WELL-BEING AND ATTITUDES AT WORK: NEED SATISFACTION AS AN UNDERLYING PSYCHOLOGICAL PROCESS

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Purpose

Research has found a positive link between organizational citizenship behavior (OCB) and well-being and attitudes at work. However, most studies are still cross-sectional. Therefore, we extended previous research by testing the longitudinal link between OCB and several construct of interest in the workplace. In addition, we explored the mediational role played by the satisfaction of the basic psychological needs for autonomy, competence and relatedness – as postulated by the Self-determination theory – in the mentioned links.

Design/Methodology

We assessed a large sample of Chilean workers using SEM and three-wave cross-lagged design with one month (N = 703) between each wave.

Results

First, we found that OCB prospectively predicts higher work satisfaction, engagement and performance as well as lower burnout. Second, we found that need satisfaction mediates all the mentioned links.

Limitations

We used self-report measures and a short period of time between waves.

Research/Practical Implications

We showed that OCB may increase need satisfaction, which in turn may lead to higher engagement, work satisfaction and performance as well as to lower burnout. This process would start a vicious circle for employee's well-being.

Originality/Value

We show for the first time that (1) OCB prospectively predicts several job outcomes over time (2) need satisfaction mediates the link between OCB and well-being and attitudes at work.

**285 - EMPLOYEES STAYING AND LEAVING ATTITUDES –
HOW DO THESE TWO GO TOGETHER?**

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The purpose of this study is to analyze the relationships and dimensionality of employees' staying and leaving attitudes. While the current literature often uses staying and leaving attitudes inconsistently or even interchangeably, the present study seeks to examine whether staying and leaving attitudes of employees are poles of one dimension or separate constructs.

Design/Methodology/Approach/Intervention

For analyzing staying and leaving attitudes balanced scales were developed, which systematically reflect cognitive, affective and behavioral aspects as well as long term and short term perspectives. The instrument was tested in three samples (cross-sectional and longitudinal) to determine dimensionality and relationships of the constructs, as well as with related constructs of the nomological network.

The results give hints that staying and leaving attitudes are separate constructs with strong negative intercorrelations. Slight differences in the relationship of staying and leaving attitudes to other constructs were found, with staying attitudes showing slightly stronger relations.

Limitations and Implications

Future research can build on the present study and investigate staying and leaving attitudes in relation to objective staying or leaving indicators of employees. The present findings indicate that focusing on staying attitudes might be promising.

Originality / Value

Existing operationalizations of retention and fluctuation are largely inconsistent and confounded by different time perspectives or aspects measured (cognitive, affective and behavioral aspects). The present study provides balanced scales to bring more insights in the discussion of how to measure and distinguish employees' staying and leaving attitudes.

287 - SEXUAL AGGRESSION AND VIOLENCE AGAINST WOMEN IN THE GLOBAL WORKPLACE

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Sexual aggression and violence against women is a global issue. The “Me Too” movement in the United States has provided solidarity for millions of women to speak out about the inappropriate, abusive and in some cases illegal behavior they've faced. In addition, India has seen a steady increase in sexual aggression and violence against women in recent years including sexual harassment, abuse, molestation, and rape. There has been a strong surge in social activism and legislative actions directed towards awareness and prevention of sexual aggression. However, there has been little discussion and research on how sexual aggression affects the psychological well-being of the women who are the victims or potential victims of these crimes in the workplace. A qualitative study was conducted to examine the following constructs related to the psychological well-being of professional working women as well as unorganized female laborers in the city of Kolkata, India: (a) cultural definition of sexual aggression as a social stressor; (b) personal and social resources available for coping with sexual aggression at workplace; and (c) social and cultural norms related to sexual aggression that may affect the psychological well-being of women. In this ethnographic study, data was collected from 18 professional women and 14 laborers/domestic workers through focus group interviews, and artifacts. Based on this and other data, short term and long-term strategies, and stronger policies to prevent sexual harassment at workplace will be discussed and ways that these strategies can be implemented in the workplace will also be covered.

291 - TEAM MENTAL MODELS DISSIMILARITY AND KNOWLEDGE RECOMBINATION IN TEAMS

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- ✓ Purpose: Creativity is viewed as a two-stage process, whereby in a first step comprehensive definitions of problems are provided and in a second step these definitions are integrated to obtain a creative solution. In a team, this two-stage process is little understood. We propose that team mental models dissimilarity will enable team members to define problems comprehensively and in a second step these definitions will be integrated through conceptual combination. Thus, while mental models provide the raw material needed for creativity, conceptual combination integrates this material to obtain creative outcomes.
- ✓ Design: We conducted a 2 (mental models: similar/dissimilar) x 2 (conceptual combination: related/unrelated) experimental study on 30 dyads. Problem definitions were measured after the manipulation of mental models and before conceptual combination.
- ✓ Results: Teams with more dissimilar mental models provided more comprehensive problem definitions. Problem definitions interacted with conceptual combination, leading to more creative final outcomes. Therefore, problem definition comprehensiveness mediated the relationship between mental models and creativity for unrelated conceptual combination.
- ✓ Limitations: The small sample size and experimental setting may prevent generalizations.
- ✓ Research/Practical Implications: We show fundamentally that creativity in teams is a two-stage process, whereby diversity in cognitions but also capacity to integrate diverse cognitions matters for creative outcomes. Team cognitive diversity could be enhanced and members directed to pay particular attention to the stages of problem definition and integration.
- ✓ Originality/Value: This is among the first studies to consider the role of team cognition for the processes behind creative performance.

292 - PSYCHOLOGICAL CONTRACTS, UNETHICAL BEHAVIOR AND ORGANIZATIONAL DEVIANCE: GOING BEYOND THE BREACH NARRATIVE

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Purpose

The psychological contract (PC) literature focuses on negative behavior (i.e. organizational deviance) as a consequence of perceived breach or feelings of violation. The logic is that breach and violation result in an unbalanced PC. The employee will try to restore balance by getting back at the organization. Following that line of thought it seems logical that employees would also resort to (pro-organization unethical) negative behavior in the case of PC fulfilment in an effort to help their organization.

Design/Methodology /Approach/Intervention

Study 1 (N=120) presented service employees with 2 vignettes (breach/no breach) and a questionnaire, using a global breach scale. Study 2 (N=81) also assessed under- and over-fulfillment.

Results

Results show that pro-organization unethical behavior is highest when participants report fulfillment or over-fulfillment whereas organizational deviance behavior is highest when there is under-fulfillment or breach.

Limitations

Although we have identical results across both studies, our findings are not representative for all service employees. Further research is needed to assess how these processes unfold across different settings.

Research/Practical Implications

This study contributes to PC literature by providing new insights into the way that employees react to PC breach and fulfillment. Our findings also help practitioners by showing them that a positive employment relationship still requires monitoring for potentially undesired employee behavior.

Originality/Value

To our knowledge this is the first paper that explores negative employee behavior (in the form of pro-organization unethical behavior) as an outcome of PC fulfillment.

293 - EXPLORING LINKS BETWEEN WORK VALUE CONGRUENCE, ENGAGEMENT AND TURNOVER INTENTIONS

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Purpose

This paper aims to investigate the relationship between work value congruence (i.e. fit between two employee perceptions: (X1) work value importance and (X2) the extent to which organizations deliver on these values) and engagement and turnover intentions.

Design/ Methodology/ Approach/ Intervention

The sample consisted of Turkish employees from different sectors (N=1308). Polynomial regression and response surface analysis assessed the joint influence of both independent variables (X1 and X2) on the outcome variables.

Results

Findings show that it is not only important to achieve work value congruence (between X1 and X2), but that the level of this congruence (low Vs. high levels) also matters: higher congruence levels lead to increased engagement and decreased turnover intentions. Furthermore, providing above or below the perceived levels of importance also influences outcomes.

Limitations

This study focuses on one (national) context. Further study is needed to establish if similar results can be found for other samples and cultures.

Research/ Practical Implications

We expand the work value literature by providing new insights into the effects of congruence between the work value elements. This paper shows the importance for employers to know what employees find important as higher levels of congruence and/or delivering more than the perceived importance levels is associated with more positive outcomes.

Originality/ Value

To our knowledge this is the first study that fully uses the potential of polynomial regression and response surface methodology when studying work values, leading to new insights.

294 - WHEN ASKING FOR HELP IS EFFECTIVE: A MOMENTARY DYADIC SUPPORTIVE EXCHANGE STUDY

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Purpose

Receiving support from colleagues is a vital part of working life. Hence, scholars increasingly emphasize the importance of seeking support. Currently we lack knowledge as to when asking for support leads to receiving support. Hence, we build a momentary dyadic support model in which we hypothesize that the link between asking and receiving support is stronger when the potential support provider regards the quality of the exchange relationship as high and scores low on workaholism. Furthermore we predict that the received support is negatively related to the receiver's subsequent emotional exhaustion and positively to the receiver's subsequent provision of support based on an intrinsic motivation.

Design/Methodology

We collected data over three moments on five consecutive working days (N = 90 participants, N = 915 datapoints).

Results

Multilevel analyses reveal that asking support relates strongest with receiving support when the support is asked from a co-worker that scores low on workaholism and when the social exchange quality is high. Receiving support negatively predicted the level of subsequent exhaustion, and positively predicted the subsequent intrinsic provision of support.

Limitations

Since we focused on one week, we do not know if the results hold throughout multiple working weeks.

Research/Practical Implications

Helping each other works best when the exchange relationship is of good quality, when employees are not workaholic and when the help is intrinsically motivated.

Originality/Value

Rather than assuming that asking support automatically leads to support reception, we reveal that this process depends on the perception and behaviour of the support provider.

295 - ENTREPRENEURIAL SOCIALIZATION: THE IMPACT OF PERSONAL CULTURAL ORIENTATIONS AND ENTREPRENEURIAL MENTORING ON ATTITUDES, INTENTIONS AND ENTRY

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Purpose

Based on Krueger (2001) integrated model of intentions and the model of entrepreneurial socialization and organization formation (Starr & Fondas, 1992), we examine the impact of entrepreneurial socialization on entrepreneurial attitudes, intentions and entry. We conceptualize entrepreneurial socialization as involving culture and mentoring. The paper particularly focuses on personal cultural orientations of risk aversion, ambiguity intolerance and independence. We posit that entrepreneurial mentoring buffers against the negative impact of risk aversion and ambiguity intolerance and boosts the positive impact of independence orientation on entrepreneurial attitudes and intentions. The paper also examines whether the movement from attitudes to intentions, and from intentions to actual entry is enhanced by mentoring.

Methodology

The study is being conducted among 700 final year university students in Germany, Kenya, and Uganda. The first phase of the study was conducted in the final year/ semester. And a follow up study to establish whether participants have entered self-employment or other form of employment conducted in a period of six (6) to 24 months after graduation.

Results

Partial results indicate that risk aversion and ambiguity intolerance are negatively related to entrepreneurial attitudes and intentions. While independence orientation and mentoring are positively correlated to attitudes and intentions. Follow up survey is being conducted. Further analysis will be performed using PROCESS Macro to establish the mediating effects of attitudes and the moderating effect of mentoring in the relationships between personal cultural orientations, self-employment intentions, and entry.

Implications

Implications for entrepreneurial socialization interventions to promote entrepreneurial entry, as well as implications for theory and research will be discussed.

Originality/Value

The study finding will contribute to the understanding of the role of mentoring in the development of entrepreneurial intentions and implementation of the intentions. Extant literature suggests that some cultural orientations are not related to entrepreneurial intentions and entry. The present study posits that this is not true for individuals who have accessed entrepreneurial mentoring.

300 - TIME TO LEAVE? ORGANIZATIONAL JUSTICE AS PREDICTOR OF EARLY OR LATE RETIREMENT

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Purpose: Research has highlighted that a poor psychosocial work environment is associated with early retirement, which constitutes a drain of knowledge and resources. Organizational justice is one aspect of the work environment that can be addressed by management representatives. In this study, we focus on organizational justice as important job resource with substantial relations to work and health outcomes. Justice theories suggest that organizational justice communicates to employees that they are valued members of the work group. Also, when feeling fairly treated, employees are more likely to want to reciprocate fairness, with, for instance, keep working with the company. The aim of the current research is to investigate the relationship between organizational justice and early and late retirement.

Methodology: The Swedish Longitudinal Occupational Health Survey (SLOSH) was used. A total of 1570 retirees were available who retired in 2012, 2014 or 2016. Of these, 509 retired before they were 65 years old, 551 when they were 65 years old, and 510 above 65 years of age. Procedural justice was assessed with 7 items from a validated scale.

Results: Preliminary findings show that those who retired after the statutory retirement age of 65 years reported higher procedural justice one year before they retired than the other two groups.

Implications: Results suggest that organizational justice may be a good predictor to gauge whether employees want to continue working after their statutory retirement age.

Originality: One of the few studies investigating how organizational justice relates to actual retirement using longitudinal data in Sweden.

303 - HOW COMPARATIVELY HIGH PERFORMERS' HUMILITY LESSENS MEMBER ENVY AND WITHHOLDING BEHAVIORS

Erica Xu (1) - Bonnie Hayden Cheng (2) - Xu Huang (1) - Man-Nok Wong (1) - Kan Ouyang (3)

Hong Kong Baptist University, Management, Hong Kong, Hong Kong (1) - The Hong Kong Polytechnic University, Management & Marketing, Hong Kong, Hong Kong (2) - Shanghai University of Finance and Economics, Human Resource Management, Shanghai, China (3)

Comparatively high performers are valuable assets in an organization, yet one unintended consequence of working with comparatively high performers is the development of feelings of envy among team members. Although past research has considered active or harmful consequences of envy, an overlooked yet prevalent reaction to feelings of envy is to distance oneself from the comparatively high performer. Drawing from the social comparison literature, we propose a model of work-related interactions with comparatively high performers at the dyadic level. In particular, we propose a model of how a comparatively high-performing team member elicits envy in another member, and how the feeling of envy leads to two distancing behaviors: lower advice seeking and lower knowledge sharing. Further, we consider how a comparatively high performer's expressed humility can mitigate feelings of envy in team members, thus dampening the cycle of envy before it begins. In a sample of 245 employees from 48 work groups, social relations analyses revealed that a comparatively high performer on a team elicited envy from a focal team member, and this caused the focal member to have lower levels of advice seeking from and knowledge sharing with the comparatively high-performing member. Fortunately, the comparatively high-performing member's expressed humility mitigated feelings of envy in the focal team member, serving as one solution that can help alleviate unfavorable social comparisons.

305 - HAPPINESS AND MAXIMIZING TENDENCY- A STUDY FROM THE DYNAMIC PERSPECTIVE

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✓ Purpose: Maximizers are those who tend to pursue optimal solutions in decision-making. Previous research has found that maximizers are more likely to experience negative emotions, like dissatisfaction and regret. It seems that maximizers are a group of unhappy people. However, most researches focused on the instant feelings after decision making. This research raised a question from a dynamic perspective: are maximizers really not happy? We develop a longitudinal study by examining the dynamic development of maximizers' happiness. The happiness includes both hedonic happiness (emotional experience) and eudaimonia happiness (psychological state).

✓ Design/Methodology /Approach/Intervention : 797 college freshmen completed the same paper-and-pencil measure four times across an academic year. Results showed maximizing tendency would predict more happiness in the long run.

✓ Results: Results showed maximizing tendency would predict more happiness in the long run. Individuals with higher maximizing tendency experienced more hedonic happiness and more eudaimonia happiness. Besides, the maximizing tendency is negatively related to the change rate of eudaimonia happiness, showing that the more maximizing the participants tend to be, the slowly their eudaimonia happiness changes. In sum, from a long-term perspective, maximizers experience more meaningful lives and more positive internal states.

✓ Limitations: The mechanism is not examined in the current model.

✓ Research/Practical Implications: In sum, from a long-term perspective, maximizers experience more meaningful lives and more positive internal states.

✓ Originality/Value This research extends the theoretical evidence of maximizing decision-making style, providing new lens for future research.

Keywords : Maximizing, eudaimonia happiness, hedonic happiness, dynamic perspective, decision-making style

306 - HELPING OTHERS MAKES ME FIT BETTER: HELPING BEHAVIOR BY NEWCOMERS AND COWORKER ATTRIBUTED MOTIVES ON NEWCOMERS' ADJUSTMENT

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Drawing on social exchange theory and attribution theory, this study seeks to explore whether newcomers' helping behavior benefits their own adjustment and whether the helping behavior attributed by coworkers to certain motives (prosocial motivation and impression management motivation) moderates these benefits. On the basis of results obtained from time-lagged surveys conducted on 114 newcomers, the study suggests that newcomers' helping behavior positively influences newcomers' distal outcome (i.e., organizational commitment) through the mediating effects of two proximal outcomes (task mastery and social integration). Besides, the benefits of newcomers' helping behavior to their proximal adjustment outcomes were stronger when coworkers attributed newcomers' helping behavior to prosocial motives but were not influenced by the attribution to impression management motivation. The research has limitations on data sources, as most of the variables were rated by newcomers. This study (1) theorizes and provides preliminary evidence for the positive implications of newcomer helping behavior on newcomers' subsequent work performance and social integration and (2) provides evidence that two types of attribution are independent and have distinct moderating effects, thereby extending the understanding on the implications of both helping behaviors and attribution in the Chinese context.

307 - SATISFACTION WITH WORKPLACE ILLUMINANCE IMPACTS JUDGMENTS OF OTHER'S WARMTH AND COMPETENCE

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Purpose: Social judgments may have far-reaching consequences such as in voting or hiring decisions. Previous studies indicate that the physical environment may be a source of affect influencing behaviours and attitudes of office workers. However, studies examining whether workplace illuminance may impact social judgment are scarce. We expected that satisfaction with workplace illuminance would positively influence the judgments of warmth and competence of other persons.

Design/Methodology: In a laboratory study ($N = 166$), illumination was manipulated in terms of brightness and colour temperature. Participants assessed their satisfaction with illuminance and evaluated six pretested photos of unknown persons on warmth and competence. A field study ($N = 187$) aimed to replicate the results of the laboratory study. Full-time employees assessed their satisfaction with light at the workplace and evaluated the same six photos on warmth and competence.

Results: In both studies, higher satisfaction with workplace illuminance was associated with positive evaluations of other's warmth and competence.

Limitations: We did not specify which illuminance conditions lead to satisfaction with light. Future research may examine this and whether adjusting illuminance in line with subjective preferences enhances satisfaction with light.

Research/Practical Implications: The present research contributes to the understanding of the relation between the physical environment and social judgment and allows practical implications for the design of environments in which judgment of others is important.

Originality/Value: Obtaining internally valid (experiment) and externally valid (field survey) findings, the present research investigated how environmentally induced satisfaction lead to positive social judgment in the work context.

308 - WORK-LIFE INTERFACE: THE POSITIVE ROLE OF WORK-LIFE BALANCE ON EMPLOYEES' SATISFACTION AND ORGANIZATIONAL QUALITY

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Purpose

The aim of this paper is to show how Work-Life-Balance (WLB) oriented way of work affect employee satisfaction and their productivity and organizational quality. Specifically, we consider a three-way interaction between work-life balance in explaining how this influence employee satisfaction and organizational quality.

Design/Methodology

We conducted field studies: working professionals in Slovenia. Data were analyzed using a series of moderated hierarchical regression analyses including three-way interaction: satisfaction, quality, WLB.

Results

As hypothesized, ensuring work-life balance way of work is positively related to employees' satisfaction and organizational quality. Furthermore, our findings suggest that implementation of WLB into organizational culture positively influence on both productivity: on employees and organizational productivity.

Limitations

Just time and research fee

Research/Practical Implications

Our results have important theoretical and conceptual implications for both sides: on employees' satisfaction and on organizational quality. We provide measures and suggestion what organization should implement in their organizational culture to increase employee satisfaction at work and in their private life which influence on their productivity, happiness and healthy. Those measure also influence on organizational productivity and quality. Research was made on individual level, because each individual has his own motivational grip. Nowadays, the motivational measure needs to be adjusted to each individual.

Our findings offer practical guidelines on how organization could provide better organizational climate to increasing quality and satisfaction of employees.

Originality/Value

This is the first paper to examine the role of WLB in enhancing employees' satisfaction and organizational quality. The WLB work environment provides that people are more flexible, self-motivated, working on their healthy and do in private life what they like it. With his approach, employees working cooperatively and employees strive to achieve common goal collectively. The WLB improve satisfaction, motivation, feeling of trust, commitment and involvement. WLB caused better

results at the individual level and effect the organizational level. WLB also provides a more humanized, flexible and more satisfying way of the work environment. This way of work is appropriate for employees who are disciplined, organized and who have higher personal needs.

310 - CROSSOVER OF RESILIENCE AND DISTRESS BETWEEN SUPERVISORS AND EMPLOYEES: THE IMPACT OF SOCIAL SUPPORT

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Most crossover studies focus on couples' crossover of experiences and mood. Recently some researchers have found crossover of burnout from supervisors to subordinates. However, no published research has demonstrated the crossover of resources in the workplace. Our aim is to examine the crossover of resilience and distress between supervisors and employees and the impact of supervisors' resilience on employees' distress. Resilience is the ability to bounce back and recover from the most negative consequences of stressors and continue to function even after stressful traumatic events. Furthermore, we include supervisors' social support as a moderator in the crossover process. We aim to make several contributions to current research: (1) Investigating the crossover of resilience for the first time; (2) Including both positive (resilience) and negative (distress) crossover in one study; (3) Studying top-down crossover (supervisors to employees) and bottom-up crossover (employees to supervisors); and (4) Introducing social support as a moderator such that employees with lower social support would be more responsive to their supervisors' distress, whereas employees with higher social support will be more reactive to their supervisors' resilience. Data on resilience, distress and social support were collected from matched dyads of 182 employees and their 91 supervisors in the Oregon National Guard and are currently being analyzed. Resilience is a very important resource for people in the organization and therefore worthy of investigating the possibility of crossover of such a resource.

311 - EMPLOYEE OUTCOMES OF ADAPTING A SUPERVISOR INTERVENTION FOR THE UNITED STATES FOREST SERVICE

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Purpose: We sought to adapt a supervisor supportive training intervention that was developed and previously tested in a randomized controlled trial with construction workers. The adaptation and customization was for the United States Forest Service and the effects of the intervention were tested on workers' health, safety, and well-being.

Design & Intervention: Baseline (N = 132) and follow-up (N = 72) surveys were collected approximately 6 months apart, with a supervisor training intervention between time points. The intervention, given in two of the four participating forests, consisted of a computer-based training and a two-week behavior tracking period to allow supervisors to practice supportive behaviors learned in the training, including safety support, work-family support, and role clarity support.

Results: Employees in the intervention group reported significantly lower ($p < .05$) psychological distress and worry about forest safety encounters following supervisor participation in the intervention. Several other intervention outcomes approached significance ($p < .10$), including fewer actual forest safety encounters, higher life satisfaction, better organization-level safety climate, and higher pain in the neck/shoulders.

Limitations: Data included only two time points and a relatively small sample size.

Implications: In both research and practice, adapting existing interventions to fit new contexts saves resources and allows for wider dissemination of evidence-based interventions. Outcomes can differ substantially across contexts.

Originality/Value: Despite common use in practice and industry, the process of adapting interventions for new contexts is not frequently discussed in research but has great potential to benefit organizations and workers.

312 - OUTCOMES OF A VETERAN-SUPPORTIVE SUPERVISOR TRAINING FOR SUPERVISORS & VETERANS

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Purpose: We sought to test the effects of a supervisor training intervention on supervisors and military veterans in a randomized controlled trial across 35 civilian organizations in the Northwestern United States.

Design: The intervention included a computer-based training and subsequent behavior-tracking exercise, focused on increasing behaviors to support veterans' needs at work. To assess intervention effects on supervisors, data came from 1,825 supervisors at baseline, with 982 also completing the 9-month follow-up. To assess intervention effects on veteran employees, data came from 189 veterans with participating supervisors, 156 of whom completed the 3-month survey and 138 of whom completed the 9-month survey.

Results: The intervention directly impacted supervisors, such that intervention group supervisors held significantly more positive views of veteran employees after nine months. Additionally, supervisors' views of veteran employees at baseline significantly moderated intervention effects on veteran employees. For veterans with supervisors who held more positive views of veteran employees at baseline, the intervention group reported less stress three and nine months following the intervention, plus better sleep quality nine months following the intervention. There were no significant effects on veteran sleep quality at three months or on sleep quantity at three or nine months.

Limitations: Only 189 out of 497 veterans were matched with a participating supervisor, limiting our veteran sample to 38% of the full sample.

Implications: The veteran-supportive supervisor training benefitted both supervisors and employees.

Value: Organizations can use the intervention to improve how veterans are perceived and to benefit veteran employees' health and well-being.

313 - CHALLENGE STRESSOR AND ORGANIZATIONAL COMMITMENT—THE MEDIATION ROLE OF THRIVING

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Although working under tremendous pressure, some employees still commit to the organization. We proposed that the perception of stress as a challenging goal could become the fuel to strengthen employee organization commitment. This could be because of the knowledge attained (learning) and energy (vitality) gained through resolution of challenging situation which makes them thrive in the workplace, and ultimately transfer the thriving resources to their commitment to the organization. This study examines the relationship between challenge stressors and organizational commitment when mediated by thriving at work. A quantitative research was conducted amongst 144 employees. The results of the study indicated a positive relationship between challenge stressors and thriving at work which brings an understanding that self-determined individuals within an organization do not view challenge stressors as challenges but rather opportunities which can help them thrive in the workplace. In addition, the results indicated that organizational commitment is high when an employee gains knowledge and vitality which they deem important for self-development and career growth. The paper extends the theoretical contribution of Conservation of resources theory by highlighting the importance of preserving important resources when partaking in activities that enhance one's personal and professional abilities instead of depleting them. Furthermore, the findings of the research offer an important perspective on the predictors of organization commitment bringing about an important outlook for future researchers.

315 - INCREASING PSYCHOLOGICAL CAPITAL: A META-ANALYSIS OF RANDOMIZED CONTROLLED STUDIES

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Psychological capital (PsyCap) is a personal resource which is positively associated with well-being and performance. Several studies explored the effectiveness of interventions in increasing PsyCap variables (the omnibus concept, or one of the four components), and the aim of this meta-analysis was to evaluate their overall effectiveness. Following a systematic search of online databases, we used following the inclusion criteria: to have an experimental design, the sample to be formed by employees or students, to contain a measure of PsyCap, and a passive control group. Thirty-two trials ($N_{total} = 4076$) met these criteria. The overall effect of the interventions on all PsyCap variables was significantly small to medium ($d = .39$, $k = 32$, $Z = 5.90$, $p < .001$). Separate analyses on each of the PsyCap variables revealed also significant effects: small effects on developing PsyCap ($d = .21$, $k = 6$, $Z = 2.25$, $p < .05$) and hope ($d = .29$, $k = 4$, $Z = 2.45$, $p < .05$), small to medium effects for self-efficacy ($d = .37$, $k = 13$, $Z = 4.60$, $p < .001$), and resilience ($d = .47$, $k = 11$, $Z = 3.02$, $p < .05$), and a medium effect for optimism ($d = .53$, $k = 7$, $Z = 2.23$, $p < .05$). The effectiveness of the PsyCap interventions on well-being and performance is significant. Moreover, the moderator intervention length is relevant for the interventions aimed to increase resilience, as interventions below one month are effective. More tailored interventions and trials that measure PsyCap, well-being, and performance simultaneously are needed for a more accurate picture of effectiveness.

Keywords: psychological capital interventions, well-being, performance, meta-analysis

316 - RECONSTRUCTION OF THE ENTREPRENEUR IMAGE: DISCOURSE AND VALUES

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✓ Purpose - to identify and reconstruct the image of entrepreneur, which indicates and stimulates economic dynamics of modern society, intentions and values, influences the entrepreneurship discourse, intentions, entrepreneurship style.

✓ Design / Methodology / Approach / Intervention

The special method was developed and applied: consecutive reconstruction of meaning in accordance with the hierarchical model of description. This complex method includes thematic-rhematic division of sentence, semantic classification, methods of structural semantics, intentional analysis.

5000 respondents generated answers to opened questions about entrepreneurs, which were processed through method of meaning reconstruction.

✓ Results

The image is unrealistic; stereotyped (73%); negative (60%). Positive image of entrepreneur: "master" who can work and take care of people.

Negative image: unsocial, isolated person with simple unsuccessful business, can do nothing for people.

We identified 12 scales by which society perceives and evaluates entrepreneurs, the key one is self-orientation/community orientation: ability to care of the community and to ensure safety. We identified 5 stylistic features of entrepreneurship.

✓ Research / Practical Implications

Entrepreneurship is colored negatively, as agent for fulfilling social obligations; attitudes stimulate feelings of guilt, not creative activity. This leads to social stagnation. The results allow to build a program for changing the social attitude to entrepreneurship.

✓ Limitations research

Results are limited by the territory and possibility for cross-cultural analysis.

✓ Originality/Value

Firstly, method of meaning reconstruction was developed, it allows to identify, evaluate, predict the behavior of social groups for the long term.

New problems in the economic behavior and values were revealed.

318 - THE DISTINCT EFFECTS OF WORK MASTERY, ENGAGEMENT AND AFFECTIVITY ON THE DIMENSIONS OF BURNOUT: EXPLORING THE POSSIBILITIES OF THE BURNOUT ASSESSMENT TOOL

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Purpose: Burnout is often conceptualized as a work-related phenomenon, defined as a lasting response to chronic emotional and interpersonal stressors. Psychosocial work factors and affectivity can predict symptoms of burnout, and may act as either risk- or protective factors. The aim was to examine the distinct effects of work mastery, engagement, positive and negative affect on distinct dimensions of burnout using the Burnout Assessment Tool (BAT), and to explore if the predictors had significant relations to all five sub dimensions.

Methods: The online questionnaire was distributed through social media and e-mail to members of the Norwegian Trade and Office in June 2018. The sample consisted of 170 store employees (84% females and 16% males). The mean age was 39 ($SD = 11.61$). Structural equation modelling (SEM) was performed to examine the structure of the latent variables and the relations between them.

Results: Work mastery had significant relations to exhaustion ($\beta = -.30$), mental distance ($\beta = -.17$), impaired emotional control ($\beta = -.44$) and cognitive control ($\beta = -.55$), psychological distress ($\beta = -.26$) and psychosomatic complaints ($\beta = -.37$). Work engagement was related to exhaustion ($\beta = -.28$) and mental distance ($\beta = -.56$). Positive affect had a significant relation to mental distance ($\beta = -.15$) and psychological distress ($\beta = -.16$). Negative affect had a positive relation to all dimensions ($\beta = .23$ to $.36$). Total burnout was related to work mastery ($\beta = -.22$), engagement ($\beta = -.25$), negative affect ($\beta = .29$) and positive affect ($\beta = -.15$). The model explained 76% of the variance in burnout, and between 59 and 82% for the sub dimensions.

Limitations: The sample size was somewhat lower than the recommended size of at least $N = 200$ when applying SEM as statistical analysis.

Implications: The effects of psychosocial work factors and affectivity vary across the burnout dimensions, which have theoretical and practical implication for means aimed at preventing or treating burnout in the working population.

Originality: The study demonstrates the importance of distinguishing between the underlying dimensions of burnout in research, given the distinctive influence of psychosocial work factors and affectivity on them.

320 - THE POWER OF AFFECT: A THREE-WAVE PANEL STUDY ON RECIPROCAL RELATIONSHIPS BETWEEN WORK EVENTS AND AFFECT AT WORK

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Purpose

Using a cross-lagged panel design, we investigated reciprocal relationships between work events (interpersonal and task-related events) and affect at work. We suggest that positive work events are associated with an increase in positive affect and that negative work events are associated with an increase in negative affect over time. Moreover, we argue that affect at work may not only be a consequence of work events, but may also shape the events that employees experience at work: We suggest that positive affect at work is associated with increases in positive events experienced at work while negative affect is associated with increases in negative events.

Design/Methodology

We collected longitudinal data with three online surveys with a time lag of three months each. We used a sample of young employees aged between 18 and 25 (N at Time 1 = 1,038).

Results

Positive affect predicted an increase in positive work events while negative affect predicted an increase in negative work events over time. Work events did not consistently predict changes in affect.

Limitations

Future research should address the mechanisms by which affect may increase the experience of positive and negative work events.

Research/Practical Implications

Employees' affect may not only be a consequence of work events but may also actively shape work experiences in a positive or negative way. Organizations should foster positive affect at work while supporting employees in regulating negative affect.

Originality/Value

By examining reciprocal relationships between work events and affect we add a new perspective to research on work events.

322 - EMOTIONAL EXHAUSTION AS AN ANTECEDENT OF SURFACE ACTING: A DIARY STUDY

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Purpose: Investigating whether emotional exhaustion is not only a consequence of surface acting, as suggested by the emotional labor literature, but also an antecedent of it.

Design: A five-day diary study ($N = 120$ persons), with three measurement points per day (morning before work, beginning of the workday, before lunchtime).

Results: A multilevel structural equation model showed that employees, who were generally more emotionally exhausted before work, displayed more surface acting towards their first customer of the day. On the daily level, on days when people displayed more surface acting towards their first customer, they experienced higher beginning-of-the-workday emotional exhaustion. This higher exhaustion predicted more surface acting towards the last customer before lunch, which later predicted before lunch emotional exhaustion. The results were stable when controlling for negative affect, previous levels of emotional exhaustion and previous levels of surface acting.

Limitations: Self-reported data is a limitation of the study. Additionally, adding more data points during work could have yielded a richer dataset.

Implications: Theoretically, our results highlight the importance in adding during-work measures to daily-diary designs. Practically, we showed that surface acting occurs within a daily vicious cycle, starting and ending with emotional exhaustion that organizations should try to stop.

Originality: Our results suggest that the reciprocal relation between emotional exhaustion and surface acting does exist. Moreover, we show innovatively that this relationship differs significantly on the within-person versus the between-person level. As the workday proceeds, surface acting is predicted more by experiences at work and less by between-person differences.

324 - THE RELATIONSHIP BETWEEN DAILY WORKLOAD AND DAILY CO-WORKER RELATIONSHIP QUALITY: EMOTIONS AS MEDIATORS AND ATTACHMENT ORIENTATIONS AS MODERATORS

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Purpose

Based on affective events theory, we test the assumption that emotional reactions to workload, mediate the daily relationship between workload and co-worker relationship quality. Besides, we analyse whether attachment orientations moderate these emotional reactions to workload, and their impact on co-worker relationships. In so doing, we built on attachment theory and recent findings, demonstrating attachment-related differences in emotional reactions to job stressors, the regulation of work-related emotions, and work relationship quality.

Design/Methodology

In an online diary study, employees completed daily reports of workload, work-related emotions, and co-worker relationship quality, over a period of ten workdays. Attachment anxiety and avoidance were assessed once.

Results

Results of multilevel analyses support the mediating role of emotions on the between and within level. Attachment avoidance moderates emotional reactions to workload, and their impact on relationship quality, on the between level. On the within level, the relationships between workload and emotions, and between emotions and co-worker relationship quality, are moderated by attachment anxiety.

Limitations

A limitation is the simultaneous assessment of the daily variables, without varying their daily order.

Research/Practical Implications

Future research on work-related stress and emotion regulation, and on work relationships, may profit from the consideration of attachment orientations as theoretically grounded, dispositional moderators.

Originality/Value

Present findings provide evidence that workload is related to co-worker relationship quality on a daily basis, via emotional reactions to workload. Beyond that, they demonstrate that attachment theoretical assumptions also are of value in understanding daily stress and emotion regulation at work.

325 - NOT FIT ENOUGH FOR RECOVERY: DAILY TIME PRESSURE AND SLEEP QUALITY

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Purpose. After a hard day at work good sleep recharges batteries and is important to stay healthy. However, sleep, as one of the most important recovery mechanisms, is often impaired by work factors itself. Demands like time pressure are known to be risk factors linked to sleep problems. In general, daily work-related effort depends on demands as well as personal resources. Personal resources refer to the state of the organism including the psycho-physiological constitution – such as general health. Reduced health-resources should enhance vulnerability. If the necessary activation exceeds the existing capacity, additional effort must be provided to meet daily demands. This additional effort further lowers the person's capacity increasing need for recovery whereas its likelihood to be completed decreases. This study investigates general health as a moderator to the time pressure-sleep quality relationship.

Design/Methodology. Daily data was gathered over the course of 1 work week from 57 employees. Daily time pressure was assessed after work and self-reported sleep quality at the next morning.

Results. Multilevel analyses reveal daily time pressure to be negatively associated with sleep quality. This association only occurred if personal health resources were low.

Limitations. Danger of inflated effects due to common method variance (self-report).

Implications. Considering the current health status of individuals may help to prevent loss spirals that are characterized by increased undermining of personal resources, which, in turn, may induce an augmented reactivity to stressful conditions.

Originality/Value. This study highlights the importance of health as a moderator to the daily stressor-recovery relationship.

326 - THE MODERATOR ROLE OF PSYCHOLOGICAL CAPITAL ON THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND WELL-BEING MODEL PERMA

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The Moderator Role of Psychological Capital on the Relationship Between Emotional Labor and Well-Being Model PERMA

Mental health work, consists a degree of emotional labor, but it was not studied before in any research. Also, PERMA model was not studied in Turkish culture before. This study has two purposes. One of them is to understand emotional labour dimensions which Turkish mental health professionals experience, psychological capital which they have and degree of wellbeing which was evaluated by PERMA wellbeing model. Second aim of this study is to investigate the relationship between emotional labor and wellbeing model PERMA, and the moderator role of psychological capital between these constructs among mental health professionals. 350 mental health workers were voluntarily contributed to this study who were in EMDR training programme in Istanbul. Some of the respondent were contributed to this research by filling out the scales online. Emotional Labor Scale (Diefendorff, Croyle and Gosserand, 2005), Psychological Capital Scale (Luthans, Avolio, Avey and Norman, 2007) and PERMA Scale (Butler and Kern, 2016) were used which were validated according to Turkish norms. The data analysis is on progress. In this study it is expected that; surface acting will be negatively correlated with PERMA, deep acting will be positively correlated with PERMA, genuine emotions will be positively correlated with PERMA. PsyCAP will function as a moderator between surface acting and PERMA. Overall, the results of this study will help to understand Turkish mental health professional's level of emotional labor, psychological capital and PERMA levels. Also, this research will enable to associate emotional labour dimensions with PERMA and the role of psychological capital will be examined in different type of sampling.

Keywords: Emotional Labor, Psychological Capital, Well-being, PERMA, Mental Health Workers, Positive Psychology, Flourishing

327 - THE ROLE OF NON-FINANCIAL GOALS ON THE TRUSTWORTHINESS OF FAMILY BUSINESSES

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Purpose: The aim of this study is to analyse how non-financial goals as perceived by managers affects the trustworthiness in family businesses. The paradigm of socioemotional wealth, composed of identification with the firm, binding social ties, and emotional considerations, will be used to explain the relations between non-financial goals and perceived trustworthiness. We test our assumptions in family businesses and non-family businesses to compare the results.

Design/Methodology: The study is based on data collected via a survey. The participants (N=485) are managers working in family and non-family businesses in Germany.

Results: We find a positive effect of non-financial goals on trustworthiness in general. Additionally, the interaction between managers of non-family businesses and their identification elicits a stronger effect on trustworthiness. Yet, emotional considerations, e.g. decisions that are affected by emotions or are tailored to the needs of specific groups, have a negative effect on trustworthiness. This result is identical for managers in family businesses and non-family businesses.

Limitations: The study focuses on a specific function, namely managers. The results are limited to their perspective and cannot be generalized to other types of employees.

Research/Practical Implications: Trust is essential in organizations. Especially family businesses are often associated with a high level of trustworthiness. Previous research suggests that levels of trustworthiness can be managed. This research investigates the extent to which non-financial goals can be used to facilitate the trustworthiness of family businesses.

Originality/Value: This study combines literature on family businesses, i.e. socioemotional wealth, and indicate it's importance for trustworthiness.

329 - ASYMMETRY IN TELEWORKING PATTERNS AND EMPLOYEE LEARNING: MEDIATION BY TRUST.

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HIVA - KU Leuven, Leuven, Belgium (1) - Open University of the Netherlands, Heerlen, Netherlands (2)

Purpose. Research scrutinizing the effects of individual teleworking habits is thriving. To date, however, not much is known about the impact of asymmetric teleworking patterns (i.e. variability in the number of days each team member teleworks) on employees' attitudes and behaviors. Since teleworking is still often seen as a privilege to be earned, asymmetries in teleworking patterns may represent an uneven distribution of privileges, which we expect to corrupt the team processes (i.e., team trust) and therefore stagnate positive individual outcomes (i.e., skill development, job satisfaction).

Method. To test our predictions, we conducted a two-wave survey study in nine Belgian organizations ($N (T1) = 642$ in 113 teams, $N (T2) = 261$), with a six month gap between the waves. Mediation was tested with Hayes' process analysis, controlling for age, level of education and individual amount of telework per week.

Results. Asymmetric teleworking patterns negatively impacted employee's skill development 6 months later. Moreover, this effect was found to be mediated by team trust. The analyses testing the effects on job satisfaction did not yield any significant results.

Limitations. Owing to sample restrictions at T2 (i.e. insufficient response at team level), we were unable to test how asymmetric teleworking patterns at T1 affect team learning and satisfaction at T2.

Implications. Managers are advised to ensure fair and transparent teleworking policies that can foster team trust and employees' skill development.

Conclusion. Skill development is hindered when some team members telework more than others, because this situation may breed distrust.

330 - ORGANIZATIONAL-LEVEL CONSEQUENCES OF FLEXPLACE WORK:

THE CRUCIAL ROLE OF TRUST CLIMATE FOR EMPLOYEES' AFFECT AND ORGANIZATIONAL PERFORMANCE

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Purpose: This study investigates the organizational-level consequences of flexible work arrangements with regard to the location where employees conduct their work (flexplace work). For this purpose, an integrative theoretical model is tested that examines the effects of the degree of flexplace work in organizations on employees' collective positive affect and organizational performance; moreover, trust climate is introduced as a critical contingency of flexplace's organizational-level effects.

Methodology: Hypotheses are tested in a multi-source field study of 20,073 employees, top management team members, and HR representatives in 98 organizations.

Results: Findings indicate that flexplace work is associated with higher collective positive affect among employees and enhanced performance only in organizations with high levels of trust climate. In contrast, when trust climate is low, increasing levels of flexplace work are negatively associated with employees' collective positive affect and diminish organizational performance.

Limitations: The study is based on a cross-sectional design and relies on top management team members' subjective ratings of company performance.

Implications: Our results highlight the crucial importance of fostering high levels of trust climate for realizing the positive potential inherent in flexplace work. By investigating its consequences on organizational performance, our study moreover underlines the business case of flexplace work.

Originality: Prior studies on flexplace work have almost exclusively focused on its individual-level consequences and have yielded inconclusive findings concerning its potential to yield positive organizational outcomes. Our study advances this field of research by broadening the scope toward organizational-level consequences of flexplace work and examining both underlying mechanisms and critical boundary conditions of its effects.

332 - GOAL SETTING RELOADED: THE INFLUENCE OF MINIMAL AND MAXIMAL GOAL STANDARDS ON SATISFACTION AFTER PERFORMANCE FEEDBACK

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Purpose: We integrate goal-setting theory (Locke & Latham, 1990) with research on the regulatory function of goal standards on valence judgments – providing a new model explaining how goal standards determine individuals' satisfaction with their goal-performance discrepancies. We assume that minimal and maximal goal standards affect the satisfaction function of goal-performance discrepancies in predictable ways. After failure, minimal standards lead to relatively low levels of satisfaction, irrespective of the degree of deviation from the goal. However, when goal standards are maximal, the satisfaction level becomes higher the closer one comes to achieving one's goal. These effects are reverse for positive goal-performance discrepancies. Here, a minimal standards leads to a more continuous evaluation of over-achievement whereas a maximal standards lead to a fairly high level of satisfaction, irrespective of the degree of over-achievement.

Design/Methodology: Five experimental studies with a total sample of 1506 participants tested these assumptions. We used different paradigms and pre-registered one study.

Approach/Intervention: All independent variable have been manipulated.

Results: Overall, our results confirmed our hypotheses.

Limitations: We made use of experimental data which limits external validity.

Research/Practical Implications: Our research provides insights how goal standards impact satisfaction levels after feedback. Managerial goal setting is a core application for this research.

Originality/Value: Our integration of classical goal setting theory with insights from self-regulation research on goals offers a new theoretical model on the link between goal achievement levels and task satisfaction.

334 - “TO WORK, OR NOT TO WORK, THAT IS THE QUESTION” – RECENT TRENDS AND AVENUES FOR RESEARCH ON ATTENDANCE BEHAVIOR

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This position paper brings together recent developments in the field of attendance behavior, which is needed based on the increased amount of research in the field. Identified in a EAWOP Small Group Meeting and rooted in the ongoing conceptual and methodological challenges faced by presenteeism researchers, the paper focusses on: (1) ‘Conceptual Background’, (2) ‘Measurement’, (3) ‘Context’, and (4) ‘Research Design’.

Each of the elements will be based on up-to-date findings, highlighting were the state of the field and fruitful avenues for further research. First, due to the variety of existing definitions, competing understandings in terms of sickness presenteeism as well as the notion of positive presenteeism will be discussed. Second, the measurement of the act of presenteeism, as well as the associated productivity loss with attending work while ill, will be reflected. Third, following the ongoing call to investigate presenteeism in specific contexts, social, occupational, cross-cultural aspects, as well as contemporary changes in the workplace and their respective relationship with presenteeism will be explicated. Finally, research designs which are underused but fruitful avenues to new insights in the field—such as the person-centered approach or intervention studies—will be discussed. Based on this collection of state of the art questions in the field, we identify key questions and outline promising directions for future research, while underlining possible threats and challenges, and including recommendations for practice.

335 - PASSIVE-AVOIDANT LEADERSHIP AND DAILY SAFETY COMPLIANCE: THE MODERATING ROLE OF FOLLOWERS' REGULATORY FOCUS

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Purpose. This study examines 1) the relationship between passive avoidant leadership behaviours and follower daily safety incompliance in an operative work context, and 2) the potentially attenuating (prevention focus) and enhancing (promotion focus) role of followers' personal regulatory focus.

Methodology. Data from a quantitative diary study (30 days) among 57 (6 female) naval cadets participating in a sail ship voyage from northern Europe to North America was used – yielding 1533 measurement points. In the data collection, we applied a general questionnaire including the measurement of follower trait-level regulatory focus (prevention and promotion focus), and a daily questionnaire including measurements of passive-avoidant leadership and safety incompliance. Data were analysed by multilevel analyses (MLwiN 2.20).

Results. Multilevel analyses showed in support with our main hypothesis that passive-avoidant leadership behaviours related positively to followers' daily safety incompliance behaviour. Moreover, in support of the hypothesised moderating effects, passive-avoidant leadership interacted negatively with prevention focus and positively with promotion focus in the prediction of day-to-day safety incompliance.

Limitations. The use of single-source ratings was a limitation of this study.

Research/practical implications. This study suggests that followers increase violations of safety rules on days their leader(s) demonstrate passive-avoidant leadership behaviours. From a practical point of view, leaders should avoid passive-avoidant leader behaviours in operative work settings, and especially towards employees that are highly promotion focused.

Originality. To our knowledge, this is the first study examining the link and possible intervening mechanisms between passive-avoidant leadership and followers' day-to-day safety compliance behaviour in an operative work setting.

336 - LASHING OUT OR KEEPING QUIET: AN INVESTIGATION INTO WHETHER NARCISSISTS SPEAK UP OR REMAIN SILENT FOLLOWING AN EGO-THREAT IN WORK SETTINGS. A QUASI-EXPERIMENTAL STUDY.

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Purpose. Narcissism refers to an extremely heightened preoccupation with the self (Hart, Adams, Burton, & Tortoriello, 2017) which has negative outcomes on performance (Wallace & Baumeister, 2002). Research suggests that narcissists are particularly vulnerable to an ego-threat (Leary, Terry, Allen, & Tate, 2009), but little is known about how narcissists will react when faced with an ego-threat in the workplace. In this research, we investigated the relationship between narcissism and three types of silence and voice (defensive, prosocial, acquiescent) in response to ego-threat.

Methodology. The research adopted a 2x2 factorial quasi-experimental design. We experimentally manipulated a workplace context where an individual's team receives feedback on their work (either positive or negative) and the responsibility for the work was either the individual or a colleague.

Results. There was a significant association between grandiose narcissism and defensive voice, and vulnerable narcissism and defensive silence, regardless of feedback context. Furthermore, there was a negative relationship between narcissism and psychological safety when receiving negative personal feedback, and a positive relationship when a colleague received negative feedback.

Limitations. The experimental nature of the study requires replication in field settings.

Research/Practical Implications Our findings provide support for the vain and exhibitionist nature of a grandiose narcissist through their need to view the situation personally (Cain, Pincus & Ansell, 2008). Managers should take caution in delivering feedback as it can impact both the recipient and their team.

Originality/Value. This novel study provides a starting point for further investigation into the defensive behaviours of narcissists in work settings.

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337 - HPWS: A BUNDLING OR A SYSTEMS APPROACH? EVIDENCE FROM THE GREEK HEALTHCARE SECTOR

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Purpose: Based on the social exchange theory as our theoretical framework, this study examines the relationship between High Performance Work Systems (HPWS) and employee outcomes, measured by job satisfaction and affective commitment. In addition, this article investigates whether the social exchange relationship can reduce employees' burnout leading thus to lower intention of leaving their jobs. Finally, this study calculates HPWS as both a system and as bundles of practices.

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 a strong effect of HPWS on social exchange, and employee outcomes. In addition, the social exchange relationship seems to create positive employee outcomes that ultimately decrease employees' feelings of burnout, and consequently their intentions of leaving their hospital. Finally, of the three bundles comprising the HPWS, opportunity to participate has no effect on the overall HPWS construct.

Limitations: The most significant limitation concerns the nature of this study, which is a cross-sectional one.

Research/Practical implications: The findings provide evidence for the potential fruitfulness of the HPWS approach even in turbulent times. Moreover, the findings clearly show that different sets of HR practices may impact the same outcomes in a heterogeneous way.

Originality/value: This study examines the processes through which HPWS positively influences health-related outcomes, leading to lower employees' feelings of burnout and intention to leave their jobs. Moreover, this study underscores the significance of measuring HPWS as both a system and as bundles of practices.

338 - THE RELATION BETWEEN LIVING A CALLING AND DIFFERENT ASPECTS OF BURNOUT IN SWEDISH MINISTERS

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Purpose: The present study aimed at further exploring the potential dark side of living a calling among Swedish ministers by investigating the relations between living a calling and aspects of burnout such as exhaustion and work disengagement. It could be that individuals who are living a calling find their work so meaningful or important that they continue working even though they feel drained (e.g. Duffy, Douglass, Autin, England & Dik, 2016).

Design: A survey was emailed to 2877 ministers of the Church of Sweden. The response rate was 29% and the final sample consisted of 843 ministers.

Results and practical implications: Preliminary analyses show that, living a calling has a negative direct effect on both exhaustion and work disengagement. Thus, contrary to our expectations, living a calling seems to have a buffering effect on aspects of burnout. Analysis showed that this effect is partially mediated by perceiving the work as meaningful. Furthermore, the effect of living a calling on work meaning was moderated by quantitative as well as qualitative work demands. The findings are in line with an earlier study by Duffy et al. (2016) and contradict the suggestions that living a calling may lead to negative outcomes when for example work load is high.

Limitations and originality: Since ministers are expected to highly be living a calling the variation in the independent variable was limited. However the study adds to the minimal amount of research that has investigated the potential dark side of living a calling.

339 - CAREER REGRET - A STAGE BASED EXAMINATION

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Purpose

The career has been identified as an important source of regret in people's lives but our understanding of this prevalent emotion is still limited. This study explores the characteristics and dynamic nature of career regret, as well as associated behaviours.

Design/Methodology/Approach/Intervention

The study was conducted among British individuals at different stages of their career. In-depth, semi-structured interviews were conducted with X participants, which involved drawing on their career narratives and experiences to date.

Results

Social comparison plays an important role in feeling career regret – both actual social group and hypothetical.

The study found that career regret has different outcomes depending on the stage at which it is experienced.

Emotional labour emerged as an important negative outcome of experiencing career regret.

Limitations

Further research is needed, drawing on a more varied sample. Future research should include a quantitative study to test the relationships uncovered in this study.

Research/Practical Implications

The study has uncovered theoretical avenues, particularly related to the role of career regret in emotional labour and negative workplace behaviours. Practical implications around how to manage this potentially debilitating emotion in the workplace, including psychological framing, are drawn from the interviews also.

Originality/Value

To date very little research has focused on career regret; this study provide strategies for constructively dealing with this emotion in the workplace and identifies avenues for further research.

342 - EMPLOYEE CAREER DEVELOPMENT: THE INTERACTION OF LINE MANAGER JUSTICE AND EMPLOYEE CAREERIST ORIENTATION

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Purpose: Line managers, and line manager fairness, are increasingly viewed as central to effective HRM delivery, especially in employee career management and development (Crawshaw, 2006; Crawshaw & Game, 2015). The aim of this study was to explore a potential boundary condition on the link between line manager interactional justice and employees' career-related attitudes and behaviours. Drawing on social identity theory we tested a moderated mediation model in which employee organizational trust mediates the links between line manager interactional justice and employees' perceived career growth opportunities, and turnover intentions, moderated by employee careerist orientation.

Design/Methodology: Data were collected using an international survey of working part-time MBA students (N=891) and analysed using SPSS (PROCESS macro).

Results and Limitations: Fully supporting the model, employee perceptions of line manager interactional justice related positively to organizational trust which, in turn, related positively to perceived career growth opportunities, and negatively to turnover intentions. These effects were significantly weaker when employee careerist orientation was high. A potential limitation of the study is the cross-sectional, self-report design.

Research/Practical Implications: The findings shed light on the possible limits of line manager influence over employee careers, opening new avenues for future research. For organizations/practitioners, this research confirms the important role of line managers in delivering career management policy and highlights the need to better understand employees' trait-based career attitudes, since these may impact the effectiveness of organisational career policy and practice.

Originality: We provide new evidence on why and when line manager interactional justice influences employees' career attitudes and behaviours.

344 - HOW AND WHY TO PROMOTE TECHNOLOGY ACCEPTANCE IN INDUSTRY 4.0 ERA: THE RELATION WITH WORK ENGAGEMENT AND THE ROLE OF PERSONAL RESOURCES AND TRAINING.

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Purpose

With the rapid advances of technology, we are assisting to a new industrial revolution, the so called Industry 4.0 era, which is introducing several changes in how organizations operate and how people learn and do their work (Cascio & Montealegre, 2016). In this framework, many questions arise about how these transformations may affect workers' wellbeing, and WOP is called to address these open issues. The present study aims at investigating personal and organizational antecedents (resilience, need for achievement and opportunities for information/training) and a consequence (work engagement) of technology acceptance within factories, comparing white- and blue-collar workers.

Design/Methodology/Approach/Intervention

The study involved a sample of 689 workers (white-collars=245, blue-collars=444) employed in an Automotive Company. Participants filled-in a self-report questionnaire. Analyses were conducted through SPSS24 and Mplus7 for the full multi-group structural equation model (MG-SEM).

Results

The MG-SEM [Chi-square(102)=258.91; p<.01; RMSEA=.07; CFI=.93; TLI=.91; SRMR=.06] showed, in both samples, a positive relationship of the three antecedents with technology acceptance, which in turn showed a positive relationship with work engagement. All indirect effects were significant.

Limitations

Cross-sectional design and the use of a self-report questionnaire were the main limitations. Moreover, further personal and organizational variables could be considered in the model.

Research/Practical Implications

Results highlight the importance to provide information and opportunities for training to all employees, in order to support the Industry 4.0 transformations without consequences for workers' motivation.

Originality/Value

This study investigates the motivational dynamics related to the introduction of new technologies within factories involving the little-studied population of blue-collar workers.

Keywords: Industry 4.0; technology acceptance; work engagement; personal resources; training

345 - HEALTH AND WELL-BEING AMONG EARLY CAREER PSYCHOLOGIST AND SOCIAL WORKERS – COMPENSATORY RESOURCES IN PROFILES OF PSYCHOSOCIAL WORK ENVIRONMENTS

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Stress-related sick leave is more common among psychologists and social workers than the general working population in Sweden. The transition from higher education to work-life seems to interact with the work environment to influence long-term health.

Purpose

To explore how different profiles of psychosocial work environment variables relate to health and well-being among newly graduated social workers and psychologists.

Methods

Of the 5213 surveys distributed, 2091 responses are included in this study (1248 social workers and 843 psychologists; 1742 women, 331 men and 14 unknown).

The cluster variables were selected among the context related resources surveyed: Professional isolation, (social support and stress during) Transition to work-life and Influence at work.

Results

Of the eight context-related clusters, the two “best” clusters differed significantly from the two “worst” on almost every variable tested, including General Health and Life Satisfaction. The four clusters “in the middle” did not differ significantly from each other, except on the three cluster variables. As no differences were found in health and well-being, yet each of the “middle” clusters lacked in one or two of the cluster variables, indicates that some lacking resources can compensate for by the other(s). This finding is in line with the JD-R theory.

Limitations

These results are based on cross-sectional self-reported survey data.

Practical implications and originality

This large scale study puts focus on the context and the role of compensatory resources, opening up for fruitful health interventions.

348 - SHOULD BOARD MEMBERS FOLLOW THE MAJORITY? FIRST PREFERENCES LEAD TO BIASED DECISION-MAKING

Tessa Coffeng (1) - Eianne van Steenbergen (1) - Femke de Vries (2) - Naomi Ellemers (1)

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Should Board Members Follow the Majority? First Preferences Lead to Biased Decision-making

Tessa Coffeng, Eianne F. van Steenbergen, Femke de Vries & Naomi Ellemers

Purpose: The current research investigates whether Supervisory and Managing Board members will choose the optimal solution in group decision-making when having shared as well as unique information (i.e., hidden profile paradigm).

Design/Methodology/Approach/Intervention: A hidden profile field experiment was conducted among Supervisory and Managing Board members ($N = 75$), who were randomly assigned to groups of three in order to participate in a candidate selection task. Each group member received shared as well as unique information about three candidates, privately wrote down his or her first preference, and engaged in a group discussion in order to jointly choose the best candidate.

Results: 24 percent of the groups chose the optimal solution after group discussion. This finding was, however, not a result of the group discussion. Rather, the first preference of the majority significantly predicted the groups' decisions.

Limitations: For practical reasons, the sample size was relatively small and the available time for conducting the experiment was relatively short compared to other hidden profile studies.

Research/Practical Implications: Supervisory and Managing Board members need to be alert when the majority favours a specific outcome prior to group discussion, and find ways to consider all available information before actual decision-making.

Originality/Value: This study was conducted among high-level decision-makers, which are often hard to gain access to for scientific research. The insights of the current research are therefore especially valuable for bridging the gap between the hidden-profile literature and the practice of high-level decision-making.

349 - TOWARDS SUSTAINABLE INNOVATIONS IN EDUCATION: THE ROLE OF ENVIRONMENTAL FACTORS FOR TEACHERS' INNOVATIVE WORK BEHAVIOR

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Purpose

The 21st century labour market requires employees that proactively shape innovations, and know how to solve complex social problems. Teachers are expected to perform innovative behavior not only entailing the generation but also the implementation and sustainability of new ideas. The learning environment, and more specifically management support and exposure to innovation are factors for innovations to succeed.

This study examined the role of the supportive learning environment, management support and exposure to innovations in predicting innovative work behavior (IWB) of teachers across the different phases of the innovation process, including the sustainability phase.

Design

This cross-sectional correlation study was conducted among teachers from two vocational colleges in the Netherlands (n= 225). Teachers were invited to fill out an online questionnaire on voluntary basis.

Results

Results of hierarchical regression analyses show that a supportive learning environment is significantly positively related to the creativity phases (opportunity exploration and idea generation). Management support is significantly positively related to idea generation and the implementation phases (idea realization and idea sustainability). Exposure to innovation predicts nearly all phases of IWB (except for opportunity exploration).

Limitations

We conducted our research in vocational education. Results cannot be generalized to other types of education.

Practical Implications

The study provides insight in how educational institutes can stimulate teachers' Innovative Work Behavior.

Value

This is one of the first studies that investigated the role of environmental factors for vocational teachers' IWB, including idea sustainability.

352 - BACK TO THE FUTURE, WOMEN EXPERIENCES AS TRAILBLAZER AT WORK

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Purpose:

Current study sought to uncover how women legitimise their place in work environments where they have traditionally been excluded. Given a unique, political context we aim to uncover mechanisms of legitimising social inclusion used by Saudi Arabian women who were typically first in their generation to enter the workforce.

Design/Methodology

In collecting data, we adopted a qualitative approach using semi-structured in-depth interviews with a total of 57 Saudi women from a wide range of organisations and industry background.

Results

Life trajectory approach was used to analysis women's work experiences that embedded within structural, social, and cultural contexts. The results revealed that while the inclusion process mirrors some of the unique tactics used by women and employers in such places as the U.S. and the U.K., differences in approaches arose because of specific cultural aspects based on religion and tribe.

Research/Practical Implications

Theories of inclusion in the workplace must move past passive mechanisms for "managing diversity" and focus on reducing ways in which newcomers are stigmatised and marginalised. This work uses at its core the work of Goffman (1967) and Scambler (2006) to add to current research on workplace inclusion (Ferdman, 2014). Practically, the study has implications for women seeking equality of pay and opportunities in organisations through the mechanisms to demonstrate value and curry acceptance.

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 to theorising the complexity of inclusion in non-Western contexts.

358 - THE „WHY“ MATTERS – THE EFFECT OF MOTIVES FOR EMOTION REGULATION ON THE EMOTIONAL LABOR – WELL-BEING LINK

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(1)

Purpose

Emotion regulation strategies and their effect on well-being have often been a subject of study. The question concerning why employees regulate their emotions has not been a main focus of research during the last few years.

Aim of the present study was to investigate the effects of two emotion regulation strategies on well-being and examine how these relationships are influenced by motives for emotion regulation.

Design/Methodology

28 employees filled out a questionnaire at three to six working days about emotion regulation strategies, motives for emotion regulation as well as well-being parameters. Data was analyzed using multilevel modeling.

Results

The results indicate that, generally both Surface and Deep Acting can have negative effects on well-being. The moderation analysis shows that the negative effect of Surface Acting on well-being is even more negative when high instrumental or pleasure motives exist, whereas the high pleasure and instrumental motives have a favorable impact on the Deep Acting – well-being link.

Limitations

Different job types could not be analyzed separately as result of sample size. Automatic emotion regulation was not measured.

Research/Practical Implications

The results offer a better comprehension of the EL – well-being link. Future research should be taking notice of automatic emotion regulation as a third emotion regulation strategy.

Originality/Value

To the best of our knowledge, the present study is among the first to investigate the moderator function of motives for emotion regulation on the EL – well-being link.

359 - STRESSED FOR GOOD: CHALLENGE STRESS AS A PREDICTOR OF MENTORING AND CAREER SUCCESS

Selin Kudret (1) - Berrin Erdogan (2) - Talya N. Bauer (2) - Julie McCarthy (3)

Kingston University London, London, United Kingdom (1) - Portland State University, Portland, United States (2) - University of Toronto Scarborough, Toronto, Canada (3)

A growing body of research on challenge and hindrance stress focuses on the focal person's differential reactions to these types of stress (e.g. LePine et al., 2004; Tuckey et al., 2015). However, little is known about others' reactions to a focal person's challenge stress, and whether this could be an alter-centric alternative explanation for the positive outcomes of challenge stress. Drawing on signaling theory, we posit that challenge stress is positively linked to the eventual indicators of career success (career satisfaction and manager-rated promotability) through the amount of mentoring received from one's manager (others' reaction to the focal person's stress). We also identify individual's personality as a boundary condition, such that, for individuals higher in openness to experience, the potential benefits of challenge stress on mentoring and career success will be more subdued. We tested our hypotheses in a time-lagged, multi-source research design in a public service organization in the UK. Multilevel analyses on a sample of 258 employees and their managers reveal that experiencing challenge stress is conducive to career success, as it elicits a valuable resource - mentoring. Moreover, the signaling value of challenge stress is highest when openness to experience is not readily observed in employees. While not adopting a longitudinal design, this study uncovers a novel mechanism by examining the way in which challenge stress elicits others' reaction, thereby moving beyond individuals' internal responses to stress. The study also examines career success, which has not been yet tested as an outcome of challenge stress.

360 - CHANGE IN DETACHMENT MEDIATING THE STRESSOR-WELLBEING LINK: AN ANALYSIS WITH LATENT CHANGE SCORES

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Federal Institute for Occupational Safety and Health, Berlin, Germany (1) - Federal Institute for Occupational Safety and Health, Dresden, Germany (2) - University of Potsdam, Potsdam, Germany (3) - Technische Universität Dresden, Dresden, Germany (4)

Purpose: Social conflicts are one of the most severe stressors at work. They entail negative consequences for employee wellbeing and the ability to mentally detach from work-related thoughts during non-work time. The objective of the present study was to test if within-person change in psychological detachment mediates the effects of change in perceived social conflicts on emotional exhaustion and mental wellbeing; do increases in stressors propel wellbeing losses through deterioration of detachment?

Design: We tested our hypotheses with latent difference score mediation drawing on data from N = 246 registered nurses (mean age of 40.4 years, 78.9 % women). Participants responded three times to a survey with a time lag of six months, respectively.

Results: We found significant mediation effects with a decrease (Time 2 to Time 3) in psychological detachment as a mediator for the effects of increases (Time 1 to Time 2) in social conflicts at work on emotional exhaustion and mental wellbeing at Time 3 (controlling for Time 1).

Limitations: It needs to be tested whether results generalize beyond registered nurses. However, similar effects are also possible for other occupational groups, as conflicts arise in virtually every occupational setting.

Research Implications: These findings highlight the importance of focusing on within-person change in psychological detachment to gain deeper insights into its dynamic interplay with job stressors and wellbeing in the long run.

Originality: We provide the first empirical evidence for the mediating role of detachment in the stressor-wellbeing link with a focus on within-person change over one year.

364 - THE EFFECTS OF GROUP CONTEXT ON PEER RATINGS OF TASK PERFORMANCE

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Purpose: Although peer performance ratings are critical for addressing many human resource functions (Aguinis, 2013), comparisons of individuals in different teams may not be comparable at face value because peer ratings are affected by the context (Loignon et al., 2017). Thus, we conducted two studies to understand how and why team context influences peer ratings of individual performance.

Methods/Results: In Study 1, we conducted cross-classified modeling on a sample of 7,160 performance observations of 568 targets made by 567 perceivers who participated on four different teams. Team membership accounted for 24.27% and 6.13% of model variance for perceivers and targets, respectively.

In Study 2, we conducted social relations modeling (Kenny et al., 2006) with a sample of 679 performance observations collected from 217 individuals in 46 teams to test the effects of psychological safety on each variance component. Psychological safety accounted 22.81% of perceiver variance and 1.94% of target variance.

Research/Practical Implications: Results of the two studies showed that group context has a stronger effect on the social cognitions of perceivers than on target behavior and that psychological safety may act as a heuristic that influences perceiver judgments. We also discuss how peer ratings can be adjusted to make more valid cross-team performance comparisons.

Originality/Value: This is the first study to account for individual differences by testing the effect of group membership with people who were members of different groups. We also develop theory by showing how a specific aspect of the group context – psychological safety – influences perceiver judgments.

365 - THE INTERSECTION OF ABUSIVE SUPERVISION AND LMX: AN ANALYSIS OF ATTITUDINAL, EMOTIONAL AND BEHAVIORAL OUTCOMES

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Bogazici University, Department of Management, Istanbul, Turkey (1)

Purpose

Study aims to investigate abusive supervision in the broader context of supervisor-subordinate relationship. Abusive supervision (ABS), such as lying and ridiculing, are detrimental to the employees. However, these behaviors occur in a dyadic and exchange-based relationships between the employee and supervisor – as leader-member exchanges (LMX). Little research conducted on both LMX and abusive supervision has produced inconclusive results. This paper proposes abusive supervision is a negative antecedent of LMX and outcomes may occur through decreased LMX. A conceptual framework can be found below.

Design

Online survey-based two-phased data collection was conducted. Participants were contracted through e-mailings or social media ads. Time lag was 1 month. Well established surveys were used.

Results

Final sample of 268 respondents was analyzed with mediation analysis of LMX between ABS and outcomes. Full mediation was found for EE, POS, OCB-S. Both direct and indirect effects found for OCB-O, OCB-I and IJ. LMX was insignificant with CWB-I. The outcomes are partially or fully associated with decreased LMX by abusive supervision. Second study is in progress for replication.

Limitations

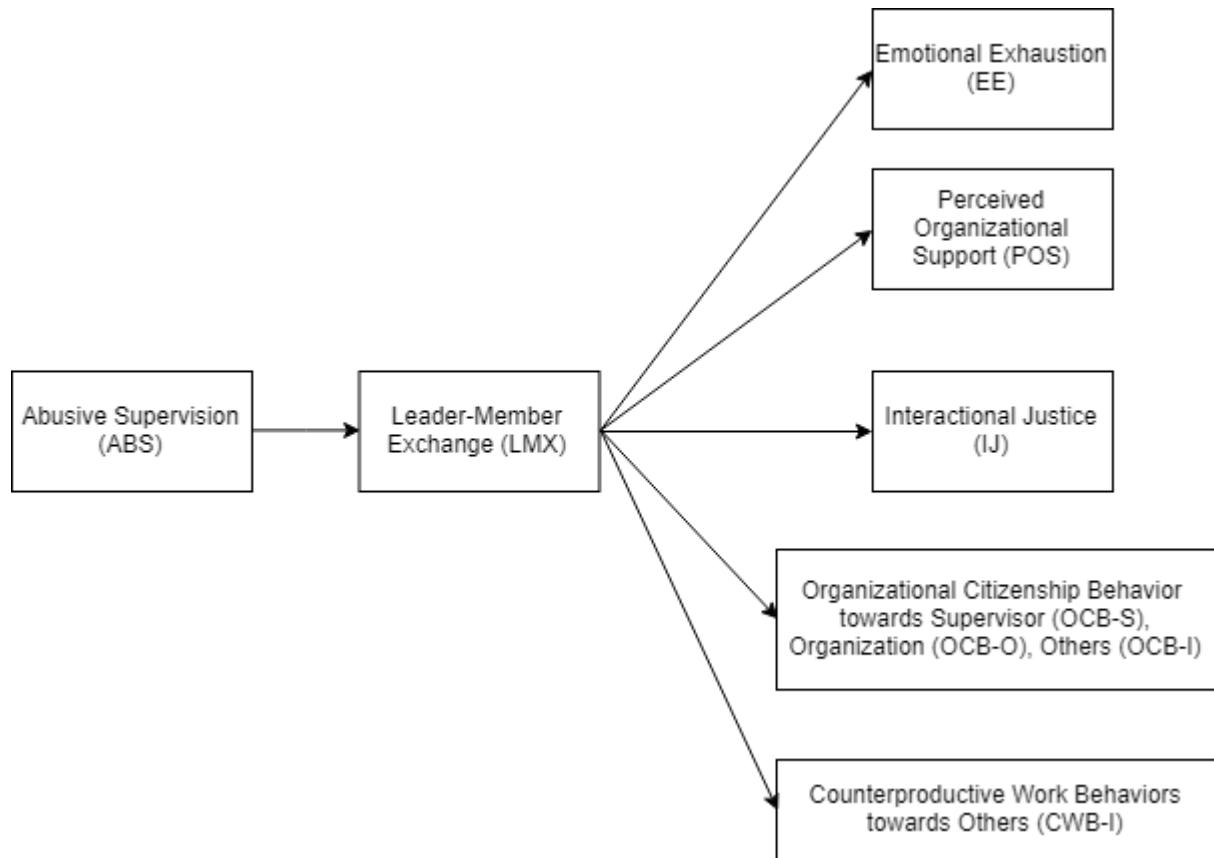
Cross-sectional study hinders causality claims. Even though the proactive measures have been taken (time-lag, anonymity, etc.), CMB is possible.

Implications

Results suggest LMX (the broader subordinate-supervisor relationship) is critical to understand ABS's detrimental outcomes. LMX may emerge as the most significant mediator of ABS with further studies.

Originality

The first study providing comprehensive analysis of ABS and LMX, theoretically positioning and empirically testing with emotional, attitudinal and behavioral outcomes.



367 - POSITIVE AND NEGATIVE RUMINATION FOLLOWING TIME PRESSURE: THE ROLE OF STRESS APPRAISAL

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Purpose

Time pressure is considered a challenge stressor (a type of demand associated with positive outcomes), yet it is often linked to negative outcomes. These inconsistent effects may be due to stress appraisals, which can mediate effects of stressors on mood. As time pressure can affect work-related thoughts during non-work time, we investigated whether and how stress appraisals mediate effects of time pressure on post-work rumination.

Methodology

Online surveys were administered twice daily for five days. Midday surveys measured daily work-related time pressure and the extent to which it was appraised as a challenge, a hindrance, and a threat. Evening surveys measured positive and negative forms of post-work rumination. In total, 205 participants completed both surveys on the same day for at least two of the five days (916 observations).

Results

Within-person results showed hindrance appraisal was associated with more negative rumination, whereas threat appraisal was associated with less positive rumination. Between-person results showed people who consistently appraised time pressure as a challenge consistently reported higher positive rumination and lower negative rumination.

Limitations

Limitations include the use of self-report methods.

Implications

Although post-work rumination can be affected by situational factors such as time pressure, the nature of that rumination can vary depending on how the situation was appraised. This demonstrates the utility of measuring how work stressors are appraised. Interventions targeting appraisals may prove effective.

Originality

This is the first study linking appraisal of work stressors to post-work rumination. It also extends knowledge by revealing differences between hindrances and threats.

368 - LEADER MORAL IDENTITY: MULTILEVEL ASSOCIATIONS WITH FOLLOWER-RATED LEADER INTEGRITY AND THE QUALITY OF LEADER-MEMBER EXCHANGE RELATIONSHIP

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Purpose: We investigated leaders' moral identity style in relation to their followers' perceptions of leader integrity (moral behavior, behavioral integrity, consistency) and LMX relationship quality. Leaders can 1) flexibly process relevant information before making moral decisions (informational style), 2) conform to formal norms that pertain to the moral conflict (normative style), or 3) avoid facing and dealing with moral problems (diffuse-avoidant style).

Methodology: The nested sample included 233 leaders with 987 followers. Moral identity style was coded on the basis of leaders' self-generated descriptions of their moral decision-making. The followers rated their leader using the Perceived Leader Integrity scale and the LMX-7 scale. Data was analyzed with multilevel modeling.

Results: Leaders who used situational information to make flexible moral decisions were seen to behave with high integrity by their followers. More rigid, normative moral identity style associated with follower-rated consistency. Leaders' moral behavior had the strongest associations with high-quality LMX at both the individual and shared follower level, but no associations were found between moral identity style and moral behavior.

Limitations: No causal inferences can be made based on the cross-sectional design.

Practical Implications: Leaders' who demonstrate moral behavior can support high quality relationships with their followers. Moral identity that is depicted by flexible commitment to personal values signals to the followers that the leader "practices what (s)he preaches".

Originality: The identity style can be applied to capture leader morality in the work domain. This novel approach showed promising results based on follower perceptions of leaders with different moral identities.

370 - WORK ENGAGEMENT INTERVENTIONS CAN BE EFFECTIVE: A SYSTEMATIC REVIEW

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(2)

Purpose: To synthesise work engagement intervention studies and inform future research by exploring: (1) the types, styles and content of engagement interventions; (2) their effectiveness; and (3) their underlying mechanisms.

Methodology: Relevant databases were systematically searched for interventions employing a validated engagement measure. 33% of studies were double-coded. Harvest plots informed the development of GRADE evidence statements.

Results:

The final 40 included studies comprising five types: personal resource building (k=5); job resource building (k=12); leadership training (k=3); health promotion (k=18); job and personal resource building (k=2). Twenty (50%) studies observed significant positive effects on work engagement (Figure 1), two (5%) had a negative effect (Figure 2), and eighteen (45%) had no effect (Figure 3). Resources, demands, and well-being were important mediators. Moderators included intervention type, employee participation, and manager support. Bottom-up interventions, and particularly job crafting and mindfulness interventions, were most successful. Implementation difficulties included poor response and attrition rates, and adverse factors (e.g. organisational restructuring, redundancy, economic downturn).

Limitations: Unpublished studies were not included, raising publication bias potential, but increasing the quality of the findings. Potential miss-classification was mitigated by double coding.

Research / Practical implications: Future research should assess the active components of interventions, potential mediators (e.g. attention, cognitive reappraisal), and moderators (e.g. personality). Practically, need assessments and senior management support is crucial for success.

Value: This is the first narrative systematic review of work engagement interventions. Going beyond effectiveness, this review unpacks how and why interventions work.

Figures

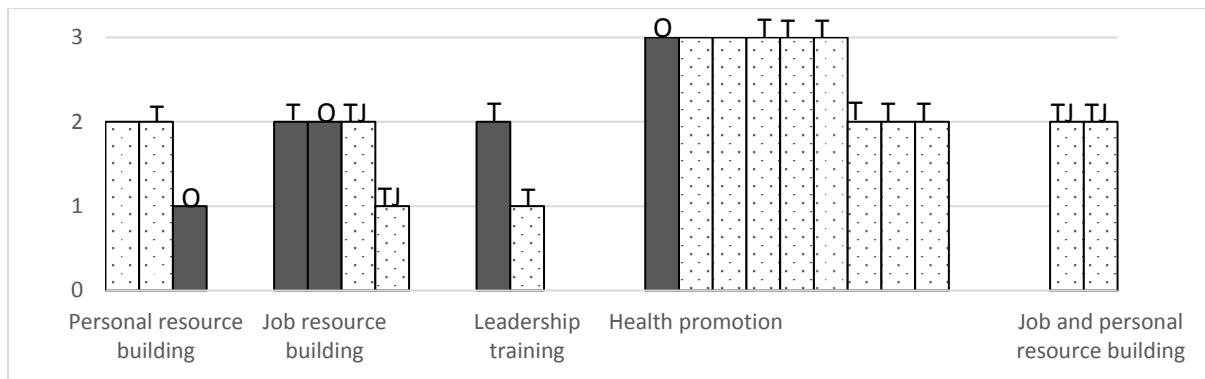


Figure 1: A harvest plot indicating the nature of the evidence for interventions with at least one positive effect on work engagement or one of its sub-components (k=20); NB: Each bar represents one study; the height of the bar indicates study design (3=randomised; 2=non-randomised, controlled; 1=uncontrolled); solidly shaded bars indicate top-down interventions; textured (dotted) bars indicate bottom-up interventions; T=interventions involving a training component; O=interventions involving other types of participation (e.g. participative action research, group reflection); JC=Job crafting intervention; M=Mindfulness-based intervention

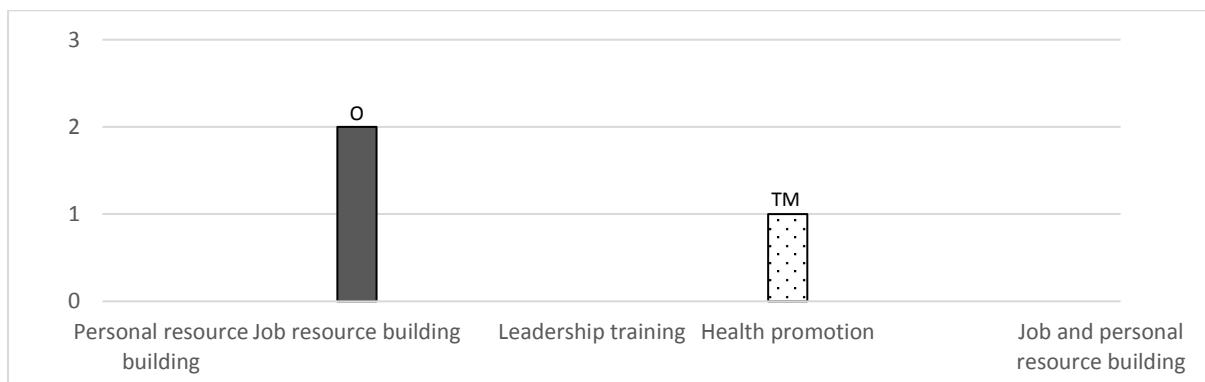


Figure 2: A harvest plot indicating the nature of the evidence for interventions with at least one negative effect on work engagement or one of its sub-components (k=2); NB: Each bar represents one study; the height of the bar indicates study design (3=randomised; 2=non-randomised, controlled; 1=uncontrolled); solidly shaded bars indicate top-down interventions; textured (dotted) bars indicate bottom-up interventions; T=interventions involving a training component; O=interventions involving other types of participation (e.g. participative action research, group reflection); JC=Job crafting intervention; M=Mindfulness-based intervention

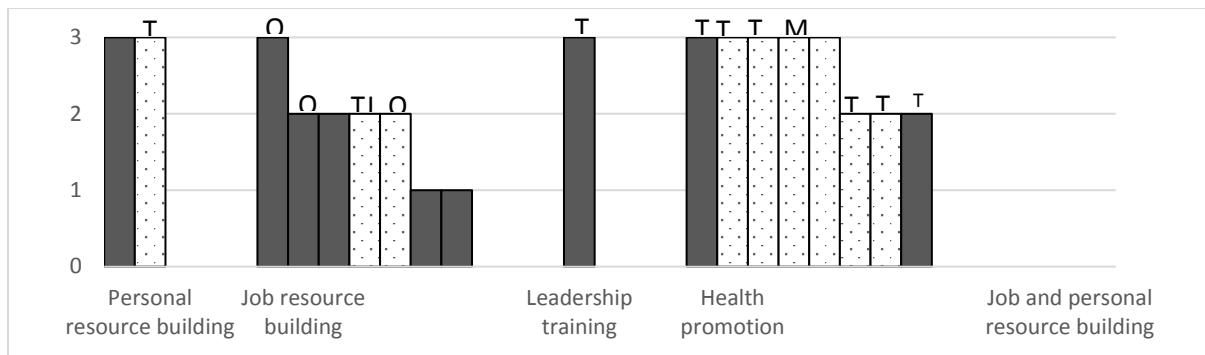


Figure 3: A harvest plot indicating the nature of the evidence for interventions with no effect on work engagement or one of its sub-components ($k=18$); NB: Each bar represents one study; the height of the bar indicates study design (3=randomised; 2=non-randomised, controlled; 1=uncontrolled); solidly shaded bars indicate top-down interventions; textured (dotted) bars indicate bottom-up interventions; T=interventions involving a training component; O=interventions involving other types of participation (e.g. participative action research, group reflection); JC=Job crafting intervention; M=Mindfulness-based intervention

371 - INTERVIEWING WHILE SICK: EVALUATOR IMPRESSIONS AND HIRING RECOMMENDATIONS

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Oregon State University, Management, Corvallis, United States (1) - Oregon State University, Management, Corvallis, United States (2) - University of Illinois, Management, Urbana-Champaign, United States (3)

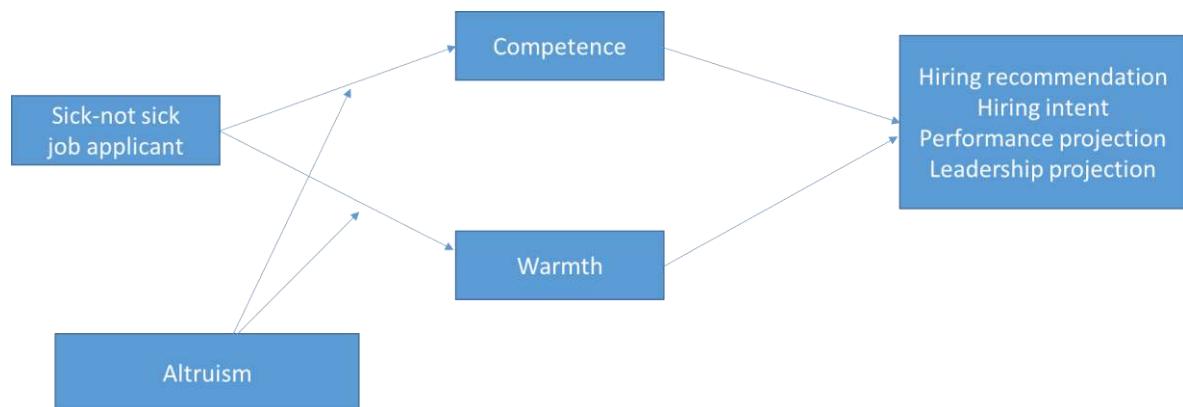
In a series of two experimental studies we investigate how being sick with a common cold in a selection context influences the appraisals that evaluators form and how, in turn, people appraisal dimensions influence evaluators' hiring recommendations. Further, we investigate whether a theoretically grounded individual difference variable, namely the degree to which evaluators are dispositionally altruistic, influences the appraisals of sick applications.

Being sick at work is a very common occurrence. Aronsson & Gustaffson (2005) found that 53 percent of employees reported coming to work while ill more than once over the past year with 15 of employees admitting to have done so over five times over the past year.

Following Johns (2010) we define presenteeism as "attending work while ill" (p. 521) and we take the novel perspective of others and how they appraise the sick person in a work context. Indeed, a recent review of the presenteeism literature notes that "Another aspect of social dynamics that bears scrutiny is the reaction of colleagues and clients to the act of presenteeism" (Johns, 2010, p. 536).

Our current research has the following implications: 1) We identify the common event of having a cold as a driver of people impressions. 2) We show that having a cold in a job selection context leads to important negative selection outcomes via negative people impressions. 3) We provide empirical evidence for a personality attribute that ameliorates the negative appraisal of sick job applicants.

Please see the below theoretical model that we advance.



373 - THE INDIRECT RELATIONSHIP BETWEEN THE BIG FIVE AND JOB PERFORMANCE THROUGH JOB CRAFTING BEHAVIOUR

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Purpose

The purpose of the paper is to investigate the indirect relationship between personality (Big Five) and job performance (in-role behaviour [IRB], organisational citizenship behaviour toward individuals [OCB-I]) through job crafting behaviour as a mediator.

Design/Methodology

Data was collected from a sample of South African working individuals ($N = 580$) and structural equation modelling (SEM) was employed to perform the statistical analyses.

Results

Results showed that each of the Big Five personality traits differentially affect job performance through job crafting. In particular, extraversion, agreeableness and neuroticism were found to indirectly affect OCB-I through relational crafting behaviour whereas conscientiousness and openness to experience were found to indirectly affect IRB through task crafting behaviour.

Limitations

Causality cannot be assigned due to the cross-sectional nature of the study and caution should be taken when attempting to generalize the findings to other cultural or international contexts that extend beyond South Africa.

Research/Practical Implications

Organisations should encourage and promote job crafting as a proactive workplace strategy that employees can use to express their personality traits and improve their job performance. Also, during the selection process, organisations should take into account the personality of individuals as it has implications for important work behaviours such as job crafting and job performance.

Originality/Value

The study contributes to the dearth of research surrounding the individual antecedents of job crafting behaviour and sheds light on the indirect relationship between personality and job performance.

Keywords: Big Five, job crafting, job performance

374 - WITH CHEATERS WE ALL PROSPER?: MICRO-MOVEMENTS THROUGH RANKINGS AND THEIR IMPLICATIONS FOR ROBUST SYSTEMS OF COOPERATION

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Reputation rankings and other forms of social hierarchy have long been used to motivate cooperative behaviors inside organizations. Yet, recent research warns that pressures associated with potential gains in rank may incite cheating and acts of deception, suggesting that rankings may undermine the cooperative behaviors they should motivate. This study seeks to understand whether rankings produce enough cooperative behaviors to offset the negative externalities they may produce. Using data from the online community Stack Overflow—a question and answer site for programmers, I examine over 1.2 million observations of 16,200 individuals' weekly movements through reputation rankings and their corresponding rates of cooperative and uncooperative behaviors. I find that increases in rank are associated with a higher likelihood of cheating. However, actors that exhibit uncooperative behavior are also more likely to cooperate compared to actors that did not cheat. These findings suggest that upward movements through rankings create pressures that increase the likelihood that actors will perform uncooperative behaviors, but that individuals who are most susceptible to these pressures are on average more cooperative. At the level of a system this suggests that cooperation can be maintained even though rankings produce pressures that can perturb a system. Ultimately uncooperative behaviors such as cheating, may not be harbingers of failing systems of cooperation, but instead may be symptoms of robustness. This study contributes to theories of cooperation, dynamic perspectives of social hierarchy, and macro-level perspectives of prosocial behavior.

375 - ANTECEDENTS OF SKIPPING BREAKS AND CONSEQUENCES ON DETACHMENT AND HEALTH

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Purpose

According to the European working time regulation act, every worker is entitled to mandatory longer rest breaks on working days exceeding six hours. Several findings indicate, however, that these breaks are often skipped. Indeed little is known about the extent of skipping breaks and about its antecedents and consequences.

Design/Methodology

We analyzed data of the Working Time Report Germany 2016 ($n = 17.620$), a representative cross-sectional employee survey, for antecedents of skipping breaks and consequences on detachment and psychosomatic complaints.

Results

Skipping often work breaks is reported by 28% of employees, especially by female executives and staff with low rest break autonomy. High work intensity, long working hours, shift or weekend work, and small reconcilability of work and family are associated with an increased risk of skipping breaks. Combining these risks, prevalence of skipping breaks increases to 66%. The amount of employees with disturbed detachment or psychosomatic complaints is between 8% and 14% higher, if breaks are skipped than if not. However, results also support breaks as job resource reducing the negative consequences of stress.

Limitations

The study is based only on self-reported cross-sectional data.

Research/Practical Implications

In the changing world of work psychological demands will increase. Therefore the focus on recovery opportunities has to be intensified. The perspective should be widened for the demands and resources associated with skipping breaks and should be examined in longitudinal studies as well.

Originality/Value

To our knowledge, analyses regarding antecedents and outcomes of skipping work breaks are rare, especially taking detachment from work into account.

380 - THE EFFECTS OF ABUSIVE SUPERVISION AND EXPLOITATIVE LEADERSHIP ON COMMUNICATION PRACTICES IN TEAMS, POSITIVE/NEGATIVE AFFECT AND INDIVIDUAL JOB PERFORMANCE

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Purpose

Remarkably little systematic research exists on the effects of destructive leadership such as abusive supervision and exploitative leadership on communication practices in scientific teams, even though teamwork has become prevalent in the scientific work context. Building on the Affective Events Theory (AET) by Weiss and Cropanzano (1996), we hypothesized that abusive supervision and exploitative leadership have a negative effect on functional communication practices (e.g., developmental feedback) and a positive effect on dysfunctional communication practices (e.g., knowledge withholding) in teams. Furthermore, we hypothesized that the functional communication practices have a positive effect on individual job performance by enhancing positive affect in team members, while the dysfunctional communication practices have a negative effect on individual job performance by fostering negative affect in team members.

Design/Methodology

To test these assumptions, we acquired 161 scientific team members to participate in an online daily diary study for five consecutive work days.

Results

Multilevel mediation analyses conducted with R support our hypotheses.

Limitations

It remains to be tested how abusive supervision and exploitative leadership relate to team-level outcomes such as team innovation performance or team effectiveness by affecting functional and dysfunctional communication practices in teams.

Research/Practical Implications

These results imply that supervisors of scientific teams should refrain from showing destructive leadership behaviours in order to foster functional communication practices and prevent dysfunctional communication practices in teams.

Originality/Value

To our knowledge, our study is the first to analyse the relationship between destructive leadership and team processes (i.e., communication practices in teams).

381 - DO PERFORMANCE-ORIENTED SERVANT LEADERS EXIST? A LATENT PROFILE ANALYSIS OF SERVANT AND AUTHORITARIAN LEADERSHIP

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Purpose: Drawing on leader self-complexity (LSC) theory, we adopt a person-oriented approach to examine two topical leadership styles – servant leadership and authoritarian leadership. In organizations, leaders may encounter contradictory situations in which they serve their followers but also have to maintain control by enforcing organizational rules and procedures. Hence, we assume leaders can be both servants and authoritarian.

Methodology: We collect data from a sample of 1999 members of a UK police force.

Results: Five leadership profiles are identified. Among them, the most common is the performance-oriented servant leader (POSL) (32.9%), which is followed by the pure servant leader (SL) (26.7%). The least prevalent profile (5.2%) is that of punishment-oriented authoritarian leadership, which we label the evil leader. The other two profiles (19.2% and 16.1%) are authoritarian-oriented but not as extremely as punishment-oriented leaders. We label these the bad and the ugly leader. We also examine variations in follower self-concepts across the profiles. Followers who perceive their leaders to be POSL or SL are associated with higher collective self-concept and lower individual self-concept. Furthermore, follower self-concept mediates the relationship between being POSL, the reference group, relative to other leadership profiles, and job satisfaction and uncertainty.

Implications: Our research contributes to the literature on servant leadership by using a configurational approach to investigate the self-complexity of servant leaders. It provides empirical evidence that servant leaders can also be performance-oriented, that they can shape follower collective self-concepts and have positive effects on follower job attitudes. Our findings have practical implications for leadership development.

Originality/value: Our research is among the first to examine servant and authoritarian leadership using a pattern approach.

Limitations: The cross-sectional nature of the data with the same source rating limits our interpretation, but this indicates a promising avenue for future research.

385 - ENTER THE ARENA! SELF- AND OBSERVER-RATINGS OF POLITICAL SKILL AND JOB PERFORMANCE

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Purpose

Political Skill has been shown to be closely related to job performance and career outcomes (Munyon et al., 2015; Ng et al., 2005). It is conceptualized as a construct which captures both processes of self-perception and observable behavioral patterns (Ferris et al., 2007). However, most studies focus on self-ratings of political skill. The Trait-Reputation-Identity Model (TR-Model; McAbee & Connell, 2016) differentiates three factors: the overlap of self- and other-ratings (Trait), specific information of other ratings (Reputation), and specific information of self-ratings (Identity). In this study, we use the TRI-Model to gain further understanding of the perceptual mechanisms of political skill in social interaction and its prediction of occupational success.

Design

On the basis of 204 triplets of employees, colleagues and supervisors, we conducted SEM to implement a TRI-Model of political skill. We then predicted task performance, contextual performance and income on the basis of the three TRI-factors.

Results

The results show that the Trait-factor of political skill predicts task performance, contextual performance and income. Additionally, the reputation factor predicts contextual performance.

Limitations

We don't have a predictive design and therefore cannot draw conclusions on causality.

Research/Practical Implications

The results support the conceptualization of political skill as an interpersonal construct which should be assessed by multi-source ratings.

Originality/Value

This study is the first that applies the TRI-Model on political skill and gives a differentiated insight in the perception and the underlying mechanism of political skill in social interaction.

387 - DEPARTING FROM THE STATUS QUO: EXAMINING THE EFFECTS OF WORK ENGAGEMENT ON PROSOCIAL RULE BREAKING

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Purpose: Previous research has almost solely emphasized a positive side of work engagement by highlighting how it leads to the three primary job performance behaviors (i.e., high task performance, high extra-role behaviors, and low deviant behaviors). Interestingly, the prevailing assumption is that highly engaged employees enact positive behaviors, which inherently excludes engaging in deviant work behaviors (even if well-intended).

Design/Methodology/Approach/Intervention: Drawing on social exchange theory, we explore the effects of work engagement on prosocial rule breaking. An important personal exchange resource, dispositional gratitude, is explored in shaping the prosocial rule breaking—engagement relationship. Data were collected over two points in time from 104 employees working for a start-up car company in Southeast China.

Results: The results provide support for the majority of hypothesized relationships. Engaged employees are especially motivated to help their organizations by breaking organizational rules. Dispositional gratitude was found to moderate the work engagement—prosocial rule breaking relationship in an unexpected way.

Limitations: The 2-wave data consisted of self-reported measures from a specific region in China, thereby limiting generalizability. These limitations will be addressed in Study 2.

Research/Practical Implications: We extend work engagement scholarship by providing insight into more nuanced performance behaviors.

Originality/Value: Work engagement appears to have unintended consequences whereby engaged employees choose to break rules with the intention of benefiting organizations.

Keywords: Work engagement, prosocial rule breaking, dispositional gratitude, social exchange theory

388 - THE IMPACT OF MOTIVATION TO LEAD ON FOLLOWERS' PERCEPTIONS OF LEADER BEHAVIOR: THE MEDIATING ROLE OF STRESS

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Purpose

The importance of being motivated to lead (MTL) is recognized by both scholars and practitioners. Little is however known about the potential consequences if such motivation is absent and how a lack of MTL trickles down and affects followers. To address this question, we adopted a transactional stress and demands-resources perspective to investigate how low MTL influences followers' perceptions of task-, relational- and change-oriented leader behaviors, and whether this relationship is mediated by the level of stress that the manager experiences.

Methodology

Data were collected from 328 managers with supervisory responsibilities who engaged in a 360-degree feedback programme at a Belgian Business School. MTL and stress were rated by the focal manager, while the expression of the leader behaviors were rated by their followers.

Results

SEM showed that leaders who are unmotivated to lead experience more stress and as a consequence engage less in task- and change-oriented leader behaviors according to their followers. No significant relation was found between leaders' stress and their followers' perceptions of relational-oriented leader behavior.

Limitations

Future research is needed to explore why low levels of MTL did not impact relational-oriented leader behavior, as well as the impact of different mediators and moderators.

Research/Practical implications

This study creates insights into the negative process that may unfold when leaders experience little MTL which has implications for both research and practice.

Originality/Value

This study integrates the leadership and stress literature, creating value to both the theory of MTL and different stress theories.

389 - HR SYSTEMS AND LEADERSHIP ATTACHMENT STYLES AS PREDICTORS OF EMPLOYEE CREATIVITY AND INNOVATION: AN EXPERIMENT AND A MULTILEVEL MULTISOURCE STUDY

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Purpose

To test the direct and interactive influence of leadership attachment styles (secure, anxious, avoidant) and HR systems (compliance, commitment) on two distinct stages of the micro-innovation process—creativity and innovation.

Design/Methodology/Approach/Interventions

An experiment ($n = 163$) where we manipulated HR systems and leadership attachment styles with vignettes, and a multisource (supervisors, HR managers and employees) field study in three EU-based private firms ($n = 217$).

Results

Experimental results established the direct influence of a compliance HR system on both creativity and innovation and a positive effect of secure attachment on innovation. The interplay between attachment and HR system marginally predicted creativity under the commitment HR system and avoidant attachment, and it significantly predicted innovation under the commitment HR system and either secure or anxious attachment. The field study replicated the direct role of commitment HR in stimulating innovation (but not creativity), and pointed toward a more important role of leadership attachment.

Limitations

External validity of the experiment, cross-sectional design of field study.

Research/Practical Implications

To the literatures on leadership (the context of leadership attachment), strategic HR (a multi-level view linking HR systems with leadership attachment to portray a holistic picture of the context of micro-innovation at work) and creativity/innovation (by delineating between these two stages).

Originality/Value

Showing that particular types of social-contextual conditions (i.e., interactions between leadership attachment styles and types of HR systems) are beneficial for one aspect of the individual innovation processes (e.g., idea generation), and different conditions are favorable for stimulating other aspects (e.g., idea implementation).

392 - INTERDISCIPLINARITY: THE ROLE OF INTERDISCIPLINARY COMPETENCIES FOR SUCCESS AND TEAM SATISFACTION

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Purpose

Innovation in both academia and industry lies at the borders of traditional disciplines. Interdisciplinary teams make use of expertise and methods from different fields; however, they often struggle with the unique challenges that come with interdisciplinary work. Interdisciplinary competencies in the dimensions (a) initiative for exchange, (b) knowledge integration, (c) target group-specific communication, and (d) reflection of disciplinary perspectives help overcome interdisciplinary obstacles. But do interdisciplinary competencies of an individual foster the success of interdisciplinary endeavors and team satisfaction?

Design/Methodology/Approach

In an online survey study with $N = 151$ dyads of employees working together interdisciplinarily, we tested how self-reported interdisciplinary competencies were linked to self-reported and peer-reported team success and team satisfaction.

Results

Interdisciplinary competencies were positively related to project outcomes; namely, perceived project success and collaboration satisfaction.

Limitations

We relied on cross-sectional self-report measures of only one single team member. Future research might include more team members, use longitudinal designs and implement behavioral measures of competencies.

Research/Practical Implications

The results indicate that individual competencies of employees make a difference in interdisciplinary collaborations. As a consequence, companies and organizations would benefit from supporting employees in developing the necessary skills to optimize innovation processes in interdisciplinary endeavors.

Originality/Value

The potential of interdisciplinarity is oftentimes lost due to challenges within the teams. This study sheds a light on individual competencies as an important factor in making interdisciplinary teams a success.

**395 - JOB CONTRACT, WORK-RELATED STRESS, AND PERCEIVED WELL-BEING:
DOES AGE MAKE A DIFFERENCE?**

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Purpose: While job contract may play an important role for work-related stress and employee well-being, little is known about its interaction with employee age in determining such outcomes. By using an integrated variable- and person-centered research approach, the present study is aimed at investigating the role of job contract, age and their interaction in shaping work-related stress risk well-being outcomes (i.e., perceived physical health, depression, and job satisfaction).

Method: The present study capitalizes on the InSula project dataset (INAIL, 2014), comprising data collected via CATI-administered surveys from a nationally representative sample of 8,000 employees.

Results: Older temporary workers performed poorer than others both in psychosocial risk for work-related stress and well-being dimensions. Moreover, the impact of work-related stress risk on well-being outcomes was stronger for older temporary workers than for other employees.

Limitations: Main limitations of the present study are concerned with the use of a cross-sectional research design and self-report data provided by a single informant. Moreover, these findings could be strengthened by collecting longitudinal and cross-cultural data.

Implications: Being a permanent or a temporary worker may affect differently psychosocial risk for work-related stress and well-being of young and old employees. Moreover, the effect of psychosocial risk for work-related stress on employee well-being is stronger for old temporary workers than others.

Originality: This is the first study to simultaneously address the role of employment status and age in shaping work-related stress risk and well-being by integrating variable- and person-centered research perspectives.

397 - THE INTERPLAY BETWEEN INVOLVEMENT AND COMPLIANCE-ACHIEVING HR PRACTICES ON EMPLOYEE PERFORMANCE

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Purpose

This study investigates the impact of high-involvement work practices (HIWPs) on task performance through the mediating role of proactive work behavior. Further it seeks to determine whether compliance-achieving HR practices (CAHR) temper this mediated relationship in a positive or negative way.

Design/Methodology/Approach/Intervention

A multilevel quantitative cross-sectional study was carried out among 323 employees working in 66 teams across a broad range of sectors.

Results

The results revealed that employee's perceptions of HIWPs lead to higher levels of task performance through enhancing employees' proactive work behavior. Moreover, the positive effect of HIWPs on proactive work behavior was strengthened when CAHR were also perceived. Moreover, there was a significant difference in the model results depending on whether managers or employees rated the HR practices.

Limitations

The cross-sectional nature of the study and convenience sampling approach represents limitations of the study.

Practical Implications

The results show that proactivity is a precursor to enhanced performance which can be instigated through HIWPs. However, it is employees' perceptions rather than the implemented practices by managers that truly matter.

Originality

The study sheds light on the 'black box' of HRM as well as offering unique insights into Human Resource Practices which deliver functional work behavior i.e. proactivity. The study is also one of very few which attempts to directly test the process model that simultaneously emphasizes eliciting

employees' involvement and achieving their compliance to rules as a means to maximize performance.

398 - COGNITION AND AFFECT AS ANTECEDENTS OF SHARED LEADERSHIP

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Purpose

Research has neglected the parallel influence of cognitions and affect on shared leadership. We investigate transactive memory systems and trust as mediating factors between information sharing and shared leadership. We also consider the influence of empowering and directive leadership in fostering information sharing.

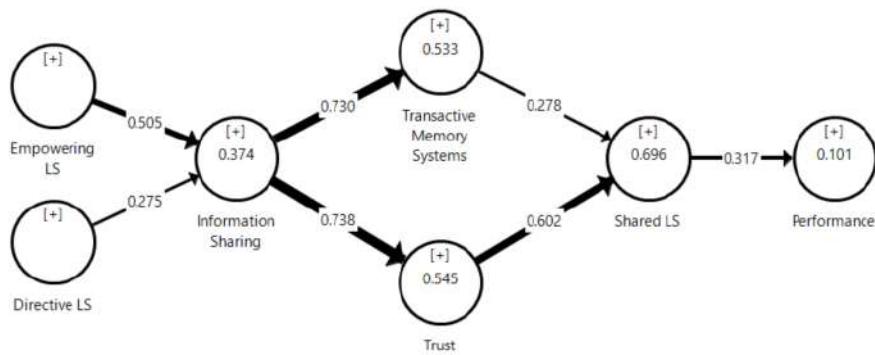
Design

Fourty-six teams with 346 members answered a survey questionnaire. The data was analyzed using PLS structural equation modelling.

Results

Our hypotheses are mostly supported by our results. First, trust has a stronger influence on shared leadership than transactive memory systems. The latter are approaching significance and provide partial support for our hypothesis. Second, empowering leadership has a stronger influence on information sharing than directive leadership, though both are significant. Overall, we can explain large amounts of variance in shared leadership through our parallel mediators.

Figure 1: Path coefficients and explained variance



Limitations

The data collection is cross-sectional in nature, limiting causal conclusions from an empirical standpoint. Common source bias might be present for some measures.

Implications and Originality

Our work is the first to investigate the parallel roles of team cognitions and affect on shared leadership. Our findings show a need for further research in order to replicate our findings. We also demonstrate a need for leaders focus on information sharing in order to build trust and transactive memory systems and, ultimately, shared leadership.

400 - DOES ATHENA SWAN MATTER? THE EFFECT OF ATHENA SWAN INSTITUTIONAL EQUALITY AWARDS ON THE PROPORTION OF FEMALE PROFESSORS IN UK HIGHER EDUCATION INSTITUTIONS

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Purpose

The UK Higher Education 'Athena Swan' Gender Equality scheme has been heralded a great success, with many institutions bidding and receiving recognition awards. This paper examines the extent to which the Athena Swan (AS) award is related to the representation rates of female professors in the UK.

Research Methodology

We use panel data from 126 UK higher education institutions (HEIs) for the years 2012-2016 to analyse the impact of AS award on the proportion of female professors.

Results

Our preliminary findings show that there has been a gradual increase in the proportion of female professors during 2012-2016. For those universities who received an AS award, on average, the representation of female professors increased from 2012 to 2013, however, from 2013 onward non-awarded universities experienced a much more rapid upward trend in increasing female professorships.

Limitations

The present study only employs data from 2012 to 2016.

Research/Practical Implications

We suggest that other countries and perhaps other sectors can potentially use similar practices to increase gender equality in the workplace.

Originality

The extent to which higher education institutions have been able to increase female representation at professor level as a result of the receipt of an AS award has not been studied so far. Our article will address this and show how national level policies affect gender inequality in the context of the HE sector.

402 - WORKPLACE WELL-BEING PROFILES OF THE DEFENCE TEAM: A FOCUS ON DESIGNATED GROUP MEMBERS

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Purpose: In 2018, the Department of National Defence (DND) launched a workplace well-being survey in order to collect baseline data on the well-being of its personnel (i.e., Regular Force members, Primary Reserve members and civilian personnel) and inform actions for positive change.

Methodology: A stratified random sample of 42,150 DND personnel received this survey, resulting in 13,197 respondents (overall response rate: 31.31%). The present study sought to identify profiles of respondents based on their scores on five outcome variables: Morale, Job Engagement, Burnout, Psychological Distress, and Turnover Intentions.

Results: Four profiles emerged from the data: A Functioning (41% of the sample) profile, a Thriving Stayers (16%) profile, a Thriving Movers (24%) profile, and an At-Risk (18%) profile. Designated group (i.e., women, indigenous people, persons with disabilities, and members of visible minorities) membership was related to these profiles in turn. The results showed that, controlling for status (i.e., Regular Force member, Primary Reserve member, civilian employee), indigenous people and persons with disabilities had greater odds (i.e., 1.12 and 1.81, respectively) of being at-risk relative to non-indigenous people and persons without disabilities.

Limitations and Originality/Value: The limitations of this research (e.g., self-report data, cross-sectional design, unweighted data) notwithstanding, it utilized a state-of-the-art approach to identifying workplace well-being profiles of respondents and linking membership in these profiles to designated group membership.

Research/Practical Implications: I will discuss the research implications of these findings, as well as their practical implications for inclusive organizations in general and for the DND in particular.

404 - ADDRESSING RESISTANCE TO CHANGE: AN EXPLORATIVE STUDY INTO THE POTENTIAL OF EXTERNAL COACHING

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Purpose

This paper presents an interpretative investigation into how the external coaching contributes to the process of change in the organisation; focusing on the identification of change resistance and successful factors to facilitate an effective process.

Design/Methodology

This research adopted critical realism methodology to clarify the theoretical knowledge and existing business practices. A total of 21 in-depth interviews were conducted with external coaching practitioners.

Results

In general, this research demonstrates that coaching is a valuable approach to cope effectively with individuals' resistance in the changing process. The causes of resistance can be sorted into three areas: the coaching recipients themselves, and the relationship with their colleagues and environment. Several behavioural indicators (verbal and non-verbal) are identified to diagnose resistance in coaching recipients, such as being silent and touchy. This study confirms that an open and detailed communication for achieving transparency about the change is critical when it comes to resistance. Moreover, an effective coach-coach relationship, coaches' advanced interpersonal skills and a supportive workplace environment are distinguished as successful factors in a resistant context.

Limitations

This study only includes coaches in Germany due to the first author's work location.

Research / Practical Implications

This study offers a new insight in coaching and change management literature as well as provides practical guidelines for future coaching training and development programme.

Originality / Value

This is one of the pioneering research integrating coaching and organisational change subjective. The study results can be considered being a groundwork for future research duplicating in different cultural settings.

406 - HOW KNOWLEDGE-BASED DIVERSITY IN TOP MANAGEMENT TEAMS AFFECTS FIRM PERFORMANCE THROUGH STRATEGIC FLEXIBILITY

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Purpose: Despite the growing attention to top management team (TMTs), relative less attention is given to the influence of TMT knowledge-based diversity (e.g., diversity in functional background, organizational tenure) on firm performance in a dynamic and unfavorable environment. This paper aims to investigate (1) whether TMT variety (i.e. knowledge-based diversity) brings in strategic flexibility and then further improves firm performance, and (2) to what extent the mediating effect of strategic flexibility is amplified or constrained by resources and demands in external environments.

Methodology: We collected the TMT data from 141 Chinese publically listed high-tech firms between 2008 and 2016 from CSMAR database. We performed a moderated mediation analysis with the panel data to test our hypotheses.

Results: TMT variety can benefit firm performance by increasing strategic flexibility. The benefit is stronger if firms have greater government resources and lower financial demands.

Limitations: A single industry context may imply context-specific findings.

Research/Practical Implications: The study provides insights into the beneficial effects of variety-diverse attribute under a dynamic and competitive circumstance. Our findings call for managers to optimize TMT composition with more variety-diverse characteristics.

Originality/Value: We extend previous studies by addressing role of TMT variety-related attribute that plays in a dynamic and competitive environment. We outline a framework of external resources and demands to research TMT issues in such environment.

408 - PSYCHOLOGICAL DISTRESS AND WORK OUTCOMES IN A MILITARY CONTEXT: A LONGITUDINAL STUDY

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Purpose: Psychological distress has been linked to negative work-related outcomes such as burnout, job dissatisfaction, and reduced job commitment (e.g., Demerouti et al., 2001; Rodwell et al., 2009). Based on conservation of resources theory (e.g., Hobfoll, 2001), we hypothesized that, over time, negative work experiences deplete employees' resources resulting in an increase in psychological distress. Moreover, we hypothesized that increased psychological distress also depletes employees' ability to cope with workplace stressors, leading to negative work outcomes.

Methodology: The associations between psychological distress (Kessler-10, [K10]) and individual workplace outcomes were evaluated in a longitudinal sample of Canadian Armed Forces (CAF) members. Data was matched across five datasets between fall 2015 and spring 2017 ($n = 169$, $n = 182$, $n = 342$, $n = 310$, $n = 95$).

Results: K10 demonstrated good test-retest reliability over two years. Six months apart, work-family conflict, morale, and role overload predicted K10. One year apart, role conflict predicted K10. In turn, four months apart, K10 predicted morale, job satisfaction, identification, role insufficiency, role conflict, and intentions to stay. A year and a half apart, K10 predicted morale.

Limitations: Samples sizes were small, and not all participants completed measures at all time points.

Research Implications: K10 was a stable measure of psychological distress, suggesting work experiences may impact psychological distress, but psychological distress may also impact personnel's experience of their workplace.

Originality/Value: This adds to our understanding of how psychological distress unfolds over time. The military sample is unique, and the non-clinical context is understudied.

409 - WHEN DO EMPLOYEES SELF-MANAGE THEIR CAREERS? A WEEKLY SURVEY STUDY

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Purpose: Previous studies of career self-management have focused on predictors at the between-person level. In order to capture the self-regulatory processes underlying career self-management, we supplement this approach by taking a within-person perspective. We test whether within-differences in proximal supports (e.g., work social support) and stressors (e.g., work role overload) predict fluctuations in weekly, multi-dimensionally assessed, career self-management, and whether these relations are mediated by within-differences in social-cognitive variables (i.e., self-efficacy and outcome expectations). We further examine the moderating effect of dispositional and contextual variables on these relations.

Design/Methodology/Approach/Intervention: We test our hypotheses using multilevel analyses on a sample of Swiss employees participating in a weekly survey for seven consecutive weeks.

Results: The results clarify the hypothesized moderated mediation model and which variables predict weekly engagement in career self-management behaviors.

Limitations: The observational design, although longitudinal, is not suited for making causal inferences. Future studies should also sample specific subgroups of employees to explore potential boundary conditions.

Research/Practical Implications: The study contributes to our understanding of the predictors of career-self management and therefore facilitates the construction of effective career interventions.

Originality/Value: Our study is the first to examine the career self-management of employees in a design that allows distinguishing between- and within-person-level effects, and provides novel insights into career-related self-regulation by combining social cognitive career theory and proactivity motivation models.

412 - DYNAMICS OF INTRINSIC MOTIVATION AND THEIR INFLUENCE ON PERFORMANCE

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Purpose: This study focuses on the dynamics of intrinsic motivation and their influence on performance. Its purpose was threefold: to study changes in motivation over time; to investigate if different patterns of motivational dynamics can be distinguished; and to study if such patterns influence subjective and objective performance.

Design/Methodology: The data were collected longitudinally, once a week, during a period of 10 weeks. Participants were 291 university students, with a total of 2110 questionnaires collected. Data analysis was conducted using, among others, multilevel analysis and latent process mixed models.

Results: The main findings showed that the participants experienced dynamics of motivation over time and they could be grouped according different patterns of these dynamics. Moreover, the participants whose motivation clearly increased over time tended to achieve better performance (subjectively and objectively measured), compared with those whose motivation increased mildly.

Limitations: Student sample, which limits the generalizability. Performance was treated as an outcome, not as a process, and was measured only once.

Research/Practical Implications: The study confirms that motivation is a highly dynamic process, thus the future research in this field should focus on within-, not only between-person differences. Moreover, the results provide a better understanding of how intrinsic motivation influences performance, what may help develop interventions which aim to improve people's results.

Originality/Value: The study of the association of motivation and performance considers different patterns of motivational change, not a measure of motivation only at one point in time.

413 - DYNAMIC EFFECTS OF DEMOGRAPHIC DISSIMILARITY: AN ANCHORING EVENTS PERSPECTIVE

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Purpose: Researchers have long studied the consequences of being demographically dissimilar from others on the team on absenteeism. Yet the empirical findings are rather inconclusive, with small effects ranging from nonsignificant to positive. While temporal dynamics might be an explanation for the inconclusive effects, little is known about how demographic differences play out over time.

Design/Methodology: Using a sample of 2,711 newcomers to 820 blue-collar teams tracked over seven consecutive years we employ growth curve modeling in a multilevel count framework.

Results: Gender and age dissimilarity effects on absenteeism are not constant over time; rather, dissimilar individuals increase their absences more strongly over the years. Particularly, women and older employees in predominantly male and younger teams show a steeper increase in absenteeism over time and, accordingly, higher absolute absenteeism at later stages of team membership than do their less dissimilar counterparts.

Limitations: The generalizability of our findings might be somewhat limited because they are based on blue-collar workers employed in one organization in Switzerland.

Research/Practical Implications: Our findings challenge classical social contact arguments of decreasing demographic dissimilarity effects over time. Consistent with our integration of social identity and anchoring events theory, our results instead suggest that demographic dissimilarity effects typically surface only later in time after team entry. For practitioners we estimate the costs of the dissimilarity dynamics and discuss implications for diversity management.

Originality/Value: We add a temporal perspective to previous static theories of relational demography and employ one of the most extensive longitudinal analysis on this topic.

414 - THE EFFECTS OF JOB INSECURITY ON ECONOMIC DECISIONS IN TWO DIFFERENT CONTEXTS

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Traditionally, research on job insecurity (JI) has focused on organizational consequences and employees' psychophysical well-being. However, some recent studies found that job insecurity is also associated with extraorganizational outcomes related to saving/spending decision-making. A simulation experiment research design (Lozza et al., 2017) on 377 Italian participants (53.8% females, mean age = 25.5, s.d.=3.5) found that subjectively insecure workers are less willing to engage in daily consumption (e.g., buying food, clothing, etc.) and major life decisions (e.g., buying a house, getting married, etc.). A replication study was performed with the aim to explore the cross-cultural generalizability of the original Lozza et al. (2017) findings in the Slovakian context. Using a sequence of two different scenarios, 361 Slovakian participants (75.6% females, mean age = 28.0, s.d. = 9.0) were asked to evaluate their JI and their inclination towards daily consumption and some major life decisions. Findings confirm that changes in JI affect such extraorganizational outcomes in both contexts. Nonetheless, some differences can be detected in terms of intensity of the studied effects, which can be explained by the different socio-economic background of the two countries (i.e. different employment protection legislation, effects of the global financial crisis).

421 - WHEN NORMS COLLIDE: THE CONFLICTING ROLES OF GROUP NORMS AND ORGANIZATIONAL IDENTIFICATION IN THE EXPLANATION OF DISCRETIONARY BEHAVIOR

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Purpose

Destructive and constructive workplace deviance (WD) are acts that significantly counter organizational norms and harm/support the organization and/or its members. Despite norms being an integral part of the definition, WD research typically fails to account for the more proximal social influence of an employee's work group norms (WGN) toward WD. When in conflict with organizational norms, these proximal WGN can supersede the behavioral impact of organizational norms and facilitate WD. Adapting a theoretical integration of social exchange, social identity, and social information processing, we postulated that one's justice perceptions increase organizational identification (OI). This, in turn, strengthens adherence to organizational norms and inoculates against the potentially conflicting WGN to predict both, destructive (CWB) and constructive deviance (OCB).

Design/Methodology

Two time-lagged field studies surveyed (1) 244 employees nested in 82 work groups, and (2) 296 employees.

Results

We used Bayesian (1) multilevel and (2) regression analysis. A consistent pattern of results supports our hypotheses regarding the direct and indirect effects. Yet, we did not find evidence of a moderating association of WGN regarding the association of OI with CWB and OCB.

Limitations

Limitations include (1) causal interpretations are not feasible, (2) potential nonresponse bias, and (3) not all known predictors of WD were included.

Research/Practical Implications

Strengthening employee OI and monitoring work group norms appear to be promising ways to prevent destructive deviance and foster constructive deviance.

Originality/Value

To our knowledge, our studies are the first to empirically demonstrate OI and WGN as central predictors of both forms of deviance.

422 - INTERVIEW FAKING: WHAT'S ANXIETY GOT TO DO WITH IT?

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Purpose: In a sample of job applicants, we investigated the relationship between interview anxiety and interview faking, and what type of faking is more strongly predicted by interview anxiety. Finally, we ask whether anxiety can explain the relationship between personality traits and faking.

Design/Methodology /Approach/Intervention: Participants (N=202) were recruited after completing an employment interview for a paid research assistant position.

All participants completed the Measure of Anxiety in Selection Interviews (McCarthy & Goffin, 2004), the Honesty-Humility and Extraversion measures from the HEXACO-PI-R (Lee & Ashton, 2004), and the Interview Faking Behavior Scale (IFB; Levashina & Campion, 2007).

Results: Interview Anxiety scores were positively related to overall faking ($r = .30$), with the strongest facet correlations between anxiety and image protection. Furthermore, anxiety mediates the association between personality and faking, such that individuals who are low in Honesty-Humility (indirect effect = $-.04$, CI = $-.08$ to $-.01$), and those who are low in Extraversion (indirect effect = $-.13$, CI = $-.21$ to $-.07$) score higher on anxiety, which leads to more faking.

Limitations: While the study took place in a field setting, all measures were based on self-reports.

Research/Practical Implications: The results suggest that faking can be used as a protective mechanism to maintain self-esteem or to avoid the loss of rewards (Leary & Kowalski, 1990). Interviewees who are low on Honesty-Humility and Extraversion are particularly likely to become more anxious and engage in faking.

Originality/Value: This paper is the first to demonstrate the role of anxiety in interview faking.

423 - VIDEO GAME EXPERIENCE (VGE) SCALE DEVELOPMENT: DESIGNING AND VALIDATING A SCALE WITH IMPLICATIONS FOR GAME-BASED LEARNING AND ASSESSMENT

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Purpose: Gamification and serious games found their way in todays' workplaces (e.g., for game-based training, assessment). Therefore, there is growing interest in the way individual differences affect outcomes of game-based approaches. Especially videogame experience (VGE) may influence learning or performance in game-based approaches. This study created and validated the VGE scale - a psychometrically sound measure of VGE for future research.

Design: We followed guidelines for scale development and conducted three studies. The first two samples were drawn from Amazon's MTurk. Participants responded to the VGE items and we conducted an exploratory and confirmatory factor analysis. The third sample consisted of undergraduate students responding to the VGE items, to items aimed at supporting construct validity, and played three games in order to support criterion-related validity of the VGE scale.

Results: Study 1 revealed four subdimensions of VGE. Study 2 confirmed one latent VGE factor with four subdimensions. Study 3 demonstrated convergent, divergent, and criterion-related validity with VGE predicting videogame performance and scores on a game-based knowledge assessment.

Limitations: There was no high-stake game-based assessment or training of relevant workplace variables.

Implications: VGE is an important variable in the realm of game-based assessment and training as it predicts individuals' game-based performance and learning. This contributes to research and practice highlighting potential advantages for gamers within game-based approaches and the need for research on individual variables impacting such approaches.

Value: Validation of a video game experience scale is valuable for future studies to predict individual outcomes in game-based training, assessment and education.

430 - DOES SHOWING INTEREST IN ACHIEVING WORK-LIFE BALANCE HARMS YOU? AN ANALYSIS AMONG NEWCOMERS

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Purpose – This research examines whether openly disclosing interest in Work-Life Balance (WLB) can be harmful for newcomers during their organizational socialization, particularly leading to a supervisor's negative evaluation. Moreover, drawing on gender role theories, arguing that the interest in WLB can be a higher source of stigma for men than for women, we test if the effects of publicly disclosing interest in WLB on supervisors' evaluation differ by gender.

Design/Methodology/Approach/Intervention – We use a between-subject design with vignettes and a post-scenario survey wherein we ask supervisors to evaluate the newcomer on several socialization outcomes. We randomly propose different scenarios of newcomers (male vs female) disclosing different levels of interest in WLB (newcomers highly interested in WLB vs. newcomers ready to sacrifice personal life in favor of work) to supervisors.

Results – The research is currently in the data collection phase and preliminary results will be available in the Fall.

Limitations – The use of between-subject design reduces internal validity of scenarios but, given the high number of scenarios proposed to the same participant in the within-subject design, it could have reduced their objectivity in answering the post-scenario questions.

Research/Practical Implications – Our research can help newcomers to figure out what is the better strategy to navigate successfully their organizational socialization according to supervisors' attitudes towards the WLB.

Originality/Value – We believe this research addresses an unexplored topic about the potential negative implication of disclosing WLB interest during organizational socialization.

431 - LEVELS OF WORKPLACE BULLYING AND ESCALATION – A NEW ASSESSMENT APPROACH AND WAY OF IDENTIFYING ONSET OF BULLYING BEHAVIOURS

Michael Rosander (1) - Stefan Blomberg (1)

Linköping University, Linköping, Sweden (1)

Purpose: To investigate a new way of assessing different levels of workplace bullying including cut-off scores, frequencies and self-labelled victimization. Further, to use this to clarify the escalation process in terms of onset of different negative bullying behaviours.

Methodology: The study was based on a representative sample of the Swedish workforce collected the autumn of 2017 ($n = 1856$). Workplace bullying was measured using NAQ-R (Einarsen, Hoel, & Notelaers, 2009) and self-labelling based on a definition of bullying. Other measures were taken from the PSYWEQ questionnaire (Rosander & Blomberg, 2018).

Results: Five levels (three main levels) were proposed, (a) risk for bullying, (b) incipient bullying, (c) ongoing bullying, (d) severe bullying and (e) extreme bullying. For central factors, including e.g. individual work experience, organizational conditions for work, roles in the organization, quality and efficiency, joint job satisfaction, and negative exposure at work, the result showed differences between levels. Using the levels, a pattern of onset for different negative bullying behaviours was found.

Limitations: As with any method to categorize victims of bullying there are potential problems of accuracy dealing with an individual as categorization is based on averages for the many and the escalation process is not always linear.

Implications: We believe the levels of bullying and onset of negative bullying behaviour presented can have a widespread practical application as it highlights exposure at varying stages and that a probable course of events can be identified.

Value: There have been previous attempts to classify victims of bullying. In this presentation we believe we have an original approach to the issue that have great potential both scientifically and practically.

440 - WELCOME DR. WATSON: NEW ROLES AND RESPONSIBILITIES IN AI-SUPPORTED HEALTHCARE TEAMS

Nadine Bienefeld (1) - Gudela Grote (1)

ETH Zurich, Management Technology Economics, Zurich, Switzerland (1)

Purpose: The introduction of artificial intelligence (AI) in the workplace is said to initiate a paradigm shift from “mind to machine” that will fundamentally change the way humans work. We do not know, however, how this change will affect professional roles, teamwork, and the distribution of control and responsibility between humans and AI within these new socio-technical-systems.

Methodology: We address these questions by (1) exploring the changing roles and responsibilities in healthcare professionals (HCPs, i.e., physicians and nurses) by observing their day-to-day activities in six Intensive Care Units (ICUs) at a large teaching hospital (N = 60). Furthermore, to explore opportunities and risks from an all-around perspective, we will (2) interview and survey HCPs, patients and other stakeholders in healthcare (N = 600).

Preliminary results from interviews and observations reveal that introducing higher levels of standardization through AI hinders HCPs' flexibility and autonomy, which in highly dynamic hospital ICUs, can be problematic. Survey results suggest, however, that opportunities outweigh the risks, whereby reduction in human errors is seen as the biggest benefit.

Limitations: Due to the future-oriented nature of these issues, we are required to mainly use prospective exploration techniques.

Practical Implications: This study provides important information about the impending changes of AI in future work systems to all affected parties.

Originality: This study advances the field of WOP by providing novel insights into how AI is transforming professional roles and suggests new design approaches that attain an optimal fit between control and responsibility within these new socio-technical-systems.

**442 - WHEN GENDER AND EMOTIONAL INTELLIGENCE MATTERS:
INCIVILITY IN THE WORKPLACE**

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University of Jaén, Psychology, Jaén, Spain (1)

✓ Purpose

Currently research shows the type of behaviors, the targets, the favoring conditions and the effects that incivility has (Cortina et al., 2017), but we hardly know about the observers' reactions depending on its gender, who commits the incivility and whether the gendered context or other personal resources (i.e. emotional intelligence EI) matter. In this study, we analyze gender differences in tolerance towards subtle incivility, we explore whether observers' EI could also help to avoid incivility and consider the gendered context (masculine vs. feminine).

✓ Design

183 workers (53.5% women) completed a questionnaire in which they read about a situation (randomly distributed). Then responded to a tolerance scale, PANAS and WLEIS scales. Experimental conditions include a male employee suffering from subtle incivility by their supervisor (male or female) in a gendered context (nursing vs. engineering).

✓ Results

ANOVA results yielded gender differences. Women showed less tolerance than men when a leader regardless their gender (supervising women or supervising men) performed incivility in a masculinized context. In addition, women workers with high IE, compared to men, indicated that incivility triggered greater negative affect in the victim (employee), therefore, showing higher perception and less tolerance.

✓ Limitations

Future studies should include episodes with women as target and also overt behaviors to make reasonable comparisons.

✓ Research/Practical Implications

EI acts as a prevention mechanism, stopping the harmful effects of incivility.

✓ Originality/Value

Very few studies focus on observers and their reactions in different incivility at work situations. Thus, this study is a promising and original starting point.

Key words: Gender, emotional intelligence, incivility.

448 - OPPORTUNITIES OF STRATEGIC STEWARDSHIP AMID CONFLICTING AND FAILING ORGANIZATIONAL OBJECTIVES

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Purpose

Stewardship theory has comprised situations in which managers or employees are motivated to act in the best interests of their principals for the greater collective good (Davis et al. 1997). While previous research has emphasized the structural and psychological antecedents of stewardship (e.g. Hernandez 2012), we explore the dynamics of (failing) organizational objectives and development of stewardship. To our knowledge, this has not been investigated despite the emphasis on stewards' motives being aligned with the objectives of the organization.

Design/Methodology

The study is based on 1 ½ years fieldwork (interview and participant observation) in the IT department of a Danish bank

Results

Our results show that employees and middle managers' deployment of stewardship were complicated by failing and conflicting objectives of taking risks to deliver and compliance with regulations. Nevertheless, the managers and employees executed stewardship as collectivistic behaviors towards re-defining and aligning novel objectives to avoid future failure.

Limitations

Our results are limited to a single organization. Future studies should test the generalizability of our results. Furthermore, comparisons of stewardship under successful and failed organizational objectives could be relevant.

Research/Practical Implications

More attention should be paid to employees' opportunities of not merely aligning with objectives but rather aligning and prioritizing organizational objectives as an execution of strategic stewardship

Originality/Value

To our knowledge, the study is the first to investigate the development of stewardship in times of failing and conflictual organizational objectives

459 - AN EXPERIMENTAL STUDY OF TRUST MOTIVATION IN LEADER-FOLLOWER DYADS

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Purpose

In this paper we present a model of trust motivation, defined as 'an intra-individual psychological state that represents a desire to be vulnerable to another in order to build or maintain a trusting relationship'. Drawing on self-determination theory (Deci & Ryan, 1985), we seek to explore why individuals may be motivated to trust some more than others within the context of leader-follower relationships.

Methodology

Utilizing a 3x2 experimental vignette design we investigate how trust motivation (intrinsic, extrinsic controlled, or extrinsic autonomous) interacts with trustworthiness (high vs low) to influence trust in a hypothetical leader. Participants (N= 181) were randomly assigned to one of six conditions.

Findings

Results revealed that the presence of trust motivation significantly increased a participant's willingness to be vulnerable, even when trustworthiness was low. This was particularly the case for the experience of intrinsic motivation.

Limitations

Participants in this research responded to a hypothetical vignette which may impact the external validity of our findings.

Research/Practical Implications

Through our focus on motivation, our model seeks to compliment traditional models of trust, which typically portray trust as based predominantly on the conscious consideration of trustworthiness information (e.g., Mayer, Davis, & Schoorman, 1995).

Originality

This is the first of a series of experiments to test the role of motivation in our decision to trust. These initial findings provide support for the view that trust motivation can influence trust decisions alongside trustworthiness assessments.

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462 - OPTIMAL DISTINCTIVENESS AT THE WORKPLACE: HOW THE DESIRE TO BE SIMILAR OR UNIQUE AFFECTS WORKPLACE BEHAVIOUR

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Purpose

To investigate the extent to which employee's perception of themselves in relation to others in their environment affects their workplace behaviour. Drawing upon Optimal Distinctiveness Theory (Brewer, 1991) we propose that if people feel too similar or too different compared to others, their need for uniqueness or belongingness, respectively, will be activated. These needs, in turn, will motivate employees to engage in either deviant (constructive and destructive) or organisational citizenship behaviours (OCB).

Design/Methodology

A two-wave longitudinal survey study with 217 full-time employees over the course of three months was conducted, assessing their behaviour, needs and perceived similarity/uniqueness.

Results

Mediation analysis showed that employees, who felt too similar to their colleagues had a higher need for uniqueness and, subsequently, engaged in destructive, but not in constructive deviant behaviour. However, we did not find that employees, who felt too different to their colleagues engaged in OCB to satisfy their need for belongingness.

Limitations

Limitations of this study include its convenience sample and that the analysis is based on self-report data.

Research / Practical Implication

The findings suggest that organisations might be able to reduce destructive deviance by encouraging employees to express their uniqueness in more productive ways, such as through creative performance and innovation.

Originality / Value

This paper is the first to introduce the concept of optimal distinctiveness to the workplace and shows its applicability to harmful and constructive workplace behaviour. It also constitutes the first study to examine shared antecedents of constructive and destructive deviance at the workplace.

463 - ARGUMENTATION ANALYSIS OF CAREER ADVANCEMENT DISPUTES: THE ROLE OF ERISTIC ARGUMENTS

Rasim Serdar Kurdoglu (1)

University of Leicester, School of Business, Leicester, United Kingdom (1)

Purpose: The aim of this study is to explore how disputes concerning allegedly unfair career advancement appointments are susceptible to eristic modes of legitimization (preposterous reasoning to win the argument) by managers.

Design/Methodology: 15 independent interviews were conducted with former employees who claimed that their promotions were denied unfairly. These interviews were accompanied by 21 interviews with HRM (Human Resources Management) professionals who had experience addressing employee complaints. Argumentation analysis is employed to analyse the interview accounts.

Results: The consequent rhetorical analysis indicates that raising unfairness concerns can be futile and destructive when managerial authorities are in an eristic mode of discussion that instigates malevolent political strife within organizations. This study reveals that eristic legitimization attempts cause increased level of organizational politics, decreased employee motivation and performance, and decreased managerial performance visibility.

Limitations: Since it is a qualitative study, the theoretical findings require further quantitative studies to establish their empirical generalizability.

Research/Practical Implications: It can lead to questioning of specific managerial behaviours in response to unfairness accusations.

Originality/Value: It introduces the idea of eristic legitimizations into the literature.

469 - EXPLORING POSSIBLE RELATIONSHIPS OF WORK MEANINGFULNESS AND PERCEIVED ORGANIZATIONAL SUPPORT WITH WORK ENGAGEMENT: THE MODERATION EFFECTS OF POS IN AN EMPIRICAL STUDY IN FRANCE

Basak Canboy (1) - Caroline Tillou (2) - Cordula Barzantny (2) - Burcin Guclu (3) - Florence Benichoux (4)

Toulouse Business School, Department of Corporate Social Responsibility and Human Resources, Barcelona, Spain (1) - Toulouse Business School, Department of Corporate Social Responsibility and Human Resources, Toulouse, France (2) - BES La Salle, Ramón Llull University, Department of Management, Barcelona, Spain (3) - Better Human Cie., Toulouse, France (4)

Copious studies have validated work meaningfulness (WM) and perceived organizational support (POS) as antecedents of concepts such as work engagement (WE), perceived stress (PS) or life satisfaction. However, scholars have looked at WM and POS separately without considering that in complex work environments and shifting employee priorities these two constructs can have an impact on each other. We explore these effects on a sample of 3767 employees in several organizations in France who participated in a consulting project on perceived stress between 2014 and 2016. In order to conduct multivariate analyses including principal component analysis and structural equation models with an adequate number of respondents, we limit the study to a random sample of 200 respondents. The results show that in direct relationships, WM has a stronger impact on WE than POS ($\beta=0.750$, $p<0.01$ versus $\beta=0.114$, $p<0.05$) but lower on professional life satisfaction (PLS) than POS ($\beta=0.178$, $p<0.05$ versus $\beta=0.555$, $p<0.01$). At the same time, POS moderates the relationship between WM and WE ($\beta=0.565$, $p<0.05$) and between WM and PLS ($\beta=0.415$, $p<0.10$). Our findings contribute to work psychology literature by confirming a moderating role of POS on the relationships between WM and WE as well as PLS. Implications for practice include that organizations should focus on work design around personalized intrinsic meaningfulness if they want to foster engagement. Differences in variables such as gender, age, tenure, industry sector or organizational rank are discussed.

470 - MAKING THE MOST OF EMPLOYEE VOICE: HOW LEADERS' ACHIEVEMENT GOALS AND VOICE TARGET IDENTIFICATION SHAPE RESPONSES TO VOICE

Roy Sijbom (1) - Sharon Parker (2)

University of Amsterdam, Work and Organizational Psychology, Amsterdam, Netherlands (1) - Curtin University, Perth, Australia (2)

Purpose

The purpose of this research was to examine the joint effects of leaders' achievement goals (mastery-approach vs performance-approach goals) and leaders' identification with the target of voice on voice utilization via perceived usefulness. Drawing on associate evaluation theory, we posit that leaders' achievement goals result in differences in the perceived usefulness and subsequent utilization of the voiced ideas, but only when leaders identify weakly with the target of voice.

Design/Methodology

In two experimental studies (Study 1, N=66; Study 2, N=161), 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 a performance-approach or a mastery-approach goal, and measured participants' voice target identification, perceived usefulness and voice utilization (i.e., budget allocation).

Results

Leaders with performance-approach goals (vs. mastery-approach goals) exhibited lower levels of perceived usefulness and voice utilization. Further, the indirect effects of leader achievement goal on voice utilization via perceived usefulness were no longer significant when leaders' voice target identification was high.

Limitations

The generalizability of our findings may be limited.

Research/Practical Implications

To enhance utilization of voiced ideas, organizations may benefit from creating an environment in which mastery-approach goals are stimulated among their leaders. Further, strong leader identification with a target overrides the negative effects of performance-approach goals.

Originality/Value

Extending earlier research that highlighted the mixed effects of leaders' performance-approach goals on voice utilization, this study advances our understanding by investigating when and why performance-approach goal leaders do utilize employee voice.

472 - PROACTIVE PERSONALITY AND EMPLOYEE SILENCE: A PERSON-SITUATION APPROACH

Roy Sijbom (1) - Jessie Koen (1)

University of Amsterdam, Work and Organizational Psychology, Amsterdam, Netherlands (1)

Purpose

Employee silence, defined as the conscious withholding of potentially important information, suggestions or concerns from those who might be able to act, can have detrimental effects at work. In this article, we apply a person-situation approach and propose that employees' proactive personality determines whether they choose to remain silent or not. However, we argue that this dispositional tendency might be mitigated by their supervisors through exchange-facilitating factors (i.e., LMX and leader task interdependence).

Design/Methodology

Our hypotheses were tested in a two-wave survey design among 96 employees. Employees' proactively personality, LMX and task interdependence were assessed at T1, and employee silence was assessed two months later (T2).

Results

Results of multi-level analyses using mixed models confirmed that more proactive employees were less likely to remain silent. However, this effect disappeared when leader task interdependence was high or when LMX was low –suggesting that supervisors have a pivotal role in reducing and/or triggering employee silence.

Limitations

Our two-wave study design does not allow for causal conclusions about the relationship between employees' proactive personality and employee silence.

Research/Practical Implications

Our results suggest that employees with a proactive personality are less silent. Also, leaders' exchange-facilitating factors (LMX or task interdependence) can create conditions under which employees' inclination to remain silent can be broken.

Originality/Value

The role of person-situation interactions in employee silence has received scant research attention. This study extends previous research and contributes to a more comprehensive understanding by showing that interactions between proactive personality and exchange-facilitating factors explain employee silence.

480 - SHEDDING LIGHT ON THE RELATIONSHIP BETWEEN TEAM LEADER COACHING AND TEAM EFFECTIVENESS: THE CONDITIONAL EFFECT OF TASK NON-ROUTINENESS

Claudia Lenuta Rus (1) - Lucia Ratiu (1)

Babes-Bolyai University, Psychology, Cluj-Napoca, Romania (1)

Team coaching has emerged as a growing practice leading to positive outcomes on team dynamics and team performance. However, previous research showed inconsistent and contradictory results. Thus, this study investigated the serial mediating role of psychological safety and team learning behaviors in the relationship between team leader coaching behaviors and team effectiveness. Additionally, we explored the way the task non-routineness moderated the aforementioned mediated relationship.

Cross-sectional data were collected from 50 work teams including 298 members. Fifty team leaders provided data on team effectiveness and team learning behaviors, while 248 team members self-rated team leader coaching behaviors, team psychological safety, team learning behaviors, team effectiveness and task non-routineness. Data were analyzed at team level using serial mediation and conditional process analyses.

Results of the serial mediation analyses showed how team leader coaching behaviors have direct and indirect effects upon performance, viability and satisfaction as criteria for team effectiveness through psychological safety and team learning behaviors. Furthermore, results of the conditional process analyses partially supported the hypotheses that task non-routineness moderated the indirect serial relationship between team leader coaching behaviors and team effectiveness, such that the positive indirect relationships became stronger when task non-routineness was high than when task non-routineness was low.

Even the sample size was rather small, this study stresses the conditions and the mechanisms through which team coaching might facilitate team effectiveness.

Team learning behaviors and team effectiveness were considered separately by team leaders and team members and were investigated both as a global and multidimensional construct.

486 - A FRAMEWORK TO GUIDE WORK AND ORGANIZATIONAL PSYCHOLOGY PRACTICE FOR DEVELOPING COMPREHENSIVE WORKPLACE HEALTH AND WELLBEING STRATEGIES

Kevin Daniels (1) - Sheena Johnson (2) - Sharon De Mascia (3) - Karen Royle (4) - Bridget Juniper (5) - Carly Telford (6) - Carole Watling (7)

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Purpose: Leading organisations on health and wellbeing practice (e.g. Airbus, British Telecom, Santander) appear to implement comprehensive and multicomponent programmes, rather than relying on a single or narrow range of interventions. In this presentation, we will outline an evidence-informed framework to guide work and organisational psychologists engaged in developing, implementing and evaluating integrative, multicomponent workplace health and wellbeing strategies.

Approach: Our approach has three elements. First, examining systematic reviews of workplace interventions that hold promise for improving health and wellbeing. Second, examining case studies and other evidence on how organisations develop comprehensive health and wellbeing strategies. Third, drawing on practitioner expertise and experience to generate guidance and case studies on designing, implementing and evaluating both specific components of a strategy and the strategy itself.

Results: We found evidence that comprehensive strategies need to integrate elements across five key areas: job design and supporting human resource management practices; workplace social relationships; management development; workers who may struggle without specific organisational support (e.g. those with health conditions); and workplace health promotion.

Limitations: Further development and refinement of the framework could focus on developing an array of supporting tools (e.g. diagnostics, evaluation methodologies, cost effectiveness calculators).

Research/Practical Implications: The framework provides guidance and case studies to assist in developing and implementing comprehensive and internally consistent health and wellbeing strategies.

Originality/Value: As far as we are aware, this is the only framework developed that provides guidance on integrative health and wellbeing strategies that is specifically for work and organizational psychologists.

489 - IT'S TIME TO LEAVE THE NEST! DISABLED INDIVIDUALS FACING A LIMBO RISK DURING SCHOOL TO WORK TRANSITION

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EM Strasbourg, Human Resource Management, STRASBOURG, France (1) - Université Paris Créteil, Human Resource Management, Paris, France (2)

Building upon liminality and related theories, this empirical study attempts to provide a deeper understanding of how disabled individuals experience the liminal experience of transitioning from college to the working life. It looks at how disabled individuals deal with the “limbo risk” during such transition.

Transitioning from school to work life is a challenge that every student has to face to begin his early career life. This moment is critical for every scholar and is even more crucial for disabled individuals. Indeed, because of their stigmatized condition, disabled individuals face a “limbo” risk, which consists in being “no more a student but never a professional”.

Based on qualitative semi-structured interviews with 22 graduated disabled students in transition, the findings highlight that graduated students use strategies to counterfeit the stigmatized aspect of their identity, which consists in protecting or restructuring their identity. Individuals with invisible disabilities additionally play with their disability identity. Finally, the presence or absence of social guidance facilitates or hinders the success of such transition.

This study follows a call for future researches asking academic to have a specific look at disabled people career transition. We answer this call, by looking at the very first step of the career transition, the one allowing starting a career. This research also adds on liminality literature, which recently started to introduce the “limbo” concept. By looking at graduated student, one of the limits of this research is to overlook the liminal experience of non-qualified disabled individuals.

Keywords: disability, liminality, stigma, workplace.

490 - ONLINE DISCUSSION AND WORKING GROUP IDENTITY IN THE WORKPLACE

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Most studies about online communication (o.c) within working groups have focused on o.c. frequency providing mixed results regarding the effects on group identity. In line with literature recommendation, o.c. quality assessment should be investigated (Marlow et al., 2017). For the first time, this study investigated how perceived quality of online discussion within working groups interacts with collective efficacy and procedural justice in influencing group identity. In three studies (Study 1, N = 151; Study 2, N = 275; Study 3 N = 150) using online questionnaires we analyzed: firstly, the content dimension of online discussion (e.g. how sound the shared argumentations are perceived by the discussants); secondly, its relational dimension (e.g. how civilized the discussion is perceived to be); finally, its perceived cognitive load (e.g. how cognitively demanding the discussion is perceived to be). Moderation analyses highlighted that the effect of collective efficacy on group identity is stronger when participants perceived the content of online discussion as higher in terms of quality and vice versa when they perceived the discussion as cognitively demanding. The effect of procedural justice on group identity is stronger when participants perceived the discussion as not inclusive, nor respectful. This study is explorative and surely a validated scale that assesses perceived quality of online discussion is needed. However, our evidences are relevant especially in contemporary workplace as organizations are becoming more and more oriented to smart environments and smart working, thus increasingly interconnected through online communication.

492 - JOB PRESERVATION EFFORTS: WHEN JOB INSECURITY PROMPTS OR IMPEDES PERFORMANCE

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Purpose. While the experience of job insecurity may impede performance for some workers, it may prompt performance for others. Drawing upon recent theorizing on job preservation motivation, we hypothesize that higher performance in response to job insecurity is a form of active coping, which should only occur among employees who believe that they can control the threat of job loss: those who are not intrinsically motivated to perform to the best of their abilities and those who perceive high distributive justice within their organization.

Design. In a survey study among 103 permanent employees of a company in reorganization, we assessed perceived job insecurity, intrinsic motivation, and perceived distributive justice. Supervisors rated employees' overall performance (task performance and OCB).

Results. Multilevel analyses showed that job insecurity was only positively related to performance among employees with low intrinsic motivation and, unexpectedly, among employees who experienced low distributive justice.

Limitations. Despite the use of supervisor-rated performance evaluations, the cross-sectional design warrants precaution about drawing causal inferences from the data.

Implications. The results deepen our understanding of when job insecurity may prompt 'compensatory' job preservation efforts and call for research to uncover the context-dependent mechanisms underlying employees' negative and positive responses to job insecurity. Additionally, the results may inform organizations in retaining valuable employees.

Originality/value. By combining threat foci from the job insecurity literature with the compensatory approach from the job search literature, this study solves an important part of the puzzle regarding the inconsistent findings on the job insecurity-performance relationship.

493 - BISEXUAL EMPLOYEE IDENTITIES: DISCLOSURE, DISCRIMINATION AND CO-WORKER INTERACTIONS

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Purpose

This study investigates how bisexual employees manage their identities through co-worker interactions. LGBT+ sexual minorities are under-studied in the workplace (Ragins, 2004), particularly bisexuality (Callis, 2013), despite accounting for thousands of employees in any given country, where many face discrimination and threats to their well-being. The current study therefore explores how bisexual identities are socially constructed in the workplace.

Design/Methodology

In collecting and analysing data, we adopted a qualitative approach, based on semi-structured in-depth interviews with a total of 28 bisexual employees from a wide range of organisations and industry backgrounds.

Results

Qualitative data was analysed with N*Vivo and interpretative phenomenological analysis (IPA), which focused on bisexual employees' cognition, affect, and behaviour in social interactions. Identity disclosure and experiences of discrimination and stereotyping varied according to types of co-worker interactions – based around resistance, ambivalence, avoidance, humour and learning.

Research/Practical Implications

The research has implications concerning diversity, inclusion, and the well-being of sexual minorities in the workplace. Contributions are made to psycho-social and critical theories of workplace identities – including intersectionality, identity work, and queer theory. Practically, there are implications for bisexual employees and co-workers in shaping workplace cultures inclusive of LGBT+ identities.

Limitations

The research findings presented are from a relatively small, in-depth qualitative sample. Longitudinal designs, case studies and further theory-building and testing are recommended.

Originality/Value

This research has originality/value in highlighting the complexity and distinctiveness of bisexual employees' identity management experiences in the workplace.

497 - DYNAMICS BETWEEN COMPETENCE BELIEFS FOR APPLIED WORK AND RELATED JOB TASKS

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Purpose

Competence beliefs predict many work-related outcomes. However, there is little knowledge about the development of individual beliefs in the occupational domain. Therefore, this study investigates the formation and interplay of competence beliefs for applied tasks and related work demands.

Design/Methodology/Approach/Intervention

We conducted a longitudinal study (8 measurement waves, 6-month intervals) to examine initial levels, growth curves, and cross-lagged relations between competence beliefs and demands for applied tasks. The sample consisted of PhD students and PhD holders from the STEM fields (NT1 = 3,085, 37% women). At study start, 79.7% worked in a scientific setting, 16.1% in industry, and 4.2% in mixed or other fields.

Results

Competence beliefs and demands for applied work were relatively stable. Nevertheless, they predicted each other over time. Demands for applied work increased for young scientists, particularly for those who newly entered into an industrial employment setting during the study period.

Limitations

The sample was restricted to scientists from the STEM-fields. Variance between the constructs might be inflated because of common raters and common item characteristics.

Research/Practical Implications

Universities might consider giving junior researchers more opportunities to face applied tasks (e.g., training assessment center). Furthermore, organizations should implement feedback structures that support employees in building beliefs about own capabilities.

Originality/Value

We implemented a longitudinal design with a large sample size, and expanded the knowledge about growth patterns and reciprocal relations of beliefs and competencies in the work domain.

501 - GENDER DIFFERENCES IN SOME CAUSES OF EXHAUSTION IN MINISTERS, PSYCHOLOGISTS AND TEACHERS IN SWEDEN

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Purpose: We investigated gender differences in the relationships between personal and work characteristics to exhaustion among three human-service occupations in Sweden.

Design: Self-report questionnaires were sent to ministers ($n = 870$, 33% response-rate), psychologists ($n = 805$, 29% response-rate), and teachers ($n = 963$, 12 % response-rate).

Results: Overall, females showed a higher level of exhaustion than men and work characteristics (e.g., workload and role clarity) had a stronger relation to exhaustion among women, whereas emotional demands and family-to-work conflict was more strongly related to exhaustion among men. However, occupational differences with respect to gender were found. Social orientation was related to lower levels of exhaustion - among female teachers and psychologists, and male ministers. Furthermore, workload was most strongly related to exhaustion among female ministers and male psychologists, whereas role conflict and role clarity were only important for female ministers and teachers. Affective rumination and family-to-work conflict were found to have a stronger effect on exhaustion among male ministers and male teachers, as well as among female psychologists.

Implications: Our results show the importance of addressing gender differences in their specific job context in order to understand how personal and work characteristics influence exhaustion.

Limitations and originality: Although the samples are large, the data presented are cross-sectional and not completely representational. Gender equality in Sweden is high compared with other countries. However, little research exists on factors influencing gender differences in the present context.

503 - DID YOU THINK OF YOUR LEISURE TIME TODAY? AN HOURLY STUDY OF THE RELATIONSHIP BETWEEN THOUGHTS OF LEISURE TIME (TOLT) AND WORK ENGAGEMENT

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Purpose

During a working day, employees do not only think of their work, but they occasionally think of their upcoming leisure time. We introduce the concept “Thoughts of Leisure Time” (ToLT) which describes employees’ thoughts of their upcoming leisure time while at work. We assume that employees report more ToLT both at the beginning and at the end of the working day (U-shaped time trend), as leisure time is more proximate to work. Furthermore, as ToLT drives attention away from work, we expect a negative relationship between ToLT and work engagement within one hour. Contrary, we assume that ToLT will increase work engagement in the next hour, as ToLT might serve as a reminder of an anticipated resource gain.

Design

We conducted an online-survey over one working day ($N = 117$ employees) with hourly measurement points between 6:00 a.m. and 6:00 p.m. ToLT and work engagement were assessed every hour (442 hourly measurements).

Results

Findings from multilevel modeling revealed the expected U-shaped time trend for ToLT. Within one hour, ToLT was significantly negatively related with work engagement. Contrary to our expectations, ToLT did not have a significant positive effect on work engagement in the next hour.

Limitations

We did not consider possible effects of different working days.

Research/Practical Implications

Our research demonstrates that employees think more frequently of their leisure time at the beginning and at the end of their working day.

Originality/Value

We introduce ToLT as a new concept and expand the research on work engagement and off-task thoughts.

507 - A CROSS-CULTURAL EXAMINATION OF INDIVIDUAL- AND COLLECTIVE-FOCUSED LEADERSHIP – DOES THE LEADER’S COMMUNICATOR STYLE MATTER?

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Purpose

Recent criticism of the operationalization of transformational leadership as well as improvements in leadership research indicate that collective-focused and individual-focused facets of leadership affect leadership outcomes differently. However, underlying mechanisms to explain these differences as well as the robustness of findings across cultures remain unclear. To understand how collective- and individual-focused leadership foster job satisfaction differently, this study utilizes a moderated mediation model to focus on the supervisor’s communicator style as mediator in individualistic and collectivistic cultures. We argue that collective- and individual-focused transformational as well as instrumental leadership behaviors work differently across individualistic versus collectivistic cultures because leaders use different communicator styles.

Methodology

In total, 5,284 employees in Brazil, Cameroon, China, France, Georgia, Germany, India, Iran, Poland, Russia, Spain, Switzerland, Turkey, and the United Arab Emirates were surveyed using validated questionnaires at two measurement times.

Results

Multi-group structural equation modeling analyses revealed first evidence that collective-focused and individual-focused facets of leadership differently affect job satisfaction mediated via the supervisor’s communicator style in individualistic and collectivistic cultures.

Limitations

All data was collected from the same source.

Implications

Our results show that transformational and instrumental leaderships’ effectiveness in different cultural settings depends not only on what the leader is saying, but also on how he or she is saying it.

Originality

The study is the first to provide insights into the mediating role of the leader’s communicator style in leadership processes in a cross-cultural setting. It contributes to the leadership literature particularly by examining the less regarded instrumental leadership style.

510 - COLLABORATIVE AND PARTNERSHIP RESEARCH FOR IMPROVEMENT OF HEALTH AND SOCIAL SERVICES: RESEARCHER'S EXPERIENCES FROM 20 PROJECTS

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Purpose

Gain knowledge on the interdisciplinary, collaborative research process by investigating researchers' experiences and approaches used when participating in a national research program aimed to boost collaborative research while improving ways to lead, manage and develop health and social service practices in Sweden.

Methodology

Interviews conducted with project leaders and/or lead researchers and documentation from 20 projects were analysed using directed and conventional content analysis.

Limitations

Results

Collaboration were achieved by design, e.g. action research, or by involving practitioners in various parts of the research process. Dual roles, e.g. researcher/clinician, designed education or "student researchers" were other ways. The collaborative process provided the main learnings and problems. Difficulties concerned handling complexity and conflicts between expectations and demands in the practitioner's and in the researcher's contexts, human resource issues and interactions when forming collaborative, interdisciplinary teams. To handle such challenges required time, resources, knowledge, interactive learning, and skilled project management.

Research/Practical implications

Time, arenas for interaction and project management and communication skills are needed in research collaborations to build support, trust and understanding. For researchers, dealing with this complexity takes energy from the scientific process. For practitioners, this requires understanding a research process and its fit with the organisational agenda and allocating time. Some factors that may be overlooked by funders and stakeholders.

Originality

Getting research into policy and practice in healthcare is a recognized, world-wide concern and to bridge the gap research funders are requesting more interdisciplinary and collaborative research, while experiences of such processes have been less studied.

514 - INTER-ORGANIZATIONAL COLLABORATION DESPITE (OR BECAUSE OF) TEAM DIVERSITY FAULTLINES

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Purpose

Inter-organizational collaboration through joint teams with members from multiple organizations has become pervasive. However, mixed and inconclusive findings regarding how diversity faultlines (i.e., the alignment of diversity attributes) within such inter-organizational teams affect their performance accentuate the need for research on the specific contingencies within this relationship. We theorize that the location of such diversity faultlines within versus outside of the core team drives their ambivalent performance effects in such teams.

Design/Methodology/Approach/Intervention

We test our hypotheses with archival sports data of 7,514 individuals from 336 national soccer teams at fourteen FIFA World Cups.

Results

Our results show that faultline strength turned out to be beneficial for team performance when the faultline separated the core team members from the peripheral ones, whereas faultline strength impeded team performance when the faultline existed within the core team.

Limitations

As with any archival sports data, the objectivity of data comes at the expense of not being able to test psychosocial mechanisms underlying the effects of interest.

Research/Practical Implications

Although the forming of subgroups along faultlines is pervasive in the inter-organizational context, we provide a more optimistic view by arguing that, under certain conditions, faultline-induced subgroups may even yield positive effects within inter-organizational collaboration.

Originality/Value

By making use of objective data and abandoning the assumption that team members equally contribute to their teams' performance, our approach to the study of diversity faultlines considers the organizational reality of the variability of team members' contributions to, and centrality within, their team and the consequences thereof.

516 - ETHICAL BUT UNFAIR – THE MODERATING EFFECT OF UNCERTAINTY ON SUBORDINATES' REACTIONS TOWARD TRANSGRESSIVE BEHAVIOUR BY ETHICAL LEADERS

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Purpose

While ethical leadership has many beneficial outcomes, less is known about subordinates' reactions towards transgressions shown by their ethical leader. It also remains unclear how situational circumstances, as for example uncertainty, influence the effect of ethical leadership on subordinates' behaviour. We hypothesized that subordinates are more sensitive towards transgressive behaviours of ethical leaders than of not ethical leaders. But in uncertain situations, subordinates should be less sensitive towards transgressions by ethical leaders than by not ethical leaders.

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 leader vs. no ethical leader) showing certain behaviour (appropriate vs. inappropriate) towards an employee. Participants then rated how much deviant workplace behaviour they would show if they were the employee. In Study 2 the appropriateness of current behaviour and the degree of ethical leadership style of their respective leader was assessed in a survey. Uncertainty was measured through 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 should replicate the current findings in other situational settings and identify mediators.

Research/Practical Implications

Results imply that outcomes of ethical leadership depend on the current situation, e.g. companies' current commercial situation.

Originality/Value

This study is the first to demonstrate how transgressions by ethical leaders trigger different reactions in subordinates based on the current situation of their organization.

521 - AN EXPLORATION OF HOW NEOLIBERALISM IN A UK UNIVERSITY INHIBITS THE VOICE OF THE ACADEMIC

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Purpose

This study aims to explore how the introduction of neoliberalism and new public management techniques (NPM) in the University sector relate to a culture of silence amongst academics and the implications for the academic emotionally and on professional practice.

Design/Methodology/Approach/Intervention

The study is based on 10 one hour semi structured interviews with middle ranking academics with a minimum of five years' experience of teaching.

Results

There is evidence to support the view that a number of academic staff have withdrawn from engagement with the University management hierarchy in the belief that their views are not welcomed.

There is fear that to challenge the dominant discourse of marketization may result in becoming more marginalised at work.

The emotional impact on the academic is increased levels of stress, depression, loss of purpose and a crisis of academic identity.

The audit culture that accompanies NPM uses surveillance to manage the academic population and this inhibits voice.

Limitations

This is a small scale case study in a single university and, as with any explorative study, it is limited with regard to generalizability.

Research/Practical Implications

This research will have substantive implications for improving employee relations in UK universities and empowering the marginalised academic.

Originality/Value

The study adopts a Foucauldian perspective that provides new insights into how the neoliberalist agenda impacts on academic voice and subsequently professional practice and emotional well-being.

525 - WORKPLACE TEAM RESILIENCE: A SYSTEMATIC REVIEW AND CONCEPTUAL DEVELOPMENT

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Purpose

Workplace team resilience may serve as a potential asset for work teams to maintain performance in the face of adverse events. To address the conceptual and methodological inconsistencies of previous research, this paper provided an integrate review to identify the conceptual nature of team resilience and its unique value beyond individual resilience. In addition, methodological approaches to team resilience were reviewed to provide recommendations for a common operationalisation of team resilience.

Design

A systematic review of published research on individual or team-level workplace resilience was performed. For the conceptual review, thematic analysis techniques were applied to synthesise definitions and conceptualisations of workplace resilience. For the methodological review, the psychometric properties of existing team resilience measures were evaluated using current guidelines for best practice.

Results

A final set of 127 articles was reviewed. Based on the conceptual synthesis, a comprehensive multi-level framework was developed that draws on the IMOI model (Ilgen et al., 2005) to categorise multi-level input factors, processes as well as outcomes associated with workplace resilience. The evidence from the methodological review suggest several methodological shortcomings of previous team resilience measures.

Limitations

Strict inclusion criteria were applied that may have led to the exclusion of other relevant research on workplace resilience.

Practical Implications

The results offer a starting point for new empirical research examining ways of improving teams' adversity management in the workplace.

Value

This paper adds value by conceptually clarifying the multi-level nature of workplace team resilience and by assessing the quality of team resilience measures in a systematic manner.

527 - WORKPLACE BULLYING IN HIGHER EDUCATION IN PORTUGAL

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Purpose

According to the V European Working Survey (Parent-Thirion et al, 2012)., the risk of experiencing bullying and harassment at work is greatest in education and health sectors. Other studies, namely Hubert & Veldhoven (2001) and (Zapf, Einarsen, Hoel & Vartia, 2011), report similar data on the incidence of bullying in these sectors. In Portugal there is scarce evidence about workplace bullying in this sector. Besides some empirical data collected in the University of Coimbra Hospital (Serra et al, 2005), there is no empirical data on this subject. Hence, we intend to fill this gap and map the occurrence of the phenomenon in the higher education in Portugal.

In order to further the research about workplace bullying in higher education we have realized a study in the main private and public Universities of Portugal. We contact all the academic and researchers and collected 1182 valid responses (response rate is 20%, roughly). The sample is 61% female and 37% male. The majority of respondents are assistant professors (29%) and 19,42% are assistants; 37,4% did not specified their position.

Design / Methods

The occurrence of workplace bullying was measured both trough a definition and a list of behaviours because we want not only to identify the subjective perception of being bullied according to the definition (i.e. self-labeling method) but simultaneously tap the occurrence of bullying behaviors by means of a list of predefined negative acts (i.e. behavioral experience method)(see Einarsen et al., 2011; Nielsen et al., 2010).

Results

According to the definition, 5,9% of respondents have been frequently bullied and 24,1% occasionally bullied. The most frequent bullying behaviours are: "You are exposed to an unmanageable workload", "You are humiliate and ridiculed in connection with your work" and "You are systematically required to carry out tasks which clearly fall outside your job description". The majority of respondents (72,7%) consider bullying a relevant organizational problem. For those who consider themselves bullied at work, the experience has lasted between 1 and 3 years (26,9% of bullied people); the majority was bullied alone by a superior (64%). The gender of the bully was reported both as male and female (33,2% versus 34,7%). As reported by bullied respondents, the experience has damaged their health, namely mental health (47,1%) and their familiar and social life (38,6% versus 32,9%).These results are in line with previous research in higher education, namely the results reported by Lewis (2002) in a study conducted in further and higher education in Wales.

Originality / Value

Research about Workplace bullying is scarce in Portugal; hence the study has a real contribution to the existing research, in a sector where there is no previous research in this field.

531 - EXAMINING RECOVERY EXPERIENCES AMONG WORKING COLLEGE STUDENTS: A LATENT PROFILE INVESTIGATION

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Purpose. There is limited research on the post-work recovery experiences of working college students. The overarching goals of this project were to examine profiles (i.e., combinations) of recovery experiences and potential well-being correlates (e.g., emotional exhaustion, engagement, somatic complaints) in working college students.

Methodology. Working college students ($N = 520$) completed an online cross-sectional survey.

Results. Three post-work recovery profiles were detected using latent profile analysis: (1) recovering ponderers (low psychological detachment, high on all other recovery experiences), (2) leaving work behind (high psychological detachment with low problem-solving pondering), and (3) detach, low relaxation (high psychological detachment with low relaxation). Recovering ponderers reported higher work engagement than the other profiles, but no other relationships of recovery profile membership with work-related well-being emerged.

Limitations. Our emphasis on work-related well-being led us to de-emphasize school-related well-being (e.g., school engagement, work – school conflict). We are currently finishing a conceptual replication of this study focused on school-related well-being.

Research / Practical Implications. Despite replicating recovery profiles observed in full-time workers in working college students, outcomes associated with recovery profile membership diverged from findings in full-time worker populations. While there are communalities in the recovery profiles of full-time employees and working college students, outcomes of profile membership may differ dramatically.

Originality / Value. This is the first direct empirical research targeted at quantifying the recovery experiences of working college students. Our results undermine the direct translation of recovery research conducted with full-time workers to the working student context, suggesting new directions for future recovery research.

535 - SITUATIONAL STRENGTH PERCEPTIONS OF AFTER-HOURS WORK DEMANDS

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Purpose. Many employees work during off-job time (e.g., nights, weekends), but little is known about employee perceptions of this after-hours work. We applied the construct of situational strength (felt pressure to enact specific behaviors; Meyer et al., 2014) to the after-hours work context to predict strain criteria.

Methodology. Employees ($N = 496$) completed a new measure of after-hours situational strength and measures of job stress, emotional exhaustion, and work anxiety.

Results. After-hours situational strength was defined by perceptions of clarity (available information about after-hours work), consistency (compatible cues from others about after-hours work), constraints (forces that limit responses to after-hours work demands), and consequences (outcomes stemming from after-hours work decisions). Consistency predicted diminished strain criteria ($z = -2.43$ - -2.52 , all $p < .01$), while consequences predicted elevated strain criteria ($z = 1.67$ – 5.21 , all $p < .05$).

Limitations. Our survey design did not allow the prediction of actual behavioral compliance. We are conducting an experimental follow-up that includes both subjective and behavioral criteria.

Research / Practical Implications. In addition to extending situational strength perceptions to the after-hours work context, our results suggest that some aspects of after-hours situational strength (e.g., consistency perceptions) are associated with greater well-being, perhaps due to the removal of ambiguity surrounding after-hours work expectations.

Originality / Value. This study yields a theoretically-grounded measurement tool that will allow future researchers to explore predictors and outcomes of after-hours situational strength. Results indicate that alternative components of after-hours situational strength may have diverging implications for job strain criteria.

544 - "PLEASE LET ME HELP!": THE PROCESSES LINKING ORGANIZATIONAL CULTURE TO CITIZEN PARTICIPATION IN PUBLIC SOCIAL HOUSING

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Purpose. Citizen participation in public social housing is known to have great benefits, both for residents (e.g. empowerment) and organizations managing housing units (e.g. efficient managerial decisions). This qualitative study is intended to document the processes linking organizational culture (Schein, 1985) to citizen participation development of social housing residents.

Methodology/Approach. This case study was conducted in an Office d'habitation (OH) in Quebec, Canada. Semi-structured ($N = 21$) and group interviews ($N = 8$) were conducted with managers, employees, residents and partners. Observations in different settings ($N = 39$) and documents complete the data set, which was analyzed using Grounded Theory (Glaser & Strauss, 1967).

Results. One of the main characteristics of the OH culture studied is the strong commitment of employees toward their social mission. This has implications for citizen participation through two processes: the vocational valorization process and the goodwill acting process.

Limitations. The dependability of the results (Lincoln & Guba, 1985) is limited because of the complex and dynamic nature of the phenomena studied. Further studies are required to determine the transferability of the results to other contexts.

Research/Practical Implications. A culture characterized by goodwill can be either beneficial or harmful to citizen participation, depending on the conditions in place. The examination of those conditions leads to the identification of potential levers.

Originality/Value. This study contributes to the WO psychology field in terms of research methodology (i.e. including citizens' perspective) and could lead to the definition of a specific type of recognition at work.

547 - COMFORT ZONE: CONSTRUCT, MEASUREMENT, AND IMPLICATIONS FOR STUDENT AND WORK OUTCOMES

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PURPOSE: While people constantly talk about the importance of stepping outside of one's comfort zone, there has been a lack of research in the construct as an individual difference. The current study develops a measure for a willingness to expand one's comfort zone, examines its relationships with the Big Five, and investigates its associations with student, work, and life outcomes.

METHODOLOGY: Two survey studies were conducted via Amazon Mechanical Turk.

RESULTS: Factor analyses revealed that the 17-item Comfort Zone Scale yields two factors: 1) Comfort Zone-General measures the broad tendency of taking risks and being comfortable with challenges, and 2) Comfort Zone-Contextual measures a willingness to try specific activities and be in certain unnerving circumstances. Results demonstrate that high comfort zone is associated with high Intellect, Openness, and Assertiveness, and low Politeness and Orderliness. Individuals who were more willing to step outside of their comfort zone reported higher quality of life, higher job performance, and higher frequency of engaging in important student behaviors like taking challenging courses.

IMPLICATIONS: The overlap with personality aspects suggests that comfort zone may be a compound trait with contextual features. The associations with important outcomes empirically support its predictive validity.

LIMITATIONS: It would be valuable for future research to examine the extent to which the level of comfort zone remains stable and predictive across different circumstances.

VALUE: Current study is the first to explore the construct of a willingness to expand one's comfort zone. Findings testify to its importance for students and employees.

548 - A COMPARISON OF PERSONALITY FACTOR STRUCTURES IN CHINA: APPLICANTS VS. NON-APPLICANTS

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PURPOSE: Past findings with regards to whether the five-factor personality model fits across selection contexts have been inconsistent. The current study examines how well the five-factor structure describes large Chinese samples of applicants and non-applicants using the Work Behavior Inventory (WBI), a contextualized personality instrument.

METHODOLOGY: Data was collected from 10,588 Chinese applicants and 8,284 Chinese non-applicants, spanning more than 150 organizations across different industries and job levels.

RESULTS: When comparing mean differences, Cohen's d's in personality facet scores between applicants and non-applicants ranged from .13 to .92. When examining factor structures of both groups with confirmatory factor analysis (CFA), the oblique, five-factor baseline model produced acceptable fit for both applicants ($\chi^2(179) = 16,891.842$, RMSEA = .094, CFI = .905, TLI = .889) and non-applicants ($\chi^2(179) = 14,189.788$, RMSEA = .100, CFI = .875, TLI = .853). Compared to the fit indices of other well-known personality inventories such as the Revised NEO Personality Inventory, those of the WBI with Chinese samples were comparable, if not superior.

IMPLICATIONS: Findings demonstrate that although the high-stakes context drives up self-reported personality scores, the personality factor structures of Chinese applicants and non-applicants both conform to the five-factor model.

LIMITATIONS: Large mean differences suggest that a potential shortcoming of the WBI may be its susceptibility to faking and therefore raw scores should be interpreted with caution.

VALUE: The stability of WBI's factor structure across assessment settings among Chinese individuals supports its utility as a selection and evaluation tool as well as its cross-cultural generalizability.

551 - THE EFFECTS OF INTERNET-BASED COGNITIVE INTERVENTIONS ON EMPLOYEES WELL-BEING

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Purpose

This study examines the effectiveness of internet-based cognitive interventions on employees' well-being such as workplace stress, job satisfaction, and workplace social connectedness.

Methodology

One hundred and twenty full-time working Malaysians were randomly assigned to one of three online cognitive interventions (Gratitude – write a thank you to a co-worker, Three-Good-Things – write down three good things that happened at work, or Social Connectedness – engages in additional social activities at work). Participants completed workplace stress, job satisfaction, and workplace social connectedness questionnaires at three time points: pre-intervention, and two times post-intervention. Each testing was 1-week apart.

Results

Using Mixed ANOVAs, the study found that all three interventions were effective in reducing workplace stress as well as increasing job satisfaction and workplace social connectedness over time. Specifically, Gratitude intervention was found to be the most effective intervention for reducing workplace stress and increasing job satisfaction. While the Social Connectedness intervention improved relationship with co-workers after the intervention, the effectiveness did not differ significantly from other interventions at Time 3.

Limitations

A control group was not included in the design. However, random assignment was successful as there were no baseline differences among groups.

Implications

These interventions, guided by approaches from Positive Psychology show preliminary evidence of the effectiveness of short-term online interventions. Potentially, organizations could implement online cognitive interventions to effectively improve their employees' well-being.

Value

Interventions guided by theoretical underpinnings can be effective to address employee well-being. These interventions show potential for implementation online or through mobile phone applications.

554 - LEADERSHIP STYLES, WORK-FAMILY ENRICHMENT AND WORK-LIFE BALANCE: A MEDIATION STUDY AND DOMINANCE ANALYSIS

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Purpose: Multiple leadership styles (ethical, servant, authentic, transformational and leader-member exchange [LMX]) were tested towards work-life balance (WLB), with work-family enrichment (WFE) as a mediator. We add insight through multiple styles and utilise a dominance analysis to determine the more important leader style/s.

Design/Methodology /Approach/Intervention: Self-reported survey of 249 New Zealand employees rating their manager's leadership styles and their own WFE and WLB. Analysis in SPSS with dominance analysis in excel.

Results: All constructs significantly correlated, with some strong levels between leadership styles. However, regression analysis showed that LMX was the dominant predictor of WFE and WLB. The mediation analysis showed that WFE fully mediated the influence of LMX on WLB. The models accounted for a modest 17% variance for WFE and a stronger 36% for WLB. Given the regression analysis found the LMX dimension to be the only significant leadership style, and this finding was reiterated by dominance analysis.

Limitations: Self-reported data, although analysis showed common method variance was not present.

Research/Practical Implications: Understanding the influence of leadership styles on WFE and WLB highlights the importance of leadership in shaping and aiding follower work-family and life roles. The importance of LMX might highlight the vital nature of the intertwined nature of relationships between supervisor and subordinate as well as the importance of negotiated role responsibilities.

Originality/Value: WLB studies typically underplay the influence of leadership, and this study highlights the importance of one leadership style over others.

556 - THE PROTECTIVE ROLE OF CYNICISM IN THE WORKPLACE

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Purpose:

This study proposes and empirically investigates, using Structural equation modeling (SEM), a unique dual path coping mechanism of how employees respond to lack of organizational justice.

Design /Methodology /Approach /Intervention

Questionnaire data were collected from 90 IT professionals, assessing (Cronbach alpha values are in parentheses) emotional exhaustion (0.71), cynicism (0.84), personal-accomplishment (0.75), organizational justice (0.75) and stress (0.87).

Results

SEM indicated very good fit for the model: $\chi^2 = 9.93$ df = 9; $\chi^2 / df = 1.10 = .593$, NFI = .94, RFI = .80, IFI = .99, TLI = .98, CFI = .99, RMSEA = .024, PCLOSE = .66. Low levels of perceived justice were associated with higher emotional exhaustion ($\beta = -.43$). Next, a parallel mechanism unfolds: High levels of exhaustion are directly related to low levels of personal-accomplishment ($\beta = -.65$). At the same time, high levels of exhaustion are associated with high levels of cynicism ($\beta = .23$), which are associated with higher levels of self-accomplishment ($\beta = .23$). Bootstrapping indicated that all mediation paths were significant.

Limitations

Future investigation should test the model within additional professional groups and with a larger sample size.

Research/ Practical Implications

The study extends the literature on organizational justice and stress by incorporating a key, yet understudied, way of viewing cynicism. This view could also assist work-related counseling.

Originality/ Value

This study shows how cynicism has a functional role, helping employees preserve their sense of professional-worth. Findings lend support to the idea--grounded in self-construct and emotion regulation theories--that cynicism is a way of emotionally regulating individuals' adverse reactions to organizational injustice and stress, thereby allowing them to maintain a positive self-image.

559 - KNOWLEDGE HIDING – WHAT'S WRONG WITH NOT BEING TRANSPARENT AT WORK?

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Knowledge hiding – an intentional attempt to withhold or conceal knowledge from others (Connelly et al. 2012) – has been reported by recent studies to be a negative phenomenon in the workplace (e.g. Cerne et al. 2014). Considering the importance of knowledge for organizational performance, this study intends to advance understanding by investigating the mediating role of knowledge hiding on the relationship between perceived organizational support and affective commitment as predictors and organizational citizenship behaviors and turnover intentions as outcomes.

Using a cross-sectional design, the study was conducted in emergency ambulance healthcare settings on 305 medical or paramedical professionals. The variables of interest (perceived organizational support (POS), affective commitment (AC), knowledge hiding (KH), organizational citizenship behavior (OCB) and turnover intention (TI)) as well as demographic information were measured using self-reported questionnaires. Given that the variables are at the level of psychological perception, the self-reported measurement method is accepted to be appropriate.

In line with SEM results, POS and AC positively predicted OCB but negatively predicted TI. Also, KH was negatively associated with POS, AC and OCB and positively with TI. Moreover, KH mediated the relationship between POS and AC as predictors and OCB, respectively TI, as dependent variables.

Preventive actions could potentially impact negative acts and knowledge hiding by focusing on increasing the social exchange quality at work unit level.

We largely accept that knowledge hiding is not beneficial for the organizations at all levels, including individual and team levels, but we need to deepen understanding of its specific correlates within organizations.

562 - PAY JUSTICE ATTENTION! A SYSTEMATIC LITERATURE REVIEW OF ANTECEDENTS AND CONSEQUENCES OF PAY JUSTICE

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Purpose: Employee perceptions of pay as fair have been suggested to be important for motivation and performance. This circumstance, together with an increase in pay-systems where annual pay raises in part are based on employees' performance, has directed attention to the justice of pay. The aim of this systematic literature review was to describe research focusing on (1) what contributes to perceptions of pay justice and (2) the potential consequences of pay justice.

Methodology: Literature search in large databases were performed. Major search terms were "pay justice" and "pay-related justice", supplemented with searches of concepts that emerged as important such as "performance evaluation" and "feedback". Priority was given to studies published in the year 2000 and later.

Results: In terms of predictors, performance assessments, knowledge of pay-setting criteria, feedback, performance appraisal and the supervisor's ability to fulfil the requirements as pay-setters, were important for employee perceptions of pay justice. Consequences of pay justice were less studied but a positive relation with pay satisfaction was reported.

Limitations: The literature search was done on pay justice specifically. This means that studies focusing on organizational justice were generally not included, even if such studies could include pay.

Research/Practical Implications: The results provide insights regarding how different aspects of the pay-setting process relate to pay justice and indicate that less is known about the consequences of pay justice.

Originality/Value: Although several reviews and meta-analyses concerning organizational justice in general exists, to our knowledge, this is the first review focusing on pay justice specifically.

569 - INDIVIDUAL WORK OUTCOMES FOLLOWING PRIDE EXPRESSIONS

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Purpose

Current research on discrete emotions either applies an intrapersonal perspective, i.e., emotion experiences relate to own work outcomes, or a social perspective, i.e., emotion expressions affect others' work outcomes. Adding a new perspective, we examine how pride expressions influence own work outcomes by eliciting reactions from others.

Design

We applied two critical-incident studies, in which we combine different sources (Study 1) and randomly assign participants to report on pride events in which they expressed or did not express pride (Study 2).

Results

Study 1 showed the positive relations of pride expressions with work outcomes over and above the effect of pride experiences. Study 2 replicated these effects and additionally showed that colleagues' active-constructive reactions in response to pride expressions fully mediated them.

Limitations

Questions about internal validity may remain due to our effects in Study 1 being stronger for self-reports than for coded expressions and the relation between colleagues' active-constructive reactions and work outcomes being correlational in Study 2. Furthermore, with pride expressions being subject to influences by age, gender, and culture, future research needs to test the generalizability of our results.

Practical Implications

Aiming to create cohesive and energetic workplaces, this research demonstrates how pride expressions can help to build social bonds that foster work outcomes in organizations.

Originality

We show that emotion expressions not only influence others' but also expressers' work outcomes and highlight the social function of an emotion expression, i.e., pride, that is often assumed to be antisocial.

573 - ACCEPTABILITY OF ABUSIVE SUPERVISION BY THIRD-PARTY OBSERVERS: THE ROLE OF ATTRIBUTIONS

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Purpose

Abusive supervision behaviors, such as lying to or ridiculing subordinates, harm individuals and organizations, however, the implicit assumption that abuse is unacceptable to anyone under any condition has not been challenged. Drawing upon attribution and moral exclusion theories, we propose that abuse is perceived to be more acceptable when attributed to the victim, and less acceptable when attributed to the perpetrator (H1). Furthermore, we propose that these attributions affect how third-party-observers react to abusive supervision, such as leaving the victims alone or filing formal complaints (H2).

Design

The first study is a vignette-based experimentation, where the participants will read a story of an abused worker, and then respond to the scales of attributions (to victim or manager) and acceptability of abuse (H1). In the second study, the participants will be asked to remember a specific incident where they observed abuse in workplace, and then fill-out the same scales for this situation (H2).

Results

The study is work-in-progress. A pilot study was conducted with 180 participants. The preliminary results support H1; abuse was found more acceptable when attributed to the victim, and less when attributed to perpetrator. Data collection for further steps will be completed by March 2019.

Limitations

There is risk of common method variance due to reliance on cross-sectional survey data.

Implications

Results of this study are expected to shed light on how observers judge abusive supervision situations.

Originality

The study represents the first comprehensive analysis of attributions, acceptability and reactions in this domain.

575 - EMOTIONAL RESOURCES LINK WORK DEMANDS AND EXPERIENCES TO FAMILY FUNCTIONING AND EMPLOYEE WELL-BEING: THE EMOTIONAL RESOURCE POSSESSION SCALE (ERPS)

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Purpose

Extant work-family research predominantly focused on role incompatibilities as theorizing is rooted in resource depletion mechanisms derived from the conservation of resources (COR) theory. However, researchers have neglected resource accumulation processes also proposed in COR, in part we believe, due to the lack of appropriate operationalization of resource accumulation (vs. resource depletion). In this research, we propose emotional resource accumulation as a distinct mechanism from emotional resource depletion in explaining work-family linkages, develop an emotional resource procession scale (ERPS) to capture the acquisition of emotional resources, and examine its psychometric properties.

Design/Methodology

Items of the ERPS scale were generated using a deductive approach and its nomological network was examined using data collected from MTurk. The roles of emotional resource accumulation in work-family linkages were examined through a two-wave survey study in the US and an experience sampling study in China.

Results

Emotional resource acquisition is indeed a distinctive mechanism from emotional resource depletion in linking work and family lives. The ERPS scale demonstrates both good psychometric properties and good utilities in studying work-family linkages.

Limitations

As all the four studies relied on self-reported data, common method bias is still a limitation of this research, which may have inflated some of the effects.

Research/Practical Implications

This research contributes to theory in its supporting the distinctiveness of the emotional resource acquisition mechanism from the emotional resource depletion mechanism.

Originality/Value

This research establishes a psychometrically sound scale of emotional resource procession, which could help researchers to better capture resource dynamics in work-family processes.

576 - INSTITUTIONALIZED? A MODEST PROPOSAL FOR CHANGING HOW RESEARCH IN WORK AND ORGANIZATIONAL PSYCHOLOGY IS PUBLISHED

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Purpose: We evaluate current attitudes towards and experiences with publishing research in Work and Organizational Psychology (WOP), and propose an alternative system. Our main hypothesis is that WOP researchers tend to become institutionalized, such that they are generally discontent with the current system, but that this dissatisfaction fades over time as they become older.

Design/Methodology: We distributed a survey to the first authors of papers published in the last two issues of top-15 WOP journals and asked them to participate. Questions focus on experiences with publishing (e.g., publishing time, quality of reviews), demographic information (e.g., age, hierarchical rank), and satisfaction with the publication process.

Results: Our preliminary findings support our expectations: We find that the time it takes to publish a manuscript is negatively associated with whether authors perceive this time to be justifiable and worthwhile relative to the amount their manuscript has changed, while age is only negatively associated with justifiability.

Limitations: It's a cross-sectional, retrospective survey.

Research/Practical implications: The findings suggest that researchers are dissatisfied with the publication system of WOP research, which is in line with wider calls for changing the publication system in academia. Based on a recently proposed alternative publication system (Hartgerink & van Zelst, 2018), we provide specific recommendations to improve the WOP research publication system.

Originality/value: Among (WOP) academics, there is much talk about the flaws of the system, but little empirical research exists that showcases the dissatisfaction, and alternatives are also hard to find. We fill those two gaps.

Word count: 247 words

Reference:

Hartgerink, C. H., & Zelst, M. V. (2018). "As-you-go" instead of "after-the-fact": A network approach to scholarly communication and evaluation. *Publications*, 6. Doi:10.3390/publications6020021

577 - SEXUAL ORIENTATION DIVERSITY AND INCLUSION IN THE WORKPLACE

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Purpose

Inclusion is recognised as a key component of successful approaches to organisational diversity management. To date, inclusion literature predominantly uses quantitative methodology to investigate visible forms of diversity such as ethnicity and gender. Invisible forms of diversity, such as sexual orientation, have received little research attention, despite Lesbian, Gay and Bisexual (LGB) employees facing significantly higher rates of workplace bullying and discrimination than heterosexual colleagues.

Design

The paper uses nine semi-structured interviews and template analysis to investigate LGB employees' experiences of inclusion within their organisation.

Results

Findings demonstrate that LGBs share many experiences of exclusion with other minority groups, however they are not often regarded as exclusionary or the result of one's sexual orientation. Such experiences are either overlooked due to membership of other minority groups which hold greater significance, or downplayed due to membership of other majority groups.

Limitations

Participants demonstrated a lack of variability in occupations, for example, most participants held a management or professional role. This may impact the variability of experiences of the participants, or it may suggest that those interviewed were not the most significantly affected by exclusive work environments, as they had already experienced promotion.

Implications

The unique experiences of LGB individuals support the use of intersectional research, considering the way in which minority statuses are interconnected, when investigating experiences of an individual.

Originality/Value

Exploring the experiences of LGB individuals using qualitative design allowed for identification of differences in experiences compared to other minority groups, which commonly used quantitative measures may not identify.

578 - THE BUFFERING EFFECT OF FUTURE TIME PERSPECTIVE ON THE RELATIONSHIP BETWEEN WORKLOAD AND WELL-BEING: EVIDENCE FROM A 20-YEAR LONGITUDINAL STUDY

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Purpose

A considerable body of research on work design has demonstrated that exposure to high workload could have detrimental effects on employees' well-being. Yet, the undesirable strain-inducing effects of high workload may not necessarily be observed among all employees. In this research, we propose that individuals' future time perspective, a relatively stable tendency to adopt a future temporal mindset towards life, may buffer the relationship between workload and well-being, such that employees with a future time perspective may discount their high workload and thus shield themselves from being badly affected by the high workload.

Design/Methodology

Hypotheses were tested using data from a 20-year longitudinal study conducted in the United States. Multilevel modelling was employed as the analytical approach.

Results

Within individuals, workload indeed related negatively to employees' well-being. This negative effect was observed among employees with lower levels of future time perspective, but not among those with higher levels of future time perspective.

Limitations

This research is mainly limited in its inability to draw strong conclusions regarding the direction of the relationships between future time perspective, work demands, and well-being. There was a lack of objective measures for well-being outcomes.

Research/Practical Implications

This research enriches our understanding of work design indicating potential lifetime effects of workload. Additionally, we point to potentially different effects for individuals depending on the extent to which they have a future time perspective. The insights from this research may help employees to better manage their workload and well-being.

Originality/Value

This research is valuable in its connection between research on temporal perspectives with research on work design. Furthermore, our utilization of longitudinal modelling makes this one of the few papers to empirically test lifetime effects of work design.

581 - THE DOUBLE-EDGED SWORD OF DIVERSITY – TAKING A CLOSER LOOK AT HETEROGENEOUS TRAINING GROUP COMPOSITION

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Purpose

Although established models of training transfer include individual trainee characteristics as predictors of training outcome, training group composition to date has received little attention. The present study aims to explore implications of both surface- and deep-level diversity (cultural background, prior knowledge) in workplace training groups.

Design/Methodology/Approach/Intervention

Semi-structured interviews were conducted with 24 German and Israeli managers who participated in a 16-days training program with a thematic focus on innovation and entrepreneurship. Interviews addressed participants' experience of the learning process and were analyzed with qualitative content analysis.

Results

Training design characteristics that have been established as generally favorable in workplace training (e.g., active experimentation, reflection) prove to be particularly important for heterogeneous training groups.

Differentiating types of learning (learning about vs. from one another; Meese, 2005), we find a sequential process in which a trustful atmosphere and identifying individual expertise (learning about one another) are pre-conditions for successful knowledge-sharing (learning from each other).

Limitations

Due to the specific training setting, generalizability of our findings may be limited. Moreover, data was gathered only from training participants' perspective.

Research/ Practical Implications

Future studies should include trainers' perspective in addition to the perspective of training participants. Our study provides in-depth insight into actual learning processes in heterogeneous training groups that can be followed up with more large-scale, quantitative studies. Our sequential model helps training practitioners to time their interventions.

Originality/ Value

The study identifies learning processes associated with deep- and surface-level diversity of workplace training groups.

583 - THE SCIENCE OF ASSESSING POTENTIAL: AN EVIDENCE-BASED APPROACH TO HIGH POTENTIALS IDENTIFICATION

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Purpose

Organizations use many assessment processes to identify high potentials, but those assessments differ greatly in the attributes they evaluate and, most importantly, in the strength of their supporting research base. Determined to take an evidence-based approach (Barends, Rousseau and Barends, 2014), we decided to carry out a critical review of the scientific evidence on the topic.

Methodology

A Rapid Evidence Assessment (Barends, Rousseau and Barends, 2017) was carried out to identify the most reliable predictors of all job performance, leadership effectiveness and learning dimensions in leadership roles. More than 700 studies were critically appraised.

Results

The final framework is based on the collective evidence of 87 meta-analyses, summarizing over 2.500+ studies with 500.000+ people. The 22 most reliable and predictive indicators of potential were grouped in three categories: Stable Potential, Malleable Potential and Contextual Factors. A series of assessment tools were then developed accordingly, and applied with success in real organizational settings.

Limitations

REAs aims to be rapid, not as exhaustive as Systematic Reviews, so there is a possibility that not all research is represented .

Practical Implications and Value

Widespread adoption of an evidence-based approach to high potential identification can have a number of significant benefits. For example, it can reduce the number of cases where someone is promoted into a job where they fail. It also enables a targeted approach to people management, as it outlines which characteristics are highly stable (to hire for) and which can be learned (where to focus your development programs).

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586 - FORCED UNPLANNED CHANGE: ACTIVISM INFLUENCING SHIFTS OF INSTITUTIONAL LOGIC

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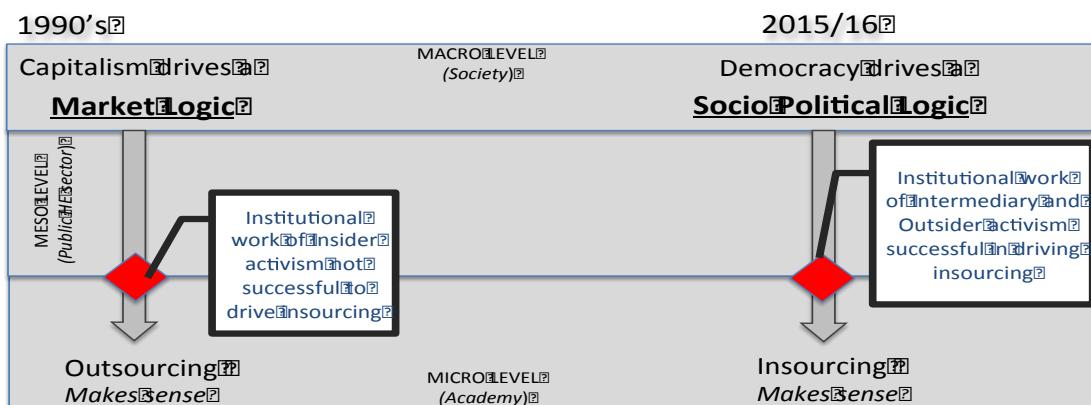
Institutional logics are socially constructed and historically contingent systems of meaning by which organisations make sense of everyday activities and organise them in time and space. The paper will explore the way in which institutional logics, located in the macro environment, informed practices guiding management when framing knowledge in change-related decision-making processes, and explain the role of activism in shifting these logics, resulting in unplanned change.

This paper is based on an embedded, single interpretivist case study in the South African higher education sector. Data was gathered by means of interviews, observations and document analysis, and was analysed using constructivist grounded theory in the tradition of Charmaz.

This study found that there were two different logics informing management decision to in- or outsource (the practice) at two different points in time over a period of 17 years. Central to the shift in logics is the role of activism located both within the organisation and outside of the institution, in societal structures.

The study contributes to our understanding of unplanned organisational change and the role of institutional logics in framing change decisions. In addition, it adds to our understanding of social movement theory, explaining the role of activism in shifting institutional logics framing organisational practices. This shift is demonstrated in the diagram below.

Figure 1: Outsourcing in HE over time and space



587 - TRADE UNION INFLUENCE IN HRM: THE ROLE OF EXTERNAL ATTRIBUTIONS

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Purpose Recent research has explored the role of HR attributions and employees' perceptions about why they believe HR practices have been adopted. It has been proposed/ found that when benevolent motives are ascribed to management, this is associated with positive employee outcomes; the opposite is the case with respect to motives designed to increase control over employees. Attribution theory distinguishes between internal and external attributions, considering both to be important. In the context of HR attributions unions are defined as external and are expected to have little or no effect on employees. This paper challenges this assumption and re-considers what might constitute 'external' in this context. In addition, it goes on to explore the role of union influences on HRM.

Design Two quantitative cross-sectional studies are presented. The first, conducted in a large airline, explored the extent to which the association between attributions to the union and employee outcomes differs between blue-collar and white-collar workers. The second, conducted in a large bank, explored the role of union membership and union commitment in influencing the link between union attributions and employee/branch outcomes.

Results Findings show that union attributions have a significant impact on employee outcomes which is stronger among blue-collar workers and those who are members and more committed to the union.

Limitations Research is cross-sectional.

Research/Practical Implications The paper calls for a fuller consideration of external attributions.

Originality/Value First study to focus on the outcomes of union attributions.

590 - SYRIAN REFUGEES IN DUTCH ORGANIZATIONS

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Since 2013, more than 70.000 Syrian refugees have found shelter in the Netherlands. They are now trying to build a new life, and work is important for that. However, research shows that it takes a long time before refugees integrate into the labor market and there is not much research on how this process works. With this research project we aimed to improve the process of integration by studying what facilitates and hinders this process.

We conducted a longitudinal qualitative field study in ten Dutch organizations that employ Syrian refugees. We interviewed ten refugees, their co-workers and supervisors and/or employers and interviewed them again after six months. The interviews were analyzed and the results were discussed in a series of focus groups with Syrian refugees, employers, coaches etc. and the results were used to write an e-book with guidelines for employers that want to work with Syrian refugees.

Results show that integration takes more time than both the organizations and the refugees expected and this causes disappointment. Support systems, e.g. as organized by the government, only cover the first period, and thus language and cultural differences, trauma's and loss of status and perspective take their toll.

This research is valuable because there is very little research on the position of refugees in organizations and we used multi source data to better understand the complexity of integration on the workfloor. Limitations are the limited number of cases and the absence of data on longer term developments.

591 - THE EFFECTS OF COACHING ON INDIVIDUAL OUTCOMES: A MEDIATION MODEL BY PSYCHOLOGICAL CAPITAL

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✓ Purpose

Coaching is a developmental intervention often implemented in organizations to improve individual attitudes and behaviors. However, few studies have empirically investigated these assumptions and even fewer looked at explaining mechanisms (Jones et al., 2016). We propose psychological capital (Psycap), a set of positive individual resources, as possible mediator. We intended to investigate whether: 1) coaching is effective in improving Psycap; 2) coaching impacts positively the individual outcomes; 3) Psycap works as mediator; 4) coaching effects maintain over time.

✓ Design/Methodology/Approach/Intervention

We conducted an experiment with 56 employees in marketing company, who were either assigned to a coaching intervention or a wait-list control group.

Before the program started (T1), Psycap and other measures (job attitudes and other-rated individual performance) were collected, being measured again (T2) after the coaching intervention that lasted 4 months. Four months later (T3), the same variables were measured for the experimental group.

✓ Results

ANOVAs showed coaching was associated with increases in Psycap, job attitudes, and two dimension of performance. The mediating role of Psycap, analyzed with PROCESS (Hayes, 2016) was supported. The effects on Psycap and job attitudes lasted over time, as revealed by within-subjects repeated measures analyses.

✓ Limitations

The sample size is relatively small and the data was collected only in one company.

✓ Research/Practical Implications

This study fills a gap in our knowledge of the underlying mechanisms behind coaching effectiveness.

✓ Originality/Value

This is one of the few experimental studies on coaching effectiveness that used a control group as well as a longitudinal design.

593 - WORKPLACE BULLYING AND PSYCHOLOGICAL DISTRESS. A STUDY OF UNIVERSITY EMPLOYEES IN NORWAY

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Purpose - In this study, we investigated how negative work- and person-related behaviors from colleagues affect psychological distress among university scholars. We also examined the moderating role of gender and support from significant others.

Design/Methodology - The data were obtained using questionnaires completed by university employees in Norway ($n = 212$). Hierarchical multiple regression analyses were run using the statistics package SPSS.

Results - Supporting previous research, the most frequently experienced negative behaviors were reported to be work-related. However, results from the present study showed that person-related negative acts were the strongest predictor of psychological distress, explaining 32 % of variance, followed by work-related negative acts, explaining 24 % of variance in psychological distress. Our findings showed that support from a significant other reduces the negative effect of negative behaviors on psychological distress. Men, compared to women, experienced slightly but significantly more mental and physical consequences when being bullied.

Limitations - The generalizability of the results may be limited.

Practical implications - As person- and work-related negative behaviors were related to reduced psychological wellbeing, the necessity to protect employees should come first. This may be reached by creating awareness among employees of possible forms of negative behaviors, its consequences, and coping techniques. Leadership development programs that help both line managers and project leaders to prevent and manage negative acts would be instrumental.

Originality/Value - Earlier research on workplace bullying has primarily concentrated on bullying forms and frequencies of exposure to negative acts, which may be insufficient when assessing predictors of workplace victimization.

595 - HOW SOCIAL STRESSORS AT WORK INFLUENCE MARITAL BEHAVIORS AT HOME: AN INTERPERSONAL MODEL OF WORK-FAMILY SPILLOVER

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Purpose. This study tests an interpersonal model of work-family spillover. We examine how social stressors at work (i.e., workplace incivility, abusive supervision, interpersonal conflict) influence marital behaviors at home on a daily basis.

Design/Methodology. We used experience-sampling methodology with daily surveys at work and at home over a two-week period. Eighty-one employees participated and yielded over 700 data points. We collected spousal ratings for employees' marital behaviors in the evening.

Results. Within individuals, social stressors at work were associated with depersonalization and citizenship fatigue, both of which mediated the effect of stressors on social-based work-family conflict. In line with congruence response models, we observed that those who are trusting (agreeableness facet) and those who are gregarious (extraversion facet) were more negatively affected by social stressors at work. On evenings when employees experienced social-based work-family conflict, their spouses reported more withdrawn and angry behaviors and less supportive behaviors shown towards them.

Limitations. We relied on a rather small sample ($n = 69$) for testing cross-level interactions. Our measurement for social-based work-family conflict was self-constructed and not yet validated.

Research/Practical Implications. We showed that job-related strain resulting from social stressors at work spills over to the family domain and influences marital behaviors that are important for an individual's functioning at home and the couple's well-being. We also showed that individual differences in personality influence daily responses to social stressors.

Originality/Value. This paper presents an interpersonal model of work-family conflict and uses new items specifically developed to assess this form of work-family conflict.

599 - STUDY-SPORT ENRICHMENT IN STUDENT-ATHLETES: FROM STUDY CRAFTING TO SPORT PERFORMANCE

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Purpose

Drawing on the work-home resources model, we propose that proactive study behaviors (i.e. study crafting – proactively changing study demands and resources) are positively related to sport performance (i.e. self-reports), through personal resources such as positive affect. Resources created in the study domain are added to the personal resources supply, which may be used in the sport domain. We aim to show how experiences in the study domain can contribute to study-to-sport enrichment, thereby extending the work-home resources model to a study-sport environment.

Design/Methodology

In this two-wave study, student-athletes ($N = 117$) completed two questionnaires on study behavior, personal resources, and sport performance.

Results

Preliminary results show an indirect relationship of study crafting behavior (T1) with self-rated sport performance (T2), through positive affect (T1). Specifically, study crafting was positively related to positive affect, which was, in turn, positively related to athlete's sport performance.

Limitations

The sample size is small. We are collecting more data to test a more elaborate model.

Research/Practical Implications

We advance the literature on role enrichment by testing the work-home resources model in a study-sport environment. Furthermore, we show the value of study behavior for a student-athlete's sport performance – student-athletes who take control over the study day (i.e. engage in study crafting), may boost their personal resources and benefit in terms of enhanced sport performance.

Originality/Value

Our study illuminates the value of a proactive attitude for student-athletes in the study context: Taking control over the study day might go beyond the study domain.

605 - DO GENDER EQUALITY AWARDS MAKE A DIFFERENCE? THE CASE OF FEMALE CAREER PROGRESSION IN UK HIGHER EDUCATION INSTITUTIONS

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Purpose

The UK Higher Education sector employs a gender equality scheme called, 'Athena Swan' (AS) Gender Equality with many universities applying for recognition awards. This paper examines the extent to which this gender equality scheme is related to the representation rates of female professors in the UK.

Research Methodology

We use panel data from 126 UK higher education institutions (HEIs) for the years 2012-2016 to analyse the impact of AS award on the proportion of female professors.

Results

Our preliminary findings show that there has been a gradual increase in the proportion of female professors during 2012-2016. For those universities who received an AS award, on average, the representation of female professors increased from 2012 to 2013, however, from 2013 onward non-awarded universities experienced a much more rapid upward trend in increasing female professorships.

Limitations

The present study only employs data from 2012 to 2016.

Research/Practical Implications

We suggest that other countries and perhaps other sectors can potentially use similar practices to increase gender equality in the workplace.

Originality

The extent to which higher education institutions have been able to increase female representation at professor level as a result of the receipt of an AS award has not been studied so far. Our article will address this and show how national level policies affect gender inequality in the context of the HE sector.

606 - THE EFFECT OF WORK-TIME CONTROL ON SICKNESS ABSENCE DUE TO MUSCULOSKELETAL AND MENTAL DISORDERS

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Purpose: We investigated whether the risk for sickness absence (SA) due to musculoskeletal and mental health diagnoses is lower over time for workers with higher levels of work-time control (WTC).

Design: We used data from the Finnish 10-town study. After exclusion of respondents with any pension or SA of ≥ 12 days during the baseline year (2004) and those working part-time the final study sample comprised 22,599 employees. Statistical analysis were performed separately for SA 2005-2011 due to musculoskeletal disorders and due to mental disorders. Data were analysed using factor analysis and Cox proportional hazard models.

Results: Factor analysis resulted in two factors, control over daily hours and control over days off. After adjusting for possible confounders low control over daily hours was related to SA due to musculoskeletal disorders ($HR=1.23$; 95% CI=1.12-1.33), but not due to mental disorder. Both moderate ($HR=1.10$; 95% CI=1.02-1.20) and low control over time off ($HR=1.22$; 95% CI=1.13-1.33) were related to SA due to musculoskeletal disorder, while only moderate control over time off was associated with an increased risk for SA due to mental disorder ($HR=1.13$; 95% CI=1.02-1.25).

Limitations: Only baseline WTC was included in the analyses, generalizability is questionable.

Practical Implications: WTC may be a beneficial target for reducing SA.

Originality: The association between WTC cause-specific SA has not been investigated previously.

Conclusion: Results from this study suggest that low WTC is related to an increased risk for subsequent sickness absence due to musculoskeletal, and to a somewhat lower degree due to mental disorder.

607 - CORE SELF-EVALUATIONS AS PERSON-RELATED RESOURCE FOR MOTIVATION AND HEALTH

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Purpose

Besides work characteristics, stable personality characteristics have been shown to affect employee health and motivation. We investigated the role of core self-evaluations (CSE; integrating self-esteem, generalized self-efficacy, locus of control, and emotional stability) as a person-related resource within the job demands-resources model.

Design/methodology/approach/interventions

Study 1 focused on the motivational process, with a sample of 135 German employees, former cancer patients who had returned to work after treatment. Study 2 focused on the health impairment process, with a sample of 330 employees from a Dutch semi-governmental organization. Online surveys were employed in both studies.

Results

As hypothesized, CSE was found to be positively related to work engagement, directly, and indirectly via job crafting (Study 1). Contrary to expectations, CSE did not moderate the relation between job crafting and work engagement.

The hypothesized negative relation was confirmed between CSE and the exhaustion dimension of burnout, directly, and indirectly via psychological detachment (Study 2). CSE was not related to the disengagement dimension of burnout and CSE did not moderate the relation between psychological detachment and disengagement.

Limitations

The cross-sectional nature of our two studies precludes drawing causal conclusions. Other (job-related) demands and resources were not included.

Research/practical implications

This research provides evidence for the role of CSE in explanatory processes of central work-related outcomes. Practical interventions may focus on supporting low-CSE employees in job crafting or detachment.

Originality/value

To our knowledge, this study is the first to systematically investigate the role of CSE in both the motivational and the health impairment process.

608 - JOB CRAFTING IS JOB CRAFTING – OR IS IT NOT? A COMPARISON OF TWO DIFFERENT JOB CRAFTING MODELS

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Purpose

Research on job crafting (JC) has flourished in recent years and constantly new models and measures are being suggested. However, it remains largely unclear how these models are related, what constitutes the core of the construct, and which dimensions are valuable in predicting work outcomes. Therefore, we compared the operationalizations for the two original JC models by Wrzesniewski and Dutton (2001) and Tims, Bakker, and Derks (2012). First, we examined the different subscales on the construct level. Second, we compared their predictive power for work engagement.

Design

We conducted a cross-sectional study with German employees ($N = 305$) who completed respective scales for the two JC models and the UWES-9 (Schaufeli & Bakker, 2003) for work engagement.

Results

Our findings indicate that the two models only share 18% of variance, with correlations between the subdimensions not exceeding $r = .31$. Regarding work engagement, only JC conceptualized by Tims et al. (2012) was a significant predictor.

Limitations

Our findings may be limited due to the cross-sectional data collection, and recent adaptions of the JC scales have not been taken into account.

Research/Practical Implications

Our findings indicate that there seem to be fundamental differences between the two JC models. Therefore, further research concerning the nature of the construct is needed and interventions should be handled with caution, as outcomes may vary depending on which models they are based on.

Originality/Value

Our study is the first to empirically compare different JC models and their relationship with outcome variables at work.

609 - STRESS AND INFLUENCE AT WORK IN BRITISH UNIVERSITIES: A LATENT PROFILE ANALYSIS

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Purpose: The amount of influence an individual exerts at work is likely to be associated with their stress levels in different ways. Inspired by the Job-Demands Resources model, we advance that influence at work may simultaneously bring more responsibility, (adding to work-related stress), as well as more control over other aspects related to one's work, (which may actually buffer stress). This means that the balance between influence and stress will be different for different people. Our study aims to identify those profiles.

Design/Methodology: Following the idea of moving from mean-based to variance-based measures, we conducted a latent profile analysis with MPlus8 to identify different profiles of workers from nine British Universities ($n=3315$). Multinomial logistic regression was used to analyse different predictors of class membership.

Results: A 4-class structure fitted our data best (class 1 = high stress/high influence; class 2 = low stress/high influence; class 3 = high stress/low influence; class 4 = low stress/moderate influence). We found that favourable perceptions of working conditions, work-life balance and job satisfaction, as well as overtime were important predictors of class membership. Individual's role at the University was not as important. Class membership also had implications in terms of sick leave taken.

Limitations: The data was cross-sectional.

Implications: Given the interplay between class membership and aspects such as overtime and sick leave, our findings have important implications for management in the Higher Education sector in the UK.

Originality/Value: This study brings a multifocal, person-centred perspective to influence at work and stress.

612 - IMPACT OF DIGITIZATION ON JOB SATISFACTION, STRESS AND ORGANIZATIONAL COMMITMENT IN SERVICE COMPANIES

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Purpose:

Digitization and its impact on the world of employment is one of the hot topics in work and organizational psychology. Especially employees in knowledge-intensive service industries face rapid and profound changes in the way they work. Prior research primarily focused on the creation and loss of jobs on a meta-level, we focus on these changes from an individual's perspective. In order to design future workplaces, we developed and tested a theoretical model to assess the impact of digitization on stress factors and organizational commitment.

Design/Methodology:

Data was collected from 457 employees of various small to medium sized tax consultancies in a cross-sectional study. The online survey included scales to measure the perceived degree of digitization of their work place, work characteristics, job satisfaction, organizational commitment and well-being.

Results:

Contrary to our hypotheses and to results from prior interviews, digitization had a positive impact on job satisfaction and well-being and no impact on the experienced qualitative workload. For highly skilled employees, digitization led to a lower organizational commitment. These results were valid for all age groups.

Limitations:

Generalization to additional service sectors should be done carefully at this point as we used our own sector specific questionnaire to assess the degree of digitization.

Research/Practical Implications:

General perception is that service providers perceive digitization as a negative development or even a threat. We show that this might be not the case.

Originality/Value:

To our knowledge, previous research did not systematically analyze the impact of digitization on employees in knowledge-intensive service industries.

614 - HOW DO UK POLICE OFFICERS CHALLENGE UPWARDS IN FORMAL SITUATIONS?

Sarah Brooks (1)

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Purpose: This paper addresses the research question "how does perceived formality shape upward challenge in a UK police force? Upward challenge describes a situation where a subordinate voices a disagreement or difference of opinion with their superior.

Design/Methodology /Approach/Intervention. Results published previously (Brooks, 2017) showed that upward challenge was considered a highly risky activity when using formal voice mechanisms. Building on those findings, the current paper presents further results of 19 semi-structured interviews and one focus group with four ranks of police officer to explore the way in which officers navigated formality and decided how and when to engage in upward challenge.

Result: A thematic analysis identified that officers developed a number of strategies to minimise risk when challenging upwards, highlighting a preference for challenging informally. However, not all officers were able to create an opportunity to challenge informally, suggesting that in formal circumstances, upward challenge may not take place.

Limitations. Data were collected in one UK police force so it cannot be assumed that the conditions that limited upward challenge here are the same in other forces.

Research/Practical Implications: The findings build on existing theoretical knowledge about the efficacy of voice mechanisms for encouraging upward challenge. From a practical perspective, the police force has a greater understanding about the ways in which they can manage upward challenge.

Originality/Value. These findings contribute to a nascent area of research exploring the differential values of formal and informal voice mechanisms (Klaas, Olson-Buchanan, & Ward, 2012; Mowbray, Wilkinson, & Tse, 2014).

615 - THE RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT FOR DEVELOPMENT AND TURNOVER INTENTION: THE ROLES OF PERCEIVED INSIDER STATUS AND EMPLOYABILITY

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Purpose – Employee development is a crucial strategy for organizations to remain competitive in the global market. However, whether the organizational support for development (OSD) can motivate employees to stay in the organization or equip them with skills to leave for other jobs remains unclear. The present study aims to investigate the relationship between OSD and employee's turnover intention, with focuses on the mediating role of perceived insider status (PIS) and the moderating role of employability.

Design/Methodology – We used two-wave survey data from 404 employees of a Chinese manufacture company with a three-month interval.

Results – Results showed that changes in PIS mediated the relationship between OSD and change in turnover intention. Furthermore, employability moderated the mediation effect such that change in PIS mediated the relationship only for employees with higher employability.

Limitations –Data from employees of one company in one country limit the generalizability of our findings.

Research/Practical Implications – The findings suggest that OSD can result in the decrease of turnover intention through increasing employees' PIS. The effect becomes particularly salient for employees with higher employability. These results signify the important role of OSD in retaining highly employable employees under the highly competitive labor market.

Originality/Value – This study provides evidence for explaining the inconsistent results about OSD–turnover intention relationship by considering the role of PIS and employability.

616 - IN-GROUP AND OUT-GROUP SALARY COMPARISON: RELATIVE DEPRIVATION, DISTRIBUTIVE JUSTICE AND ORGANIZATIONAL OUTCOMES

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Purpose – Over the years, fair pay has increased its importance for management around the world. Although the perceptions of salary are affected by the comparisons of employees' salary relative to others', how they process different comparisons (e.g. with someone in the same company vs. a different company) to generate justice judgements remains unclear. Based on the relative deprivation theory, this study tested how congruence and incongruence of in-group vs. out-group salary comparisons affect employees' distributive justice perceptions and subsequent organizational outcomes.

Design/Methodology – Two-wave survey data were collected from 252 employees in an education enterprise with a three-month interval. We used polynomial regressions to test our hypotheses.

Results – Results showed that the congruence line slope and incongruence line curvature of in-group vs. out-group salary comparisons were negatively related to employees' perceptions of distributive justice. Distributive justice mediated the relationship between salary comparisons and organizational outcomes (deviant behavior, turnover intention).

Limitations – Data from employees of one company in one country limit the generalizability of our findings.

Research/Practical Implications – Our research suggests that employees perceive less distributive justice when their in-group and out-group salary comparisons are aligned at a less (vs. more) level. Moreover, as the degree of discrepancy between in-group and out-group salary comparisons increases, employees' distributive justice perceptions decrease. The less distributive justice perceptions are harmful for organizational outcomes.

Originality/Value – This study contributes to justice research by considering the inconsistent information between in-group and out-group salary comparisons in emerging distributive justice perceptions.

617 - WHEN TECHNOLOGIES TAKE OVER: BENEFITS OF JOB ROTATION AND THE MEDIATING MECHANISMS

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Purpose: Previous studies on job rotation are mostly correlative and lack a theoretical basis. In the current study, we investigated the causal relationships between job rotation and employee-related outcomes. Drawing on the Job Characteristics Model and Self Determination Theory, we examined three work design characteristics and the need for competence satisfaction as mediators. As work will often be structured by technologies in the future, we let a digital assistance system dictate the rotation at the investigated workplace.

Methodology: We conducted an experimental online vignette study. The 131 participants read a vignette about a workplace where they either rotated ($n = 58$) or not ($n = 73$). Afterwards, they rated the work design (task variety, skill variety, task identity), the need for competence satisfaction and the outcomes (work satisfaction, intrinsic motivation, subjective performance, affect).

Results: We conducted regression-based mediation analyses. Job rotation had direct effects on satisfaction, motivation and positive affect and indirect effects on all outcomes except negative affect. The strongest mediator was skill variety.

Limitations: The participants' education level was relatively high. It is unlikely that this group of people would work at the described workplace.

Research/Practical Implications: Future studies should investigate possible moderators (e.g. occupational self-efficacy) and target employees from technical professions. When implementing job rotation, companies should make sure that the tasks require a diverse set of skills.

Originality/Value: We found evidence for the mediating function of the work design characteristics and the need for competence satisfaction. The results allow for a theoretical framework for job rotation.

619 - STEREOTYPE THREAT IN EMPLOYMENT TESTING FOR GMA: COMPARING MALE AND FEMALE TEST SCORES ACROSS TWO SAMPLES

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This study assessed sex-based stereotype threat effects among women taking general mental ability (GMA) tests in “high stakes” employment selection.

Archival data were obtained from job applicants in testing situations. We argue that contextual conditions including male dominance of the jobs, female under-representation in testing situations, test content favouring “male strengths,” and timing of demographic questions, would evoke stereotype threat, thereby influencing females’ performance on GMA tests. In study 1, we examined whether males outperformed women on GMA tests. In study 2, we examined whether sex predicted GMA tests scores, after controlling for a prior measure of GMA.

Study 1 consisted of 1396 police officers applicants. Results of t-tests demonstrated that males scored significantly higher than females on the spatial subtest but not on numeric and verbal subtests.

Study 2 consisted of 386 bus driver applicants. There were no significant gender differences on a prior GMA test, thus supporting its use as a covariate. Sex significantly predicted numeric subtest results but not verbal.

Due to ethical and practical concerns, we were not able to directly manipulate or confirm the presence of stereotype threat.

From a research perspective, these results suggest that stereotype threat may influence GMA test scores for female applicants, although the effect may be moderated by test content.

There has been little research assessing stereotype threat in “high stakes” employment selection. These results suggest that there may be multiple factors affecting the impact of stereotype threat on GMA test scores.

621 - PERSONALITY STRUCTURE: DIFFERENTIATION BY THE COGNITIVE ABILITY LEVEL, JOB COMPLEXITY AND GRADE LEVEL

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The personality structure as conceptualized by the five-factor personality model (Digman, 1990) has been replicated using a variety of measures and instruments across different samples and in many cultures (Murray, Booth & Molenaar, 2016). However, more than 20 years ago, Brand, Egan & Deary, (1994) suggested that the personality structure might vary according to the intellectual capacity level, higher general cognitive ability (GCA) individuals presenting a more differentiated personality structure than the lower GCA ones. Because only few researches have already shown that personality dimensions are correlated with cognitive ability level (Allik and Realo, 1997; Beer and Ackerman, 2001; Paunonen and Ashton, 2001), there is a clear need for more studies to examine how cognitive ability can affect the number of personality factors found according to different GCA levels (McLarnon and Carswell 2013) and to identify potential consequences in selection context. Consequently, this correlational study aimed to clarify this issue, using two different samples and different instruments: 1) 14 464 candidates from a real selection context and 2) 602 employees from an organizational context. The preliminary results (exploratory factor and mean difference analyses) showed support for a more complex personality structure for higher GCA group. These findings are important, given that accurate personality measurement is essential for construct validity and for the ability to draw valid inferences in research or practice (McLarnon and Carswell, 2013) and to take some decisions based on these inferences. Scientific and practical implications, as well as the limits of this study will be discussed.

624 - LEADERSHIP SIGNATURES: A NEW APPROACH TO INDIVIDUAL LEADER DIFFERENCES

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Purpose: The introduction and operationalization of a new individual leader difference construct, leadership signatures, based on the “If this, then that” contingency relationships from the CAPS framework (Mischel & Shoda, 1995), which capture variability in leadership responses as a function of the properties of situations.

Design/Methodology: Individual leadership signatures were estimated for the relationship between self-assessments of leadership capability and leader identity from self-reported longitudinal measures of situations and individual responses over a 36-week period from 227 participants assigned to, initially leaderless, groups (n=37). The criterion was emergence as a leader, based on peer ratings.

Results: Leadership signatures were relatively stable over time, were stronger for those with past leadership experience, and differed significantly between individuals. The strength of leadership signatures for individuals positively predicted their emergence as leader of the dormitory group, based on peer ratings.

Limitations: Study tests and demonstrate predictive validity for one leadership signature and one criterion in university dormitories, a setting without any formal authority structure. It provides a partial model for the natural occurrence of emergent leadership. A fuller model within a formal organization structure is yet to be tested.

Research/Practical Implications: The results show that leadership signatures provide an explanatory mechanism for leader behavior and resulting outcomes plus an approach for more rigorous testing of contingency models of leadership. Leadership signatures allow for more targeted development interventions.

Originality/Value: Leadership signatures solve two extant problems in leadership research. They integrate measures of situations and behavior and explain why leaders engage in certain behaviors.

627 - DOES ROUTINE WORK LEAD TO CWB? MODERATING ROLE OF BOREDOM PRONENESS

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Counterproductive Work Behaviors (CWB) have been the object of interest for researchers and practitioners for many years. Above all, it is interesting what drives employees to take them. One of the more popular and well-documented hypotheses speaks of the need for a rematch, which manifests itself in taking revenge behavior as an uninteresting and unsatisfactory job or any kind of abuse by the employer.

However, we should not overlook potential personal sources that are in the characteristics or needs of an employee who decides to be counterproductive. In this area both the basic personality traits (eg low conscientiousness) and more narrow (eg high boredom proneness) are indicated.

In the presented study, both perspectives were combined. On a group of 428 employees of various occupations, a study was conducted using the boredom proneness scale, the CWB questionnaire and the scale of routine at work.

A moderation analysis was conducted, which showed that in group with low boredom proneness the relationship between the sense of routine at work CWB is significantly weaker than in group with high boredom proneness. These results show that low-stimulating work leads to the CWB of those people who are sensitive to external stimulation and are looking for it in the environment.

The most important conclusion from the study shows the need to match the employee's tendency to the nature of work in order to reduce the likelihood of CWB.

628 - A SYSTEMATIC LITERATURE REVIEW ON SUPPORT MECHANISMS FOR WORK–LIFE BALANCE

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Purpose

The changing nature of work poses greater work and family demands on employees. Hence, external support by the state, the workplace, and the personal connections becomes increasingly crucial for working people to achieve a good work–life balance. Although considerable research has been done on work–life balance support mechanisms, the evidence has been fragmented lacking a strong conceptual and methodological rigour. This systematic review aims to outline the research trends of work–life balance support mechanisms.

Methodology

“Work”, “life” and “support” were entered as keywords in titles for literature search in six major databases. The final sample included 79 papers published in English between 1990 and 2018 in top tier journals.

Results

The extant literature mostly investigated employees’ perceived availability of rather than their demands, utilisation, or perceived usefulness of support mechanisms. We also found that cross-national research rarely addressed national or cultural differences. Finally, although being theorised as a multi-level concept, support mechanisms were only rarely analysed as such.

Limitations

We focused only on top tier journals to manage the large volume of published research. We could have missed out on good quality papers published in lower tier journals or in language other than English.

Research Implications

Future research should explore more dimensions of support mechanisms and bridge the gap between conceptual and operational levels in empirical studies.

Originality

To the best of our knowledge, this is the first systematic review of work–life balance support mechanisms, which critically reflects on the research trends of extant literature.

629 - BETTER ATTENTION AFTER STOCHASTIC RESONANCE WHOLE-BODY VIBRATION – A RANDOMIZED CONTROLLED TRIAL

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PURPOSE To investigate the acute effects of stochastic resonance whole body vibration (SR-WBV) on attention. It is expected that cognitive functioning improves when assessed immediately after SR-WBV.

METHODOLOGY Thirty-six healthy participants were assigned randomly to a verum (6Hz) or sham condition of SR-WBV (2Hz). Attention (i.e. inhibitory control) was measured with a color-word interference paradigm (stroop-test). At baseline participants answered a questionnaire and were doing the stroop test. After the training (5 x 1min exercise with 1 min break in between) participants repeated the stroop test and answered a second questionnaire.

RESULTS Nonparametric sign test showed significant improvement of correct answers at incongruent items after the verum condition ($p = .025$) and no significant improvement after the sham condition (did not differ from 50% chance expectation; $p = .424$).

LIMITATIONS Participants were students who attended to gain mandatory hours as participants. Only acute effects are measured in this study. In a next step longitudinal studies in a working context are planned.

PRACTICAL IMPLICATIONS An improvement of attention after SR-WBV makes it an ideal option for a break at work.

VALUE: SR-WBV has many benefits for the working context (increase of musculoskeletal well-being, decrease of backpain, increase of balance) and is easy to carry out (no change of clothes or shower afterwards are needed).

632 - BODY ART AND ITS IMPACT ON EMPLOYMENT SELECTION DECISIONS: IS THERE A BIAS TOWARDS CANDIDATES WITH VISIBLE TATTOOS?

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- ✓ Purpose: Body art – tattoos – are increasingly common in Western societies. This study investigates whether the presence of visible body art biases employee selection decision-making, and whether the impact of such bias varies as a function of job type.
- ✓ Design/Methodology /Approach/Intervention: We used a 2 (Job type: blue-collar vs. white-collar) x 2 (Body art: visible tattoo vs. no tattoo) within-subjects experimental research design. Participants were presented with job applications, with applicant photographs included. Some candidates had a visible tattoo photoshopped into the photograph, whereas others did not. Participants evaluated each candidate based on selection criteria.
- ✓ Results: Results showed a significant job type x body art interaction, such that the job applicant with a visible tattoo was preferred for the blue-collar job, while no difference in applicant evaluations were found for the white-collar role as a function of body art.
- ✓ Limitations: We used a student participant sample. While most participants had work experience (and the extent of this experience did not influence the findings), the findings should be replicated with a managerial and/or HR sample.
- ✓ Research/Practical Implications: This research suggests that body art may be becoming more accepted in employment contexts, and that negative biases towards applicants with body art may not be present as widely as previously suggested.
- ✓ Originality/Value: Our findings would suggest that in fact, visible body art may work in a candidates favour in certain roles. These novel findings suggest a change in attitudes towards body art in an employment context.

636 - SUPERVISORY COACHING AND PERFORMANCE FEEDBACK AS MEDIATORS OF THE RELATIONSHIPS BETWEEN LEADERSHIP STYLES, WORK ENGAGEMENT, AND TURNOVER INTENTION

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Purpose

This study compared the effects of transformational and transactional leadership styles on employee attitudes (i.e., work engagement and turnover intention) through leaders' behaviors (i.e., supervisory coaching and performance feedback) in an Asian setting.

Design/Methodology /Approach/Intervention

This study used a multilevel approach (i.e., matching leaders to multiple subordinates) with 500 employees, nested in 65 workgroups from private organizations in Malaysia.

Results

We found a link between transformational (but not transactional) leadership and higher levels of supervisory coaching and performance feedback, and that these job resources mediate the relationship between transformational leadership and work engagement. Furthermore, we found that work engagement mediates the relationships of both supervisory coaching and performance feedback to turnover intention.

Limitations

The causal direction remains unclear due to the study's cross-sectional design. The study also did not include job demands, which are closely related to job resources in the job demands-resources (JD-R) theory.

Research/Practical Implications

Overall, the study results reveal one way in which Asian leaders can effectively facilitate some aspects of HRD through development-focused behaviors which serve as job resources to boost work engagement and reduce turnover intention.

Originality/Value

Our study was conducted in Malaysia which, being a collectivist culture, is characterised by emphasis on the quality of relationships, but also with high power distance and subordination of the individual.

638 - HOW IS LOW INTERPERSONAL JUSTICE RELATED TO ORGANIZATIONAL TURNOVER OVER TIME? RESULTS FROM A LONGITUDINAL COHORT STUDY

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Purpose: The aim of the current study is to investigate associations between justice perceptions and turnover behavior over time. We focus on interpersonal justice, which captures the respectful and dignified treatment from the supervisor, because it evokes strong emotional reactions. We relate interpersonal justice to two aspects of turnover (group, employer) over time.

Design: The project is based on data collected in the Swedish Longitudinal Occupational Survey of Health (SLOSH) 2012-2016 ($n=2450$). We used autoregressive cross-lagged models within a multilevel structural equation modelling (MSEM) framework to address reciprocal influences on justice perceptions and turnover behavior.

Results: We found that high interpersonal justice at t_{n-1} was associated with a decreased risk of having left the employer at t_n ($B=-.037$ $p\le.001$) and having changed the workgroup ($B=-.067$ $p\le.001$). Having changed the employer during the past two years was related to higher perceived interpersonal justice at t_n ($B=.220$, $p\le.001$). Also, having changed the workgroup was related to increased interpersonal justice ($B=.082$, $p\le.017$).

Limitations: Causality cannot be proven despite the longitudinal design.

Practical Implications: Interpersonal justice is a potential target for interventions in order to keep employees in the organization.

Originality: We investigate cross-lagged associations between justice perceptions and two aspects of turnover behaviour taking four repeated measurements into account.

Conclusion: Poor interpersonal justice is a risk factor for leaving the group and organization.

639 - WORK, PHYSICAL ACTIVITY, AND WELL-BEING: AN AMBULATORY ASSESSMENT STUDY

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Purpose

In the physical activity mediated Demand-Control model (Häusser & Mojzisch, 2017), we argue that leisure time physical activity is an important mediator of the relationship between job demands and job control and well-being. Building on self-regulation research and self-determination theory, we assume that job demands and job control predict leisure time physical activity, which in turn is positively related to well-being.

Design

We conducted a 14-days ambulatory assessment study with an objective measure of physical activity. 207 employees (8.059 observations) wore an accelerometer and reported three times each day day-specific job demands, job control, self-regulatory capacities, feelings of self-determination and psychological well-being (stress, mental fatigue, mood).

Results

Job demands were negatively and job control was positively related to well-being. Physical activity partially mediated the relationship between job demands and well-being. Furthermore, we found evidence for the predicted two-step mediation of the relationship between job demands and well-being via impaired momentary self-regulation capacities and reduced physical activity, as proposed by our theoretical model. Against expectations, there was no positive relationship between job control and physical activity.

Limitations

As we used a mediation-by-measurement design, causal directions of the effects need further investigation.

Research/Practical Implications

Our findings help to understand the importance of physical activity for employee well-being and furthermore, point to opportunities to promote physical activity by creating more healthy workplaces.

Originality

To our knowledge, this is the first ambulatory assessment study testing physical activity as a mediator of the relationship between work and well-being relationship that uses accelerometry.

640 - HEALTH AND WORK-LIFE BALANCE ACROSS TYPES OF WORK SCHEDULES: A LATENT CLASS ANALYSIS

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Purpose:

Duration and timing of work play an important role for employees' wellbeing. Drawing on the demand-control model (Karasek, 1979), this study aims at exploring how shift work, weekend work, overtime, overlong working hours, changes in working time, control over begin and end of workday, and control over taking hours off can be classified into distinct types of work schedules and how these types are differentially associated with health and work-life balance.

Approach:

Data of 13,540 full-time employees from the BAuA-Working Time Survey 2015 – a representative survey of the German working population – was included in the present study. Distinct types of work schedules were extracted by means of latent class analysis. Relationships with satisfaction with the work-life balance and subjective health status were examined using ANOVAS and Wald-tests.

Results:

Analyses pointed towards a 6-class-solution (flexible extended, extended shift, rigid standard, flexible standard, rigid all-week, and rigid extended). Classes characterized by high working time demands and low work time control (extended shift, rigid extended, rigid all-week) showed the strongest impairments of health and satisfaction with the work-life balance.

Limitations:

All analyses are based on cross-sectional self-report measures with data collected exclusively in Germany.

Research/Practical Implications:

This classification approach may help researchers and practitioners evaluate work schedules with regard to their effects on health and work-life balance.

Originality/Value:

The study allows the identification of risk groups concerning work schedules on the basis of a representative sample of full-time employees in Germany.

642 - EXPLORING THE INDIRECT EFFECT OF SUBJECTIVE CAREER SUCCESS IN THE RELATIONSHIP BETWEEN WORK-FAMILY ENRICHMENT AND POSITIVE WORK-RELATED OUTCOMES.

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Purpose: The aim of the study is to explore the possible indirect effect of subjective career success in the relationship between work-family enrichment and positive work-related outcomes (job satisfaction, affective commitment and engagement).

Methodology: A cross-sectional, quantitative research design approach was followed and a convenience sample of 334 participants was obtained. Structural equation modelling was employed to achieve the objective of the study.

Results: Results yielded significant relations between the variables. It was found that work-family enrichment affected affective commitment (with a small effect) as well as job satisfaction and work engagement (both with a medium effect) indirectly via subjective career success.

Limitations: The use of self-report measures could be subject to common method bias. No causal relationships could be drawn due to the use of a cross-sectional design.

Practical implications: Organisations can gain various benefits (committed, satisfied and engaged employees) when they foster work environments (e.g. by providing relevant resources) which are conducive to work-family enrichment and by implication subjective career success. Should employees experience work-family enrichment enhanced feelings of career success will follow. Interventions should be aimed at work-family enrichment to enhance employees' feelings of career success, and ultimately positive work-outcomes.

Value: The findings add new insights into the processes and mechanisms relating to work-family enrichment and how employees reciprocate positive actions towards organisations (that being the indirect effect of subjective career success). By incorporating recently developed new measurements for work-family enrichment and subjective career success, this study adds to literature of career success and work-family interface measurements.

643 - PSYCHOSOCIAL SAFETY CLIMATE AS A PRECURSOR OF PSYCHOSOCIAL WORKING CONDITIONS AND HEALTH IN GERMANY

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Psychosocial safety climate (PSC) - a specific dimension of organizational climate - is assumed to shape an organization's psychosocial working conditions. Even though the construct is assumed to cover four distinct, yet related domains it is usually applied as a combined score in practical research settings. Furthermore, while it is an established construct in Australia and several Asian countries (i.e. Malaysia), its application in Europe has been rare. Consequently, our research aims at (i) applying a revised and translated instrument to assess PSC in the European, i.e. German, context, (ii) investigating the instrument's structure, (iii) its assumed multi-level nature and (iv) its relation with other psychosocial working conditions as well as health-related outcome measures.

After translating the PSC tool and revising the items following a cognitive pretest we have applied this version - along with the Copenhagen Psychosocial Questionnaire - among $n \approx 2000$ employees of different organizations from diverse sectors in a cross-sectional design. With confirmatory factor analysis, we will model the instrument's structure, applying appropriate methods for the data's multi-level nature. Furthermore, we will investigate PSC's relations with other psychosocial working conditions as well as health-related outcomes, applying both correlation analyses as well as structural equation modelling.

With our results we will be able to appropriately describe the PSC instrument's dimensionality, essential for understanding its role as a precursor of psychosocial working conditions and health outcomes, and to illuminate its potential for both research and as a future screening instrument for practical application, e.g. in psychosocial risk assessment.

644 - LEARNING FOR LEADERSHIP: KEY LEARNING EXPERIENCES FOR STUDENT LEADERSHIP IDENTITY DEVELOPMENT

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Purpose

The preparation of future leaders has been central to the mission of business schools since their inception. Recently however, business schools have been criticized for inadequately preparing students for the complex leadership challenges ahead in the workplace. At the same time, leadership identity has been positioned as pivotal to leadership development. To assist business schools in strengthening the leadership development in their programs, the aim of this study is to explore key learning experiences for student leadership identity development. We examined the type of experiences, developmental features, and learning outcomes.

Design/Methodology

Through structured, open questions we collected qualitative data from 485 first-year bachelor students studying international business at a Northern-European university.

Results

Findings of our in-depth qualitative analysis show that in-class and out-class experiences that contain four specific developmental features can be related to affective/motivational, behavioral, and cognitive learning outcomes that may contribute to student leadership identity development.

Limitations

Further research is necessary to examine generalizability to other groups and settings.

Research/Practical Implications

Insights from this study can provide business schools with suggestions for key learning experiences to strengthen student leadership development and better prepare students for entry to the workplace.

Originality/Value

This study is among the first to analyze empirical data on key learning experiences for student leadership identity development using a large qualitative dataset.

652 - TRIGGERS AND CONSEQUENCES OF THREAT TO PROFESSIONAL ROLES IN CRITICAL TEAM WORK SITUATIONS

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Evaluative feedback is essential for team learning, especially after critical non-routine situations. However, feedback might act as a threat to the professional identity (role threat).

Purpose: In the present study, we examine (1) the effect of feedback-styles on perceived role threat, (2) the moderating effect of high/low team responsibilities, and (3) the effects of role threat on motivational and affective variables in following team tasks.

Method: We conducted a longitudinal, randomized experiment with three phases. First, role-responsibility was manipulated by role-assignments (senior team member: high responsibility, junior team member: low responsibility). Then, teams ($N=60$ dyads) experienced a successful mission, followed by an unsuccessful critical mission in a computer simulation task. Feedback-style was manipulated after the critical mission-phase (G1-threat condition: negative, non-specific feedback; G2-non-threat condition: negative, specific feedback; G3-control condition: no feedback). Validated scales measured role threat, motivational losses, self-esteem, and negative affect before the final mission.

Results: Results indicate role threat in G1 and G2, independently of feedback-specificity. More responsible team members report higher levels of role threat. Moreover, role threat is related to low self-esteem ($r=-.46$), negative affect ($r=.48$), and high fear of failure ($r=.50$).

Limitations: External validity is restricted due to the laboratory setting.

Implications: Feedback can trigger threat to roles during reflection of previous critical situations. In turn, motivational losses, low self-esteem, and negative affect might hinder team learning and adaptation in subsequent tasks.

Value: Understanding triggers and consequences of role threat will be used to develop appropriate strategies for dealing with and learning from critical situations.

655 - THE EFFECT OF POSITIVE PSYCHOLOGICAL CAPITAL ON ENTREPRENEURIAL PASSION

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It has been increasingly acknowledged that psychological capital (PsyCap), defined as positive psychological state of hope, efficacy, resilience and optimism, is an important intangible resource, which positively influences work satisfaction and well-being (Luthans, Avolio, Avey, Norman, 2007; Chen, Lim, 2012). Yet, the nature of its underlying mechanisms is subject of continued debate (Newman, Ucbasaran, Zhu, Hirst, 2014). Drawing from research on positive organizational behavior, which successfully established the mediating role of positive affect (Rego, Sousa, Marques, Pina e Cunha, 2012a, 2012b, Baron 2008), we introduce entrepreneurial passion as underlying mechanism of PsyCap (Cardon, Wincent, Singh, Drnovsek, 2009). The purpose is to promote PsyCap as untapped resource and important antecedent to develop passion and persistence (Cardon, Foo, Shepherd, Wiklund, 2012).

This study is based on a national sample of social entrepreneurs, from which 177 qualified responses were gathered via an empirical online survey. Validated scales were used for PsyCap (Luthans et al., 2007) and entrepreneurial passion (Cardon, Gregoire, Stevens, Patel, 2013).

We expect results to prove a positive mediating effect of the three dimensions of entrepreneurial passion on the relationship between PsyCap and persistence. To postulate these relationships our study is theoretically based on the broaden and build theory (Fredrickson, 2001).

Preliminary results seem promising, even though the study is limited to a narrow sample of social entrepreneurs from Germany.

Our study substantially contributes to the understanding of mechanisms through which PsyCap influences work outcomes and thereby answers research calls to examine its interplay with passion (Newman et al., 2014). While PsyCap seems especially relevant for entrepreneurs (Hmieleski, Carr, Baron, 2015), to our understanding no study ever focused on its relevance for the emerging field of social entrepreneurship (Dacin, Dacin, Tracey, 2011). Hence the value of our study is to help (social) entrepreneurs and practitioners to understand PsyCap as important intangible resource to foster passion and persistence.

Word count (excl. title, authors and citations²): 250

² Reference list upon request

656 - THE CONTAGIOUS EFFECT OF COUNSELORS' PSYCHOLOGICAL CAPITAL ON JOB SEEKERS' PSYCHOLOGICAL CAPITAL

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It has been increasingly acknowledged that psychological capital (PsyCap), defined as psychological state of hope, efficacy, resilience and optimism, positively influences employees' performance (Luthans, Avolio, Avey, Norman, 2007; Newman, Ucbasaran, Zhu, Hirst, 2014). Interestingly, Chen and Lim (2012) found this positive effect also holding true for displaced employees, for whom PsyCap increases perceived employability and job search. Until now however, the question remains unanswered on how PsyCap can be enhanced among job seekers. As findings in positive organizational behavior research suggest a contagious effect of PsyCap (Luthans, Youssef-Morgan, 2017; Peterson, Luthans, Avolio, Walumbwa, Zhang, 2011), it needs to be tested whether job seekers benefit from their counselors' PsyCap. This study's purpose is to demonstrate a potential contagious effect of counselors' PsyCap on job seekers' PsyCap.

The sample is drawn from a national unemployment agency in Germany. Data will be gathered until November 2018 via empirical online surveys to 180 employees and paper-based surveys to their job seeking clients. Response-rate is currently 52%.

We expect results to prove a positive effect of counselors' PsyCap on a) job seekers' level of satisfaction and b) job seekers' PsyCap.

Results however, are limited being solemnly based on one unemployment agency.

This study will contribute first by answering the research question by Chen and Lim (2012) regarding antecedents of job seekers' PsyCap, thereby providing practical implications for federal agencies to systematically build counselors' PsyCap. Second, it will provide theoretical support for contagious effects of PsyCap, being the first study to include the counselor-client level.

The value of our research is to close the gap between research on contagious effects of PsyCap and research on reemployment.

Word count (excl. title, authors and citations³): 250

³ Reference list upon request

658 - ITALIAN VALIDATION OF THE MULTI-DIMENSIONAL INTERVIEW SELF-EFFICACY SCALE

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Purpose

The main aim of this study was to contribute to the development and Italian validation of the Multi-dimensional Interview Self-efficacy scale (MDISE). Following the assumptions of social-cognitive theory, self-efficacy is a more robust predictor of human behaviour and performance when it is assessed at high level of specificity (Bandura, 1997). Thus, Interview self-efficacy (I-SE) could be considered a major predictor of performance in the selection interview (Tay, Soon & Van Dyne, 2006)

Methods

MDISE, General and job search self-efficacy, personality traits and interview performance were measured in a sample of 170 graduates from one of the largest Italian universities, involved in a simulation of a selection interview.

Analyses and results

Exploratory factor analysis showed a 5-factor and 26-item structure for MDISE (preparation for interview, self-promotion, anxiety management, relation, logistic). Furthermore, analysis showed a good reliability and criterion validity.

Limitations and Implications

Future studies may involve a larger sample including more experienced job seekers.

On the practical side, MDISE scale offers an accurate tool for training activities aimed in develop I-SE and provides guidance practitioner with the opportunity to assess and develop specific facets of I-SE.

References

Tay, C., Soon, A., & Van Dyne, L. (2006). Personality, biographical characteristics, and job interview success: A longitudinal study of the mediating effects of interviewing self-efficacy and the moderating effects of internal locus of causality. *Journal of Applied Psychology*, 91(2), 446-454.

659 - EFFECTS OF ORGANISATIONAL JUSTICE ON BURNOUT: EXPLORING THE ROLE OF EMOTIONAL LABOUR AND EMOTIONAL INTELLIGENCE

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Purpose and originality. The topic of organisational justice and its relationship with wellbeing and mental health of employees has garnered immense attention. Although justice research has linked organizational injustice to stress-related outcomes, very few have investigated the intervening mechanisms underlying the justice-burnout relationship. Adopting a newly developed justice scale by Colquitt, Long, Rodell, & Halvorsen-Ganepola (2015), which is first to measure both justice rule adhere (i.e. justice) and justice rule violation (i.e. injustice), this study investigated the extent to which employee's overall justice perceptions (i.e. distributive, procedural, interpersonal and informational justice) impact on their burnout level. Specifically, the empirical study investigated if emotional labour (i.e. surface acting) mediates the process of which organizational injustice influences worker's level of burnout, and whether emotional intelligence, act as a moderator that attenuates the injustice-burnout relationship.

Design/Methodology /Approach/Intervention. A cross-sectional survey design was used. A total sample of 188 employees (i.e. in China and the United Kingdom) completed the survey and Partial least squares (PLS) was used to analyze the data.

Results. PLS path modeling analysis indicated that justice perceptions were negatively related to burnout and emotional labour partially mediated the justice-burnout relationship. Interestingly, emotional intelligence moderates the relationship between organizational justice and job burnout in such a way that emotional intelligence strengthens the influence of organizational unfairness on burnout.

Limitations. This study used a cross-sectional survey design.

Research/Practical Implications. Our findings have implications for research on organizational justice and essential for informing best practices and interventions to improve employees' mental health.

662 - TRUST AND SAFETY PARTICIPATION: CO-WORKERS' SAFETY CLIMATE MATTERS

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Purpose

Previous research found that if employees trust their leader, the first ones believe the information they are given, and are more likely to reach positive conclusions about the importance of safety.

The aim of the present study was to add the role of co-workers to the above finding, by exploring the mediating role of group safety climate (supervisor and co-workers) in the relationship between trust in communication and safety participation behaviours.

Methodology

A total of 430 blue-collar workers in 35 departments answered a questionnaire covering trust in communication, supervisor's and co-worker's safety climates and safety participation behaviour. Data were analysed with structural equation modelling, using the group level of analysis.

Results

Results showed that group safety climate partially mediates the relationship between trust in communication and safety participation behaviours, but the effect of co-workers' safety climate is stronger than the one of supervisor's safety climate.

Limitations

The first limitation of the study was the cross-sectional measurement; a second limitation was the single source nature of the data.

Practical implications

Organisations should build trust within their communications towards employees and among peers if they want to improve their safety cultures; in doing so, the role of co-workers should be more explicitly considered to make the employees put an extra effort and actively promote safety instead of solely adhering to accident preventing measures.

Originality

This is the first study to explore the role of co-workers as a possible link between trust and safety instead of focusing on the supervisor's role only.

663 - JOB BOREDOM AND THE NEGATIVE EFFECT OF INTELLIGENCE ON JOB SATISFACTION

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Purpose

The negative effect of intelligence on job satisfaction when control for job complexity is well documented (Gonzalez-Mulé et al., 2017, JVB) but the reason of its occurrence is still not clear. The most popular explanation for this effect is that it is due to unmet occupational aspirations (Converse et al., 2016 JOOP; Ganzach, 1998, AMJ; Gonzalez-Mulé et al., 2017). We advocate a different explanation suggesting that this effect is due to of a positive effect of intelligence on job boredom.

Approach

SEM and bootstrapping were used to test the direct and indirect effects of intelligence on job satisfaction, as jointly mediated by job complexity, job boredom and occupational aspirations. We used data of 1319 participants of the Longitudinal Study of American Youth: intelligence and occupational aspirations data collected when participants were finishing high school (age about 18 y/o) and job complexity, job boredom and job satisfaction data from last available point of measurement in 2011 (about 40 y/o).

Results

Job boredom but not occupational aspirations mediates the negative effect of intelligence on job satisfaction.

Limitations

Our analysis based on data collected from only high school graduates from one country.

Research Implications

Our findings help to understand the role of intelligence in formation of job satisfaction, a topic of particular importance as contemporary workplace becomes more and more cognitively demanding.

Originality

To the best knowledge this is the first empirical test of the joint role of job boredom and occupational aspirations in the negative effect of intelligence on job satisfaction.

664 - WORK AND SOCIAL ANTECEDENTS OF EXPERIENCED WORK-LIFE CONFLICT

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The purpose of this study was to investigate factors that might influence the experience of conflict between work and private life, among younger employees within local public authorities, primarily the welfare sector. Many of its occupations are quite demanding and often regarded as low status jobs. The majority of employees are women. The experience of conflict between work and private life is nowadays acknowledged as an important factor related to well-being. The study was carried out as a web-based questionnaire to 440 employees up to the age of 30 years, containing questions about work-life conflict, various work-related factors, as well as if, and how, stereotypic views of their occupations from society was experienced. Women displayed more work-life conflict than men did, but having children had no effect. Although the other factors did not display any gender differences, how these factors related to work-life conflict differed, with a greater dispersion of factors of importance among women. Noteworthy is that different aspects of stereotypic views in society was related to work-life conflict for men and women. The study took place in a relatively sparsely populated region in Sweden, and among fairly young people, which is of course a limitation. However, as there are significant challenges to find qualified staff in such regions the present results shed some light on what young men and women need in order to feel comfortable at work in such places.

665 - THEORETICAL AND PRACTICAL PERSPECTIVES ON DIGITAL LEADERSHIP DEVELOPMENT

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Purpose

Our study investigates two questions: (1) which skills are relevant for leaders to learn in a time of digitalization and rapid change and (2) which leadership development processes can overcome traditional learning barriers of transfer, contextualization, and personalization. In response to these questions, we propose a digital leadership development programme containing both novel content and methods.

Design/Methodology/Approach/Intervention

Building on recent leadership development research, the content of our training programme focuses on the development of open meta-skills (reflection, transfer, feedback, and informing). As opposed to closed skills, meta-skills are adaptable to the individual leaders' specific situations and therefore relevant in increasingly volatile and digital environments. With regards to methods, the training programme offers contextualized and personalized training through various learning mechanisms.

Results

The digital leadership training programme will be implemented during the spring of 2019. Leaders in SMEs (10-250 employees) are the target group for the first implementation.

Limitations

All intervention studies have potential selection and attrition biases, which we address through purposeful randomization and statistical control.

Research/Practical Implications

Our study provides both a practical tool and theoretical advances for leadership development in the digital age. We investigate how digital tools can be used to effectively train leaders in relevant and adaptable leadership skills.

Originality/Value

Little is known about (1) how to develop leadership skills relevant for the digital age and about (2) the potential impact of digital training methods on leader performance. Our study offers new theoretical insights regarding the former and empirical evidence regarding the latter.

667 - REDUCTION OF WORKING HOURS AND ITS RELATION TO HEALTH, EFFICIENCY, AND COMPANY ATTRACTIVENESS

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The aim of this study was to evaluate an organizational development intervention in a housing company through the reduction of working hours, and how this relate to health, efficiency, and company attractiveness. The working hours were reduced from eight to six hours a day, with retained salary, but without increasing the workforce. The project runs for 18 months during 2018-2019. It is well known that work-life imbalance effects individuals' health, such as stress and sleeping problems. Another ambition with the project is to increase the efficiency as well as the attractiveness of the company. The main collection of data will generate longitudinal data through questionnaires before, midway, and at the end of the project period. These are accompanied with interviews on specific topics emerging under ways and other data, for example company statistics. The presentation will report results after the first year of the project. Among other things, the sick leave rate decreased dramatically during the first half year. To date, knowledge in this area is limited. However, people in modern society seem to value life outside work more. At the same time, increasing use of information and communication technologies (ICT) presumably makes it possible to work more efficiently, making reduced working hours possible. Although the limited scope of the present study, investigating a single company with only about 60 employees, against this background the results may shed light on an important shift in how to think about working life.

**671 - THE DEVELOPMENT OF PERCEIVED EXTERNAL EMPLOYABILITY:
DOES A MATTHEW EFFECT BETWEEN LESS AND HIGHER EDUCATED EMPLOYEES REALLY OCCUR?**

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Purpose. Perceived employability (PE) entails an individual's perceived chance of employment in the external labour market. Previous research found that less educated individuals perceive themselves as less employable, while they are increasingly vulnerable for precarious employment and working conditions. As PE might change over time, the concern about potential growing inequities between less and higher educated individuals (i.e., a Matthew effect) arises. Accordingly, the current study investigates whether a gap between less and higher educated individuals concerning PE exists and whether this gap increases over time.

Method. We conducted multiple group analyses with latent growth modeling, based on three-wave self-report survey data spread over one year. The sample consisted of 1316 Dutch wage earners and was stratified based on educational level and age.

Results. Consistent with broader literature, lower educated individuals experienced lower PE than higher educated individuals. Yet, against expectations, their PE increased more rapidly than the higher educated employees' PE.

Limitations. This study does not explain why PE increases more rapidly for less educated individuals. Yet, In a next step, their work-domain goal orientation will be accounted for to obtain better insight in the explanatory mechanisms of this phenomenon.

Conclusions. This study contradicted the risk for a Matthew Effect of growing inequities in PE between the less en higher educated, as the initial gap between these groups reduces over time.

Originality. Although previous research hinted at significant, and increasing, differences between specific labour market groups, this study actually addresses the potential Matthew effect in employability between less and higher educated individuals.

672 - FROM BEING TO DOING: RECONCEPTUALISING WORK ENGAGEMENT FROM STATE TO SITUATED PRACTICE.

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Purpose: The purpose of the study is to contextualize the concept of engagement as a situated practice. We examine employees experiences of engagement in a technology firm 'Techco'. Such work environments are designed to be fun, highly engaging and productive. We explore what engagement means, and what performances are required – both in terms of behaviours and related identities, in such contexts. We conclude by reflecting on ideals for engagement and related identities in contemporary workplaces.

Design/methodology: A mixed methods study involving qualitative interviews and use of the Utrecht Work Engagement Scale within one company. Interviews were analysed using discourse analysis to explore how employees construct their experiences of engagement and disengagement at work paying particular attention to how 'ideal' performances of engagement are experienced, enacted, or resisted.

Results: Our analysis uncovers how 'engagement' is discursively constructed and how that functions to normalize particular work practices and expectations for work performances. We explore how individuals fulfill expectations for, and identities around, being an ideal engaged worker in contemporary workplaces.

Limitations: This study is situated in one company and thus the findings are specific to that context. However, our conceptual argument is to present a situated account of engagement which may then be used as a lens for looking at other occupational groups/organisations.

Research/practical implications: Moves the theoretical focus on 'being' engaged to 'performing' engagement in situated contexts. Thus addressing recent calls for a better understanding of the construct of engagement (see Bailey et al 2017; Truss et al 2013).

Originality/value: To consider engagement not just as a psychological state but as a situated performance.

673 - FUTURE OF THE LAWYER PROFESSION: IMPACT OF THE IMPLEMENTATION OF ARTIFICIAL INTELLIGENCE IN ROUTINE AND NON-ROUTINE TASKS

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ISCSP, Lisbon, Portugal (1) - FPUL, Lisbon, Portugal (2) - IST, Lisbon, Portugal (3)

✓ Purpose

The 4th Industrial Revolution revamped the discussion about the future of work and its impact on human capital. Even the most conservative industries, such as the legal sector, are forced to move towards disruptive innovation to meet customer and market demands (Harper, 2013, Mottershead, 2010).

The application of Data Analysis and Artificial Intelligence (AI) in the legal sector can contribute to a paradigm shift on how the work can be performed. AI platforms can replace analytical and routine tasks and increase efficiency.

✓ Design/Methodology /Approach/Intervention

A case study of AI implementation in a Portuguese law firm will be presented. We analyze the total amount of billable hours registered, from 2015 through 2017. Subsequently, those hours were categorized in routine or non-routine tasks.

✓ Results

Data visualization techniques, such as tree maps, were used to support the analysis and establish the full potential of automation of lawyer's tasks. Additionally, data was grouped according to lawyers' professional levels to assess the degree of impact of automation in different career stages.

✓ Limitations

Will lawyers be fully replaced by automated machine learning algorithms? Some studies have shown that the impact on lawyers' functions is non-significant (Remus & Levy, 2016). But there is literature that suggests a set of tasks that can be fully automated, impacting the nature of working hours and employability substantially (McKinsey Global Institute, 2017; Susskind, 2008).

✓ Research/Practical Implications ✓ Originality/Value

This communication explores the changes occurring in the legal profession, in relation to the reshaping of work, career prospects, and skills required for career success.

**675 - THE INFLUENCE OF SOCIAL EXCHANGE ON EMPLOYEES' SENSE-MAKING PROCESSES
THROUGHOUT DYNAMIC PSYCHOLOGICAL CONTRACT DEVELOPMENT**

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This paper explores the socially oriented employee sense-making process, influencing psychological contract evaluations throughout a process of emerging organizational change. Although social relations are a key focus in the original social exchange theory as described by Peter Blau (1964), this aspect is largely overlooked in the psychological contract literature. This qualitative study explores the recollection of events over time in the context of digital transformation (a so-called 'bricks-to-clicks' revolution) in Dutch travel organizations. Our aim is to gain more insight into the social complexity of change in the psychological contract. The findings of this empirical study provide new insights into how employees collectively make sense of this digital revolution resulting in an ongoing adjustment of the psychological contract at individual, relational, and collective levels. In particular, they reveal how social context takes center stage in the unfolding psychological contract evaluations throughout change. Social exchange evolves across a sequence from community-based interactions (i.e., kindness and sharing as the dominant interactions), to equity-focused interactions (i.e., vigilance about equity in social exchange), to interactions aimed at personal gain or aversion of loss.

676 - SENSE OF DUTY AND WELLBEING: THE EFFECT OF CULTURE AND RELIGION ON THE QUALITY OF WORKING LIFE OF TURKISH WORKERS

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University of Portsmouth, Psychology, Portsmouth, United Kingdom (1) - University of Portsmouth, Psychology, Portsmouth, United Arab Emirates (2)

Purpose – In this paper the factors affecting the perceived Quality of Working Life (QoWL) in Turkey, a Muslim majority, and community based culture are explored. This research was undertaken to understand how the QoWL Turkish employees might differ from the prevalent Anglo-American conceptualisations.

Methodology – Semi-structured focus group interviews were conducted with 42 people in six groups, from a large city council in Turkey. Data collection followed the directions of Glaserian grounded theory and data were analysed using applied thematic analysis with an inductive perspective.

Result – Two main religious/cultural factors were found to have a significant positive effect on the QoWL of Turkish council workers: Sense of duty and Religion as a source of support. One further factor was found to have a significant negative effect: Religiosity as a source of Stress.

Limitations – The study was conducted in a single, medium sized city council where most participants shared a similar cultural identity.

Research/Practical implications – This study suggests that the current Anglo-American conceptualisation of QoWL is not sufficient to assess the wellbeing or stressors in Muslim based or non-western cultures. Any organisations wishing to optimise the experience of employees in such contacts need to fully appreciate this.

Originality/value – This is the first qualitative paper on the QoWL of employees in Turkey that has explored the effect of culture and religion on QoWL within a theoretical framework. A new factor underpinning QoWL in such contexts was identified, which will be of interest to international employees.

678 - BARRIERS TO GROWTH IN DUTCH SOCIAL ENTERPRISES

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Windesheim Flevoland University of Applied Sciences, Research group 'New employment relations', Almere, Netherlands (1) - HU University of Applied sciences, Centre for Social Innovation, Utrecht, Netherlands (2) - Windesheim University of Applied Sciences, Business Management Studies, Zwolle, Netherlands (3)

Social enterprises are typical organizations working for 'the greater good'. The definition used here is that these organizations have as primary goal to generate social impact rather than profit for the company's owners or shareholders (Sacchetti and Campbell, 2014).

The number of such enterprises is growing. In the Netherlands alone, research estimated a growth from 4000 social enterprises in 2011 to 6000 in 2016 (McKinsey, 2016). But despite their upcoming number, many of these enterprises experience difficulties in scaling-up and expanding their impact (eg Clark 2012). 70% of the social enterprises in the Netherlands is in a seed or start-up phase, and only 30% reached the later stages of growth (McKinsey 2016). This study explores why so little social enterprises are able to scale-up.

This presentation summarizes findings from 20 interviews with social entrepreneurs, that were held in 2017 and 2018 as part of three different projects. The interviews focused on barriers that were experienced in practice. The study is limited to enterprises that aim to create job prospects for vulnerable groups. In the Netherlands, 60% of the social enterprises fall into this category.

The results show many barriers, some of which are similar to barriers in 'regular' small businesses. But whereas in regular businesses much could be gained by increasing efficiency, this contradicts with the social mission of many enterprises in this study, where they want to allow people to (re)start working on their own pace. We'll present barriers in relation to: the entrepreneur and his/her skills, the business model and the workforce.

680 - EMOTIONAL LEADERSHIP IN RELATION TO WORK ENGAGEMENT AND PERCEIVED STRESS

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Purpose: To describe and explore emotional leadership meta-resources based on traits (self-esteem, emotional intelligence, leadership intelligence, empathy, Big Six, narcissism) and coping resources (e.g. cognitive), using Hobfoll's motivational Conservation of Resources (COR). Our hypothesis was that leadership resources would be positively related to work engagement and negatively to perceived stress.

Methodology: Participants ($N = 344$) were leaders aged between 23 and 65 years ($M = 49$, $SD = 8.6$; 58% women) who completed an online questionnaire including measures of common traits and coping resources. Work engagement was measured by Utrecht Work Engagement Scale (UWES-9; Schaufeli & Bakker, 2004), and stress by Perceived Stress Scale (PSS-10; Cohen & Williamson, 1988). We used an exploratory factor analysis approach to describe and structure our data, and structural equation modelling (SEM) to test whether an emotional leadership meta-resource factor would be positively related to work engagement and negatively to perceived stress.

Results: The investigated traits and resources could be described along four broad emotional leadership resource factors: (1) Externalizing; (2) Moral goodness; (3) Destrudo; (4) Rational mastery. As expected, the emotional leadership meta-resource factor showed a strong convergence ($\sim .80$) with both work engagement (positively) and perceived stress (negatively).

Research/Practical Implications: The results imply that organizations may strengthen work engagement and reduce stress by recruiting leaders possessing valuable emotional leadership resources.

Originality/Value: Our study is the first to describe emotional leadership resources based on traits linked with work engagement and perceived stress in a novel fashion (meta-trait, based on structural trait analysis).

681 - DESTRUCTIVE LEADERSHIP IN CRISIS MANAGEMENT

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Purpose

This paper reports the results of a qualitative study aiming to increase the knowledge of destructive leadership in crisis management. The specific research questions were (1) What kind of destructive leadership behaviors can be identified in leaders in crisis management?, and (2) Is there a difference between destructive leadership behaviors during everyday conditions compared to during accidents and crisis?

Design/Methodology

Data were collected by interviews. Twenty-one individuals involved in crisis management in Sweden at a regional (county administrative boards), local (municipalities), and operative (police, emergency service) level participated in the study. Data were analysed using a Grounded theory-approach.

Results

The results show that seven destructive leadership behaviors can be identified in the crisis management context: (1) Over controlling, do not involve others, (2) Lack of decisiveness, avoids responsibility, (3) Unclear, (4) Becomes stressed, (5) Egocentric, (6) Threatens, punishes, and (7) Do not show respect and understanding. Destructive leadership behaviors are present during everyday conditions but appears, in some cases, to intensify during crisis management (stressful conditions). Behaviors that are considered constructive during everyday conditions may be perceived as destructive during crisis management, and vice versa. The results also show that it is difficult for subordinates to destructive leaders to gain organizational support if their leader is a recognized and efficient crisis manager.

Research/practical implications

The results presents behaviors that are considered destructive in the crisis management context. The results also shed light on how subordinates interpretation of the leader's intent influences their interpretation of the leader's behavior as destructive or constructive. The study also contributes with context-specific knowledge on what and why certain behaviors are considered destructive in the crisis management context. Another conclusion is that leadership ideals in the crisis management context may contribute to leaders using destructive leadership behaviors.

Originality/Value

Most studies on leadership in crisis management has focused on how well leaders collaborate and solve the crisis. This study focuses on how the relationship between the leader and his/her subordinates is affected by the leader's destructive leadership behaviors.

686 - CAREER PROFILES OF EMPLOYEES: HOW TO CREATE SUCCESSFUL, SATISFYING AND HEALTHY CAREERS USING CAREER RESOURCES

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Purpose: Nowadays, careers are less structured and predictable due to changes in the work environment. Thus, personal resources become more important because employees need to actively manage their careers. In this study we aim (1) to identify different profiles of career resources, (2) to examine patterns of resources that typically occur together, and (3) to investigate the effect of the specific career resources knowledge and skills, motivation and environment on outcomes.

Design: We conducted a longitudinal study with 1'570 employees at T1 and estimated 350 employees at T2 one year later. To validate the profiles, we use a cross-sectional dataset. To test our hypotheses, we used latent profile analysis.

Results: Results show that different profiles of career resources exist. Further, these career resource profiles can be predicted by personal and contextual antecedents. Additionally, the identified career resource profiles predict career-related outcomes, such as career and life satisfaction as well as perceived stress and exhaustion.

Limitations: We exclusively relied on self-reports and cannot claim causality based on our longitudinal data.

Implications: We discuss theoretical as well as practical implications that further advance our understanding on “when, how, and for whom” different career resources are developed and result in successful careers. Moreover, assessing probable resource caravans seems to be an important step for further research and practice.

Originality: This study adds to the conservation of resources theory on career resources by taking a person-centered approach as a complement to the more traditional variable-centered approach.

688 - THE ROLE OF THE LINE MANAGER AND THE SAFETY REPRESENTATIVE IN IMPLEMENTING PARTICIPATIVE ORGANIZATIONAL HEALTH INTERVENTIONS – EXPERIENCES FROM THE ARK-PROGRAMME

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Purpose: The aim of this presentation is, by showing the results from interviews with line managers and safety representatives within one large university in Norway undergoung an organizational health intervention process, to suggest what the line managers and safety representatives need and has to provide for a successful intervention project using the IGLO-model. We would like to contribute to more understanding of how the line managers and the safety representatives experience their own role, cooperation and intervention behavior, and finally how they are influenced by the context. Nielsen and Miraglia (2016) suggest that a more in-depth understanding of the content and process mechanism of interventions could help improve the outcomes related to employees' wellbeing and health, and that the context would determine if these mechanisms are triggered or not. We will therefore use the IGLO-model to understand how the line managers and safety representatives are influences by the context throughout the five phases of the ARK-intervention

Design: Findings are based on results from 20 semi-structured qualitative interviews with line managers and 14 safety representatives in one large Norwegian university. ARK is a comprehensive research based plan and tool for 1) systematic mapping of the psychosocial work environment and 2) development and implementation of interventions for improving well-being, health and performance (Innstrand et al., 2015). ARK is built on the suggested five phases of Nielsen et al (2010) as a framework for the processual work with organizational development including 1) initiation, 2) screening, 3) development of interventions, 4) implementation of interventions, and 5) evaluation of interventions.

Results and conclusions: The line manager is important and crucial for successful interventions in all the five phases. Line managers can make or break an intervention, but they might not always be the villains of the piece. The line managers underlined the importance of the cooperation and trust between the safety representative and themselves in a successful process. The respondents reported challenges working with a bottom-up profile trying to develop concrete interventions based on assessments of abstract psychological concepts in survey measures. Context plays an important role, and resources at all four IGLO-levels: 1) The leader's and safety representatives own personal resources, 2) the resources inherent within the work group 3) the support of senior management and 4) the organisational context. A more in-depth understanding of how the context influences the actions of the line managers and the safety representatives will make it easier to develop the most constructive framework regarding training, tools and support systems for organizational health intervention processes.

Keywords: Occupational health interventions, participation, psychosocial work environment, safety representatives, line managers

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**689 - THE IDENTITY CONSTRUCTIONS OF GAY AND LESBIAN ENTREPRENEURS FROM AN
INTERSECTIONALITY PERSPECTIVE**

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This paper studies the phenomena of 'gay and lesbian entrepreneurship' by showing how gay and lesbian entrepreneurs engage in complex identity work within their entrepreneurial contexts. The outcomes of our empirical work demonstrate that the sexuality of lesbian and gay entrepreneurs is an important aspect in their entrepreneurship and vice versa. Sexuality plays a significant role in terms of their motivations, the entrepreneurial key success factors and barriers that homosexual entrepreneurs experience. Analysing life-stories from an intersectionality perspective, we are able to illustrate how such entrepreneurs conduct their entrepreneurship in relation to their sexual identity and vice versa. The outcomes of our analysis demonstrate how these minority entrepreneurs in our study have to react to dominant societal ideas concerning 'the entrepreneur', being masculine, heterosexual and male, and 'the homosexual', being feminine, weak and different.

Our study contributes to the scholarly literature on entrepreneurship and sustainable careers in several ways. First, very few studies have been devoted to this particular group of minority entrepreneurs to date. Second, it does not only cross-validate earlier findings on homosexual entrepreneurship, it also adds knowledge on how homosexual entrepreneurs develop their entrepreneurial careers and how this is being done at the intersections of sexuality and other important social identities. Finally, this study adds to insights concerning inclusive workplaces and the literature of sustainable careers, by demonstrating how a group which is often excluded in society as well as on the workplace takes agency to actively participate as self-employed workers.

690 - LEADER-FOLLOWER EMOTION DIFFUSION IN A CONTEXT OF WORKPLACE CHANGE

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Purpose

It has been suggested that leaders are able to transfer their emotions to their followers and that this can account for a range of important organisational outcomes, including leader effectiveness and follower performance. However, to date there has been little understanding of the processes through which leader emotions are able to diffuse to followers. This project aims to address this lacuna by examining whether social appraisal processes can account for the leader emotion diffusion.

Design/Methodology

This longitudinal study was conducted with employees of a manufacturing organisation in China. On 3 occasions over 2 years, 100 team leaders and 457 team members were asked to rate their appraisals of, and emotional responses to, ongoing organisational change. They were also asked to rate their perceptions of the appraisals and emotions of their team leader or team members (as appropriate).

Results

We found evidence that team leaders and team members were reasonably accurate in their perceptions of their respective appraisals and emotions. Importantly, there was evidence that leaders' emotions diffused to their followers via social appraisal. Specifically, team members' appraisals of the change were influenced by those of their leader, and over time this resulted in an increased alignment in their emotions.

Limitations

The longitudinal design is limited by endogeneity issues.

Research/ Practical Implications

Through this programme of work, we hope to understand how leaders influence the emotions of their followers and why this matters for organisations.

Originality/Value

This is the first test of the role of social appraisal in leader-follower emotion diffusion.

691 - THE IMPORTANCE OF EMPLOYEES' JOB-RELATED PSYCHOLOGICAL NEEDS FOR BLENDED WORKING

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Purpose

The opportunity to seamlessly blend on-site and off-site working (i.e., blended working) is enabled by the availability of continuously improving ICTs that provide employees with almost constant access to job-relevant information and coworkers. The aim of our research was to examine when blended working is likely to entail desirable outcomes by focusing on the role of employees' job-related psychological needs.

Design/Methodology

We conducted two independent cross-sectional survey studies. We recruited a sample of 348 and 657 employees for the first and second study, respectively.

Results

In the first study, we found that employees low in need for relatedness and structure, and high in need for autonomy, tend to perceive blended working to be effective for them. In the second study, we obtained evidence that the perceived opportunity for blended working can maintain employees' intrinsic work motivation when quantitative job demands are high, given that employees have a strong job-related need for autonomy.

Limitations

The design of both studies denied conclusions about causal relations between the variables.

Research/Practical Implications

Our findings contribute to the literature by highlighting the importance of fit between work context and employees' psychological needs. We recommend to practitioners in organizations to consider employees' psychological needs to decide for whom blended working is likely to be advantageous, rather than adopting a 'one-size-fits-all approach' by offering the opportunity for blended working to the entire workforce.

Originality/Value

We provide evidence that blended working may be a contemporary resource for employees, yet individual differences in job-related psychological needs are likely to influence its usefulness.

692 - AGE DIFFERENCES IN THE SALIENCE OF JUSTICE IN THE WORKPLACE

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Purpose: Based on premises from socioemotional selectivity theory (Carstensen et al., 1999), this study investigates the salience of distributive, procedural and interactional justice to three different age groups: younger (20-34), middle-aged (35-49), and older (50+).

Methodology: We conducted semi-structured interviews of 56 employees: 21 white-collar employees of a multinational company, 17 teachers from an international school, and 18 blue-collar workers from several occupations. The interviews were content analyzed using MaxQDA.

Results: The age groups differed in the salience of justice and its specific dimensions: 1) the older group mentioned justice the most; 2) interactional justice was the dimension mentioned most by all age groups, followed by procedural justice, with distributive justice mentioned the least frequently; and 3) interactional and procedural justice were mentioned more with increasing age, whereas distributive justice was mentioned more by younger employees.

Limitations: As differences among age differences are measured as a snapshot, we cannot infer lifespan changes in the salience of organizational justice and its specific dimensions.

Research / Practical Implications: workforce ageing has made it paramount to understand what motivates older employees. As fairness perceptions are a key influence on work attitudes and behaviors, understanding how they differ among age groups can allow better tailoring of organizational practices and managerial behaviors.

Originality: This is among the first studies to focus on age differences in the salience of organizational justice concerns. The results are strengthened by the fact that participants responded to questions regarding motivation in general and were never specifically asked about justice perceptions.

695 - INNOVATION PROFILE: DEVELOPMENT OF AN INNOVATION ROLES MODEL FOR LAW FIRMS

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FPUL, Lisbon, Portugal (1) - ISCSP, Lisbon, Portugal (2)

✓ Purpose

Law Firms feel increased pressure for adopting innovative practices that set them apart from their competitors. Advances in information technology, with emphasis on the use of 'Big Data' and Artificial Intelligence (Susskind, 2008; Lopes et al., 2016), propelled Law Firms to a spiral of development and permanent innovation. However, lawyers' profile can be characterized as analytical, skeptical, introspective (Richard, 2010). Innovation is not among their strengths.

✓ Design/Methodology /Approach/Intervention

For creating awareness in relation to innovation and to identify each lawyer strengths that can be assembled into an innovation cycle, a model that allows the identification of lawyers' innovation role was developed.

✓ Results

The proposed Innovation model is an orthogonal model consisting of two matrix axes: Ideas-Action and Individual-Interaction. The model is underlined by 36 competencies present in the Saville Focus Style Questionnaire, which is anchored in the Big Five model. Linear equations were used to obtain the four major innovation roles: Imaginative, Propeller, Intrapreneur and Implementer.

✓ Limitations

The model is a theoretical approach. Further studies and statistical analysis are necessary.

✓ Research/Practical Implications ✓ Originality/Value

This model has the advantage of creating lawyers' awareness in relation to innovation and supporting balanced working groups that effectively lead innovation.

696 - LEADER BURNOUT AND FOLLOWER ENGAGEMENT: THE MODERATING ROLE OF FOLLOWER PSYCHOLOGICAL FLEXIBILITY

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OsloMet—Oslo Metropolitan University, Oslo Business School, Oslo, Norway (1)

Purpose

The purpose of this study was to investigate the extent to which follower engagement is influenced by leader burnout, and to test the moderating role of followers' psychological flexibility.

Design/Methodology

We collected data from different sources in a Norwegian public organization, resulting in 186 leader-follower dyads. The hypotheses were tested with multilevel analyses.

Results

Results indicated that follower engagement was influenced by leader burnout only when accounting for the moderating role of follower psychological flexibility. The form of the moderation suggests that followers with high (low) levels of psychological flexibility experience reduced (enhanced) engagement as a result of high leader burnout. High leader burnout may thus be particularly detrimental for followers' engagement among the followers with high levels of psychological flexibility.

Limitations

Although we applied data from different sources, the data are still cross-sectional and it is not possible to draw causal inferences.

Implications

While high levels of psychological flexibility is usually considered positive, leaders should be aware of the complexity of the concept. Although high leader burnout seems to reduce engagement for highly psychological flexible followers, the findings may indicate the importance psychological flexibility places on accepting ongoing processes and acting according to one's values. Consequently, psychological flexible employees would adjust their behaviors according to situational demands.

Originality/Value

This study contributes to the stress and well-being literature by adding to the understanding of how leader strain influences follower well-being. Accordingly, our study contributes to clarify how the leader burnout–follower engagement relationship is contingent upon followers' psychological flexibility.

697 - ORGANIZATIONAL CLIMATE FOR SUSTAINABLE COMMUTING: THE ROLE OF PERSONAL AND ORGANIZATIONAL FACTORS IN SHAPING COMMUTING BEHAVIOURS

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Purpose

Universities hold a crucial role in reshaping community behaviours and awareness in promoting sustainable transportation, promoting a sustainable organizational climate can support employees towards more sustainable behaviours, thus benefiting in terms of personal as well as organizational well-being.

The organizational climate for sustainable commuting (OCSC) is defined as the shared perceptions of and the meaning attached to the policies, practices, and procedures for sustainable commuting that people belonging to a same organization experience and the sustainable commuting behaviours they observe getting rewarded, supported, and expected (Schneider and Barbera, 2014).

In this study, we focused on deepening the understanding of how sustainable commuting behaviours are shaped by organizational and personal factors, focusing on organizational climate and identification.

Design/Methodology /Approach/Intervention

A sample of 3850 participants of a large Italian academic community responded to an online survey measuring attitudes, modal choice and perceived organisational climate and organisational identification. The research design is cross-sectional.

Results

Results highlight how personal factors (personal values, work-family aspects) are significant antecedents of sustainable commuting. Sustainable commuting behaviours are associated with organizational factors which in turn plays a crucial role in terms of personal well-being and satisfaction. Sustainable organizational climate may foster a modal shift across different commuting distances.

Limitations

Measures were self-reported and may be subject to reporting bias. The cross-sectional design precludes from causality or a chronological order of changes.

Research/Practical Implications

The present paper thus provides valuable knowledge on how to design tailored and diversified organizational strategies that favour sustainable commuting mode choices and organizational identification.

Originality/Value

In studying sustainable commuting to work, only a reduced number of studies have analysed the relationship between organizational climate, organizational identification and their corresponding behaviours in the field of sustainability.

701 - EXPLORING THE ROLE OF GRATITUDE IN PREDICTING JOB SEARCH BEHAVIOR

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Purpose: Gratitude, defined as a positive affective state in which an individual experiences general thankfulness and appreciation, has been linked positive outcomes for individuals in a (i.e., well-being) across a wide array of contexts. Yet, we know very little whether and why gratitude may affect outcomes important for careers such as job search.

Design/Methodology/Approach/Intervention: Drawing on broaden and build theory and job search scholarship, the present study investigated the process through which gratitude influences job search behavior. One hundred and thirty-eight university students approaching the job market completed measures of state gratitude, perceived employability and job search behavior at the beginning and end of their last semester of school.

Results: As hypothesized, job seekers approaching the job market experiencing gratitude were more likely to hold positive perceptions of employability and subsequently engaged in more preparatory job search behavior. However, gratitude and favorable perceptions about employability are not enough on their own to predict active job search. Counterintuitively, post-hoc analysis revealed that high levels of gratitude can weaken the participatory to active job search.

Limitations: The 2-wave data consisted of self-reported measures.

Research/Practical Implications: Gratitude appears to be integral to the job search process through building individuals' positive perceptions about employability. At the same time, at high levels, gratitude appears to hold individuals back from moving from preparatory to active job search.

Originality/Value: We extend research on gratitude by highlighting its applicability to careers and specifying its role in job search processes.

704 - SOCIAL INEQUALITIES IN BULLYING EXPOSURES: THE CONTRIBUTION OF WORK AND MANAGEMENT PRACTICES

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Purpose. Social inequalities in health are well documented in the epidemiological literature. There is overwhelming evidence that morbidity and mortality rise steadily with gradually decreasing social or socio-economic status. This inverse and graded relationship in individuals is consistently observed both with educational and occupational status and is commonly known as the social gradient (Hämming and Bauer, 2013). However, there are, to our knowledge, no studies on the social gradient in bullying at the workplace. Thus, it seems to us interesting to study the existence of socioeconomic inequalities in exposures to bullying at the workplace. The main aim of the study is to test the existence of a social gradient in bullying exposures. It is also to investigate the contribution of a wide range of physical and psychosocial work factors including work organization, working conditions, social relationships and job resources in decreasing or increasing social inequalities to bullying exposures.

Methodology. We base our work on a French occupational hazards survey known as SUMER 2010 (Surveillance Médicale des Expositions aux Risques Professionnels; Medical Surveillance of Exposure to Occupational Hazards), conducted from Januar 2009 until mid-2010. It surveys 2,400 occupational physicians (equal to more than 20 percent of occupational physicians working in France) and 56,314 randomly selected employees, of which 47,982 responded to the questionnaire. We use a step by step forward procedure with binomial logistic regressions.

Results. A strong social gradient is observed for the three forms of bullying. Work contract had a role on the association between occupation and bullying. The inclusion of work organization variables showed that the most important changes in ORs were observed after controlling for autonomy and skill varieties. These results have important theoretical and practical implications about the role of organizational initiatives for decreasing socioeconomic inequalities in exposures to bullying.

Limitations. The main limitation pertains to the cross-sectional nature of the study.

Research/Practical Implications. The results contribute to the debate on the consequences of HR practices on employees (Guest, 2017), providing some evidence on the conflicting results approach (e.g., Legge, 1995). Moreover, they have clear practical implications for the application of PM tools and practices and their effect on employee wellbeing.

Originality/Value. This is among the first studies to uncover the relevance of management practices for attendance behavior, especially for presenteeism that has mainly been studied from an individual-centric perspective.

708 - WORK PRECARIOUSNESS AND MISTREATMENT AT WORK

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Purpose

We investigated whether workers experiencing a high level of work precariousness were disproportionately exposed to stressors and at higher odds of being mistreated by coworkers or supervisors.

Design/Methodology/Approach

We used data from the Quality of Work life (QWL) module of the General Social Survey (GSS). We analyzed pooled cross sectional data from 2002, 2006, 2010, and 2014 (weighted sample of 5911 observations), and generated a work precariousness index by classifying variables into four components including temporariness, disempowerment, vulnerability, and wages. We used factor analysis to construct the work precariousness index. Based on the score from the index, we classified workers in three levels of precariousness including low, medium, and high. We used multinomial logistic regression to assess the relationship between mistreatment at work and level of work precariousness. Covariates included age, gender, marital status, race/ethnicity, education, overall health status, industry, and work arrangement type.

Results

Approximately ten percent of workers reported being mistreated at work. Controlling for covariates, we found that the likelihood of being mistreated at work was three times higher for workers experiencing a high level of work precariousness.

Practical Implications

We demonstrated a statistically significant positive association exists between work precariousness and mistreatment at work.

Originality/Value

As far as we know, this is the first study on this topic in the US context. Our findings are relevant for stakeholders, including policy makers.

709 - RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE TYPES AND STRENGTH AND STAFF'S AMBIGUITY INTOLERANCE IN EDUCATIONAL ORGANIZATIONS

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G.S. Kostiuk Institute of Psychology of the National Academy of Educational Sciences of Ukraine, Laboratory of Organizational Psychology, Kyiv, Ukraine (1)

Purpose. To investigate the relationship between the types and strength of organizational culture and the levels of staffs' ambiguity intolerance in educational organizations. The research was based on the S.Budner's concept of ambiguity tolerance, Ch.Handy's typology of organizational culture and L.Karamushka's concept of psychological support for educational organizations.

Design. The investigation was conducted on a sample of 508 secondary school teachers from the central regions of Ukraine in 2017 using S.Budner's Ambiguity Tolerance Scale, Ch.Handy's Organizational Culture Type and Organizational Culture Strength questionnaire.

Results. The investigation found statistically significant relationships between the types of organizational culture and the components of teachers's ambiguity intolerance: a) a positive relationship($p <0.01$)-between power culture and the levels of intolerance for complexity; between role culture and intolerance for insolubility; between task culture and intolerance to insolubility; b) a negative relationship($p <0.001$)-between task culture and the levels of intolerance for complexity, power culture and intolerance for insolubility.

It was established that strength of organizational culture affects different components of ambiguity tolerance in different ways: a)negatively - on the ambiguity intolerance index ($p<0.05$) and on intolerance for complexity ($p <0.001$); b)positively - on intolerance for insolubility ($p <0.05$).

Limitations. The investigation included only secondary school teachers and its findings may be inapplicable to other professionals.

Practical implications. The obtained results can be helpful for organizational culture counseling and developing ambiguity tolerance training programs.

Originality. It was the first investigation in Ukraine into the relationship between secondary school teaching staff's ambiguity tolerance and different types of organizational culture.

711 - WORK FLEXIBILITY AND WELL-BEING ACROSS WORK ARRANGEMENTS IN THE US

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Purpose

We assessed the prevalence of work flexibility by work arrangement type among US workers during 2002-2014. We further investigated whether work flexibility was associated with work related well-being – job satisfaction, job stress, and health related quality of life.

Design/Methodology/Approach

We used data from the Quality of Work life (QWL) module of the General Social Survey (GSS). We analyzed pooled cross sectional data from 2002, 2006, 2010, and 2014 (weighted sample of 5911 observations). To understand work flexibility, we used the following variables: 1) Work schedule; 2) Telework; 3) Ability to take time off work for non-work matters; 4) Work demands; 5) Productivity-conducive work conditions; 6) Opportunity to develop special abilities; 7) Availability of help and equipment at work; and 8) Freedom to decide. We assessed the effect of work arrangement on work flexibility and the association between work flexibility and work related well-being.

Findings

Overall work flexibility changed minimally during 2002-2014 in the US, although some individual flexibility variables followed cyclical trends. Work arrangement was an important determinant of work flexibility. After controlling for demographics and overall health status, work flexibility was positively associated with well-being.

Practical Implications

The study demonstrated the importance of work flexibility for well-being and provided valuable information about flexibility by work arrangement type.

Originality/Value

As far as we know, this is the first study on this topic in the US context. Our findings are relevant for stakeholders, including policy makers.

716 - RESISTING A REST: A SOCIAL-COGNITIVE APPROACH TO UNDERSTANDING WHY EMPLOYEES FORGO THEIR PAID VACATION DAYS

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George Mason University, Psychology, Fairfax, United States (1)

The purpose of this research was to test a social cognitive model of why employees use (or do not use) paid vacation days. While a meta-analysis demonstrates vacations provide physical and mental benefits (Bloom et al., 2009) and can reduce the risk of cardiovascular-related death (Gump & Matthews, 2000; Strandberg et al., 2018), approximately 52% of Americans had unused paid vacation days in 2017, forfeiting 212 million days (Project: Time Off, 2018). Very little is known, however, about why employees might forgo their paid vacation time.

Across three studies, we developed a model to explain why people do not take vacations. We drew upon social-cognitive theory to hypothesize that employees forgo vacations because of self-efficacy beliefs (i.e., their ability to detach from work while on vacation and to work effectively without rest) and outcome expectations (i.e., emotional, interpersonal, financial, and productivity-related consequences of vacation). We developed measures in Studies 1-3 to assess the relevant social-cognitive variables. In Study 4 we will test the model, and its organizational antecedents, in a 3-wave longitudinal study (final wave in January 2018). Preliminary results indicate our model, particularly detachment self-efficacy, explains a significant amount of the variance in proportion of vacation days used. Although this study only includes employees in the United States, these individuals demonstrate especially poor vacation-taking behavior compared to those in other nations (Ray, Sanes, & Schmitt, 2013). We expect our study, the first to comprehensively study this issue, will inform occupational health policies in government and companies around the world.

721 - DECISION-MAKING PROCESS OF CORRUPT BEHAVIOUR

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Maastricht University, Work and Social Psychology, Maastricht, Netherlands (1)

Purpose

Past research has mainly focused on demographics, personality, attitudes, or morality related variables to study the individual level of corruption. Based on normative decision-making theory, the present qualitative study aimed to identify the decision-making process of corrupt behaviour.

Design/Methodology

We conducted semi-structured interviews with 38 participants being convicted of corruption and imprisoned in Indonesia. The interview guide was developed based on a normative decision-making process: problem recognition, information search, evaluation, and choice (behaviour). Three coding steps from a grounded theory approach were applied to analyze the data.

Results

Results revealed that 'assisting the corruption processes' and 'embezzlement' were the most common corrupt behaviours. In the problem recognition process, the benefits of their corrupt behaviour were for the organisation, the general community, and their personal gain. In the information search process, participants mainly searched for information about the best way to engage in corruption among their colleagues in other organizations. In the evaluation process, 'considering the corrupt behaviour as safe' was the main reason why participants chose corrupt behaviour.

Limitations

Participants reported about their past corrupt behaviour. Therefore, we cannot rule out that cognitive reappraisal and justification processes lead to answers that differ from the original decision process.

Research/Practical Implications

Integrating the decision making literature into research on corruption can lead to new insights for corruption research.

Originality/Value

There are few studies about the steps of decision-making in corruption. Our study revealed these steps as a whole that could lead to a better understanding of corrupt behaviour.

723 - ENTREPRENEURSHIP AND ENTREPRENEURIAL EMOTIONS: A GENDERED PERSPECTIVE

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Concordia University, Montreal, Canada (1)

Purpose

Women are increasingly choosing to start their own business today, yet we know relatively little about the process through which female entrepreneurs pursue entrepreneurial opportunities. Our purpose is to understand how emotions affect the way female entrepreneurs perceive and manage the opportunities and challenges inherent in entrepreneurship, and what lessons can be learned for women aspiring to become entrepreneurs.

Design/Methodology/Approach/Intervention

Using a narrative method of collecting rich contextualized stories through interviews of female entrepreneurs (12 to date; 15 more planned), we systematically analyze our narratives through Burke's (1968) framework that considers the act (what takes place?), agent (who acts?), agency (how is the act carried out?), scene (where does the act take place?), and purpose (why does the agent act?).

Results

This research sheds light on the double-edged sword of emotions in entrepreneurship whereby entrepreneurial emotions have both positive and negative implications for how women pursue entrepreneurship. Our results emphasize the need for scholars to think beyond the traditional entrepreneurial emotions that have mostly focused on male entrepreneurs.

Limitations

The inductive nature of our design prevents us from generalizing our results across populations.

Research/Practical Implications

Our results contribute to theory development on female entrepreneurship and offer insights regarding how emotions can influence entrepreneurs' psychological and financial health.

Originality/Value

There is limited awareness of how emotions influence the entrepreneurial process in general and from a gendered perspective in particular. Our research contributes to this domain as one of the only process studies on female entrepreneurs' perceptions and management of emotions.

724 - CAN LEADERSHIP BE TRAINED? AN INVESTIGATION OF ADVANTAGES AND DISADVANTAGES OF LEADERSHIP DEVELOPMENT PROGRAM

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Introduction: Challenges within the automotive industry make leadership styles a key factor, determining either the success or failure of a project. This study seeks to explore the effect of leadership program development for a group of manufacturing team leaders of an Italian factory.

Aim: We aimed to investigate team leaders' responses to the leadership program such that team leaders continue to develop successfully new organizational strategies while reinforcing transversal skills and knowledge.

Methodology: To empirically evaluate this argument, we used a mixed method approach combining quantitative data with focus-group and interviews data. 28 supervisors were asked to fill on line survey questionnaire to assess team's effectiveness of 149 team leaders, 68 of them were on specific leadership training courses. Data were collected in four waves in 2017 and analyzed with SPSS 23.

Results: Pearson correlations were tested and Cronbach's alpha coefficient was calculated to test the reliability of each scale. Independent T-test highlighted the difference between the two groups ($p=0.00$) and it shows the leadership development program had not a positive effect on team leaders. We founded that the effect of the leadership intervention on employees' job performance indeed is lower.

Limitations: All data were collected within a single organization, which limits the observed variability and decreases external validity.

Practical implications: From a practical point of view the study results may inform the practices that organisations are developing.

Originality: We know especially too little about the significant limitation in leadership training.

725 - DAILY PHYSICAL ACTIVITY AND JOB PERFORMANCE

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Purpose. Employee physical activity is widely recognized to affect employee health and wellness, but there has been limited work to evaluate the implications of physical activity for job performance. We examined daily physical activity as a predictor of daily perceptions of personal initiative, creativity, and goal progress at work.

Methodology. University staff employees ($N = 54$) continuously wore research-grade actigraph devices tracking physical activity across a ten-day daily survey period. Daily personal initiative, creativity, and work goal progress were measured via a self-report afternoon survey that arrived each weekday at the end of the workday.

Results. Participants reported greater personal initiative ($z = 2.73, p < .01$), creativity ($z = 2.61, p < .01$), and work goal progress ($z = 7.47, p < .01$) on days in which they were more physically active (i.e., expended more kilocalories).

Limitations. Our model was statistically underpowered to explore lagged effects, which precluded our ability to evaluate mechanisms, such as work recovery, that may link daily physical activity to job performance.

Research / Practical Implications. The results of this study suggest that organizational efforts to increase employee physical activity may have consequences not just for health and wellness, but also for job performance.

Originality / Value. This is one of the first studies to evaluate how employee physical activity influences job performance. Furthermore, our emphasis on intra-individual relationships allowed us to gain a more nuanced view of the day-to-day co-variation of physical activity and job performance indicators than has been explored in past research.

726 - THE PERSONALITY TRAITS OF SERVICE EMPLOYEES AND COSTUMER AGGRESSION: THE MEDIATING ROLE OF CUSTOMER ORIENTATION

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Purpose

Workplace aggression is not confined to relations with colleagues or supervisors. It has been recognized that such behaviors can also emerge from costumers, especially in service contexts. Previous studies indicate that costumer aggression adversely affect employees' moods, generating anger and depression. This study contributes to existing knowledge by investigating how employees' personality traits relate to perceptions of customer aggression, testing as well the mediating role of customer orientation.

Design/Methodology

The study relied on a survey to collect information from high-school teachers. We distributed 794 questionnaires, which generated a 24.4% net response rate.

Approach/Intervention

The scales used in the study revealed good psychometric properties.

Results

The structural equation estimation provided substantial support to the research model. Specifically, the results revealed that customer orientation partially mediates the relationship between personality traits and costumer aggression.

Limitations

The cross-sectional nature of the study and the reliance on a single source. Notwithstanding, we note that we applied procedural and statistical remedies, which suggest that common method variance is not a relevant issue.

Research/Practical Implications

The results suggest that organizations can rely on personality traits to select frontline employees in order to mitigate customer aggression problems, thus obtaining a better work environment and delivering a better customer service experience.

Originality/Value

This study innovates by relating the personality of frontline employees with customer aggression, and by considering the mediating role of costumer orientation.

752 - THE CONTRIBUTIONS OF INTERNAL MARKETING TO THE EXPLANATION OF ORGANIZATIONAL COMMITMENT: STUDY DEVELOPED ON HIGHER EDUCATION INSTITUTIONS

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In terms of organizations has increased the debate on the importance of symbolic aspects need to humanize, based on trust (Antonello & Godoy, 2010). This way, the quality of an organization relies on collaborators, on the way they feel the company as their own. The changes imposed on public higher education institutions try to fit some management practices of the private sector, to the public organizations (Gioia & Thomas, 1996). Currently, all efforts are developed to increase competitiveness and promoting a better organizational performance, which leads to an increased awareness of the importance of human assets in organizations. A particular interest is the internal marketing, since it plays a relevant role in the motivation and personal development of employees, and contributes to an effective organizational communication. The work environment and the implications that this may have on the relationship between the worker and the organization. It is therefore important to understand the relationships between these themes and individual characteristics that promote better organizational performance. This research aimed to describe and identify how internal marketing contribute to explain organizational commitment. A quantitative analysis was developed with a sample of 600 workers from public organizations, collected through a questionnaire composed of two scales that allowed the analysis of each of the constructs. The results show explanatory contribution of internal marketing practices on affective and normative commitment, through written information. By the results workers are committed to the organizations, so interventions should be developed improving the affective commitment of employees.

Design/Methodology

In response to these urgent concerns of the Portuguese higher education institutions, we tried to deepen the understanding of organizational reality in the context of the Portuguese Public Higher Education.

Firstly, we considered a structural variable of the institutions, the Organizational Culture. We also examined the Perceived Organizational Support. The impact of these variables can be noticed at different levels, so the outcome variable considered is Organizational Commitment.

600 professionals of public higher education institutions compose the sample.

Results

Hierarchical multiple linear regression analyses revealed that internal marketing has a contribution on organizational commitment: affective ($R^2 = 32.4\%$), instrumental ($R^2 = 5.3\%$) and normative ($R^2 = 14.1\%$).

Limitations

More studies are necessary to better understand the relationship between this variables in different areas

Research/Practical Implications

Further studies imply an increase of the sample and confirmatory analysis should be performed.

Originality/Value

The observed relationship between variables under study allowed us to better understand the realities that exist in Portuguese Public Higher Education.

Keywords: Internal Marketing, Commitment, Higher Education Institutions.

755 - WHY TWO BIRDS REQUIRE TWO STONES: PSYCHOLOGICAL SAFETY AND IMPACT AS DIFFERENTIAL PREDICTORS OF VOICE AND SILENCE

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Purpose:

The literature on voice and silence often conceptualizes these behaviors as opposite ends of the same continuum. We challenge this conceptualization and argue that the two behaviors are distinct. That is, across issues and over times, employees have opportunities to speak up with ideas and concerns while also withholding other ideas and concerns and thus, they can have differing levels of voice and silence independent from one another. We further theorize that two core antecedents, psychological safety and impact, relate differently to voice and silence.

Method:

We provide support for our hypotheses across two studies. In Study 1, we test the between-person relationships among our four variables using meta-analytic techniques. In Study 2, we test our hypotheses at the within- and between-person levels, using panel data across 6 monthly measurement points.

Results:

Our results support the distinctiveness of voice and silence: (a) they correlate at a level indicative of independence (i.e., less than .30) and (b) psychological safety relates more strongly to silence than to voice, while impact relates more strongly to voice than to silence.

Limitations:

One limitation is that most of the studies in our meta-analysis did not include all four relevant constructs.

Research / Practical Implications:

Our paper shifts the conversation in the voice and silence literature from a discussion of whether voice and silence are distinct, to how and why voice and silence differ.

Originality / Value:

We provide a new perspective about the likely nature and causes of voice and silence.

757 - HOW AMBIDEXTROUS LEADERS FOSTER TEAM INNOVATION: THE MEDIATING ROLE OF TEAM CLIMATE FOR INNOVATION

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Purpose

When working on innovations, teams require the support of their leaders. In our study we intended to better understand the team processes and emergent states underlying the relationship between leaders' behaviours and team innovation. Following the concept of ambidextrous leadership, we suggested that ambidextrous leaders (i.e., leaders that show opening behaviour, closing behaviour, and temporal flexibility) foster a team climate for innovation (i.e., vision, participative safety, task orientation, support for innovation), which in turn increases team innovation.

Design

To test our mediation model, we conducted a field study with 47 teams and applied a Monte Carlo method for assessing mediation effects. Independent and mediating variables were rated by team members; dependent variables were rated by team leaders.

Results

In support of our hypothesis, team processes and emergent states that characterize a team climate for innovation mediated the relationship between ambidextrous leadership and team innovation.

Limitations

The results are limited due to a relatively small sample size and a cross-sectional design.

Research/Practical Implications

Future research should further investigate specific influences of ambidextrous leadership on different phases of the innovation process in teams and also identify key moderators. In practice, leaders should establish a climate for innovation through displaying ambidextrous leadership behaviours when supporting their teams to be innovative.

Originality/Value

Our research shows the value of the concept of ambidextrous leadership and contributes to a better understanding of the team-level mechanisms initiated by ambidextrous leadership.

759 - PREDICTIVE VALIDITIES OF PERSONALITY FACETS FOR LEADERSHIP ACROSS LEADERSHIP LEVELS

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PURPOSE

The study examined the predictive validities of Big Five factors and 21 personality facets for leadership effectiveness among 371 leaders to examine the importance of assessing personality and the predictive power of personality facets across leadership levels.

METHODOLOGY

Leaders' personality was measured by the Work Behavior Inventory (WBI) and their leadership effectiveness was rated based on five behavioral competencies by three internal and external raters at a later point in time.

RESULTS

The results suggest that (1) personality facets like Achievement can yield higher predictive validity than the Big Five factors, (2) the importance of assessing personality increases moving up the organizational hierarchy, and (3) the predictive power of both personality factors and facets varies across levels: for example, Openness only predicts effective leadership for top-level leaders and Agreeableness only predicts that at bottom-level.

LIMITATIONS

The study only measured leadership effectiveness at the individual level and future study should evaluate leadership performance from a team perspective.

RESEARCH/PRACTICAL IMPLICATION

These results emphasize the different predictive power of the personality facets on leadership effectiveness that should be considered and utilized in research and practice.

ORIGINALITY/VALUE

Studies of predictive validity like this one usually yields more powerful results than concurrent validity studies. Researches have shown that personality facets that are thoughtfully chosen can have more power in predicting workplace outcomes compared to Big Five factors, but limited research has been done examining the relationship between personality facets and leadership effectiveness. The study addresses this gap.

763 - WORKING WITH DEPRESSION IS EXPERIENCED AS A CONSTANT BALANCING ACT THAT INCLUDES PRESENTEEISM

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BACKGROUND: Depression is an important reason for work disability, but employees diagnosed with depression continue working as well. An estimated 7-10% of the Dutch working force suffers from depression. Research shows increased sickness absence and increased sickness presence (presenteeism) in employees with depression. Research tends to emphasize the costs of productivity loss of those with long-lasting medical conditions when compared to healthy employees rather than the advantages of participating in paid work. The aim was to study how employees with diagnosed depression experience presenteeism and absenteeism, and to what extent the Health Productivity Questionnaire (HPQ) taps their experiences.

METHODS: Semi-structured interviews were held with a purposive sample of 13 employees diagnosed with depression, transcribed verbatim and analyzed thematically.

RESULTS: Having depression is experienced as a constant balancing act around three decisions: (1) to seek help for depression or not, (2) to disclose about depression or not, and (3) to be present at work or not. Decisions are made in the context of workplace support. The balancing act affects the depression and work functioning. Presenteeism reflects either ignoring symptoms or a deliberate decision supported by the workplace. Workplace support includes: 1) supervisors creating work adjustments (work structure, content and social environment); 2) occupational physicians advising about work adjustments, and monitoring and supporting the employee. The HPQ is easily misunderstood by these employees with depression, leading to distortion or social desirable answers.

CONCLUSION: Workplace support for employees with depression requires work adjustments and a positive social environment, but cannot remove the burden of the constant decision-making nor presenteeism. The study sheds new light on the experiences and the productivity measurement in employees diagnosed with depression.

Main message: Employees with depression require work adjustments and a positive social work environment, and not a focus on reducing the costs of presenteeism.

Main message: The Health Productivity Questionnaire was easily misunderstood by employees with depression, leading to distortion or social desirable answers.

769 - GETTING WHAT THEY HAVE ASKED FOR: TESTING A PROACTIVITY INTERVENTION AMONG TEMPORARY AGENCY WORKERS

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Getting what they have asked for: Testing a proactivity intervention among temporary agency workers

Purpose: Using social exchange theory, we investigate whether proactive support seeking of temporary agency workers (temps) pays off. Specifically, we explore whether temps who seek more support obtain more support from the agency and client and thus reciprocate with higher intentions to stay with them. Additionally, we examine whether prospects for permanent employment moderate the studied relationships.

Design: We randomly assigned temps who started their assignments into a control and intervention group. The intervention group was encouraged (SMS and Email) to seek support. After one week on assignment we collected survey data (N = 152).

Results: Temps in the intervention group who read the intervention material engaged more in support seeking. Temps who sought more support from client obtained more support, especially when their prospects for permanent employment at the client were high. The relationship between client support and intention to stay was positive and stronger for less employable temps (i.e., temps with less outside options). Analyses for the agency suggested that providing support in problem solving increased perceptions of agency support and thus intentions to stay with the agency.

Limitations: Manipulation checks revealed that we cannot exclude a selection bias.

Practical Implications: Findings suggests ways how temps can attract support and agencies can build a committed workforce.

Originality: We add to literature on non-standard work by examining how social exchange can be initiated by temps and is shaped by employment prospects.

783 - HOW TO EXPLAIN THE LOW MENTAL HEALTH OF UNEMPLOYMENT PERSONS : A COMBINATION OF INDIVIDUAL AND INTERGROUP PERSPECTIVES

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The unemployment situation has deleterious consequences for individuals, affecting their mental health (Paul and Moser, 2009). To account for these effects, some theories have proposed that this low mental health is due to the deprivation of a series of individuals' needs. Indeed, employment makes it possible in one hand, to earn a living, but , in the other hand, to satisfy some psychological needs (structuring time, purpose,...) (Jahoda, 1981). Completing this individual perspective, other studies have underlined that unemployment is an inherently social phenomenon involving intergroup relations. However, until now, no study has be done combining the individual and intergroup perspectives to assess the mental health of the unemployed. The goal of this presentation is to remedy to this lack by presenting a study conducted on unemployed people (N=302) and including scales coming from the individual perspective (Muller & Creed, 2005), from the literature on intergroup relations and well-being scales. Results support the role played by three individual variables in accounting for well-being: time structure, activity and financial stress. In addition, group discrimination and identification with the unemployed group have an additional explanatory effect. These results emphasized the importance of combining individual and intergroup perspective in order to explain the low mental health of the unemployed.

784 - TOWARDS UNDERSTANDING THE ROLE OF PSYCHOLOGICAL ENTITLEMENT IN PERCEPTIONS OF FAIRNESS: THE MEDIATING ROLE OF INSECURE ATTACHMENT TO GROUPS

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Purpose: Psychological entitlement is predominantly seen as a vulnerability to psychological distress. Psychological entitlement not only predisposes individuals to the experience of disappointment. It also entails a tendency to interpret unmet expectations in ways that foster a sense of injustice. To illuminate the psychological processes that explain this tendency, we referred to relational models of fairness. We hypothesized that psychological entitlement is associated with defensive interpersonal strategies that undermine perceptions of fairness in the workplace, namely avoidant attachment behavior.

Design: We used structural equations modeling of three waves of data to test whether attachment insecurity mediated the effects of psychological entitlement on fairness perceptions (n = 339 employees).

Results: Results showed that a greater tendency to activate avoidant attachment behavior fully mediated the negative effects of psychological entitlement on judgments of workplace fairness.

Limitations: It is difficult to accurately assess what percentage of variance in employees' fairness perceptions is based on cognitive biases versus actual unfair behavior, such as actually poor interpersonal treatment that may have been provoked by entitled attitudes and behaviors.

Implications: Theory-driven interventions designed to make a person feel more secure, as well as the presence of a responsive leader or a supportive and cohesive group, can help entitled employees to function more securely, and thus to maintain more positive perceptions of fairness at work.

Originality/value: Negative perceptions of fairness appear to be central to understanding why psychological entitlement harms individuals and organizations. Yet, the relationship between psychological entitlement and negative perceptions of fairness is poorly understood.

785 - RISK AND PROTECTIVE FACTORS IN PALLIATIVE CARE PROVIDERS DEALING WITH BIOETHICAL DISTRESSING CONDITIONS

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Purpose: Nowadays there is an ever-increasing interest in bioethical issues and further evidences about moral and ethical distress of healthcare professionals who manage end-of-life are needed. The aim of this study is to analyze the experience of palliative care professionals, focusing on protective and risk factors for bioethical-related stress.

Methodology: 19 one-to-one audio-recorded semi-structured interviews were conducted with palliative care nurses and physicians, asking for work difficulties, self-perceived risk and protective factors, social support, conflicts with colleagues and caregivers. Grounded Theory was used to data collection and analysis.

Results: 28 main themes emerged, subsequently summarized in 10 categories, describing stressors (6 categories) and protective factors (4 categories). Stressors reported were: management of emotions regarding death and dying (17%), conflicts (16%), relation with both patients (10%) and caregivers (10%), discrepancies between patients and caregivers' needs (4%), complexity of the patient's management and acceptance of poor diagnosis and prognosis (4%), experience negative influence (4%). As protective factors, emerged: social support (20%), positive approach and experience worth (8%), recognised value and passion towards professional work (4%), work-family balance (3%).

Limitations: These findings need to be confirmed by further quantitative investigations to be fully generalizable.

Research/Practical Implications: These preliminary results may provide cues for future research and tailored interventions improving the wellness of healthcare systems characterized by ever-growing bioethical issues.

Value: The findings bring out the providers' prospective and underline the importance of social support to respond to ethical distressing situations, in the aim of promoting individual and collective wellbeing in the work place.

787 - ASSESSING AWARENESS OF EMPLOYEE WORK HEALTH AND SAFETY (WHS) IN THE BANGLADESH READY-MADE GARMENT (RMG) INDUSTRY

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Assessing Awareness of Employee Work Health and Safety (WHS) in the Bangladesh Ready-Made Garment (RMG) Industry

The awareness of health and safety among employees play a significant role in any industry as it results in saving life. Therefore, the management of any organization must provide a healthy and a safe workplace for their employees. According to the Trading Economics website, 80% of the key exports revenue of \$210 billion of Bangladesh are mainly garments related products. However, a major problem still lies in keeping workers both healthy and productive through a proper health and safety accommodation. A quantitative survey was conducted using a sample comprising 21 export-oriented garment factories of Bangladesh. Respondents of 315 out of the 508 employees from around 20 factories provided their responses in this survey research that was analyzed using Likert scale. The scope of the research was limited to analyzing the awareness of the workplace health and safety measures on the employer and the employees. Cronbach's Alpha was used to test reliability of the constructed used in this study. All scales have achieved more than 0.7 alpha values. The results demonstrated the positive influence of safety practices had on the actual levels of safety in the RMG factories that were studied. The outcomes of this study is expected not only improving awareness of the underlying WHS problems affecting the RMG industry in Bangladesh, but also expected to act as a guide for subsequent researchers to develop strategies for the ultimate improvement of WHS.

Keywords: Ready Made Garments (RMG) industry of Bangladesh, Work Health and Safety (WHS)

788 - APPLICANT REACTIONS TO SELECTION METHODS IN ROMANIA: A CLOSER LOOK AT FAIRNESS OF ONLINE INFORMATION

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Expanding upon Steiner and Gilliland's selection fairness research, we examined applicant reactions to online information (i.e., using information presented on applicants' personal webpages and social networks profile, such as LinkedIn.com, Facebook.com, Twitter.com, to assess their fit with the job or/and company) compared to other 20 selection methods.

Cross-sectional data were provided online by 280 Romanian undergraduates enrolled in a semester course including topics on personnel selection (thereof, 22.1% were also employees), using an updated version of the Steiner and Gilliland's (1996) methodology to measure process favorability and seven procedural justice dimensions of selection methods.

Online information had a significantly lower process favorability compared to most of the selection methods (e.g., interview, situational judgment tests). It was perceived as more favorable only than graphology and ethnicity and similar to personal contacts and unproctored Internet testing. On all seven procedural justice dimensions, online information was also perceived as significantly less fair method than most of the selection methods studied.

As limitations, we mention non-differentiation between types of online information and cross-sectional design.

Online information as an informal selection method might threaten the fairness of personnel selection. Implications for the design of selection systems in companies from Romania and future research into applicant reactions are considered.

By employing a well-established methodology to investigate fairness reactions, this study extends the knowledge about applicant reactions to online information as selection method and contributes to a more fine-grained and comprehensive understanding of the generalizability and situational specificity in applicant reactions to selection methods in Eastern Europe.

791 - TELL ME MY WEAKNESSES (STRENGTHS): REGULATORY FOCUS EFFECT ON FEEDBACK PREFERENCE AND THE PARADOXICAL EFFECT OF THE GIVEN FEEDBACK

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Tell me my weaknesses (strengths): Regulatory focus effect on feedback preference and the paradoxical effect of the given feedback

Feedback seeking, namely, individual actions to gather information relevant to one's own behavior, have become a major topic of research in the organizational sciences (Anseel et al., 2015). However, to date there has been only few studies on the type of feedback that people prefer (e.g., Finkelstein & Fishbach, 2011). We suggest that regulatory focus (Higgins, 1997) is related to the type of feedback that people would prefer to have. According to regulatory focus theory, promotion motivational focus is related to growth needs and to the willingness to make a change, whereas, prevention motivational focus is related to security needs and to the willingness to keep the status quo and avoid changes. Thus, we hypothesized that promotion-focused individuals are more likely to seek for negative feedback (e.g., weaknesses) that implies the need of change. In contrast, prevention-focused individuals will seek positive feedback (e.g., strengths) that indicate that things are good as they are.

Moreover, based on previous literature on the interactive effect of feedback sign and regulatory focus on motivation (e.g., Van Dijk & Kluger, 2004; 2011), we suggest that the type of feedback preferred by prevention- and promotion-focused individuals will be paradoxically the opposite of the type of feedback that will actually increase their motivation. Specifically, while promotion-focused individuals prefer negative feedback, positive feedback is the one that will enhance their motivation. Similarly, while prevention-focused individuals prefer positive feedback, negative feedback is the one that will enhance their motivation.

Three experimental studies ($n=120$, $N=150$, $N=175$) showed that promotion-focused individuals preferred negative feedback; and prevention-focused individuals preferred positive feedback. In addition, two of the three studies showed that paradoxically the type of feedback that was actually increase motivation was the opposite of the one that was preferred. We further discuss the theoretical and practical implications.

**792 - INTRINSIC AND EXTRINSIC FACTORS AS PREDICTORS OF INTENTION TO LEAVE OCCUPATION:
THE CASE OF PHYSICIANS IN THE PUBLIC VERSUS PRIVATE SECTORS IN ISRAEL**

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The distinction between intrinsic and extrinsic motivations (Ryan & Deci, 2000) has some important implications for understanding motivation at work. Although this topic has been widely studied, a number of controversial issues remain. We tested two questions in the current study, with regards to employees' intention to leave their job: First, does intrinsic motivation better predict employees intention to leave? Second, do extrinsic rewards (e.g., monetary incentives) attenuate the effect of intrinsic motivation on intention to leave?

We conducted a telephone survey among 966 Israeli physicians (51 women, mean age 36.5, mean seniority 7 years). Our findings show that the intrinsic factor of job satisfaction (e.g., meaningfulness, interest) was the strongest (negative) predictor of intention to leave while the extrinsic and social factors were the weaker. When analyzing active steps toward leaving (e.g., going to a job interview), extrinsic and social factors become insignificant while the intrinsic and job prestige factors remain significant. These findings suggest that the level of meaningfulness in physicians' job are perceived as more important than the level of salary and physical conditions, in forming intentions to stay or leave the medical profession.

Additionally, among the physicians who work in the private sector in addition to their job at the hospital (n=143), we found less intrinsic satisfaction, as predicted by the Self-Determination theory (e.g., Deci & Ryan, 2012; Ryan & Deci, 2000). Practical and theoretical implications are further discussed.

794 - SOCIALIZATION AS AN IDENTITY TRANSITION PROCESS: THE INVESTIGATION OF UNDERLYING MECHANISMS AND BOUNDARY CONDITIONS

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Purpose

There is a dearth of research on the patterns of newcomers' identity transitions over milestones of entry, socialization, and adjustment. The aim of this study is to develop and test a model that integrates the organizational, social, and personal factors of socialization, explores the role of identification as a mediating mechanism, and investigates boundary conditions such as the need to belong and social validation from the supervisor and coworkers.

Design and Methods

We collected multiwave data from 537 French newcomers during the first four months of employment. We used bootstrap procedures to test the moderated-mediation effects.

Results

Our three-wave results show that organizational identification mediates the impact of socialization tactics on newcomers' adjustment. This impact is stronger for newcomers who have low need to belong. Social validation has a direct effect on identification but does not moderate the impact of socialization tactics.

Limitations

Despite our longitudinal design, our measures were self-reported, raising the possibility of common method variance.

Research and Practical implications

This study contributes to the understanding of the mechanisms linking socialization tactics to newcomers' adjustment through identification processes and the role of social and personal factors as moderators. Managers should intervene to adapt their feedback depending on newcomers need to belong.

Originality

This study integrates social identity and socialization perspectives in order to better explain the complexity of the processes of newcomers' adjustment.

796 - RELATIONSHIP BETWEEN WORKAHOLISM AND OCCUPATIONAL BURNOUT: THE MODERATING EFFECT OF PERCEIVED ETHICAL LEADERSHIP STYLE

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Vytautas Magnus university, Psychology, Kaunas, Lithuania (1)

✓ Purpose

The purpose of the study was to investigate the moderating role of a perceived ethical leadership style in the relationship between employees' workaholism and occupational burnout.

✓ Design/Methodology/Approach/Intervention

The study involved 302 employees working in different Lithuanian organizations. A perceived ethical leadership style was assessed with the help of Brown et al. (2005) questionnaire. The 10-item Dutch Work Addiction Scale developed by Schaufeli et al. (2009) was used for the measurement of workaholism. Occupational burnout was measured using Copenhagen Burnout Inventory by Kristensen et al. (2005).

✓ Results

The results revealed that workaholism, personal and work-related burnout of employees who consider their leaders as more ethical is lower than of those who consider their leaders to be less ethical. Relationship between client-related burnout and excessive work of the employees who consider their leaders as more ethical is weaker than of those who consider their leaders to be less ethical.

✓ Limitations

Rather homogenous and small sample size, as well as the cross-sectional nature of the study are the major limitations. Moreover, other organizational and personal factors may contribute more in the relationship among perceived ethical leadership, workaholism and burnout. This should be addressed in future studies.

✓ Research/Practical Implications

This study extends the leadership literature to better understand the effects of ethical leadership on workaholism and occupational burnout. Ethical behavior should be emphasized in planning and designing interventions for managing employees' workaholism and burnout.

✓ Originality/Value

An empirical examination of how ethical leaders' behaviour can influence the link between employees' workaholism and the level of burnout that previously have been overlooked.

802 - CULTURE IN THE JD-R MODEL? A META-ANALYSIS

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Purpose: Despite increasing application across cultures and a need to better understand why, when, for whom workplace factors affect well-being, previous research has not yielded a clear understanding of whether the Job Demands-Resources (JD-R) theory responds to cultural variations. We therefore assess the moderating role of national culture in the JD-R model.

Design: Meta-analysis of 86 independent samples from JD-R research (health impairment/motivational pathways with burnout/engagement), representing 2001-2011 and 6 global regions ($n = 52,380$) using Hofstede's 5-dimensional national cultural values to assess moderating effects.

Results: Masculinity/femininity strengthened the health impairment pathway. Hints were present for moderating effects of individualism/collectivism, uncertainty avoidance, and long-term/short-term orientation, yet unstable across analysis. It was also found that employees from or within different cultural contexts respond to demands/resources differently.

Limitations: Analysis limited to first decade, albeit authors are currently undertaking analysis from 2001-present. Potential bias stemming from specific features of primary studies and Dutch prominence.

Research/Practical Implications: Findings suggest extending the JD-R model to incorporate culture and conducting JD-R studies in under-explored cultures. Managers could expect job characteristics to affect burnout/engagement differently for employees within/from different cultures.

Originality/Value: This meta-analysis is the first to address the impact of culture, offering a more comprehensive assessment of the model. The importance of this topic emerged from the increasing application of the JD-R model across different nations in response to a globally intensified need to enhance burnout/engagement), without consideration for whether it adequately responds to cultural variations.

803 - ECONOMY FOR THE COMMON GOOD: A DOCUMENTARY ANALYSIS OF THE COMMON GOOD REPORTS

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Purpose: To describe the actions carried out by Italian organizations participating in the Economy for the Common Good (ECG) movement. The ECG is an economic system that is built on values promoting the common good, namely human dignity, solidarity, social justice, environmental sustainability, transparency and co-determination. The Common Good Balance Sheet (CGBS) measures how these key values are practiced by organizations. To make the CGBS more transparent a Common Good Matrix was built combining the values and the stakeholders. At the intersections seventeen Common Good indicators are measured.

Design/Methodology /Approach/Intervention: A documentary analysis was conducted on 14 common good reports written by the Italian organizations that joined the ECG movement concerning the common good indicators. The qualitative data was collected and qualitative content analysis was performed using Microsoft NVivo 12.

Results: The results describe all the actions that were undertaken by the organizations for each indicator and which indicators are more or less addressed in the Italian organizations. Both strategic and operational actions are reported.

Limitations: The low number of Italian organizations participating in the ECG movement.

Research/Practical Implications: The results are helpful as inputs for designing interventions in organizations that intend to strength the involvement in the ECG movement. Further studies can research the enablers and barriers which help or prevent the compliance with the ECG values.

Originality/Value: Contributes to identify the Common Good values harder and easier to comply with by the organizations and the strategic versus operational levels of the undertaken actions.

805 - WORKING HOURS, AFTER-WORK RECOVERY, AND WELLBEING IN VETERINARY SURGEONS

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Purpose: Effective after-work recovery supports wellbeing, even in the face of stressful work experiences. Sonnentag and Fritz (2015) presented evidence that recovery experiences (particularly psychological detachment) can both moderate and mediate the relationship between work stressors and strain. In a recent review of evidence regarding long working hours and wellbeing, Ganster et al (2018) proposed that because longer hours result in less time away from work for recovery, impaired recovery might mediate the relationship between long working hours and strain. The present study tested the mediating role of recovery in the relationship between working hours and wellbeing in veterinarians, an occupational group reported to work long hours (O'Connor, *in press*) and to experience poor psychological health (e.g. Platt et al, 2012).

Methodology: 307 veterinarians completed an online survey, providing details of work patterns and completing the Recovery Experience Questionnaire and GHQ-12.

Results: Multiple regression indicated that longer working hours predicted poorer recovery ($\beta = .24$, $p < 0.01$) and lower wellbeing ($\beta = .14$, $p < 0.05$). Recovery fully mediated the relationship between working hours and wellbeing ($\beta = .42$, $p < 0.01$).

Limitations: The design was cross-sectional.

Research/Practical Implications: The findings add to evidence on the mediating role of after-work recovery in the relationship between stressors and wellbeing. Practical implications include the development of guidance for the veterinary profession on optimising recovery to enhance wellbeing.

Originality/Value: The study provides support for Ganster et al's proposal that impaired recovery mediates the relationship between long working hours and strain.

810 - DEVELOPING EMPLOYABILITY AND SUSTAINABLE CAREERS: A LEARNING-CENTRED MODEL BASED ON INDIVIDUAL AGENCY AND THE SUPPORT OF THE EMPLOYER

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Drawing on data from multiple time points, this study developed and tested a learning-based model for employability and job performance, which are key elements of sustainable careers. In particular, the model incorporates individual agency in the form of the personality trait of openness, contextual factors in the form of supervisor support for training, and organizational support in the form of formal training. It was tested in 334 salespersons who attended an in-house training program. Employability and job performance, as assessed by line managers, after the training were higher than before the training, essentially implying that organizational intervention in terms of training contributes to career sustainability. Learning as a result of the training mediated the relationship of openness and supervisor support with employability and with job performance. Finally, in contrast to expectations, a substitution effect was found between openness and supervisor support for learning and subsequently job performance and employability. The study highlights the importance of employer contribution for sustainable careers in the form of opportunities and support for formal learning, but also the fact that individual agency in the form of appetite and preparedness for learning is needed for maximization of the probabilities to sustain careers.

Keywords: Sustainable careers; employability; job performance; transfer of training; openness; supervisor support

811 - DEVELOPING LEADERSHIP COMPETENCE: A LONGITUDINAL STUDY OF INDIVIDUAL- AND TEAM-LEVEL CHARACTERISTICS

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Purpose

This study investigates students' leadership development as a function of individual-level characteristics such as age, gender, work experience, ability, and motivation as well as team-level characteristics such as team composition and cohesiveness.

Design/Methodology /Approach/Intervention

The study is being conducted in two undergraduate business programs that employ Team-Based Learning methodology. 120 students at two universities in the USA are being sampled. Using online survey software, each student rates his/herself and his/her team members at three time points during a 16-week semester. We employ hierarchical regressions for the quantitative data and thematic coding for the content analysis of students' self-reflection to assess individual motivation as well as team cohesiveness.

Results

The findings of this longitudinal study will help identify individual-level characteristics (e.g., gender) as well as team-level differences (e.g., team composition) that are critical for students' leadership development.

Limitations

As an exploratory study, there may be few drawbacks that we have not anticipated.

Research/Practical Implications

The results will help identify which individual and team-level characteristics are critical for leadership development. The study also sheds light on the efficacy of Team-Based Learning in developing students' leadership.

Originality/Value

By incorporating all the key variables in one study that have previously been researched separately, we are able to identify what factors (e.g., gender) explain variance over and above other factors (e.g., ACT) in leadership development. This study contributes to leadership self-awareness by identifying how peer feedback influences self-ratings over time and may suggest ways to improve the effectiveness of feedback through coaching and debriefing.

812 - TIME EQUALS MONEY?: A RANDOMIZED CONTROLLED FIELD EXPERIMENT COMPARING FOUR TYPES OF TRAINING VOUCHERS

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Purpose Demographic and technological changes demand for sustainably employable employees. Various organizations therefore encourage participation in training through voucher programs. Most voucher programs offer money to cover training costs, but employees may also need time to participate in training. The present paper uniquely compares the effectiveness of four types of vouchers with different combinations of money and time as well as different (i.e. firm internal and external) governance on training participation.

Design To this end, 230 employees of a large Dutch insurance company were randomly assigned to one of the four voucher types or a control group. For eleven months, training participation was monitored and a concurrent questionnaire measured several personal characteristics as potential covariates and moderators.

Results The voucher type that allows employees to freely choose between a training budget and training days most strongly encourages training participation. Vouchers that provide employees with either working days or a training budget did not improve training participation significantly compared to the control group. Moreover, moderation analyses suggested that the training participation of employees provided with non-flexible vouchers appears to depend more strongly on personal characteristics.

Discussion These findings suggest that to encourage training participation organizations could best offer flexible vouchers with a free choice between money and working time to spend on training. Moreover, providing training vouchers via a committed external training seems effective. A limitation is that the study is conducted in a single organization. Therefore future research should investigate whether similar effects are found in different organizations.

816 - IMPROVING YOUNG PEOPLE'S HEALTH LITERACY WITH AN NHS APP: A QUALITATIVE EVALUATION

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PURPOSE: Young-people are increasingly using apps and the internet to source information about health. However, the range of online sources available are inconsistent in their reliability and trustworthiness, and young-people are not always able to translate advice and information into improved health behaviors (health literacy). In this study, we evaluated whether a new clinically-approved NHS health app for young-people can improve health literacy.

DESIGN: Semi-structured interviews and focus-groups were conducted with 26 young-people in the target age and demographic ranges. The technology acceptance model (TAM) was used to frame the research.

RESULTS: Using thematic analysis, young-people reported that across 4 subthemes, the app had good 'perceived usefulness' and was credible and trustworthy. This positively influenced uptake, although social influences were under-developed in influencing acceptance. The app lacked 'perceived ease of use' across three themes, which limited the impact on health literacy and improved health behaviors.

LIMITATIONS: Turnout at the focus groups was low, suggesting sample confounds for motivation.

IMPLICATIONS: Empowering young-people to take control of their health literacy is a key concern for health service providers (such as the NHS) who need to provide cost-effective ways of addressing emerging health needs. Our research indicates how future health apps can be designed to optimize this.

ORIGINALITY/VALUE: This is the first qualitative study to demonstrate how a general, free health app can be actively adopted by young people to optimize health literacy.

817 - THE INTERPLAY BETWEEN MORAL SELF-EFFICACY AND MORAL DISENGAGEMENT IN UNDERSTANDING COUNTERPRODUCTIVE WORK BEHAVIOUR

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✓ Counterproductive work behaviour (CWB) is a reality in organisational life, with an incidence that is other than rare. The moral agency theory (Bandura, 1991) has offered a relevant framework for understanding how otherwise good employees misbehave. Indeed, moral disengagement - the set of mechanisms aimed at bypassing the internal moral control- is strong antecedent of CWB. However, this theory also describes the proactive capabilities of human mind that actually allow individuals to keep their conduct in line with norms and standards, but to the best of our knowledge this has been overlooked in the literature. We have hence developed a measure of moral self-efficacy and investigate the role it plays in: a) reducing CWB, and b) moderating the relationship between moral disengagement and CWB.

✓ Design. The present study is part of a longitudinal research on a sample of 1308 employees (51% males) who have been assessed monthly three times.

✓ Results. Findings show that moral self-efficacy can be described considering 3 dimensions of the moral self-regulatory process: moral self-reflection, moral behavioural control and reparation. Moderation analyses showed that both moral self-efficacy and moral disengagement affect CWB directly, however moral disengagement becomes not significant for high level of moral self-efficacy.

✓ Limitations. Analyses rely only on self-reported data. Data were collected only in one country.

✓ Research/Practical Implications. Trainings should be designed to strengthen the employees' perceived competence in the moral domain.

✓ Originality/Value. This is the first study examining moral self-efficacy and its role in hindering moral disengagement and its effect on CWB.

818 - ALWAYS ON? OR ARE WE? AN INVESTIGATION INTO THE MODERATING EFFECT OF BOUNDARY MANAGEMENT STRATEGIES ON THE RELATIONSHIP BETWEEN AFTER-HOURS WORK AND WELL-BEING

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PURPOSE: The aim of this research was to investigate the moderating effect of boundary management strategies on after-hours work, with daily well-being, using a boundary-fit perspective.

DESIGN: A daily diary survey captured data over 4 days from N=41 workers at a multi-national telecommunications organization. This was analysed using hierarchical linear modelling.

RESULTS: We found that the more time people spent on after-hours work, the lower wellbeing was for people with higher segmentation preferences, but the higher wellbeing was for people with higher integration preferences. Those who engaged in more after-hours work also (i) had employers who expected after-hours working, (ii) were more likely to operate from multiple locations, and (iii) had lower levels of psychological detachment. Further, those who had higher levels of daily psychological detachment engaged in significantly lower levels of out-of-hours work connectivity.

LIMITATIONS: Data was self-report and collected on a small sample size. Some essential controls (e.g. hours worked per week) were not collected.

IMPLICATIONS: Organizations need to take into account that those with high segmentation preferences may be negatively impacted if expected to work after-hours. Normative influences and individualised job design should be attended to by organizations who wish to promote healthy workplaces for employees with different boundary preferences.

ORIGINALITY AND VALUE: Daily fluctuations in work activity interact with stable individual preferences to impact well-being in today's agile-working environment. This is important for employers to consider in designing work and promoting cultures that facilitate secure boundary fit.

821 - POSITIVE TOGETHER? THE EFFECTS OF LEADER-FOLLOWER (DIS)SIMILARITY ON PSYCHOLOGICAL CAPITAL

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Purpose: The positive psychology literature provides evidence for the beneficial effects yielded by both employees' and leaders' positive resources comprised in their psychological capital (psycap: optimism, resilience, hope, and self-efficacy). However, despite the growing stream of research focusing on the importance of person-supervisor fit or deep-level similarity, the interplay of leaders' and followers' psycap has been overlooked. Drawing on similarity-attraction theory, we hypothesize that similarity in either high or low levels of psycap will be associated with higher leader-member exchange and supervisor-rated service-oriented citizenship behaviors, whereas dissimilarity will lead to less positive outcomes. Moreover, based on interaction ritual theory, we examine the role of frequency of interaction as a boundary condition in these relationships.

Methodology: We collected quantitative data among 420 leader-follower dyads in a Canadian public services setting. Polynomial regressions and response surface analyses were performed to test our hypotheses.

Results: Overall, the results support the model. However, the effects of dissimilarity were asymmetrical, such that the lowest levels of LMX and OCB are observed when leader's psycap is high and follower's psycap is low, particularly when leader and follower interact frequently.

Limitations: The cross-sectional design is a limitation, although multi-source data largely overcomes this limitation and reduces the possibility of common method variance.

Implications and novelty: The findings contribute to the advancement of knowledge on person-supervisor fit and deep-level similarity by suggesting that the direction of the influence (dis)similarity in psychological resources might be asymmetrical, and by providing new insights into LMX and OCB research regarding the effects of leaders' greater psychological resources.

822 - "HOW WILL MY BOSS LIKE THAT?" CROSS-CULTURAL DIFFERENCES IN ANTICIPATED SUPERVISOR REACTIONS TO EMPLOYEES' PROACTIVE WORK BEHAVIOURS

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Purpose:

Employees' motivation to show proactive work behaviours and thereby contribute to organizational improvement depends on their anticipation whether this behaviour will be appreciated by their organization and, specifically, by their supervisor. We propose cross-cultural differences in these anticipations: Proactivity is of future-oriented, improvement-oriented, and agentic nature. Thus, it should be evaluated more positively in cultures characterized by high future orientation, high performance orientation, and low power distance.

Methodology:

We conducted an experiment with $N = 1222$ employees from Germany, Austria, France, and Spain. Participants read four scenarios that described inefficient or problematic work situations. In each scenario, participants were assigned to one of two experimental conditions that described their own behaviour in that situation as "proactive" versus "passive". Following this manipulation, participants rated their anticipated emotions in the respective situation and their supervisor's anticipated reaction to their proactive versus passive behaviour.

Results:

All participants anticipated more positive emotions (e.g., pride) and less negative emotions (e.g., frustration) in prospect of proactive rather than passive behaviour. This effect was stronger in Germany and Austria compared to France and Spain. At the same time, participants expected more negative reactions from their supervisors for proactive rather than passive behaviour, particularly in Austria.

Limitations:

Despite the strength of the experimental design, the external validity of scenarios is limited.

Implications:

While we observed some similarities in employees' anticipated reactions to proactive work behaviour across cultures, some processes seem more pronounced in specific cultures. The configuration of values within one culture might even produce conflicting anticipations.

823 - VALIDATION OF FIVE PSYCHOSOCIAL RISK ASSESSMENT SCALES AMONG LOW-EDUCATED WORKERS

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Purpose. This study aims to investigate whether scales typically used in psychosocial risk assessment surveys can be meaningfully used among low-educated workers. Low education may act as a confounding factor in survey assessments by inducing measurement errors due to lower cognitive competences and lower commitment to the topic. Here, we evaluated the construct validity and reliability of five scales (i.e., work pressure, social support, emotional exhaustion, work engagement, exposure to workplace bullying) among low-educated workers.

Methodology. Measurement (i.e., multi-group Confirmatory Factor Analysis) and structural invariance tests (i.e., multi-group Structural Equation Modeling analyses) were conducted across a sample of 3063 low-educated workers (up to lower secondary grade) and a sample of 6594 high-educated workers (Bachelor's or higher level), which acted as the reference group.

Results. Construct validity (full configural, full metric and partial scalar invariance), reliability (internal consistency) and concurrent validity (invariant regression paths from work pressure/social support to emotional exhaustion/work engagement/bullying, and from emotional exhaustion/work engagement to bullying) of the five scales were comparable across low- and high-educated workers.

Limitations. A cross-sectional design was used, preventing us from making causal inferences.

Practical implications. Our results demonstrate that the five scales can be meaningfully used as part of a psychosocial risk assessment or other types of survey research in low-educated workers.

Originality/Value. While previous studies have examined measurement errors related to low education for scales tapping into social attitudes (e.g., political tolerance), this study is among the first to test this for occupational psychological scales.

825 - THE ROLE OF TRUST IN FACILITATING PERCEPTIONS OF EFFECTIVE INFORMATION AND CONSULTATION FOR EMPLOYEES: A MANAGERIAL PERSPECTIVE

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Investigation of potential factors behind managers' attitudes towards workplace information and consultation (I&C) for employees has received relatively little attention thus far, with some exceptions (Dundon et al., 2005), despite recognising that such attitudes are important to the existence of highly developed and sustainable employee participation practices (Hall et al., 2013). However, interest in the concept of I&C for employees and voice remains significant (Marchington, 2015), with more recent studies, especially in non-union organisations, showing these systems as rather shallow (Dundon et al., 2014) and less effective as a form of mutual gains collaboration (Cullinane et al., 2014). Implications for employers remain under-explored, with almost a non-existence of managerially focused studies (Butler et al., 2015). Using evidence from a two-year qualitative study of I&C participants in two organizations in the UK (a Housing Association and a Professional Services firm), we focus on the management perspective and argue that trust facilitates managers' perceptions of I&C bodies' effectiveness, influencing their approach to consultation. Findings illustrate that management representatives rely on elements of trustworthiness to assess employee representatives. Moreover, the degree of risk the Decision-Making Teams (DMT) are willing to take when deciding whether to consult with and I&C body is found to be influential. The findings also reveal that the relationships between DMTs and the I&C Chair with employee representatives are highly segmented, with parties constantly monitoring their vulnerability. In an I&C context, this is quite important as it suggests volatile levels of management trust depending on the situation.

827 - MONEY MONEY MONEY MUST BE MOTIVATING AND ENHANCE PERFORMANCE? RESULTS FROM A LONGITUDINAL STUDY IN A SWEDISH INDUSTRIAL COMPANY

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The private sector in Sweden is rapidly moving towards more performance-oriented pay systems in order to increase 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 the effects of pay-for-performance systems on employee motivation and performance. The overall aim of this study is to contribute to an increased understanding of how pay relates to employee motivation and performance within the context of a pay-for-performance system. More specifically, drawing on self-determination theory (SDT) and goal setting theory this study investigates how psychological needs (autonomy and feedback), goal setting (goal clarity), pay level and performance-based pay raise (assessed at Time 1) relate to subsequent motivation (intrinsic and extrinsic) as well as self-rated and supervisor-rated performance (assessed at Time 2), after controlling for demographic factors (age and sex). Questionnaire data was collected in 2015 and 2016 among all employees in a private Swedish industrial company (N=512, response rate approximately 40 percent). This was supplemented with register data on monthly pay level and individual pay raise along with performance ratings from their pay-setting managers. The findings indicate that pay for performance may have a positive impact on employee motivation and performance but that psychological need satisfaction and goal-setting also seems to be crucial for motivation and job performance. The study gives an input to the pay-motivation-performance puzzle with implications for managers and organizations.

833 - INTRODUCING A PROCESS VIEW OF THE WORK-HOME INTERFACE: A SERIES OF TESTS OF THE WORK-HOME RESOURCES (W-HR) MODEL

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Purpose: Most research in the work-family literature has used self-report work-family conflict and work-family enrichment measures to analyze their statistical relationships with other variables. One issue about these survey measures is that they intend to capture causal relationships between domains in the item formulation. Therefore, we adopted the process view of the W-HR model to investigate the antecedents, outcomes, mechanisms, and conditional factors of interference and enrichment, instead of integrating causes and outcomes in the measurement of work-home interface concepts.

Design: We conducted a series of diary studies that examine the W-HR model regarding home-to-work interference and enrichment processes.

Results: Our findings suggest that negative trigger events in the home domain, including family hassles and major life events, influence work processes through the depletion of cognitive and affective personal resources. In addition, positive trigger events in the home domain, including positive personal events and child-related events, increase work functioning through behavioral and affective mechanisms. Moreover, personality traits, such as emotional stability, openness, and optimism, serve as key resources and attenuate the interference process and facilitate the enrichment process.

Limitations: We only used a within-person home-to work spillover approach, and we neglected potential crossover effects to coworkers or romantic partners.

Implications: By illustrating causal relationships between what happens in the home domain and consequently in the work domain, we provide a better understanding of home-to-work interactions.

Originality: We examined interference and enrichment between domains in an unobtrusive way and found robust evidence for the W-HR model with a series of studies.

**836 - JOB DEMANDS AND INCREASE IN INNOVATION BEHAVIORS AS PREDICTORS OF WELL-BEING:
THE ROLE OF INNOVATION CLIMATE.**

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Purpose: Research on innovation showed mixed results regarding its relationships with job demands and well-being. Innovation behaviors had been considered as an additional source of demands increasing workload of workers (Shalley, Zhou & Oldham, 2004), as well as a coping strategy when facing high job demands (West, 2002). Present paper analyzes the joint influence of job demands and the increase of innovation work behaviors (IWB) in well-being (burnout and engagement). We also analyze if the effects of job demands and IWB on well-being are moderated by the individual perceptions of support for innovation climate (CSI).

Methodology: In a two-panel survey among 221 employees working in 15 Spanish organizations from different sectors, moderation models were tested using the process macro for SPSS.

Results revealed that: (1) increases in IWB predict work engagement (positive) and burnout (negative); (2) increases in IWB moderate the impact of past job demands on engagement and burnout. Under high job demands, workers who performed their jobs more innovatively were more engaged and suffered lower burnout; (3) CSI moderates the joint effect of job demands and IWB increase on well-being.

Research implications: workers receiving high job demands increase their engagement (and decrease burnout) when IWB increase from T1 to T2. The effect is stronger when team support innovation is high.

Originality/value: Our findings support the value of innovative behaviours as coping strategy for high job demands. Supportive climate stimulates the positive role of IWB. This paper contributes to deep analyse the “innovation maximization fallacy” and potential “dark side” effects of innovation (Anderson et al. 2014; Ramos et al., 2016).

Key words: innovative work behaviors, job demands, burnout, engagement, support for innovation, team climate, change analysis, panel design.

839 - STAY OR LEAVE THE POLICE? A LONGITUDINAL EXAMINATION ON TURNOVER AMONG YOUNGER POLICE OFFICERS IN SWEDEN

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Purpose

Turnover increases among Police officers in Sweden. This is coupled with the Police force facing higher demands. The resulting recruitment of new officers is time-consuming and expensive, and also indicates the need to reduce turnover rates. Thus, increasing turnover rates are important, but knowledge regarding police turnover is limited. This study aims to understand voluntary police turnover among younger officers in a European setting.

Design/Methodology/Approach/Intervention

Using a sample of Swedish police officers ($N = 720$) and data from three time-points (application to the police education–2008, first work year–2011, and seven years of work–2017), we followed a two-step approach. First, we performed univariate comparisons between stayers and leavers. Then we predicted turnover-status by hierarchical logistic regression.

Results

Findings revealed low but increasing annual turnover rates. Some differences emerged between stayers and leavers. Regression analyses showed organizational commitment to be the most important long-term predictor of turnover, outperforming predictors such as educational level, job satisfaction, and turnover intention.

Limitations

Since data were not originally designed to examine turnover, not all potentially relevant variables were included.

Research/Practical Implications

This study emphasizes early career organizational commitment as an important predictor of long-term retention among police officers. Low associations between turnover intention and actual turnover suggest a need to address reluctant stayers. Further, findings suggest selection being of limited value in preventing police turnover.

Originality/Value

This is the first larger study that examines turnover among police officers in Sweden.

843 - DILEMMA COMPETENCY – COPING BY TAKING RESPONSIBILITY

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Purpose – Operative executives are confronted with contradictions in organizations (Simon, 2009). If they fail to overcome these in a constructive way, the risk of mental strains increases (e.g. Gerlmaier, 2013). Initial findings focusing on executives in industry (Bossmann, Schweitzer, Ditzen, 2016) identify the setup of dilemma competency in organizations to prevent stress-related diseases.

The project researches if a training on dilemma competency in organizations helps to maintain the operational executives' mental health under difficult working circumstances. An already successfully implemented training (Zwack & Bossmann, 2017) of resilience for executives will be adapted to the working conditions in clinics, with an ongoing evaluation of the project.

Design/Intervention

A training with n=68 senior physicians, head nurses and executives in service, administration/IT was implemented as 8 modules (à 3 h) within 10 months at 4 clinics. In a mixed method design the intervention will be evaluated by conducting longitudinal analyses. Pre-& post qualitative data will be examined by structural content analyses.

Results – The sample showed less irritation and perceived stress reactions mediated by more ambiguity tolerance over time. Qualitative analyses explain this process by advanced mental- and behavioral capability in dilemmatic situations.

Limitations – Given the limited study funding it was not possible to conduct a randomized control trial.

Research/practical implications – We expect the training to broaden the individual scope of action by enhancing mindfulness towards contradictory organizational demands and self- efficacy through negotiation and decision processes.

Originality/value – This project contributes to the prevention of stress-related diseases and the promotion of executives' experience of sense of meaningfulness. In times of an increasing aggravation of working conditions due to financial restrictions in the health care system dilemma management supports executives at daily work strains.

Bossmann, U., Ditzen, B., & Schweitzer, J. (2016). Organizational stress and dilemma management in mid-level industrial executives: An exploratory study. *Mental Health and Prevention*, 4 , 9-18.

Gerlmaier, A., & Latniak, E. (2013). Psychische Belastungen in der IT-Projektarbeit–betriebliche Ansatzpunkte der Gestaltung und ihre Grenzen. In Immer schneller, immer mehr (pp. 165-193). Springer VS, Wiesbaden.

Simon, F. B. (2009). Einführung in die systemische Organisationstheorie. Heidelberg, Carl Auer.

Zwack, J., & Bossmann, U. (2017). Wege aus beruflichen Zwickmühlen. Göttingen, Vandenhoeck & Ruprecht.

844 - PARTICIPATION AND ACHIEVEMENT OF OBJECTIVES IN LINGUISTICALLY DIVERSE TEAMS: HOW TO OVERCOME THE OBSTACLES OF A LINGUA FRANCA

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Due to immigration Swiss companies today employ on all hierarchy levels people with different mother tongues and cultural backgrounds. Thus, multicultural teams using English or German as “lingua franca” are becoming more common. Therefor we want to know which linguistic challenges multicultural teams face and which strategies they employ to master their leadership and communicative tasks efficiently.

The design of the research project is a multi-level case study approach with two medium-sized companies. The investigation combines qualitative and quantitative linguistic and socio-scientific methods such as document analysis, expert interviews, conversation analysis (functional- pragmatic analysis of videotaped team meetings) and interviews with team leaders and members concerning their linguistic strategies.

Data shows that the multicultural teams can partly not master communicative challenges appropriately. Language policy, linguistic strategies and communicative leadership behavior have unexpected and unintended impacts on communication e.g. passiveness of the team members, hindrance of participation in decision making, incompleteness of collective planning tasks.

We recommend the development of trainings that sensitize for the communication challenges in linguistically diverse teams. E.g. how to develop a language policy that fosters participation and inclusion, how to give clear and activating instructions, how to paraphrase orders without creating misunderstandings and how to encourage team members to participate in decisions.

The research findings of the transdisciplinary approach (combining linguistic and organizational psychology in field studies) are promising and have the potential to foster inclusion in teamwork.

845 - WORKING HOURS AND COMMUTING TIME AS RISK FACTORS FOR 5-YEAR CHANGE IN DEPRESSIVE SYMPTOMS AMONG GERMAN EMPLOYEES

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Purpose: To investigate if long working hours and excessive commuting time are associated with worsening of depressive symptoms.

Methodology: In a random sample of 1,729 employees in Germany, personal interviews were conducted in 2011/12 (AAPOR baseline participation 36%) and 2017 (AAPOR follow-up participation 69%) on age, gender, occupational grade (ISCO-based), quantitative demands, influence at work (both from COPSOQ), working hours and commuting time. In addition, depressive symptoms (PHQ-9 ≥ 10) were assessed by paper questionnaires not in the presence of the interviewer. Multiple logistic regression was employed to estimate the associations of working hours and commuting time at baseline with depressive symptoms at follow-up, while controlling for baseline depressive symptoms, age, gender, occupational grade, quantitative demands and influence at work.

Results: Baseline working hours were associated with depressive symptoms at follow-up ($p=0.018$); commuting time was not ($p=0.520$). Long working hours (≥ 60 hrs vs. 35-39 hrs per week) were associated with increased risk of depressive symptoms (OR: 3.13; 95% CI: 1.38-7.12).

Limitations: Information was self-reported. To reduce self-report bias, information on depressive symptoms was collected in paper questionnaires not influenced by the interviewer. In order to reduce same method bias, the endpoint used was measured 5 years after baseline interviews.

Research/Practical Implications: Long working hours seem to increase the future risk of depressive symptoms in Germany. We could not confirm that commuting time was associated with depressive symptoms. Selection processes into long working hours and commuting time should be investigated.

Originality/Value: This study is the first of its kind in Germany.

846 - TEAM REFLECTION AND MENTAL MODEL CHANGES

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Purpose – Team reflection is one of the most significant and most studied team learning behavior. Current research proves that reflection help teams to adapt to changing circumstances and to improve performance. However, there are only few insights in to effects on cognitive change processes, particular on adapting and modifying team members' shared knowledge structures. The current study contributes to close this gap by investigating the effects of team reflection on content-related und structural changes of team mental models over time.

Design/Methodology – The present study based on an experimental control group design with repeated measures. Sample consists of 30 student teams (15 each in reflection- vs. control condition) working on a problem-solving task. Team members' mental models were recorded by means of open questioning on task relevant aspects. Using text analyses technique individual models were coded as cognitive maps and analyzed regarding changes in content, scope, structural extend and similarity over time.

Results –Findings prove that reflecting teams developed larger and more elaborated mental models over time and showed more content-related changes within their models compared to non-reflecting teams. That is, they used more and different concepts as well as more statements for describing task processes. Furthermore, reflecting teams showed a higher degree of similarity of their models.

Limitations – Limitations are the short study period and low external validity because of investigating student teams.

Research/Practical Implications – The current findings indicate that collective reflection processes helping teams to adapt their mental models and to develop a larger and more comprehensive common understanding of the task.

Originality/Value – The Study proves the significant role of team reflections for changing and expanding team members' shared knowledge structures.

847 - AN EXPERIMENTAL STUDY ON THE EFFECTS OF JOB DEMANDS ON PHYSICAL ACTIVITY

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Purpose

What are the predictors of health-related behaviors like physical activity? The physical activity-mediated Demand-Control (pamDC) model (Häusser & Mojzisch, 2017) proposes that occupational stressors like high job demands partially account for the lack of leisure time physical activity. Furthermore, we state that this effect is driven by impairing self-regulatory capacities.

Design

To test the causal relationships of job demands, physical activity, and self-regulatory capacities, we conducted an experimental study. 101 participants completed a simulated call-center activity that was followed by an ergometer task. All participants were randomly assigned to one of two experimental conditions that differed in the emotional and cognitive demands (high vs. low).

Results

Our analyses revealed that high job demands have a negative impact on psychological well-being (stress and mood). Furthermore, we found a negative effect of high demands on physical activity, as participants in the high demands condition spent less time on the bicycle ergometer, as compared to participants of the low demands conditions. High job demands also impaired self-regulatory capacities. However, the indirect effect of job demands on physical activity via self-regulatory capacities was not significant.

Limitations

A limitation of the study is the use of a student sample.

Research/Practical Implications

Our findings point to the importance of job demands for the engagement in physical activity after work.

Originality

The present study provides first time experimental evidence for the causal impact of job demands on physical activity.

853 - ADULT ATTACHMENT AS A PREDICTOR OF INTERPERSONAL DOMAIN OF JOB PERFORMANCE

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Purpose

The purpose of this contribution is to present results of a new study about relations between attachment and interpersonal relationships as a component of job performance in a predictive design.

Methodology

Our study examines the relation between self-reported attachment dimensions and supervisory rankings using interpersonal facilitation as a contextual job performance facet. Self-report data were collected from 166 employees from an engineering division of a production company. Experiences in Work Relationships - Individual (EWR-I) was used as a measure of attachment at work. Supervisory rankings were collected 6 months after self-report measures.

Results

Interpersonal deactivation as one of the EWR-I dimensions was negatively related to supervisor-rated performance. Interpersonal hyperactivation showed the same trend, but the association was nonsignificant.

Limitations

Due to every employee being rated by one supervisor, the data might be biased by supervisor-ratee interpersonal relationship factors. Our data come from single organization. Future research should investigate these variables in other organizations and industries.

Research Implications

Results indicate that attachment should be considered an important personality predictor that has valuable implications for employees. Attachment security appears to contribute to overall performance through helping others or cooperating effectively.

Value

There has been a number of studies applying attachment theory in organization using self-reports. Our study contributes to organizational attachment research by using predictive design and reporting results based on biodata.

856 - A STRONG EMPLOYER BRAND OR AN ATTRACTIVE SALARY? EMPLOYER BRAND PSYCHOLOGICAL MEANING AND MATERIALISM AS PREDICTORS OF JOB OFFER PREFERENCES AND EVALUATIONS

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Practitioners and academics consider effectiveness of various approaches to recruitment for companies having low and high level of firm reputation, with reducing costs of compensations in firms with strong employer brands as a possible strategy. Business practice, as well as academic research demonstrate that both pay and perception of employer brand are predictors of attractiveness of organization, however their relative importance depends on additional circumstances including the personal characteristics. We extend existing research by investigating the impact of employer brand (EB) psychological meaning. Despite the recent interest in individual differences in psychological meanings of consumer brands, the concept of psychological employer brand meaning as factor independent of particular brands was not examined yet. Drawing from instrumental-symbolic framework, person-organization fit literature, theory and research on pay and materialism, and combining the consumer brand approaches with Motivated Identity Construction Theory, we examine the role of materialism and of identity-motives-based inclination for the Self-Employer Brand Relationship (S-EB-R) in the situation of dilemma between two job offers – the offer of the job proposed by a subjectively strong EB with the unattractive salary and the job offer of weak brand with the attractive salary. In a quasi-experimental study, homogenous sample of 101 students in fields of studies fitted to financial job position participated. We found that participants preferred rather the offer of weak brand with the attractive salary than the offer of strong employer brand with the unattractive salary, although – supporting the hypothesis – supporters of this offer anticipated the lower job satisfaction about the preferred offer. The results confirm the role of materialism in job preference, and add the inclination to develop identity-motives-based relationship with employer brand as important factor in the reactions toward different employer branding strategies of recruitment, although not all the detailed hypotheses were supported.. We discuss findings in the light of previous theories and research on Person-Organization fit, on materialism and brand effects, and consider potential short- and long-term outcomes of strategies of recruitment.

859 - THE ROLE OF EMPLOYER BRAND PERCEPTION IN CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIORS

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Both practitioners and academics emphasize the growing importance of enhancing employer brands, targeted both to potential and to actual employees. The perception of brand image may include overall evaluation and specific knowledge on satisfaction for functional and psychological needs including satisfaction of basic identity needs. Also the literature on determinants and outcomes of employee work has been growing. Our study extends the earlier findings by examining whether the overall perception of employer brand strength and the sense of satisfaction of identity needs by employer brand are predictors of work attitudes such as citizenship organizational behaviors and counterproductive work behaviors and whether the work satisfaction is a mediating process within these relationships. In a regression-correlational study with 110 employees, we found two various patterns of relationships depending on a type of attitude. The perceived employer brand strength was a negative predictor of counterproductive work behaviors, while the sense of satisfaction of identity needs by employer brand was positive predictor of citizenship organizational behaviors. The mediator of both relationships was work satisfaction regarding both eudemonic and emotional components. Thus, the positive overall perception of employer brand strength enhanced the sense of well work prosperity, it enlarged number of positive experience and reduced the number of negative experience and as a result it reduced the number of counterproductive behaviors, but not determined the citizenship organizational behaviors. In turn, the sense of satisfaction of identity needs by employer brand facilitated the citizenship organizational behaviors via higher psychological prosperity, more often positive and rarer negative experience, but it did not reduced the number of counterproductive behaviors. The practical and theoretical discussion include the importance of developing the multifaceted structure of employer brand knowledge among employees.

864 - FIT FOR PURPOSE? WHEN PERSON-ENVIRONMENT FIT FALLS DOWN

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Purpose

If workers enter occupations deemed congruent with their individual work personalities, Holland's (1997) Vocational Choice Theory predicts positive work outcomes. However, empirical research provides limited support for this prediction. The experiences of workers who find themselves unhappy in occupations despite apparent good fit, or happy in occupations that look like a poor fit, remain unexplained. Possible explanations have been offered (Arnold, 2004), but few have been investigated systematically. This research provides new insight into these cases. The aims are to improve existing person environment fit theory and career guidance practice based upon it.

Method

Selection of participants is based on vocational fit and career satisfaction; Self-Directed Search (Holland & Messer, 2013) and Subjective Career Success Index (Shockley et al., 2016) are used respectively. Repertory Grids and semi-structured interviews are then used to explore participants' attitudes towards occupation/work, career decisions and perceptions of fit.

Results

Results from 20 participants will be presented, revealing how people explain contrasts between their apparent fit and their career satisfaction, and thereby highlighting what current measures are missing.

Limitations

Although this research includes a range of occupations, the generalisability of the findings would need to be explored further.

Practical Implications

This research will identify how to enhance career guidance practice through improved matching tools and better understanding of how workers experience their careers

Originality

Uniquely, this research examines qualitatively the experiences of workers who misalign with the predictions of Holland's theory, thereby increasing understanding of theory and practice through anomalous cases.

**869 - BACK-AND-FORTH: HOW TRANSNATIONAL ACTIVITIES SHAPE MULTIPLE IDENTITIES OF
SECOND-GENERATION ENTREPRENEURS OF CHINESE ORIGIN IN THE NETHERLANDS**

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This paper focuses on second-generation Dutch-Chinese entrepreneurs who have engaged in transnational entrepreneurship, paying particular attention to how they construct their multiple identities at the intersection of ethnicity and generation in different entrepreneurial contexts. Keeping in touch with two countries and absorbing information from two channels, second-generation transnational entrepreneurs are in a unique position to exploit business opportunities. However, these entrepreneurs, who are embedded within two social contexts with different cultures, have to deal with different social regulations and role expectations in two different entrepreneurial contexts. The question is how transnational activities shape their multiple identities. In this paper, we use the intersectionality approach to understand the dynamics of identity construction over time and location.

The revised McAdams Life Story Interview (McAdams, 2008) was adopted to collect data. The findings reveal that the Dutch-born second-generation entrepreneurs of Chinese background experience a strong sense of difference when doing business with China and they try to adapt by behaving more like Chinese in China with the help of Chinese family members or friends. This paper contributes to transnational entrepreneurship literature by revealing the multiple identities construction processes via dynamic interactions between two countries. This paper demonstrates that entrepreneurship study can benefit from the insights of intersectionality, especially when multiple identities are invoked in a specific context. This paper also contributes to the theory of intersectionality by considering generation as a social identity marker in this process. With increasing international mobility and transnational business activities, it is important to understand the varied processes that explain how entrepreneurs come to make sense of their identities and the roles of such identities in their entrepreneurship.

Keywords: transnationalism; identity; second generation; ethnic minority entrepreneurship

871 - CHOOSING PERSONALITY ASSESSMENTS FOR EMPLOYEE DEVELOPMENT: SHOULD PRACTITIONERS FORGET (ALMOST) EVERYTHING THEY'VE BEEN TOLD?

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Purpose

Personality assessments are frequently utilised in organisational learning and development, yet the instruments most often used are much criticised by academics, who have typically focused on selection. Reviews thus use criteria relevant for this purpose rather than the additional and different criteria important for development interventions. This paper proposes additional forms of evidence to inform practice in evaluating personality assessments used in employee development and emphasises the centrality of the test taker to the validity of development interventions, introducing a new concept, 'experiential validity'.

Approach

The (much maligned) MBTI questionnaire is used to illustrate how evidence-based practice in choosing and using assessments for development could be improved. Following the recommendations of Barends et al (2014), we will discuss the wide range of evidence that should inform practice, emphasising the importance of not only the scientific literature, but also evidence from organisations, practitioners and other stakeholders.

Limitations

The session is not intended as an in-depth review or defence of the MBTI; we will draw out lessons for increasing the experiential validity and 'stickiness' of all personality questionnaires in development, and discuss ways to bridge the gaps between academics, practitioners and test takers.

Practical Implications

We will introduce and apply a checklist that practitioners can use to help in considering all the available evidence in choosing assessments for development interventions.

Originality/Value

Introduces a new direction for research, 'experiential validity'.

875 - LATENT PROFILES OF ORGANIZATIONAL, OCCUPATIONAL AND SUPERVISOR COMMITMENT AMONG NURSES AND THEIR EFFECTS ON EMPLOYEE WELL-BEING AND HEALTH

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Purpose

Demographic changes have led to a shortage of nurses in the healthcare sector. Nursing staff and patients are getting older and nursing cases are becoming increasingly complex. As a result, nurses' workloads and stress levels have increased, and employee turnover has risen. Adopting a person-centred perspective, this study examines the effects of nurses' commitment profiles on their physical and emotional well-being and other work-related outcomes. The profiles will be extracted based on nurses' affective, rational, and normative commitment to their organization, occupation, and supervisor.

Design and Methodology

A survey was conducted among 1029 nurses from all public hospitals, nursing homes and outpatient care services from the Swiss Canton of Solothurn. A latent profile analysis using Mplus was performed to extract the commitment profiles and examine their associations with the outcome variables.

Results

Four commitment profiles were found that differ both quantitatively (in terms of commitment levels) and qualitatively (in terms of shape). Results show, among others, that nurses with a high affective but low rational and normative commitment to all three foci (occupation, organization, supervisor) show higher levels of emotional strain than other profiles (e.g., low commitment levels) but also greater levels of work-life-balance and health.

Limitations

The cross-sectional nature of the survey precludes causal inferences. Because all data were self-reported, the associations found between profiles and outcomes may be inflated.

Implications for research

The person-centred approach allows an examination of complex interaction patterns among commitment foci and dimensions and their associations with work-related outcomes. A longitudinal study is in order to better understand causal directions and the development of complex commitment profiles over time.

Practical implications

The study results are relevant to practices in human resource management and retention in the healthcare sector. Because the commitment profiles refer to a broad, within-person observation of nurses, it is important to address the whole individual in interventions targeted at the improvement of unbeneficial commitment profiles. A strict focus on single commitment foci or dimensions may not be enough.

Originality, Value

To our knowledge, this is the first comprehensive exploration of complex commitment profiles and their association with employee health and well-being in the nursing profession.

877 - A STUDY INTO THE KNOWLEDGE, SKILLS, ABILITIES AND BEHAVIOURS NEEDED IN AN 'ALWAYS ON' WORKPLACE

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Purpose: The aim of this study was to investigate how e-working can impact on an individual's resilience, with a specific focus on the knowledge, skills, abilities and behaviours needed to build 'digital resilience' in a large telecommunications organisation.

Design: A mixed methods approach was employed, with 345 participants undertaking an online survey, three validated scales were utilised measuring: (i) resilience, (ii) e-mail overload and strain, (iii) technostress. E-competencies were measured based on a previous study (Grant, 2015). Respondents' mean age was 35-44 with a near 50% gender split covering a variety of job roles, this was supported by 12 qualitative semi-structured interviews. Thematic analysis and regression analysis methods were utilised.

Results: Participants indicated that building competence in self-management and self-discipline, motivation and time management were key for successful e-working and to ameliorate technostress. Participants also indicated that whilst e-working was viewed as a necessity and benefit more support was needed to understand e-working tools provided by organisations.

Limitations: Individuals self-selected and the data is self-reported; only one organisation was employed in this research.

Research/Practical Implications: These findings can help organisations to mitigate risks associated with e-working and an always-on culture. Digital resilience was found to comprise key competencies for e-workers, which can enable greater e-working efficacy.

Originality/Value This study indicates that developing 'digital resilience' can ameliorate the negative impacts of e-working, leading to increased employee wellbeing, job satisfaction and performance.

Word count: 230

878 - THE ROLE OF ORGANIZATIONAL PRACTICES IN DIRTYING AN OCCUPATION: A CASE STUDY IN AN ITALIAN BANK

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Purpose The proliferation of “bad jobs” in contemporary labor markets has generated a growing academic interest in “dirty workers”, intended as those stigmatized for physical, moral or social reasons. While researchers mainly focused on the coping strategies employed by dirty workers to normalize taint and maintain a positive sense of self, the organizational and managerial roots of dirty work have been poorly explored. The article aims to fill this gap illustrating how organizational and managerial practices contribute to workers’ perceptions of occupational taint.

Methodology Semi-structured interviews were conducted with 61 employees working at different levels and in different divisions of one of the major Italian banks, triangulated with 250 company documents, observational data and informal conversations gathered at the workplace.

Results Enhanced sales targets and digitally supported procedures lead front-line employees to be stigmatized by customers from the moral (as ‘vendors’) and social (as ‘servants’) points of view, diminishing their self-valued professional identity of ‘expert consultants’. Furthermore, they generated ingroup-outgroup dynamics for which different groups of employees reciprocally stigmatized each other.

Limitations Being a single-case study aimed at theoretical development, the scope of results has to be extended with further research in other sectors and occupations.

Practical implications Managers need to be aware that the activated organizational model and managerial practices can involuntarily contaminate certain jobs and occupations.

Originality The dirty work literature assumes that occupational taint is normally generated by external societal attributions. Our study shows that the dirtying of an occupation is a process that can be fostered by internal managerial strategies and practices.

880 - DURING WORK BREAKS OF KNOWLEDGE WORKERS: A SYSTEMATIC REVIEW

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Purpose: Determine the impact of breaks during work hours on the performance and mental health of knowledge workers.

Design: Medline, PsychInfo, Web of Science, Embase, Scopus, Business Source Complete, ABI Inform were searched using key search terms for breaks within work (eg: coffee breaks, booster breaks), terms for mental health (eg, stress, burnout), and terms for performance (eg, productivity, risk of error) followed by a grey literature search. Quantitative studies were captured.

Results: Breaks during work hours have modest but consistent benefits for performance measurers and mental health. More quality research is needed in this area to draw conclusive results on the timing and frequency of breaks and suggested activities to pursue during break time.

Limitations: Limitations to the review include the heterogeneous measures of both breaks and outcomes used in this research with a greater similarity within discipline (eg, nursing) and difference in workers in an office setting (eg, finance workers).

Practical Implications: This review could aid corporate leaders as they establish work break policies and normative behaviours, aiding them in constructing the ideal daily work structure.

Originality/Value: To our knowledge, this is the first systematic review of breaks within work hours for knowledge workers. The present review can be used to inform future directions for research in recovery during work.

886 - SURVEYING ETHICAL ACTIVITY AND NEEDS IN FRENCH NURSING HOMES: STUDY PROTOCOL AND PRELIMINARY RESULTS

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Purpose: Long-term care raises unique ethical issues (dementia, end of life...), impacting quality of care and caregivers' psychological health (stress, burnout...).

This survey was designed to map ethical-reflection bodies, stakeholders and topics in nursing homes (NHs), and to identify what deliberation arenas are used, depending on the kind of ethical questions NH staff faces.

Design/Methodology: A 14-item questionnaire was sent to 225 French NHs, belonging to the same European group. Responses were sought from 4 key respondents (medical director, coordinating nurse, facility manager, and psychologist).

Results: 433 anonymised questionnaires were received. Preliminary results show that: i) most often, multidisciplinary bodies work as non-formal ethics committees; ii) respondents express a need for awareness-raising and training in clinical ethics.

Limitations: Several selection biases may affect our results, in particular i) this survey was made in a single, private-owned NH group; ii) data were collected on a voluntary basis.

Research/Practical Implications: Our findings will help adjust the reflection and action of the owning Group to the ethical questionings and circumstances NHs experience: should an ethics committee be created in every facility? should cooperations with external ethical bodies be encouraged? Should additional training be implemented, and on what topics?

Originality/Value: Little data are available on how ethical questioning is experienced and ethical discussion, implemented in NHs.

Conclusion: Preliminary results advocate for the professionalization of the clinical-ethical approach in NHs. Definitive results will be available by March 2019, and will refine the trends described.

889 - THE RECIPROCAL RELATIONSHIP BETWEEN TASK AND PERSON CONFLICTS: A LATENT TRANSITION ANALYSIS.

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Purpose: Scholars coined intragroup conflict as a dynamic process, studied in the research lines on conflict escalation and transformation from task conflicts to person conflicts (e.g. Greer et al., 2008). However, literature investigating the reversed transformation from person conflicts to task conflicts is lacking. Therefore, we explore the dynamic nature of intragroup conflict by analyzing the transition probabilities from one type of conflict to another over time.

Design/Methodology: Longitudinal data from 300 Romanian workers were collected at 8 time points (time lag of 3 weeks). A dual process latent Markov model (Collins, 2006) in Latent Gold 5.1 (Vermunt and Magidson, 2017) estimated participants' probability to switch between latent states over time within and between types of conflict.

Results: Our findings revealed a bidirectional relationship between task and person conflicts. Within a certain type of conflict, de-escalation was far more prominent than escalation. Finally, the transition parameters between the processes showed that it was more probable that person conflicts become task conflicts than vice versa.

Limitations: Our study should be replicated in other samples to inspect the generalizability of our findings.

Research/Practical Implications: The results further knowledge on conflict escalation over time and challenge the dominant task-to-person angle on conflict transformation. This calls for more research and yields relevant implications for effective conflict management.

Originality/Value: It is the first study examining probabilities of conflict transformation from both task-to-person and person-to-task conflicts over time, applying latent transition analyses.

894 - CHALLENGES FOR PAY-SETTING MANAGERS: A THEMATIC ANALYSIS

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Stockholm University, Stockholm, Sweden (1)

Purpose

In organizations using individualized pay setting, where pay raises are based on job performance and the quality of work, managers have a central role as they execute the organizations' pay systems. The present study aims at increasing the understanding of pay-setting managers' beliefs and perspectives on their role in connection to pay setting.

Design/Methodology

The study is based on seven focus group interviews with pay-setting supervisors from four different companies in the Swedish private sector. In the past few years, all four companies have implemented new pay-systems with a greater focus on employee performance. The semi-structured focus group interviews were analyzed with an inductive thematic analysis.

Results

Data analysis is ongoing. A preliminary thematic analysis revealed several tentative themes. These concern difficulties in assessing employee performance and in ensuring that employees fully understand the pay setting process (especially the performance assessments), the importance of regular constructive feedback, need for guidance and support, and lack of resources to reward high performing individuals.

Limitations

While focus groups with managers from four organizations provide a wealth of perspectives, individual interviews may have allowed for more in-depth insights. The results also need replication using questionnaire data to examine how wide-spread various experiences are.

Implications

This study contributes to a better understanding of the challenges that pay-setting supervisors perceive. This knowledge could be used by organizations to facilitate the pay-setting process for managers.

Originality

This is one of few studies focusing on pay-setting managers, who are the ones executing organizations' pay setting systems.

897 - THE POSSIBLE ROLE OF INTELLIGENCE IN THE MOTIVATIONAL PROCESS OF THE JOB DEMANDS-RESOURCES THEORY

Konrad Kulikowski (1)

Jagiellonian University, Institute of Psychology, Krakow, Poland (1)

Purpose

The Job Demands–Resources Theory (JD-R) is one of the most influential theoretical framework explaining employee well-being (Bakker, Demerouti, 2017, JOHP). JD-R inspired hundreds of empirical studies but the role of intelligence is so far overlooked, however intelligence by determining success in dealing with cognitive complexity of work might influence job resources and wellbeing. Intelligence enhances gravitation toward complex, thus more resourceful, jobs and might also affect effectiveness of acquiring job resources in a context of given job (e.g. by learning new skills). On the other hand intelligence is known to have direct negative effect on employee well-being (Gonzalez-Mulé et al., 2017, JVB). Therefore we take a closer look at the role of intelligence in a motivational process of JD-R.

Approach

We use SEM with latent variables on data from 7583 participants of The National Longitudinal Survey of Youth 1979. Intelligence and personal resources data were collected in 1980 and job satisfaction, job resources, job complexity, age and education data were collected in 1988.

Results

Intelligence has direct negative effect on well-being, but has positive indirect effect via increase in job complexity and job resources. Intelligence is more strongly related to job resources than personal resources.

Limitations

We have analysed archival data what limits a possibility to capture a wide range of job resources.

Research Implications

These findings suggest that intelligence might play a role of cognitive resource in JD-R.

Originality

We have integrated previous findings to create one model highlighting a role of intelligence in JD-R.

899 - TO LEAD IS NOT TO WORRY? LEADERS' WORRIES ABOUT LEADERSHIP PATTERNS AND EMPLOYEES' LEADERSHIP EVALUATIONS

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Purpose: We investigated leaders' patterns of worries about leadership (WAL) and how these patterns associate with their subordinates' leader perceptions (WAL spillover, satisfaction, and leader integrity).

Design and methodology: Latent Profile Analysis was conducted to identify WAL patterns in a sample of Finnish managers ($N=1031$). WAL was measured by a new scale developed by Aycan and Shelia (2018). In the following analyses, we included only those leaders in these WAL-patterns whose subordinates participated in the study (233 leaders and 990 subordinates). Subordinates assessed their leaders' WAL spillover, satisfaction with their leader, and moral behavior. The relationship between leader's WAL pattern and subordinates' leader perception was analyzed with ANCOVA.

Results: Three WAL-patterns emerged in whole sample, which were replicated in the smaller subsample data: Average worries, $n = 109$, Low worries, $n = 114$ and High worries, $n = 10$. The follower ratings of WAL spillover were highest among the High worries-leaders. Followers were more satisfied with their Average worries-leaders than with Low worries-leaders. However, followers rated their Low worries-leaders to be less moral compared to the followers of Average worries-leaders.

Limitations: Cross-sectional design allows no causal inferences.

Research/practical implications: Our research provided pioneering empirical evidence on how to define the optimum level of WAL, which is important for leadership effectiveness. Future research should investigate the processes that could explain how an ideal amount of worries relates to more satisfied employees.

Originality/value: To our best knowledge, this was the first time to examine employees' leadership perceptions in the WAL-context.

901 - I CAN, THEREFORE I CRAFT! INTRODUCING THE JOB CRAFTING SELF-EFFICACY SCALE (JCSES)

MARTA ROCZNEWSKA (1) - Anna Rogala (2) - Malwina Puchalska-Kaminska (2) - Roman Cieslak (2) - Sylwiusz Retowski (3)

1. SWPS University of Social Sciences and Humanities; 2. Karolinska Institutet, 1. Sopot, Poland; 2. Stockholm, Sweden, Sweden (1) - SWPS University of Social Sciences and Humanities, Psychology Department, Warsaw, Poland (2) - SWPS University of Social Sciences and Humanities, Sopot Campus, Sopot, Poland (3)

Purpose

Job crafting has many positive consequences for employees and organizations. Therefore, scholars and practitioners are investigating factors promoting job crafting behaviors. To better predict job crafting, we introduce the concept of Job Crafting Self-Efficacy (JCSE). We define JCSE as an individual's beliefs about their own capability to modify demands and resources present at their job. A set of studies was designed to develop and evaluate the JCSE Scale .

Design/Methodology/Approach/Intervention

We conducted a qualitative study to design and four quantitative studies to test the psychometric properties of the JCSE Scale among Polish and American employees.

Results

Exploratory ($N = 364$) and two confirmatory ($N_1 = 434$; $N_2 = 414$) factor analyses demonstrated a 3-factor solution comprising JCSE beliefs about (1) increasing structural job resources, (2) increasing social job resources, and (3) increasing challenging job demands. These dimensions are reliably measured with 9 items. The JCSE shows convergent validity when correlated with occupational self-efficacy and relevant job crafting dimensions. In addition, JCSE explains unique variance in job crafting behaviors over and above occupational self-efficacy. We also found that the importance of organizational factors (e.g. perceived opportunity to craft) ceases when JCSE enters the equation.

Limitations

Psychometric evaluation was based on self-report measures and studies were conducted only in two cultural contexts.

Research/Practical Implications

This project demonstrates the importance of cognitive resources in shaping job redesign behaviors and provides a tool that may be used to evaluate effectiveness of interventions dedicated to empower JCSE.

Originality/Value

We introduce a new concept and a well-validated instrument to measure JCSE.

902 - JOB RESOURCES AND AN OPEN OCCUPATIONAL TIME PERSPECTIVE TO SUSTAIN IN HEALTHCARE WORK? RESULTS OF THE LONGITUDINAL HEALTHY HEALTHCARE PROJECT

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Open university, Psychology, Heerlen, Netherlands (1)

Purpose:

Due to the ageing and rejuvenization of the western workforce, employers in these countries face a challenge to enhance a sustainable working life to maintain older workers (De Lange et al., 2015). As a result, there is accumulating research attention for the question how to effectively retain older workers in the labour market. Likewise, there is an increased practical as well as scientific interest in interventions that facilitate a prolonged working life of employees (Kooij, 2015). One of these research lines focuses on the positive effects of job crafting at work to enhance work ability (e.g., Kooij, Tims, & Kanfer, 2015). According to Tims, Bakker, and Derkx (2012), job crafting can be defined as the self-initiated changes that employees make in the demands and resources of their job to attain or maintain a balance with their personal abilities and needs. However, few empirical studies have examined the relations between job crafting at work and indicators of sustainable work ability (measured with the work-ability index; Ilmarinen, Tuomi, Klockars, 1997). This study therefore aims to fill this research gap by examining relations between aging (measured as calendar age and future time perspective), job crafting and sustainable work ability. Based on earlier research, we tested the following hypotheses:

Calendar age is negatively related to indicators of sustainable work ability

Job crafting is positively related to indicators of sustainable work ability

Future time perspective is positively related to indicators of sustainable work ability

Design:

We will present results of a 2-wave complete panel study (the “Healthy healthcare” project) on the sustainable work ability and employability of a panel of 1474 Dutch healthcare workers (mean age= 46.8; SD= 11.62; mean job tenure= 13,2 years; 83.6% is female).

Results:

Results of our hierarchical regression analyses using data from Time 1 and Time 2 for the outcome work ability (controlling for job tenure and gender), revealed a significant negative relation with calendar age ($\beta = -.09$; $p < .05$), a positive cross-lagged relation with future time perspective ($\beta = .10$; $p < .01$), but no significant effects of job crafting in predicting work-ability of healthcare workers across time. In the presentation we will also discuss the interaction effects found.

Conclusions:

Our preliminary results indicate significant relations of future time perspective in predicting across-time changes in the work ability of healthcare workers, indicating the importance of taking a life-span perspective in relations between aging and work ability.

Limitations:

We only focused on data of healthcare workers and therefore cannot generalize the results to other professions or sectors.

Originality/Value

Few studies to date have been able to examine relations between aging, job crafting and work ability at work. As a result, the results of our complete panel including 2 waves can bring important new insights to the question how to sustain ageing workers in the labour market.

Key words: job crafting, successful aging, work ability, future time perspective

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904 - A PSYCHOLOGY COMPETENCY MODEL: DEFINING THE PRACTICE COMPETENCIES AS META-COMPETENCIES IN THE CONTEXT OF PSYCHOLOGICAL PRACTICE

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The Cairnmillar Institute, Hawthorn East, Australia (1)

Purpose

Postgraduate psychology courses aim to develop student competency, that is, teach and assess the knowledge, skills, and behaviors required of registered psychologists. Competencies are often taught as a discrete set of skills embedded in different coursework units. However, these discrete skills and competencies may not reflect the interrelated and complex nature of the practice of psychology required at a postgraduate level. This project sought to determine the key competencies required to practice psychology, and to demonstrate how these competencies are melded together to better reflect authentic, real world practice.

Methodology

The methodology comprised two stages, the first recruiting eight Subject Matter Experts (SMEs) comprising both academics and practitioners who participated in a Delphi process, with the aim of developing a draft psychology competency model. During the second stage of the study, practitioners and academics from various areas of psychology practice participated in a series of workshops to further refine the competency model.

Results

A draft competency model for psychology was developed which demonstrated an explicit scientific-practitioner process, incorporated meta-competencies, and then highlighted how these components intersect.

Limitations

The model was developed within Australia and may not be generalisable to other audiences.

Practical implications

This model provides educators with a clearer understanding of how the competencies meld together in actual psychological practice and may guide course pedagogy.

Originality

This research generated a novel competency model for psychology, and meta-competencies were highlighted within the psychological competency model.

905 - DETERMINING THE COMPONENTS OF COHESION USING THE REPERTORY GRID TECHNIQUE

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Purpose

Cohesion enhances positive workplace outcomes, including job satisfaction, team performance, and productivity. Despite the importance of cohesion, definitions, factors, and measures of cohesion are used inconsistently. For example, the contribution of both task and social cohesion has been highlighted in previous research but ignored by some cohesion researchers. This study is part of a broader cumulative research program exploring the factors of cohesion. Our aim was to cast a net broadly and identify potential candidate factors that might be part of the cohesion construct.

Methodology

The Repertory Grid Technique was used to explore the conceptual framework constructed about cohesions by each participant ($n=26$). The instruments included a Repertory Grid Technique interview guide and 14 cohesion element cards. A triadic method was used to elicit the constructs and data were analyzed using weighted multidimensional scaling.

Results

Findings supported cohesion being a multidimensional construct with six cohesion dimensions, comprising one task and five social elements, revealing some areas of overlap with previous research. There was no support for group versus individual components of cohesion.

Limitations

Methodological limitations included the random assignment of elements to triads. This resulted in some elements or combinations of elements being presented to participants more frequently than others.

Practical value

Shared understanding of cohesion will only be developed through purposeful cumulative research and will inform an instrument that measures the six cohesion components.

Originality/Value

The use of a lesser-utilized technique may elucidate the nature of cohesion.

906 - LESSONS FROM THE CREATION OF AN INTERNATIONAL SCIENTIFIC AND ETHICS COUNCIL IN AN INTERNATIONAL NURSING HOME GROUP

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ORPEA, International Scientific & Ethics Council, Puteaux cedex, France (1) - ORPEA, International Medical Directorate, Puteaux cedex, France (2)

Purpose: In this paper, we try to learn and share lessons from the creation and deployment of an International Scientific & Ethics Council (ISEC) by the ORPEA Group (854 health facilities in 13 countries), opening up avenues for improving the dissemination of an ethical culture throughout a multisite organization, and the response to the Senior Management's referrals about ethical implications of strategic and tactical choices.

Design/Methodology: We use the classical framework of organizational learning, defined as the process of creating, retaining and transferring ethical knowledge, and a reflective approach to learn from our own experience, successes, mistakes and errors.

Results: A common theoretical background was developed. Initial train-the-trainers courses were organized, and national/regional ethical referrers were appointed. Excellence Awards are granted every year, with a trebling number of applications in 4 editions.

Limitations: Main limitations concern the constant effort needed to sustain the consistency, homogeneity and adjustment between the headquarters' and the local facilities' expectations.

Research/Practical Implications: Being focused on the development of a vivid ethical culture throughout the organization, the ISEC develops resources to improve quality of care, working conditions and organizational performance.

Originality/Value: Clinical ethics is a key concern in health organizations, and can be considered both a specific dimension and an inspiration for CSR. This unique return of experience is therefore of interest for most industries, not limited to healthcare.

Conclusion: The ISEC was successfully implemented. Improvement areas were identified. A survey is currently being undertaken to identify the facilities' ethical needs and adjust ISEC's activities.

910 - DEVELOPMENT AND VALIDATION OF A MULTIDIMENSIONAL MEASURE FOR PLANNING IN TEAMS: FIRST RESULTS

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Purpose

Theoretical (e.g., West, 2000) and empirical evidence (e.g. Mathieu & Schulze, 2006) suggest a positive relationship between team planning and team performance. However, a closer examination of the results shows that prior research is lacking comparability and content validity due to the use of many different and very specific measures. To address these limitations, we developed and validated a multidimensional team planning measure.

Design/Methodology

Based on theoretical assumptions from prior work, we distinguished the four planning dimensions of exploration, strategic planning, detailed planning, and prognosis. We developed a corresponding set of 16 items and examined the construct, discriminant and convergent validity in a student sample ($N = 206$) and an employee sample ($N = 210$) using quasi teams. The criterion-related validity was tested in a laboratory-based complex problem-solving setting in ad-hoc teams ($N = 40$).

Results

Results indicated sound psychometric quality (i.e., reliability, convergent, and divergent validity) across all studies. Confirmatory factor analysis and Bayesian analyses support construct validity. Linear regressions also demonstrated criterion-related validity of the multidimensional measure.

Limitations

The use of quasi teams in the first two samples and the laboratory setting limit the external validity and generalizability of findings.

Research/Practical Implications

The results suggest that planning is a multi-dimensional construct that represent the complexity and diversity of behaviors that constitute team planning.

Originality/Value

The multidimensional measure is a useful step forward in uncovering the different processes involved in team planning and more deeply understanding how they are related to processes, action, and outcomes in teams.

913 - THE PHENOMENON OF OSTRACISM IN WORKPLACE BULLYING AND IT'S MOTIVE WITHIN HUMAN SERVICE ORGANIZATIONS IN SWEDEN

Anneli Matsson (1)

Malmö University, Social Work, Malmö, Sweden (1)

The phenomena of Ostracism is a form of social exclusion, or even expelling someone from the workplace, using strategic ignoring, silent treatment and making someone invisible. The phenomena is sometimes described as The Social Deathpenalty. Ostracism is suggested to be highly connected to the research of Social Pain, due to the findings that Social Exclusion has a devastating impact for the individual who's being ostracized. According to scholars in the field, it is one of the most stressful experience to endure.

The aim of this researchproject is to explore how ostracism is related to workplace bullying and other overlapping phenomenon and how it is unfolding within the context of Human Service Organizations. What is the motive for ostracise an individual within the work organization? Who is gaining something and what? What sets it off? What organizational processes enhance this kind of behaviour and how is it rationalized?

The cases will be recruited from workplace settings within Human Service Organizations. The method used for doing the study will be narrative case-studies.

Keywords: Bullying, Ostracism, Social Pain, Work Environment, Aggressive behaviour, Human Service Organizations.

916 - THE INFLUENCE OF EMPLOYEE AUTHENTICITY ON JOB BURNOUT AND JOB PERFORMANCE

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TU/e, Industrial Engineering & Innovation Sciences, Eindhoven, Netherlands (1) - Institute of Psychology, Chinese Academy of Sciences and University of Chinese Academy of Sciences, Institute of Psychology, Chinese Academy of Sciences, Beijing, China (2)

Purpose

In the present study we focus on the role of employee authenticity (EA), i.e. the subjective experience of alignment between employee's internal experiences and external expressions, in decreasing job burnout and enhancing job performance. After exploring the relationship between employee authenticity and burnout and job performance, we test this relationship in a lab study.

Design

In Study 1 we performed a cross-sectional survey study on 456 Chinese employees to test the relationship between EA and job burnout;

Study 2 tested the suggested causal relationships by laboratory experiments among 76 Chinese employees ($N_e=40$, $N_c=36$) to see whether the activation of different levels of authenticity (Fleeson & Wilt, 2010) would have an impact on employees' cognitive ability, burnout and job performance.

Results

- 1) Employee authenticity reduced job burnout through a decrease of ego-depletion (Study 1);
- 2) Activating higher levels of employee authenticity produced higher levels of employees' cognitive (conversion) abilities, which subsequently significantly decreased burnout and enhanced job performance (Study 2).

Limitations

The study was conducted in a Chinese setting, which may limit its generalizability to other cultural settings.

Research/Practical Implications

There is value in supporting and enhancing employee authenticity as a means toward increasing job performance and reducing job burnout.

Originality/Value

To our knowledge this study is the first to study employee authenticity in relation to job burnout and job performance and to show the beneficial effects of higher employee authenticity by means of a lab experiment.

918 - FIREBALL, YOGI OR BOTH? – THE ROLE OF VIGOR AND MINDFULNESS FOR DAILY TASK PERFORMANCE

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Purpose. Current research shows that mindfulness as well as vigor are important personal resources that have a positive impact on various organizational outcomes. Both fluctuate on a daily basis and therefore influence our day-to-day workability. In this study, we examine how daily fluctuation in employee's mindfulness and vigor effect daily task performance. Additionally, we investigate potential synergy and/or compensation effects between the two resources.

Design/Methodology. To test these assumptions, we conducted an online diary study on five consecutive workdays with 100 participants. Directly at the end of the workday, participants had to indicate their state mindfulness and vigor at the workplace and additionally estimated their own task performance.

Results. Multilevel analyses showed that both daily mindfulness and daily vigor positively predict task performance. The interaction between mindfulness and vigor was significant but no synergy effects were found. Results indicate that high mindfulness can compensate low vigor – and vice versa.

Limitations. Common method variance might confound the results because all variables were self-reported. Further, we assessed all relevant variables at the same measurement point.

Originality/Value. Looking at the interplay between personal resources at work might offer a valuable starting point for individual- tailored interventions that allow people to unfold their full potential. The development of mindfulness of employees may not only directly increase well-being and job performance but also enable workers to compensate for low energetic states.

921 - THE INFLUENCE OF ROBOTIZATION ON MEANINGFUL WORK

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Purpose: The impact of robotization on the experiences of employees in the workplace requires more attention than it has received so far. Seeing how work or specific tasks are increasingly performed by robots or computers could be seen as both a threat and an opportunity for the experience of meaningful work. On the one hand, robotization potentially destroys work, leaving employees unemployed or performing (a limited set of) meaningless tasks. Moreover, robotization may hinder the social aspects of work that are seen as meaningful by employees. On the other, the robotization of routine, tedious, strenuous, or unenjoyable tasks may help to create more meaningful jobs, in which the most (socially) complex and significant tasks are performed by employees rather than robots.

Design/Results: Based on interviews held with employees faced with robotization of their work activities in the logistic sector, we explore how such changes affect their experience of meaningfulness at the level of specific tasks and what factors contribute to their perceived loss or gain in meaningfulness.

Limitations: Studies beyond this exploratory research on employees in logistic warehouses in the Netherlands are needed to fully understand the influence of robotization on employees.

Research/practical implications: A better understanding of how robotization influences the experience of meaningful work could help mitigate the potential risks of robotization for employee well-being and performance.

Originality: Research on robotization in the workplace is scarce. To our knowledge this is the first attempt to look at the relation between robotization and meaningful work.

923 - MORE THAN ONE STRATEGY: A CLOSER EXAMINATION OF THE RELATIONSHIP BETWEEN DEEP ACTING AND KEY EMPLOYEE OUTCOMES

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Purpose

The relationships between emotional labor strategies (i.e., deep acting and surface acting) and employee outcomes are well-researched. Yet, while the role of surface acting for employee well-being is clear, findings regarding deep acting have been inconsistent. In the present study, we propose that this may be explained by the multi-dimensional nature of deep acting which subsumes different specific emotion regulation strategies.

Design/Methodology

With a 5-day diary study we therefore investigated the links of subtypes of deep acting (i.e., perspective taking, positive reappraisal and attentional deployment) with key employee outcomes (i.e., mental fatigue, self-authenticity and rewarding relationships) in a sample of 244 employees.

Results

Multilevel analyses confirmed that different emotion regulation strategies underlying deep acting were differentially related to employee outcomes, which may explain the mixed results of past research examining deep acting as a uniform construct. More specifically, unlike two other deep acting strategies, perspective taking was not associated with mental fatigue and lack of authenticity. Furthermore, it was associated with increased rewarding relationships.

Limitations

Since our data do not allow for strong causal conclusions, future studies using an experimental approach would be beneficial

Originality/Value

The present findings therefore extended the emotional labor literature by showing that different deep acting strategies may be differentially related to key emotional labor outcomes.

Practical Implications

Given that perspective taking appeared to be more effective than other two deep acting strategies, training programs may focus on enhancing employees' comfort with perspective taking rather than all deep acting strategies.

924 - THE IMPACT OF EMPLOYEE SUPPORT ON EMPLOYEE ABSENTEEISM: THE MODERATING EFFECT OF PATIENT MISTREATMENT

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Purpose

This paper examines the relationship between different sources of employee support (i.e. manager support, peer support) and employee absenteeism, and the moderating role of patient abuse.

Design/Methodology/Approach/Intervention

We collected surveys from nurses working in a public hospital in Australia. Specifically, we asked nurses about the level of support they received from their managers and peers, and their experience of patient abuse. Absenteeism data from the organisation was collected over a period of 12 months following survey completion.

Results

Analyses revealed that patient abuse moderated the relationship between different sources of support and absenteeism. When patient abuse was low, the relationship between manager support and absenteeism was negative. Interestingly, we found that when patient abuse was high, the relationship between peer support and absenteeism was negative.

Limitations

Our sample size was relatively small, and we also only focussed on one type of mistreatment - patient abuse. Different sources of mistreatment and abuse may be associated with different patterns of outcomes.

Research/Practical Implications

Findings indicate that the different sources of support from within the organisation can be associated with decreased absenteeism depending on the pattern of abuse exhibited by patients. Whilst managers can decrease absenteeism when patient abuse is low, their support does not seem to be effective when patient abuse is high. However, peer support can reduce absenteeism under conditions of high patient abuse.

Originality/Value

This research expands on the support-absenteeism relationship, examining the role of broader support networks, and how abuse from those outside the organisation affect these relationships.

929 - LESSER BUT NEEDED: CONDITIONS FOR LOWER-STATUS MERGER PARTNERS' REPRESENTATIVENESS, IDENTIFICATION AND COMMITMENT TO CHANGE

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Purpose: Mergers and acquisitions (M&A) occur often between asymmetric partners. Lower-status partners frequently perceive lower prototypicality (representativeness) in the new organization, therefore identify and commit less to the changes. The research conducted aimed at identifying and testing the effect of functional indispensability (instrumental contribution of the ingroup for a superordinate outcome) on merger support. More precisely, testing whether indispensability leads to change commitment via relative ingroup prototypicality and post-merger identification.

Methodology: Five experiments manipulating functional indispensability (N's= 479, 150, 266, 113 and 229 respectively), examined how it influences perceptions of relative ingroup prototypicality, post-merger identification and change commitment in low-status merger partners (with status also manipulated in Studies 3-5). Additionally, the potential moderating role of information processing (heuristic vs systematic) was explored.

Results: Results indicate that functional indispensability impacts prototypicality (Studies 1-5), and this may be moderated by information processing (Study 2). Moreover, prototypicality and post-merger identification mediated the causal relation between functional indispensability and change commitment (Studies 1-3).

Limitations: The experiments used scenarios. Although considered realistic by participants, they could fail to elicit the same emotional responses as studies conducted in a real situation/organization.

Implications: This research has important repercussions for both theory and practice. It contributes to the Ingroup Projection Model, social cognition, minority behaviour and organizational change state-of-the-art. Moreover, it provides managers with important tools for better M&A practice.

Originality/value: This research integrates different scientific models and tools from fundamental social psychology, addressing them in a common framework and applying them in a management context.

934 - THE IMPACT OF LEADERSHIP ON PERFORMANCE: THE CASE OF NATIONAL HOCKEY LEAGUE CAPTAINS

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An important transition in the life of an employee is when he/she accepts their first leadership role. Although transitions into leadership positions are constantly occurring in organizational life, there is a conspicuous lack of literature focused on the effects of this evolution for novice leaders. Therefore, the purpose of this study was to understand the consequences of assuming a leadership position on the individual's performance using the lens of hindrance/challenge stressors. In order to achieve this goal, we analyzed archival data from 28 newly appointed National Hockey League (NHL) captains between 2007 and 2013. A dataset was compiled with performance data (Corsi) of these captains as well as performance data from a control group of comparable non-captain players (contemporary players with a similar age, playing style, position on the ice, and level of responsibility). We tested our hypotheses using a Dynamic Random effect model. Our results suggest that leadership appointment bolsters the individual performance of the captains. This increase in performance is unique to newly appointed captains (the performance of comparable players has a decreasing slope) and the performance boost lasts between 6 months to a year before it returns to pre-captaincy levels. The findings of this study suggest that leadership appointments may not be perceived as a hindrance stressor, but rather as a challenge stressor and therefore as an opportunity for growth and personal improvement. Limitations as well as implications for research and practice are discussed in detail.

935 - PREDICTING EMPLOYEE JOB BEHAVIOR: THE ROLE OF CALCULATIVE MINDSET AND BOTTOM-LINE MENTALITY

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Purpose

Employee job behavior can be categorized into in-role performance and extra-role positive (organizational citizenship, OCB) and negative (counterproductive work, CWB) behaviors. Personality factors have been identified as antecedents to OCB and CWB. Research has shown that a bottom-line mentality and a calculative mindset predict unethical work behavior; however, as newer measures their incremental validity over established personality measures has yet to be determined as well as their prediction of in-role behavior and OCB.

Design/ Methodology

Data were collected from 374 respondents from a larger M-Turk sample. Besides the Hogan Personality Assessments (HPI, HDS, and MVPI), we assessed calculative mindset (10 items, Kim, 2017, $\alpha=.95$), bottom-line mentality (4 items, Greenbaum, Mawritz, & Eisser, 2012; $\alpha=.94$), CWB (32 items, Fox & Spector, 2002; $\alpha=.92$), OCB (Lee & Allen, 2002, $\alpha=.93$) and in-role performance (5 items, Lynch et al., 1999, $\alpha=.89$).

Results

Stepwise regression analyses established incremental validity over the personality assessments for calculative mindset which significantly predicts in-role performance ($\Delta R^2 = .063$, $p < .001$, negative relationship) and CWB ($\Delta R^2 = .074$, $p < .001$, positive relationship), but not OCB ($\Delta R^2 = .00$, ns). Bottom-line mentality did not explain additional outcome variance, indicating considerable overlap between both measures.

Limitations

The cross-sectional design and the use of self-report data are limitations.

Research/Practical Implications

This research helps employers to identify and predict problematic employee mentalities and behavior.

Originality/Value

This is the first study to examine incremental validity for both measures and to analyze the relationship with positive and negative employee job behavior.

937 - CAN ORGANISATIONAL TRAUMA PREDICT BURNOUT?: A ROC CURVE ANALYSIS

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In these turbulent times, organisations are more and more frequently confronted to organisational pathologies. The organisational trauma (OT) is one of them. In order to gain a better insight of this organisational pathology, OUDITO, a recently validated diagnosis tool, has been created. OUDITO allows the measurement of the impact of an organisational potentially traumatic event for an organisation. This tool is composed by 48 items subdivided in 6 dimensions.

The purpose of this study is to analyze the capacity of OUDITO to diagnose a work-related psychological disease. It will provide a better understanding of how the individual impacts of such organisational pathology are possible.

The burnout is one of the diseases that has the largest effect on workers. Relating the burnout to the OT could open new perspectives of its prevention by assessing an organisational treatments.

This study was carried out among 7226 employees from a large Belgian governmental institution. Both OUDITO and OLBI were administrated. The diagnostic analyze that was carried out was the ROC curve. The results show that the OUDITO has a good specificity and sensibility when it comes to diagnosing the burnout with an index of .747 and a p-value < .05.

Nonetheless, the study has some limitations. Indeed, both questionnaires were submitted in the same time, therefore some biases may interfere with the results. However, the introduction of such organisational diagnosis tool and the ROC curve analysis shed a new light on this study. Additionally, relating OT to burnout opens new perspectives for burnout prevention.

938 - GRASS ROOTS OF OCCUPATIONAL CHANGE: UNDERSTANDING MOBILITY IN VOCATIONAL CAREERS

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Purpose

Understanding occupational turnover is a critical endeavor in career mobility research. As the current skill shortage cannot be absorbed by additional hiring, maintaining trained employees in their respective occupations is essential.

Design

We investigated occupational change in vocational careers based on a longitudinal data set from Switzerland ($N = 905$), highlighting the formative context of vocational education and training (VET) and its predictive power for occupational turnover. A combination of quantitative methods was used, addressing prior methodological shortcomings.

Results

Results indicate that early, occupation specific work experience has a strong impact: Work characteristics from VET predicted satisfaction with trained occupation which in turn predicted occupational change, up to ten years after finishing VET. Satisfaction with trained occupation mediated this relation. The same effects were observed for work characteristics and work satisfaction during later career, tested with a subsample.

Limitations

The main limitation concerns attrition bias among the subsample. Although nonrandom attrition occurred, the findings still indicate that occupational change is predictable through dissatisfaction, the hypothesized relationship thus holds true.

Implications

Our findings contribute to a better understanding of occupational mobility. Learning that early work experience has the power to predict the change of one's occupation, that may also be linked to human capital loss, informs practitioners on how undesired mobility could be reduced. Early career experience should be integrated in established career change models.

Originality/Value

A better understanding of the factors triggering and preventing occupational turnover supports the objective of keeping individuals interested and employable in relevant vocational occupations.

940 - DEPRESSIVE SYMPTOMS AND NON-PARTICIPATION IN WORK FIVE YEARS LATER - RESULTS FROM THE STUDY ON MENTAL HEALTH AT WORK (S-MGA)

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Purpose: This study addresses the effect of depressive symptoms on participation in work five years later. It is based on the longitudinal Study on Mental Health at Work (S-MGA), which had started with a representative sample at baseline.

Methodology: The panel of N=4,511 was sampled from all employees in Germany being subject to social security contributions at the date of sampling from the register and born between 1951 and 1980. The current analysis is based on n=2485 employees who completed the interview at baseline and at follow-up five years later. Non-participation in work was classified with reference to ILO by less than 1 hour/week in gainful employment and depressive symptoms by the Patient Health Questionnaire (PHQ) with a cutoff ≥ 10 . The longitudinal associations were investigated by logistic regression analysis.

Results: 11.2% were not employed at the follow-up. Depressive symptoms at baseline were associated with a lack of employment five years later by a crude OR=1.7 (95% CI: 1.12 – 2.58). The association attenuated to an OR of 1.5 (95% CI: 1.00 – 2.31) by an adjustment for chronic diseases and injury.

Limitations: Only subjects in employment at baseline were included.

Research/Practical Implications: We conclude that depressive symptoms are an issue for exit from the labor force that is relevant for longer periods of employment.

Originality: The first nationwide longitudinal study on mental health at work in Germany starting with a representative sample at baseline.

941 - JOB INSECURITY, PERCEIVED PERFORMANCE AND COMMUNICATION WITH THE MANAGER

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Orientation: Organisations face the necessity to adapt to the challenges of globalisation and as a result employees can face downsizing, layoffs, and retrenchments. Subsequently an increase in levels of job insecurity and decrease levels of performance as well as perceived lower performance can prevail.

Research purpose: This study had three objectives: 1) to determine the relationship between job insecurity, perceived performance and managerial communication; 2) to determine whether job insecurity predicts outcomes such as perceived performance and managerial communication separately; and 3) to determine whether managerial communication plays a moderating role between job insecurity and perceived performance.

Motivation for the study: To gain more knowledge on the limited research done on the relationship between job insecurity, perceived performance and managerial communication, specifically in the mining industry.

Research design, approach and method: A cross-sectional research approach was used. An availability sample ($N = 137$) of office-bound employees in the South African mining industry participated. Structural equation modelling was used to test the moderating effect of managerial communication on job insecurity and perceived performance.

Main findings: The results revealed that job insecurity had a negative relationship with perceived performance and managerial communication. It was found that managerial communication moderated the relationship between job insecurity and perceived performance.

Practical implications: Improvement in managerial communication improves an employee's perceived performance when experiencing levels of job insecurity. Managerial communication moderates the relationship between job insecurity and perceived performance.

Contribution of the study: Empirical value indicated that managerial communication could contribute to lower job insecurity and higher perceived performance.

943 - THE IMPORTANCE OF THE SUPERVISOR IN PSYCHOLOGICAL VIOLENCE IN THE WORKPLACE: A MIXED METHODS APPROACH

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Introduction: Psychological Violence in the Workplace (PV) is defined as the experience of intimidation and negative acts among workers (harassment, offense, exclusion) with a certain frequency and duration, where one of the parties is inferior. This negatively affects both the exposed individual, as well as the organization. The leadership of the immediate superior, including their support and ability to resolve conflicts is crucial for the violence emergence (or not) and its resolution in organizations.

Objective: The objective of this study was to identify consequences of the PV to workers exposed to it, and to the organization where this took place. The incidence in the damage was analysed, from the organizational contexts (changes in the organization, type of leadership of the immediate superior, conflict management) and the individual factors of the exposed workers (stress situations, type of contract, social support and boss support). The existence of differences in the magnitude of the damage caused to both the exposed workers and the organizations was also analysed depending on who was the perpetrator of the mistreatment (Boss or Non-Boss).

Methods: The method used for data collection was mixed; both quantitative and qualitative data were collected. Data were collected using a questionnaire called "Interpersonal relationships at work" and group meetings called Life History at Work. Interpretive analysis was used to the narrative of group sessions and structural equation modelling was also used for the quantitative data.

Procedure: Qualitative: 49 participants exposed to PV in six Life History at Work groups, eight sessions each one. Quantitative: 256 valid response. The model has six constructors (here we present the relations of three of them: Psychological Violence (PV), Personal Consequences (PC) and Organizational Consequences (OC).

Results:

In groups: all the participants showed difficulties in expressing their emotions and increasing anxiety when expressing their discrepancies.

General results allowed us to confirm that organizational factors have both personal and organizational consequences. These were more important when the perpetrator is the immediate boss.

Conclusions: Thus, we can conclude that when the perpetrator is the immediate boss, his leadership style is perceived as authoritarian. However, when the perpetrator is another worker (non-boss) the deficient conflict management by their own boss is perceived.

945 - BETTER BE ALONE THAN IN BAD COMPANY? THE EFFECT OF ZERO AND DESTRUCTIVE LEADERSHIP ON BEHAVIOR AND PERFORMANCE IN TEAMS

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Purpose

Based on the theory of leader distance and the dispersed leadership theory in teams, we examined the effects of zero and destructive leadership on performance. According to the approach of negative leadership, we compared the negative influence of volitional and unintentional lack of leadership.

Design/Methodology

We conducted two policy-capturing studies. In Study 1 ($N = 133$), we manipulated team-based leadership (zero vs. transformational) and interactional leadership (zero vs. passive-avoiding vs. destructive). In Study 2 ($N = 170$), the construct of zero interactional leadership was additionally separated into volitional (vacation) and unintentional (illness) missing. Dependent variables were work performance and extra role behavior.

Results

Results of Hierarchical Linear Modeling showed for both dependent variables (1) stronger negative effects for destructive leadership than for zero leadership, (2) no differences between volitionally missing and destructive leadership, and (3) a compensatory effect of team leadership on zero interactional leadership.

Limitations

As we used scenario-based quasi-experimental designs with individual assessments, external validity is the main threat. Thus, it is difficult to generalize the results to organizational teams.

Research/Practical Implications

Destructive and volitionally missing leadership have even greater negative effects than a complete absence of a formal leader. To prevent these negative effects, organizations should use forms of dispersed leadership and strengthen the selection and development of leaders.

Originality/Value

We provide first results on the negative consequences of zero leadership compared to destructive leadership. The distinction between volitional and unintentional lack of leadership is essential both for leadership theory and practice.

949 - ENHANCING DIVERSITY AT WORK THROUGH SUPPORTED EMPLOYMENT FOR PEOPLE WITH DISABILITIES

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Supported Employment (SE) is a methodology for helping the disadvantaged people to enter the competitive work environment and enhancing the diversity at work. SE Specialists play a crucial role in the success of SE process. They consult the clients from job searching to adjusting to their jobs and workplaces. SE for People with Disabilities is a new concept for Turkey and SE applications are still in need of improvement in countries like Bulgaria, Slovenia and Portugal. As a result of that, an Erasmus Project was conducted by the partners from these countries.

In this project training materials were developed to improve the competencies of the SE specialists for PwDs. A 6-module training program was developed as a results of the needs analysis conducted in these countries. Pilot training sessions were completed with 196 trainees in 4 countries. Training evaluation was conducted using Training Satisfaction Questionnaires, Module Evaluation Questionnaires, an Assessment Questionnaire (a 37-question multiple choice exam) and E-Learning Satisfaction Questionnaires.

The results showed that the trainees and trainers were content with the training program and the results of the assessment exams showed that the trainees in Turkey and Portugal achieved to learn the concepts and applications appropriately: the mean of correct answers for Portuguese trainees were 30.90 and for Turkish trainees 26.90.

Besides this project there is a lot to do for the development of SE in these countries for the employment of PwDs as SE is a serviceable and a practical tool for the rehabilitation of PwDs and for the integration of disadvantaged people with the society.

Key Words: Supported Employment, Employability of People with Disabilities, Diversity, Integration, Training Evaluation

951 - HIGH PERFORMANCE WORK PRACTICES AND COMPETITION: THE EFFECT OF LAISSEZ-FAIRE LEADERSHIP

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Purpose: Concerns have been raised that high performance work practices (HPWPs) may negatively impact upon interpersonal relations. In response to this, our aim is to examine if HPWPs are associated with increased levels of competition in the work group. Moreover, laissez-faire leadership is studied as a possible moderator.

Methodology: A survey was conducted in Belgium (n=421), among employees belonging to a variety of sectors. Validated measures were used to measure HPWPs (Chuang & Liao, 2010), competition (Fletcher & Nusbaum, 2010) and laissez-faire leadership (Notelaers et al., in press). A moderation analysis using SEM was conducted in Mplus.

Results: While the overall results fail to find a positive relationship between HPWPs and competition, the results show that HPWPs are associated with increased competition under conditions of high laissez-faire leadership.

Limitations: The cross-sectional nature of the design does not allow for conclusions about causality.

Research/Practical Implications: The results point to the importance of studying interactions between HR practices and leadership when predicting employee outcomes. More precisely, the results suggest that HPWPs may be detrimental to interpersonal relations if leaders adopt a laissez-faire approach.

Originality: While many scholars have argued that HPWPs may have a “dark side”, we know little about when such detrimental outcomes are likely to manifest themselves. This study points to the role of laissez-faire leadership in explaining when HPWPs may have negative outcomes for employees and groups.

954 - COGNITIVE PREDICTORS OF QUALITY CONTROL LABEL-CHECKING ACCURACY

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Purpose: Human error in the quality control checking of fresh produce labels costs the UK supermarket industry millions of pounds per year in product replacement and wastage. A greater understanding of the contributors to human error could help to reduce the frequency of such mistakes occurring. To this end, the current research sought i) to identify the challenges presented by the production environment in which label-checking takes place and ii) to explore the influence of individual differences in cognition on label-checking. **Design/Methodology /Approach/Intervention:** Interviews were conducted with quality control operatives at packhouses of varying sizes and complexity, asking them to identify the main contributors to human error in label-checking. A laboratory-based simulated label-checking task assessed label-checking accuracy in professional quality control staff and university students. Key measures of cognitive ability were also taken. **Results:** Information processing speed and the executive function of inhibition predicted better overall accuracy and higher levels of label error detection but other measures of executive functioning did not. **Limitations:** While being complimented for its verisimilitude by participants, the simulated label-checking task was performed in a controlled laboratory environment, devoid of the typical potential distractors experienced in the real-life packhouse setting. **Research/Practical Implications:** A greater awareness of the situational factors affecting performance can be used to reduce their impact. Individual differences in cognition should be considered in the selection, training, and support of quality control staff. **Originality/Value:** Across manufacturing sectors, there is potential for large financial and environmental savings by reducing error and waste arising from it.

956 - HR-PRACTICES FOR ALL: WHAT DRIVES THE INCLUSION OF INDEPENDENT PROFESSIONALS IN THE WORKPLACE FROM AN HR PERSPECTIVE?

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Purpose

Organisations affect employee outcomes using HR-practises. Traditionally, research investigates the effects of these practises towards employees on the payroll. These are however not the only stakeholders in an organisation that might benefit from such measures. One of these possible beneficiaries are independent professionals (IPROS), who are underrepresented in research, whilst not being a marginalised group in organisations.

Currently, we do not know what drives organisations to target IPROS with HR policies and whether these HR-policies are transactional or inclusive in nature. We expect that this depends on 'why' an organisation works with IPROS: for solving short-term workforce needs or by taking a more proactive approach. We expect that this in turn is affected by organisational strategy. Innovation-oriented organisations are expected to be more proactive in their use of independents compared to exploitation-oriented organisations. Finally, we expect that ambidextrous organisations, balancing innovation and exploitation, will employ independents more proactively.

Methodology

Responses were collected using an online panel of 687 HR-managers or CEO's from companies in five countries: Belgium, France, Germany, The Netherlands and the UK. Latent congruence modelling was used to analyse the data.

Results

Initial analyses show mixed support for the model. The components of strategy affect both reactive and proactive use of independents and the inclusiveness of HR-policies. Ambidexterity affects the inclusiveness of HR policies.

Limitations

It is a cross-sectional panel, so we cannot imply causality.

Research implications

Organisational strategy seems key in understanding how independents are treated and used in organisations.

969 - LEADERSHIP BEHAVIOURS AND EMPLOYEE RESILIENCE IN THE PUBLIC SECTOR: WHAT WORKS AND WHAT DOESN'T

Esme Franken (1) - Dr Geoff Plimmer (2) - Dr Sanna Malinen (3) - A/Prof Jane Bryson (2)

Victoria University of Wellington, School of Management, Wellington, New Zealand (1) - Victoria University of Wellington, Wellington, New Zealand (2) - University of Canterbury, Christchurch, New Zealand (3)

Much attention has been given to determining enabling factors of resilience, but not to what might also harm or thwart it (Fosssion et al., 2013). This paper focuses on employee resilience (Kuntz, Malinen, & Näswall, 2017) in the public sector context, and presents an in-depth analysis of behaviours by leaders that either enable, or inhibit resilient behaviours in employees. This mixed method study first quantitatively identifies leadership behaviours expected to antecede resilience (n=233) (Kottke & Sharafinski, 1988; Zhang, Waldman, Han, & Li, 2015). It then qualitatively explores, through interviews and focus groups (n=33), other leadership behaviours and their possible consequences for employee resilience.

Six categories of resilience-enabling leadership behaviours were identified and consolidated through this research. These consist of leading for: collaboration, self-management, career and growth, learning, support, and individual contributions. Findings also reveal particular leadership behaviours that are harmful for employee resilience. The impact that these behaviours have on employees is captured in an explanatory framework for resilience-enabling and -inhibiting leadership behaviours. Some of these behaviours appear to be particularly unique to the public sector, whilst others are applicable to other organisations as well.

This paper enhances our understanding of resilience capacity in employees, and highlights the critical role that leaders can play in both enabling and inhibiting this capacity. Although this study is situated in the public sector, the explanatory framework provides valuable insights for all organisations on how employee resilience can be fostered and developed, but also harmed, by leaders.

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Zhang, Y., Waldman, D. A., Han, Y.-L., & Li, X.-B. (2015). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal*, 58(2), 538-566.

970 - MOTIVATION IN GAME-BASED TRAINING: THE IMPORTANCE OF DEFINITION IN MEASUREMENT

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Purpose: Recent research demonstrates a growing interest in video game-based training methods. One concern for this trend is the conflation of different measures to evaluate the motivational effects of video games. Given the unique intended applications of these measures, it may be misleading to use a measure of motivation outside of its intended context. Furthermore, inconsistent research findings on these effects may be attributed to the misapplication of different measures of motivation and other similar constructs. The purpose of this study is to evaluate different types of motivation-like measures (i.e., motivation to learn, voluntary task re-engagement, and engagement), demonstrating their unique relationships with video game-based training.

Design: Participants were assigned to a computer-based or video game-based training group. Pre-test and post-test measures of motivation to learn were obtained, in addition to post-test measures of engagement. Participants were also given free time to examine voluntary task re-engagement through their resumption in the training activity during free time.

Results: Motivation to learn did not differ for learners receiving training across different training modules (i.e., computer-based vs. video game-based training). However, voluntary task re-engagement and engagement differed significantly between the two groups.

Limitations: A university student sample was used. The video game-based training featured outdated gaming technology with limited ludic properties.

Implications: Implications for research support the further examination of differences between measures of motivation and other motivation-like constructs.

Value: These findings indicate the importance of selecting a context-appropriate measure of motivation when investigating differences between training conditions.

971 - SELECTION IN VR: EXPLORING VALIDITY EVIDENCE FOR THE ASSESSMENT OF COGNITIVE ABILITY USING VIRTUAL REALITY TECHNOLOGY

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San Francisco State University, Psychology, San Francisco, United States (1)

Purpose: There is presently a dearth of research investigating VR games for selection purposes. In particular, one very common selection method is the cognitive ability assessment. While cognitive ability assessments demonstrate high validity coefficients, validity evidence has not been examined in a VR format. Thus, the purpose of this study is to evaluate validity evidence for assessing cognitive ability using VR game-based assessment scores. Because cognitive ability is associated with adverse impact among demographic subgroups, this effect is also explored in the VR format.

Design: Participants completed a VR game-based assessment, self-report cognitive ability assessment, and additional scales. Content validity was evaluated through subject matter experts ratings in cognitive psychology. Construct validity was evaluated through convergence and divergence between VR scores and other measures (i.e., self-report assessment scores, OCEAN personality traits, and demographics). Criterion validity was evaluated through associations between VR scores and performance (i.e., GPA).

Results: Results demonstrated promising relationships between formats, and a full discussion will be provided on the future potentials this may indicate.

Limitations: A university sample was used, with GPA as a proxy for job performance. The VR game-based assessment featured commercial off-the-shelf games with limited customizability.

Implications: The results of this study indicate the need for further research to examine the qualities of VR games that contribute to validity in assessing cognitive ability and other characteristics.

Value: These findings can inform future research and practice in game-based assessment, pertinent to those who seek to examine emergent effects of a VR format.

978 - EXPERIENCING THE PSYCHOLOGICAL CONTRACT. THE NATURE OF EVERYDAY BREACH AND FULFILMENT EVENTS

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University of Warwick, Warwick Business School, Coventry, United Kingdom (1) - Grenoble School of Management, Grenoble, France (2) - Royal Holloway (University of London), London, United Kingdom (3) - Queen Mary (University of London), London, United Kingdom (4)

Purpose: Psychological contract (PC) definitions focus on employee beliefs about the organization and not on the experience of events. An early focus on traumatic breach has meant that everyday experiences of broken and fulfilled promises, and fulfilment generally, received little attention, conceptually and empirically. We apply an emotion lens to explore the everyday experience of both broken and fulfilled promises.

Methodology: Diary study with 350 participants (10 working days), using an event-sampling approach, containing whether a fulfilled and/or broken promise were experienced on a day, followed by reports of emotions, attributions and what the event was about. Also, daily outcome measures.

Results: Breach events (N=252) elicit mainly disappointment and frustration, fulfilment elicited happiness, gratefulness and pride. Broken promises were about unfair treatment and workload caused by senior managers, fulfilment was about support, information and fairness attributed to line managers. Breach predicted negative behaviour only, while fulfilment affected positive behaviour only, accumulating to predict the PC over time.

Limitations: Self-report data only; shortened scales; repeated measures can affect responses.

Implications: Fulfilment deserves to be conceptualised in its own right. Mundane events shape the PC and experience at work in ways that can contradict previous PC research. Managers should pay attention to “the little things”, which significantly impact on change attitudes and behaviours.

Originality/Value: Taking an emotion lens, we shed light on the nature of the experience of broken and fulfilled promises as they happen in situ, and independently of each other, beyond traumatic breach.

981 - BAYESIAN MULTILEVEL VECTOR AUTOREGRESSIVE MODELS FOR THE ANALYSIS OF DIARY DATA

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Purpose: This study presents a hierarchical/multilevel extension to Vector Autoregressive (VAR) models and examines how different study design parameters influence the accuracy of the results. VAR models are multivariate time series models that can be used to assess the linear temporal interdependencies among multiple variables. However a limiting factor to their use in diary studies has been that they are only appropriate for single source data (e.g. macroeconomic data from one country or fMRI data from one participant). This paper presents a multilevel extension to VAR models so that it can be used with multiple participants (e.g. diary data).

Design/Methodology:

One hundred datasets were simulated for each of 72 combinations of study design parameters. The total of 7200 datasets were then analysed to examine how the number of (a) variables analysed simultaneously, (b) participants and (c) time points/data waves influence the accuracy of the results.

Results: The results indicate that the multilevel VAR approach is very robust and can accurately recover model parameters even from short time series or when there are very few participants. However with increased number of variables analysed simultaneously the results become susceptible to biases. This is potentially because of the large number of parameters needed to estimate the model which grows quadratically with the number of variables analysed.

Implications/Value: This study showcases a data analysis technique that is perfectly suited to diary data. The results can help researchers make informed decisions about how to best design diary studies that can be analysed using hierarchical VAR.

989 - IS IT “MINE” OR “OURS”? THE EFFECTS OF INDIVIDUAL AND COLLECTIVE PSYCHOLOGICAL OWNERSHIP: A MULTILEVEL MODEL

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Purpose: The paper challenges the dominant view that psychological ownership is generally a “good thing”. We develop a multilevel model that examines psychological ownership orientations experienced by individuals within teams. This study aims to distinguish between individual-oriented psychological ownership (IOPO) and collective-oriented psychological ownership (COPO) and examines its positive and negative effects on individual and team engagement and creativity.

Design/Methodology: The multilevel model was tested across 172 members and their managers in 43 project teams with data collected across three-time points from multiple countries.

Results: Results revealed that, at the individual level, both IOPO and COPO were positively related to individual engagement which in turn related to individual creativity. However at the group level, group-mean IOPO was negatively related to team engagement while group-mean COPO was positively related to team engagement. Team engagement, in turn, was positively related to team creativity.

Limitations: The time lag between the measurements was three weeks, but data on individual engagement and creativity were obtained at the same point in time.

Research/Practical Implications: Our findings provide a more nuanced understanding of psychological ownership experiences by individuals within teams. Managers who are seeking to enhance team engagement and creativity should focus on promoting the shared team feeling that the project is “ours”.

Originality/Value: This study is amongst the first that tested a multilevel perspective of IOPO and COPO and its simultaneous positive and negative effects on engagement and creativity.

992 - SETTING GOAL STANDARDS IN TEAMS: THE POSITIVE INFLUENCE OF TEAM POLARISATION ON TEAM PERFORMANCE

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RSM Erasmus University, OB/HRM, Rotterdam, Netherlands (1)

Purpose:

We explore how team members decide upon team goal standards – minimal (i.e. achievable) and maximal (i.e. aspirational) goals – in order to regulate their behaviour towards achieving these standards. We argue that teams will polarise (i.e. tend to set higher goals than the initial inclination of the individual team members) and show more risky, aspirational shifts for the maximal standard versus the minimal one. Consequentially, these shifts positively impact team performance.

Design:

N = 868 undergraduate students were randomly divided into 217 teams of 4 persons, and participated in a study that involved goal standards setting, first individually and then in teams, for their team's performance on a subsequent brainstorming task.

Results:

Repeated-measures ANOVAs and hierarchical regression analyses supported our predictions: Teams set higher standards caused by team polarisation, with a larger aspirational shift for the maximal goal standard, which translates into a positive effect upon team performance.

Limitations:

Generalisability is restricted due to the specific sample, setting and task.

Research/Practical implications:

We show that the team polarisation process has positive effects for team performance, and should be employed/applied in managerial goal-setting procedures.

Originality/Value:

By combining two theories on goals (i.e. goal-setting theory and boundary standards), we provide a fresh outlook on the goal-setting process on a team level and contribute to a better understanding of how team members integrate their individual ideas on team goals and turn these into unified, shared team goals – through consideration of team polarisation.

993 - COLLECTIVE VOICE AND COMMITMENT IN MICROWORK: EVIDENCE FROM AN AMAZON MECHANICAL TURK WORKERS' CAMPAIGN

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Purpose: This paper considers the nature of commitment in microtask crowdwork (microwork) where requesters seek workers for short Human Intelligence Tasks through a digital platform. Unlike some traditional employer-employee relationships, microwork is precarious and not expected to inspire high work commitment. Nevertheless, this study explores multiple targets of commitment which may emerge in this new employment relationship.

Methodology: Data comprised online forum contributions and 31 personal letters aimed at supporting a workers' campaign to improve conditions on Amazon Mechanical Turk (MTurk). An interpretive analysis was used to map commitment to various targets for these microworkers.

Results: We identified bonds with the dispersed community, a microwork career, the campaign, and the platform. Commitment to the platform was interpreted as reflecting an identity-creation process.

Limitations: The data was unique to MTurk/the campaign. Future studies should explore a wider worker profile and other platforms. Longitudinal designs are required for understanding the dynamics of commitment for this population.

Research/Practical Implications: Microworkers' strong dispersed community identity may allow them to exert some collective voice to influence working conditions. Commitment towards the platform is also realistic. Platforms could take on more responsibility for work design, shaping the worker-requester-platform relationship. Opportunities for learning, and more transparent performance assessment/feedback could increase satisfaction and, potentially, further enhance commitment.

Originality: Our analysis of this case of collective voice allowed us to propose a model of commitment targets and bonds within microwork despite its precarious nature. This is the first study to examine commitment and its relevance for such workers.

995 - ACTIVE AND PASSIVE WORK BREAK RECOVERY STRATEGIES AND THEIR POST-BREAK EFFECTS ON EMPLOYEE OUTCOMES: A DAILY DIARY STUDY

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University of Manchester, Organisational Psychology, Manchester, United Kingdom (1)

Research shows that employees use various strategies to recover during work-breaks and that these strategies can influence post-break well-being and performance. However, existing research focus mostly on passive (e.g., relaxation) rather than active strategies (e.g., problem-pondering, support-seeking). As such, we know little about employees' active attempts to recover during breaks and the relative effectiveness of break-recovery strategies. The aim of this study is to test a model that compares the relative effects of passive and active break-recovery strategies on post-break well-being, performance, and creativity. A diary study was implemented in which 52 participants were asked to respond two surveys over six working-days. The first survey was completed just after their lunch-break and included measures of passive (relaxation) and active break activities (problem-pondering, seeking task-support, seeking emotional-support). The second survey was completed one hour after lunch and included a creativity test, and measures of well-being and performance. Multilevel path analysis showed that problem-pondering and relaxation were positively related to post-break well-being, while relaxation was negatively related to post-break creativity (number of ideas generated). Task-support and emotional-support were unrelated to outcomes. Results in this study broaden the conceptualisation of work-break recovery strategies by showing that, in addition to passive recovery strategies (relaxation), employees engage in active recovery strategies that can also influence their well-being. Additionally, results suggest that passive strategies may not have universally positive post-break effects. Limitations are the cross-sectional design, lack of prior assessment of well-being, and the exclusion of other passive strategies aside from relaxation.

997 - FINDING A SENSE OF BELONGING BY HELPING OTHERS: THE ROLE OF SOCIO-MORAL CLIMATE FOR EMPLOYEE FLOURISHING AND ENGAGEMENT

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Purpose: Sheltered employment programs are tools to enhance the well-being of vulnerable populations; employees, however, often feel discomfort in working in the organization, affecting their work engagement. Research suggests that promoting a socio-moral climate (SMC) may improve the outcomes of sheltered employment. We hypothesized that SMC fosters a sense of belonging, leading to psychological flourishing and increased work engagement.

Design/ Methodology: Data were collected from 92 employees in a non-profit agency focusing on the prevention of mental disorders in the mid-western US. We assessed SMC (21 items; Pircher Verdorfer, Steinheider & Burkus, 2014; $\alpha=.92$), sense of belonging (18 items; Hagerty & Patusky, 1995; $\alpha=.91$), psychological flourishing (PWB; 8 items; Diener & Biswas-Diener, 2009; $\alpha=.92$, and work engagement (OLBI; Halbesleben & Demerouti, 2005, 16 items; $\alpha=.91$).

Results: SEM indicates a model of full mediation fits the data well ($\chi^2 = 271.19$; df = 113; $p = < .001$; RMSEA = .077 [90% CI: .065, .099]; CFI = .935), revealing a chain relationship with SMC fostering a sense of belonging ($\beta_{std.} = .53$, $p <.001$), that, in turn, promotes flourishing ($\beta_{std.} = .87$, $p <.001$), and eventually work engagement ($\beta_{std.} = .57$, $p <.001$).

Limitations: The cross-sectional design and the use of self-report data are limitations.

Research/Practical Implications: SMC facilitates well-being variables within organization of sheltered employment by helping vulnerable employee populations to find a sense of belonging.

Originality/Value: This is the first study to examine the effects of SMC as a driver of work engagement via the mechanism of sense of belonging and psychological flourishing in vulnerable populations.

998 - BURNING DOWN THE HOUSE: A CRITIQUE OF CONTEMPORARY CAREER THEORY AND ITS INFLUENCE ON PRACTICE

Peter Robertson (1)

Edinburgh Napier University, School of Applied Sciences, Edinburgh, United Kingdom (1)

Purpose: To support practitioners to navigate the cluttered landscape of contemporary career development theory, in which new concepts accumulate and few fall by the wayside.

Approach: A selective review of the literature was undertaken, to highlight key issues in contemporary career theory.

Results: A critique will be provided from a variety of perspectives, including research philosophy (epistemology and ontology), levels of analysis, complexity, handling of personal agency and responsibility, use of metaphor, and social justice implications. An argument will be presented that a robust critique is necessary if we are to support practitioners to identify a sound conceptual underpinning to career counselling practice.

Limitations: The perspective presented will reflect a subjective personal viewpoint, albeit views shared by a number of career development academics.

Practical Implications: An approach to addressing the identified limitations will be proposed in the form of a simple but demanding framework that can be used to evaluate career development theory in terms of its value for practice.

Originality/Value: A more detailed specification for practical career theory will be offered than currently exists in the literature. It will highlight characteristics that theory should aspire to in order to support pragmatic practice for a more an inclusive and just society.

1000 - CAREER ORIENTATIONS IN MACROECONOMIC CONTEXT: A COMPARATIVE STUDY ACROSS FRANCE, GERMANY, ITALY, AND SWITZERLAND

Julian Pfrombeck (1) - Gudela Grote (1)

ETH Zurich, Department of Management, Technology, and Economics, Zurich, Switzerland (1)

Purpose. The economic environment of a country defines a framework, which is likely to shape employees' career aspirations with regard to their future working life. To advance our understanding of the relation between the macroeconomic context and individuals' career orientations, the aim of this study was to investigate the kind of career orientations which exist across four European countries: France, Germany, Italy, and Switzerland. Based on social cognitive career theory, we further predicted country-specific differences and similarities in career orientations in relation to the national macroeconomic context.

Design/Methodology/Approach. Based on a sample of $N = 4,145$ employees in France, Germany, Italy, and Switzerland, we conducted a multi-group latent class analysis in a three-step approach.

Results. The results revealed that country-independent and country-specific career orientations existed across the four countries. In addition to both traditional and new career orientations, mixed forms appeared. In France and Italy, countries with higher job insecurity levels, new career orientations were more present than in the other countries.

Limitations. The major limitation is that no causal inferences can be drawn from the cross-sectional study.

Research/Practical Implications. The findings empirically strengthen the assumptions of social cognitive career theory that macroeconomic factors interfere with individuals' cognitive career expectation and goal formulation processes. The results suggest that organizations should integrate macroeconomic conditions when designing career paths or implementing career orientations as strategic means into their human resource management to remain or become an attractive employer.

Originality/Value. This comparative study highlights the macroeconomic context in which individual career orientations evolve.

1003 - THE RELATIONSHIP BETWEEN WORKING ALLIANCE AND CLIENT OUTCOMES IN COACHING: A META-ANALYSIS

Carolin Graßmann (1) - Franziska Schölmerich (2) - Carsten Schermuly (1)

SRH University Berlin, Berlin, Germany (1) - Leuphana University Lueneburg, Lueneburg, Germany (2)

Purpose: A growing number of studies emphasize the working alliance between clients and coaches to be a key factor in coaching. As some studies yielded contradictory results, this meta-analysis systematically investigates the relationship between working alliance and coaching outcomes for clients.

Design: Synthesizing 27 samples ($N = 3,563$ coaching processes), this study sheds light on the relationship between working alliance and a broad range of coaching outcomes: coaching satisfaction, perceived effectiveness, self-reflection and insight, self-efficacy, goal attainment, and unintended negative effects for clients.

Results: There was a moderate and consistent overall relationship between working alliance and coaching outcomes ($r = .41$, 95% CI [.34; .48], $p < .001$). Working alliance was positively related to all outcomes (range: $r = .32$ to $r = .64$) with the strongest relationship to coaching satisfaction and perceived effectiveness. Working alliance was negatively related to negative effects of coaching ($r = -.29$).

Limitations: The studies considered are based on correlational data and do not allow for causality.

Implications: This study indicates that the working alliance between clients and coaches can be effectively used to promote client outcomes in coaching. Similar to other helping relationships like psychotherapy or mentoring, the results support the importance of a high-quality working alliance in coaching.

Originality/Value: This meta-analysis is the first systematic examination of the relationship between the working alliance in coaching and coaching outcomes for clients. It delivers new perspectives on the coaching outcomes that working alliance is actually related to.

1006 - I DON'T TELL YOU WHAT I KNOW, IF I'M NOT SURE WHAT YOU WANT:

EXPLORING ANTECEDENTS OF KNOWLEDGE HIDING FROM AN INTERDEPENDENCE THEORY PERSPECTIVE

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VU Amsterdam, Amsterdam, Netherlands (1) - Technical University Berlin, Berlin, Germany (2)

Purpose

Knowledge hiding—the intentional attempt to withhold knowledge that has been requested by others—has severe negative consequences for organizations. Conceptual work has suggested that interdependence theory (Kelley & Thibault, 1978) could deepen our understanding of the antecedents of knowledge hiding. We built on recent theoretical advancements in the measurement of the five dimensions of interdependence (mutual interdependence, power, conflict, future interdependence, information certainty) and investigate their distinct effects on knowledge hiding in teams over time.

Design/Methodology

After the first meetings of 43 newly formed project teams, 114 members reported on their knowledge hiding behaviors and perceptions of interdependence. At the project end, participants reported on these constructs again.

Results

We regressed knowledge hiding on the five dimensions of interdependence theory. Information certainty (the degree to which a participant knows the others' preferred outcomes) was a significant negative predictor and conflict (the degree to which the others prefer different outcomes than the participant) was as significant positive predictor of knowledge hiding at both time points. The effect became stronger over time. Against our expectations, mutual interdependence, power, and future interdependence did not predict knowledge hiding.

Limitations

Future research could use more time points to investigate fine-grained changes over a team's lifecycle.

Implications

We integrate management research on knowledge hiding with the social psychology literature on interdependence theory. The findings are useful for preventing knowledge hiding in project teams.

Originality/Value

This research is among the first to investigate antecedents of knowledge hiding in newly formed teams over time.

1007 - EFFECTIVENESS OF AN ALLY SKILL-BUILDING WORKSHOP

Larry Martinez (1) - Kelly Hamilton (1)

Portland State University, Psychology, Portland, United States (1)

Purpose: Despite growing research focused on initiatives that organizational leaders (e.g., antidiscrimination policies, diversity training) and individual stigmatized employees (e.g., identity management) can engage in, little research has examined how non-stigmatized “ally” employees can contribute to organizational diversity efforts. In this presentation, I will present the results of a diversity intervention designed specifically to educate and empower allies to provide support for and advocate on behalf of stigmatized employees.

Design/Methodology/Approach/Intervention: Two hundred and eighty-two employees from a non-profit mental health services organization participated in a three-hour skill-building workshop as part of their annual all-staff meeting. Measurements of participants’ knowledge and self-efficacy were taken before and after the workshop.

Results: There was a significant time-related effect of the training, $t(281) = 2.63$, $p < .01$, $d = .16$, 95% CI [.02, .20], such that participants reported more willingness to engage in ally behaviors (knowledge and efficacy) before the workshop than before the workshop.

Limitations: Despite the intervention-based approach to this research, the measurements were limited to self-reported intentions to engage in ally behaviors, instead of actual behaviors. A randomized controlled trial with organizational outcomes would strengthen the veracity of the results.

Research/Practical Implications: The workshop is heavily informed by research on bystander intervention, empathy, perspective taking, social cognition, and training literatures and thus can be characterized with a strong emphasis on blending science and practice. Emboldening allies can create inclusive climates, which are necessary for diversity goals to reach fruition.

Originality/Value: Framing the intervention as a skill-building training for allies (rather than as implicit or subtle bias training) reduces the potential for backlash among majority-group members and provides actionable strategies that participants can implement in their daily lives.

1013 - PREDICTING AND UNDERSTANDING THE RESEARCH–PRACTICE GAP

Piotr Prokopowicz (1)

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Across decades, Work and Organizational Psychology has been able to establish a respectable body of knowledge with relation to HRM practices. Still, some practitioners seem to have barely noticed. What predicts this research-practice gap? Answering this question was the purpose of this study.

Design/Methodology /Approach/Intervention.

163 HR managers were sent a survey that included test items covering the well-established organizational psychology findings from Rynes et al. (2002) and ten Have et al (2016), supplemented with scientific literacy and critical thinking scales as well as attitudes towards research items. In addition, open-ended questions from the survey were analyzed to deepen the understanding of mechanisms behind the research-practice gap.

Results.

The survey results largely replicated the original studies, with average score of Polish managers being 60% compared to 57% in the American sample. The regression analysis showed that the best predictors of high scores in the test were beliefs about the usefulness of research vs. intuition in management as well as critical thinking skills. No significant link has been identified with scientific literacy.

Limitations.

The study has been conducted in Poland on a limited sample of managers.

Research / Practical Implications.

The study results present a deeper understanding and suggestions for burying the gap between research and practice in HRM. Namely, part of the solution might be developing critical thinking skills and addressing attitudes of the managers.

Originality / Value.

The study is an original contribution to an emerging debate on the origins of the research-practice gap in management.

1017 - WORKPLACE MISTREATMENT AND EMOTIONAL LABOR: A LATENT PROFILE ANALYSIS

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Université catholique de Louvain, Louvain-la-Neuve, Belgium (1)

Purpose. Emotional labor is defined as the management of feelings and emotional expressions as a requirement of the job (Grandey, 2000). Although emotional labor strategies are theoretically assumed to be mutually exclusive, recent research adopting a person-centered approach shows that some employees use both strategies (surface acting and deep acting) in conjunction (e.g., Gabriel et al., 2015). Accordingly, we used latent profile analyses to identify profiles of employees based on their levels of surface and deep acting. We also investigated the role of mistreatment from different sources in the prediction of profile membership, as well as the associations between these profiles and several outcomes.

Methodology. 884 participants completed the survey.

Results. Five profiles were identified (surface actors, regulators, low actors, non-actors, and deep actors). Mistreatment from customers, coworkers, the organization, but not supervisors were associated with profile membership. Particularly, employees facing organizational mistreatment were more likely to be classified as surface actors in comparison with all other profiles. Furthermore, the most positive outcomes were associated with deep actors, while surface actors were associated with negative outcomes.

Limitations. The cross-sectional design makes causal conclusions impossible to establish.

Practical implications. Organizations should be particularly attentive to reduce at maximum employees' perceptions of organizational mistreatment, and prevent and anticipate perceptions of interpersonal mistreatments by cultivating civility and proposing services aimed at assisting employees with respect to mistreatments (e.g., CREW programs; Leiter et al., 2011).

Originality/Value. This study highlights the effect of organizational mistreatment on emotional labor beyond interpersonal mistreatments within the workplace.

1024 - LAUGH SMART: THE IMPLICATIONS OF AFFILIATIVE HUMOR FOR TEAM ENGAGEMENT AND VIABILITY

Oana Cătălina Fodor (1) - Petru Lucian Curșeu (1)

Babeș-Bolyai University, Department of Psychology, Cluj Napoca, Romania (1)

✓ Purpose

Although it has long been argued that (affiliative) humor has a major role in maintaining interpersonal relations at work, the use of humor in groups did not receive substantial empirical attention so far. Moreover, the scant research to date has focused only on the benefits of affiliative humor (AFFHUM), documenting positive effects on cohesion, creativity, performance. Building on the “too much of a good thing” framework and on recent theorizing of humor – effectiveness link in teams, this study aims to shed light on the mixed role of AFFHUM in maintaining the social fabric in real work teams. In particular, we aim to explore the curvilinear relation between AFFHUM and team work engagement (TWE) and the mediating role of TWE in the relation between AFFHUM and team viability.

✓ Design/Methodology

In order to test our hypotheses, we carried out a field study with multi-source data collected on 507 employees nested in 149 real work teams and 149 team leaders.

✓ Results

Our results show that AFFHUM has an inverted U shape relation with TWE. Moreover, TWE mediates the relation between AFFHUM and team viability for low to moderate levels of AFFHUM.

✓ Limitations

Data is cross-sectional and caution is advised in drawing inferences about causality.

✓ Research/Practical Implications

Our findings inform managerial practices such as to foster AFFHUM in teams only up to moderate levels, in order to reap its benefits.

✓ Originality/Value

To our knowledge, it is the first study to highlight the double edge sword effect of AFFHUM on team outcomes.

1027 - THE ROOTS OF THE INNOVATION TREE: PREDICTING INNOVATIVE BEHAVIOR BASED ON ORGANIZATIONAL CLIMATE DIAGNOSIS

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Where do good ideas come from in organizations? How are they implemented? Is it possible to predict individual innovative behavior based on a comprehensive diagnosis of organizational climate? The purpose of the study was to explore the relationship between climate, creativity and innovation by developing and applying a new innovation climate diagnosis tool.

Design/Methodology /Approach/Intervention.

Based on a comprehensive review of literature and business case studies, four basic dimensions of innovation climate and 24 detailed sub-dimensions (e.g. creative self-esteem, psychological safety, openness to experience) were identified. 404 employees of companies operating throughout Poland took part in the study, filling out a survey containing 52 items on the 24 sub-dimensions, as well as additional measures for innovative and creative output, job satisfaction and the meaning of work.

Results.

Leadership support for innovative activities, assessment of own expertise of employees, creative self-esteem and autonomy in making decisions have been identified as the most predictive of creative and innovative behaviors. An additional, important dimension allowing understanding employees' innovation turned out to be the sense of meaning of their own work.

Limitations.

This cross-sectional study has been conducted on a limited, non-representative Polish sample of employees, and measured only subjective innovation and creativity.

Research / Practical Implications.

The study results indicate clear leverages for building organizational climates of innovation.

Originality / Value.

The study is a new and original contribution to a debate on the predictors of innovation, while developing and providing a new and easy way of diagnosing organizational climates of innovation.

1033 - 'I WOULD BE RUDE TO THEM':

EXPLORING THE RELATION BETWEEN TARGET'S TRAITS AND INCIVILITY ENACTMENT

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Purpose: The purpose of this study is to examine the role of individual differences in workplace incivility. Previous experimental research indicates that negative affectivity, anxiety and depression are not related to higher interpretation of ambiguous situations as more uncivil. The present studies test the perpetrator predation paradigm prediction: a persons' disposition may make them more likely to be targeted by enactors of incivility.

Methodology: University students and an applied sample of employees read vignettes describing ambiguous situations and reported their likelihood in engaging in uncivil behaviors. The target in the vignettes was manipulated to portray behaviors indicating either anxiety, neuroticism or depression, or none of them (neutral condition).

Results: It is expected that individuals will report a higher likelihood in engaging in uncivil behaviors when the potential target show non-neutral behaviors. Data is being collected and analyzed. Results will be presented at EAWOP.

Limitations: Experimental vignettes may dilute the complexities of real-world social interactions, and may not evoke ideal reactions in participants

Research/Practical Implications: Findings will contribute to the knowledge and understanding of how individual differences are related to the experience of workplace incivility, which will help organizations focus on interventions that decrease incivility and promote civility in the workplace

Originality/Value: There is a need to understand the role individual differences on enacted incivility. Additionally, measuring enacted incivility in the workplace through the use of vignettes provides an useful method to explore contextual and individual factors.

1034 - HIMTOO? THE PERCEPTION OF UNWANTED SEXUAL ATTENTION ACROSS GENDER

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BI Norwegian Business School, Leadership and Organizational Behavior, Bergen, Norway (1)

Purpose

Sexual harassment is bullying or coercion of a sexual nature, and include a range of actions from mild transgression to sexual abuse or assault, and can cause severe individual or organisational effects (cf. the #metoo campaign). The present study explores whether the sexual harassment phenomenon is gender biased when it comes to social perceptions of the misconduct.

Methodology

Vignette based experiments were conducted, in which the participants read a story of a manager that gave unwanted sexual to a younger employee. The manipulated variable in the experiment was the gender of the manager and employee. Two experiments were carried out, testing moral and emotional reactions, and whistleblowing conduct (respectively N= 146, 59% women and M= 43 years, and N= 136, 54% women, and M= 36 years).

Results

We found a strong interaction effect between the gender of the manager and gender of the participants. All participants perceived the transgressing male manager as equally abhorrent and unacceptable. However, the male respondents response to the female manager was substantially more lenient. By contrast, the female participants saw the behavior of the managers as equally unacceptable, regardless of their gender.

Practical implications

Research into sexual harassment of males are lacking in general. The gender differences revealed may underline the importance of controlling for gender, when the perception of sexual harassment are mapped.

1036 - TEAM OVERALL JUSTICE AND STRAIN: A DAILY DIARY STUDY

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- Université Catholique de Louvain, IPSY, Louvain-la-neuve, Belgium (3)

Purpose

Previous studies have conceptualized workplace justice as a stable variable over time. However, it can be assumed that justice perceptions fluctuate within the same person from day to day due to different events at work. Based on uncertainty management theory, this research investigates the influence of daily overall team justice perceptions on employee's daily psychological strain.

Design/Methodology /Approach/Intervention

We conducted a daily diary study on a sample of 300 full time employees.

Results

Results show the influence of daily overall team justice on daily psychological strain. Furthermore, our findings indicate that daily psychological safety is a mediator and daily overall supervisor justice a moderator of that relationship.

Limitations

Although the present research demonstrates the mediation through daily psychological safety, other mediating variables should be considered.

Research/Practical Implications

Companies using teamwork should be aware of the fact that, above and beyond the general level of overall justice, individuals may also form daily justice judgments regarding their team and this evaluation may help to prevent from daily psychological strain.

Originality/Value

Our research contributes to the organizational justice literature in several ways. First, the present study responds to the call of scholars for more dynamic conceptualizations of justice (e.g. Fortin et al., 2014). Second, our research contributes to the multi-foci justice approach by studying daily justice coming from the team and its interaction with daily justice emanating from the supervisor. Third, the present study contributes to the growing body of research that is giving significant importance to the role played by justice perceptions in the development of individuals' wellbeing at work.

1038 - SCARED ORGANIZATIONS, LEADERS, EMPLOYEES AND RESEARCHERS?

FEAR AS CONSTANT COMPANION WHILST STUDYING SENSITIVE ISSUES IN ORGANIZATIONAL CONTEXTS

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There are many phenomena that within specific cultural and social context are ‘sensitive’. This is especially true for phenomena that deal with potential fears of stigmatization or reputational damage. As researchers, we are generally well versed in outlining the importance of protecting participants, the way we intend to this and the possible consequences of the research process upon the lives of those being studies.

Experience clearly indicates that these are not the only participants affected by the research. Especially with regard to investigating sensitive issues within organizational settings, the researchers and non-participating employees may also be placed at risk.

The present paper aims at uncovering a gradually developing ‘spiral of fear’, initiated by organizations’ alleged fear of being publicly blamed, resulting in manifold fears felt by almost all organizational actors as well as the researcher(s). The presentation focuses on the associated implications for field access, methodological concerns, data collection, data analysis and explanatory power. Basis for this is a critical reflection on a research project examining whether social identity is a predictor of employees’ destructive authoritarian obedience within public corporations and agencies in Germany.

Despite the successful agreement on the research cooperation, the research project was steadily doomed to failure, among other things because of a strict organizational governance of the research process. For example, interview partners have been directed with regard to their response behavior.

The outline field experience calls for strategies encouraging the collaboration of research and practice.

1041 - WHY DO INTERVIEWERS LOVE THEIR OWN QUESTIONS? AN EXAMINATION OF THE EFFECTS OF LABOR, EFFORT, AND AUTONOMY

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Purpose: Despite a large body of research demonstrating the superior utility of structured job interviews, interviewers still prefer unstructured interviews where they decide what questions to ask, and when to ask them. Given the benefits of structured interviews, why do interviewers persist on improvising and coming up with their own interview questions? The purpose of this paper is to examine the IKEA effect – the increased evaluation people have for self-made products – for understanding interviewer's over-reliance on unstructured interviewing methods. In doing so, we shed light on why interviewers are reluctant to adopt structured interviews.

Methods. We conducted five randomized experiments with samples of naïve and experienced interviewers. Participants were randomly assigned to provide judgments of questions that they wrote vs. the comparable interview questions written by other participants. We also examine the independent effects of effort and autonomy.

Results. People rated their own as more useful than questions of comparable quality written by others. The main effect was persistent across studies, samples, and time. The main effect is mainly attributed to the increase in autonomy, rather than effort. However, there was also a curvilinear effect of effort on interview valuation.

Limitations. The external validity of our experiments is limited. Future research should examine the observed effects in the field and under realistic hiring situations.

Value. Our study sheds light on why interviewers rely on unstructured interview practices. By identifying the psychological biases, our research can inform practitioners of best practices for introducing structured interview practices to interviewers.

1042 - DO ACADEMICS REFUSE TO BE FOLLOWERS?

Kateřina Machovcová (1) - Jiří Mudrák (1) - Kateřina Zábrodská (1)

Institute of Psychology, Czech Academy of Sciences, Prague, Czech Republic (1)

Research on leadership has been focused on the characteristics of leaders, however, there is a growing trend of studying the significance of followership (Collinson, 2006, Carsten et al. 2010, Billot et al. 2013). Blom and Alvesson (2014) argue high skilled professionals might be in less need of managerial leadership, thus reluctant to accept follower identity. We aim to explore the situation of academics, adding to scarce studies focusing on leadership-followership dynamics within higher education (Billot et al., 2013).

Our qualitative study takes place at the Czech public universities and research institutes. During two projects, we have conducted 45 interviews with a diverse group of individuals in the postdoctoral phase. Our theoretical position stems from post-structuralist approaches to identity contextualized within academia (Henkel, 2015).

For the analysis, we follow work of Blom and Alvesson (2014) who differentiated among “followers in less need of managerial leadership” and “(pro)active followers as co-producers of leadership”. Exploring these concepts regarding the situation of postdocs we elaborate different identifications from those strictly focused on independent work to those strongly involved in developing academic places and policies. Results are discussed in the realm of the current development in academic governance.

Limitation of our approach is a focus on accounts on leadership and followership within the interviews, we are not studying the managerial process as such (e.g. observations, real-life conversations). Yet, our project yields practical implications for human resources development within academia with a focus on the demands of the postdoctoral phase.

Resources:

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1043 - BOUNDED CREATIVITY: A THEORY AND TEST OF THE EFFECTS OF CONSTRAINTS ON THE PRODUCTION OF NEW IDEAS

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Washington University in St. Louis, Olin Business School, Saint Louis, United States (1)

We review and reconceptualize constraints in terms of how they serve to restrict the space of possible creative solutions to a given problem. Specifically, we distinguish between two different functional roles constraints can play—constraints can either direct attention and effort towards a certain subset of solutions (directive role) or they can guide attention and effort away from a certain part of the solution space (indirective role). Using this distinction as our theoretical foundation, we then develop theory as to how constraints may impact individual creativity via two distinct cognitive pathways—cognitive flexibility and perseverance. We add further nuance by considering the ways in which expertise and time alter the use of these pathways thereby shaping individual creativity. In addition, we describe our initial efforts at testing our theoretical propositions of in an experimental lab setting with undergraduate students tasked with developing creative ideas for a movie. In order to complete this task, participants received written, visual, and video training materials to induce either broad or narrow expertise within the domain of film. Further, we manipulated the type of constraint introduced, as well as the timing of introduction. We describe some initial findings and close by suggesting directions for future research on constraints and by offering directions for how constraints can be used to meaningfully enhance individual creativity.

Word Count: 218

1046 - ORGANISATIONAL TRUST IN VIRTUAL TEAMS

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Purpose. This study explored how trust was built and maintained between employees and virtual leaders. Virtual leadership is defined as leading in a non-physical work environment (Williams, 2002), the management of distributed work teams who largely organise their work through electronic media (Hertel, Geister, & Konradt, 2005), or who lead teams that are geographically-dispersed or dispersed by time (Fisher & Fisher, 2000).

Method. A qualitative research design using a grounded theory approach was employed to explore the research aims. Data were collected using critical incident technique (CIT) via interviews. Thematic analysis (Braun & Clarke, 2006) was used to review interview transcripts to derive the themes and subthemes related to employee trust in virtual leaders.

Results. Three themes, with four to five subthemes per theme, emerged from the data: overt behaviours, covert relational factors and the psychological state of trust.

Limitations. Although the participants were from a range of professions, it cannot be assumed that these outcomes are generalisable to all work environments.

Research/Practical Implications. Employee trust in leaders in virtual teams appears to form similarly to employee trust in leaders generally. However, the key factor for virtual team leaders is that the process requires more effort and is less organic for virtual teams. This is primarily due to the decreased opportunities to build strong relationships in a virtual environment.

Originality. This study's novel contribution is that it explored 'work-as-done', as opposed to 'work-as-imagined' (Hollnagel, 2015) through its qualitative design to draw conclusions about employee trust in virtual team leaders. Using CIT ensured the findings match the existing practices of employees at work based on their experiences.

Researchers and presenters: Sarah Fischer, PhD candidate at Deakin University, Australia & Dr Arlene Walker, Deakin University, Australia

1050 - THE OAK AND THE WILLOW AGAINST THE WIND - GENDERING RESILIENCE

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Purpose: To present a gendering resilience model to challenge current and dominant conceptualizations of organizational resilience in relation to gender by exploring how organizational structures, gendered language, and practices of everyday organizational life interplay and privilege hegemonic masculine constructions of resilience.

Design methodology/approach: The gendering resilience model was developed using Acker's (1990) model of gendered organizations and other feminist research on gendered organizations to explore structures, action and language within the organizational context during high stress conditions.

Results: A conceptual model for gendering the theoretical development of organizational resilience is presented. The model analyses three different aspects: 1) Structure, to identify which resilient properties receive status based on established gendered organizational hierarchies; 2) Actions, to identify how resilience is enacted through gendered social structures of dominance and submission; 3) Language, to identify how hegemonic masculine discourse restricts what is valued and who gives voice to resilient processes that lead to resilient organizations.

Research/Practical implications: The gendering resilience model offers a process for researchers, managers and organizational leaders to analyze and reveal embedded gendered practices that inadvertently hinder the development of inclusive organizations.

Social implications: The potential use of the gendering resilience model to reveal patriarchal masculine structures that restrict the systemic implementation of gender equal practices.

Originality/value: This paper offers an original perspective on the theoretical development of organizational resilience by proposing a model for analysis using a critical feminist lens to reveal patriarchal structures that perpetuate hegemonic masculine forms of organization and suppress resilient qualities.

1055 - WELLBEING AT WORK: THE ROLE OF ADAPTIVE PERFORMANCE AND SUPERVISOR SUPPORT

Alicia Walkowiak (1) - Robert van Doorn (1)

Maastricht University, Work & Social Psychology, Maastricht, Netherlands (1)

Nowadays, adaptive performance is an important concept in many jobs. Organizations expect from their employees that they are able to deal with unforeseen changes at a daily basis. Previous research showed that dealing with changes at work can be stressful, since employees might experience this as a job stressor. However, adaptive performance can also be seen as a proactive coping mechanism in which employees try to find a way to effectively cope with the changes they encounter. Characteristics of the job itself, such as supervisor support, can of course help employees in dealing with unforeseen changes at work. In the current study, our aim was to study the moderating role of perceived supervisor support on the relationship between daily adaptive performance and employees' wellbeing. 110 employees of various organizations participated in our 5-day diary study. Our multilevel analyses revealed that adaptive performance was positively related to wellbeing. Employees who reported to deal with unforeseen changes on a daily basis, also reported higher levels of wellbeing. As hypothesized, perceived supervisor support had a moderating effect on this relationship, in such a way that the effect was stronger when supervisor support was high. This is in line with the Job Demands-Resource model, which states that job resources, such as supervisor support, can act as a buffer to job stressors.

1056 - PLATFORM WORKERS: THE DENIAL OF AN EMPLOYMENT RELATIONSHIP?

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Amsterdam Business School, University of Amsterdam, Leadership & Management, Amsterdam, Netherlands (1)

Purpose: The platform economy is a rapidly growing phenomenon which attracted the attention of both scholars and policy makers in a variety of disciplinary fields. To date however, the work conditions and employment relationship of this type of workers from an HRM point of view are largely unknown. This study investigates the relationship between the amount of hours spent working through platforms and workers' work-life balance, job satisfaction, and commitment to the platform. Building on conservation of resources theory, we propose a moderation model in which workers' perceptions of high performance work practices (HPWPs) implemented by the platforms moderate the relationship between the amount of working hours and workers' attitudes.

Methodology: We collected data among 181 on-location routine platform workers in Europe and USA. Path analysis in MPlus was used to test the model. We extended the study with qualitative interviews to complement the quantitative results.

Results: The results show a negative relationship between hours of gig work and work-life balance and job satisfaction when HPWPs are low, and a positive relationship when HPWPs are high.

Limitations: Use of cross-sectional self-rated data on a convenience sample.

Implications: The results imply that for this type of workers, the amount of hours worked increases or decreases workers' attitudes and well-being depending on their employment relationship with the platform.

Originality: To our knowledge this study is the first to investigate the characteristics and implications of the employment relationship of this type of workers from an HRM perspective.

1059 - MY WORKMATE THE ROBOT: A META-ANALYSIS ON HUMAN-ROBOT INTERACTION AT THE WORKPLACE

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Purpose

Since robots have been introduced in industry, their number in organizations has multiplied. Although appearing in various forms, most have one thing in common: Humans are interacting with them. The purpose of this study is to meta-analytically review research on the effectiveness of Human-Robot Interaction (HRI) at the workplace and give an overview on robot characteristics influencing HRI.

Methodology

For this, we conducted a systematic literature search in psychology and engineering databases (PsycINFO, Web of Science, IEEE Xplore, and ACM Digital Library) and found 2325 unique papers. We included 50 empirical studies that named the investigated technology “robot”, were conducted at a workplace or represent a workplace task, and report effect sizes for effectiveness of HRI (e.g. performance, satisfaction, workload, or trust).

Results

Preliminary 3-level meta-analytic results for the amount of assistance provided by the robot (based on a subgroup 41 effect sizes in 11 studies) show a medium effect on HRI effectiveness ($d = .54$). τ^2 values show a strong heterogeneity between effects sizes. Moderator analyses show that only effects on performance and satisfaction are significant ($d = .65$ and $.72$).

Limitations

Our meta-analytic effects could be biased because original studies often report statistics only for significant results.

Implications and Value

This study combines theory-driven psychological methodologies with empirical research from the field of robotics to approach the question “What makes a robot a good co-worker?” It is meant to foster interdisciplinary research on HRI and provide insight to researchers and robot designers on what makes HRI successful.

1060 - DEVELOPING A TAILOR-MADE INDICATOR FOR MEASURING PSYCHOSOCIAL RISK FACTORS IN THE SERVICE SECTOR

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University of Stavanger, Faculty of Social Sciences, Stavanger, Norway (1)

Purpose: The aim of this research is to identify the most common psychosocial risks in the service sector and to develop and validate a management tool to monitor these risks.

Design: The research project consists of two phases. First, we performed five focus group interviews with eighteen HSE-representatives from fifteen enterprises to identify what psychosocial risks were perceived (representatives from hotel, food production, cleaning, construction, and supply services). In phase 2, we will develop and test an indicator, which combines tailor made items based on data from focus groups with items from validated scales to reflect the service sector's psychosocial hazards.

Results: From the focus group data, four expected categories were identified: job demands, job control, role clarity, social support from colleagues and leader. In addition, four unexpected categories emerged from the data: multicultural differences, emotion ventilation, social support from customers, conditional flexibility. Data collection for the quantitative phase is in progress and results will be presented at the conference.

Originality/Value: Irregular working hours, precarious work, low educational levels, and high levels of diversity characterize the service sector. In addition, the sector faces an increasing competition through the new sharing economy. Yet, there is still a lack of empirical knowledge about psychosocial risks related to these work characteristics in the service sector. This study contributes with enhanced knowledge about, as well as with a practical tool for managers to monitor, these psychosocial risks.

1061 - ONLINE STRESS MANAGEMENT TRAINING: A RANDOMIZED CONTROLLED PILOT STUDY OF WORKING WOMEN AND MEN

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Stockholm University, Department of Psychology, Stockholm, Sweden (1) - The Swedish School of Sport and Health Sciences, Stockholm, Sweden (2)

Purpose

Considering the costs of stress-related health problems, it seems valuable to develop easily accessible programs allowing individuals to develop their skills in how to think and act around daily life stressors. This study investigated 1) the feasibility of an online stress management training, and 2) its immediate effects on stress-related health outcomes.

Design/Methodology/Approach/Intervention

Working adults (N=138) were invited and then randomized to either of two conditions: an intervention group or a wait-list control group. The online stress management training included seven parts, each estimated to take a week and including sound-clips and film-clips along with exercises. Participants were asked to provide self-reports of stress and stress-related health complaints, before and after the intervention. The follow-up also included asking the intervention group about factors hindering and facilitating their participation.

Results

As for feasibility, the results suggest issues relating to adherence. This seemed associated with the timing of the study but also with user preferences regarding technological solutions. Regarding the effects, there were no statistically significant immediate effects for any of the outcome measures. However, there was a significant effect showed that perceived stress and stress-related health complaints decreased over time in both groups.

Limitations

Limitations involve the short-term follow-up and the focus on self-reports.

Research/Practical implications

Seasonal variations in occupational stress along the use of leisure time hinder participation. Thus, unguided stress management training should ideally be delivered during working hours.

Originality/Value

This is the first study investigating this online stress management training with no guidance.

1064 - WORKPLACE BULLYING IN THE HEALTH SECTOR IN PORTUGAL

Ana Verdasca (1)

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Purpose

The aim of this paper is to analyse the role performed by work environments variables in the emergence of workplace bullying, namely the occurrence of conflicts, role ambiguity, role conflicts, workload and leadership in a study carried on in the health sector. In Portugal there is scarce evidence about workplace bullying in this sector. Thus, our goal is to further research about workplace bullying in this sector and we have realized a study in the main public hospitals of Portugal, through a snowball process.

Design / Methodology

The occurrence of workplace bullying was measured both through a definition and a list of behaviours. According to previous research in this field we hypothesized that there is a positive relationship between the occurrence of conflicts, role conflicts, workload and bullying; regarding leadership, we hypothesized a positive relationship between autocratic leadership and laissez faire leadership and bullying as well as a negative relationship between participative leadership and bullying. To test these hypotheses we used hierarchical multiple regression.

Results

We collected 598 valid responses and the occurrence of workplace bullying, measured both through a definition and a list of behaviours, was 7,5% and 52,3%, respectively. The majority of respondents (82,7%) consider bullying a relevant organizational problem of contemporary working life. Through multiple regression analysis we found a positive relationship between role conflicts, the occurrence of conflicts, workload and the emergence of workplace bullying. We also found a positive relationship between autocratic leadership and workplace bullying; we found no association between laissez faire leadership and participative leadership and bullying. As such we confirmed our hypothesis regarding autocratic leadership and bullying; the hypotheses regarding laissez faire leadership and participative leadership were not confirmed.

Our results led us to conclude that conflicts as well as leadership behaviour are important variables to consider in policies focusing the prevention of workplace bullying.

Limitations

Our study is limited to the health sector and the nature of the sample.

Originality / Value

Research about Workplace bullying is scarce in Portugal; hence the study has a real contribution to the existing research, in a sector where there is no previous research in this field.

1065 - RISK FACTORS FOR WORKPLACE BULLYING: A SYSTEMATIC REVIEW

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Federal University of Pelotas, Department of Social Medicine, Pelotas, Brazil (1)

Objectives: Workplace bullying has a high prevalence in organisations and is associated to several mental health problems. However compiled information on its risk factors is needed. Therefore this study aimed to systematically review risk factors for workplace bullying in an epidemiological approach.

Methods: Studies were selected by a systematic search in Medline (PubMed) and BIREME databases. Inclusion criteria were articles, providing statistical analyses on risk factors for workplace bullying, published in English, Spanish or Portuguese. Quality was assessed using an adapted version of the Downs and Black checklist. PRISMA and MOOSE guidelines were used for reporting papers.

Results: 51 papers were included in the review. 70.6% were from European countries. Women were reported to be at higher risk of being bullied in most studies. The association of age, marital status and personality traits with bullying varied across studies. Authoritarian and laissez-faire leadership styles were positively associated to bullying. Several occupational risks related to the work organisation and psychosocial factors were strongly associated to workplace bullying.

Conclusions: Our findings highlight the central role of organisational factors on bullying causation, in which the human resource management is a key distal factor. Policies to prevent bullying must address the culture of organisations, facing the challenge of developing safe psychosocial work environments. A new management and leadership framework is necessary for institutions, what should be based on democratic values and employee participation.

Keywords: Occupational Epidemiology; Occupational Health; Psychosocial Factors at Work; Workplace Bullying.

1067 - BUILDING COMFORT: THE RELATIONSHIP BETWEEN QUALITY OF WORK ENVIRONMENT AND HORMONAL LEVELS

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Purpose

Many people spend a large part of their working life inside a building. It is thus important to know how building comfort differs between employees. We focused on the hormones cortisol and testosterone, since cortisol is related to the experience of chronic stress, whereas testosterone is related to the need for social status.

Methodology

We performed a study in which 118 female and 37 male employees participated ($M = 39$ yrs., $SD = 12$). Each participant donated a hair sample for the assessment of cortisol and testosterone levels and they filled in the Building-in-use (BIU) survey questionnaire.

Results

Results showed that hair cortisol levels were unrelated to building comfort ($n = 155$). In a smaller sample, we found that, in men ($n = 35$), testosterone hair levels were unrelated to building comfort. However, in women ($n = 45$), higher testosterone hair levels were related to more building comfort — air, temperature, noise control, privacy, and lighting were all perceived as more comfortable —.

Limitations

Other work-related stressors may have a stronger impact on cortisol levels than building comfort.

Research implications

Our findings could suggest that women with higher testosterone levels are more assertive in acquiring a good office space from their employer. Another possibility is that women with higher testosterone levels choose to work for companies that find status more important as these companies may have better-designed buildings.

Originality/Value

To our knowledge, this is the first study that investigates if baseline hormonal levels relate to building comfort.

1076 - THE ROLE OF THE BOUNDARY OBJECTS IN NEGOTIATING NEW MIGRANT CAREER PATHWAYS

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York University, SHRM, Toronto, Canada (1) - York University, SHRM, Toronto, Canada (2)

Purpose: In today's global environment, skilled professionals are increasingly choosing to migrate and pursue international careers independent of any organizational assistance (Zikic & Richardson, 2016). The purpose of this study is to explore how despite barriers skilled migrants' manage to achieve certain career milestones in the new host city; by studying the interplay between migrants' career pathways and the role of the city as the new playing field in which their careers post migration must develop (Bourdieu & Wacquant, 1992). **Methodology:** this study presents 30 semi-structured interviews of skilled migrants living in Toronto who have received migrant achievement award in the past 10 years. These interviews allowed for a deeper understanding of the adaptation experiences that our participants could reflect upon. The process of data analysis was guided by the grounded theory method (Strauss & Corbin, 1998), which proposes a methodological framework of data analysis as a continuing process, where each stage raises the data to a higher level of abstraction. **Results:** The analysis reveals the interplay between skilled migrants' resilience and their use of boundary objects in the host city. Specifically, the construal level theory has been applied to analyse how skilled migrants perceived boundary objects and how this facilitated their integration into the new environment. **Research implications:** The study expands boundary object understanding by showing how construal level theory and information processing approaches allow us to better understand the perception of boundary objects by skilled migrants in the course of their integration. **Originality:** In this study we focus on understanding the interplay between boundary objects and migrant resilience.

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1081 - INFLUENCE OF NATIONAL CULTURE ON EMPLOYEE ENGAGEMENT – STUDY IN SRI LANKA

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Drawing on Kahn's (1990) psychological conditions of personal engagement and disengagement at work and Job Demands Resources model (Schaufeli, 2017), this research extends the previous work on theoretical concepts of antecedents and outcomes of engagement by applying Hofstede's (1983) four dimensions of culture. It is argued that national culture influences the cognitive and motivational processes of individuals (Jang et al., 2018). As a result, national culture moderates the relationship between engagement and its antecedents (job control, supervisory support and meaningful work). Moderation is studied by measuring outcomes, which are turnover intention and job satisfaction. This is a working progress research and ISA Engagement Scale is used in measuring engagement along with Hofstede four dimensions of culture in order to understand the influence of national culture on engagement in Sri Lankan context.

Both qualitative (structured interviews) and quantitative (survey) are used in collecting data in relating individual experience to wider social context (Clandinin and Connelly, 2000). Banking industry is studied in this research, which consists of both government and private sector. Combination of purposive and convenience based sampling methods is used in collection of data. The study offers empirical data which expands the understanding of cultural specificity of engagement and how engagement manifests itself in Sri Lanka. Data is analysed using mediated regression and the qualitative data uses thematic analysis. Recommendations are made in both theory and practice.

1082 - LEADER-MEMBER EXCHANGE (LMX) DIFFERENTIATION: A SYSTEMATIC LITERATURE REVIEW

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Purpose

Leader-Member Exchange (LMX) theory posits that the quality of each leader-follower relationship is unique. Thus, all work teams with at least two members are characterised with some degree of LMX differentiation. Attempts to model this differentiation have been varied in nature and success, with empirical studies producing inconclusive findings. Therefore, this paper reports a systematic review of the literature designed to clarify conflicts regarding the definitions, operationalisations and effects of LMX differentiation.

Design/Methodology

Following PRISMA guidelines, the systematic literature review identified 911 unique records using four distinct databases, which, using predetermined inclusion criteria, were narrowed to a final sample of 136 journal articles, reviews, book chapters, proceedings, and theses.

Results

This paper will provide a conceptual taxonomy of diverse definitions, conceptualisations and operationalisations of LMX differentiation, many of which share little overlap but are treated as synonyms. Additionally, the review will propose a data-driven taxonomy of the antecedents, processes, outcomes, and theoretical mechanisms of LMX differentiation.

Limitations

Despite electronic and manual searches, some relevant literature might have been missed.

Research/Practical Implications

This paper is expected to clarify current conceptual and methodological debates, offer explanations for the conflicting findings regarding the effects of LMX differentiation, and identify opportunities for future research.

Originality/Value

Uniting and extending the foci of existing reviews, this paper will offer the first systematic review of both peer reviewed and grey literature, clarify debates regarding the definitions, conceptualisations and operationalisations of LMX differentiation, and offer a new taxonomy of variables and theoretical mechanisms associated with LMX differentiation.

1088 - THE EFFECT OF AN EMOTIONAL MANAGEMENT INTERVENTION ON TEAM RESILIENCE AND RELATIONSHIP CONFLICT IN VIRTUAL TEAMS WITH DIVERSITY FAULTLINES

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Purpose: This research aimed to analyse whether an emotional management intervention can reduce the level of relationship conflict in virtual teams with diversity faultlines. To do so, we examined the trajectory of change of team resilience in response to the intervention.

Design/Methodology /Approach/Intervention: Fifty-two 4-person teams participated in a randomized controlled trial design with repeated measures (e.g., three measurement occasions). Teams were randomly assigned to an intervention designed to help teams to manage emotions in virtual teams or a control condition.

Results: Latent growth curve modelling analyses showed that the emotional management intervention had a positive effect on the changing rate of team resilience, and that teams with a higher changing rate in team resilience experienced lower levels of relationship conflict at the end of the study.

Limitations: This study has some limitations in terms of generalizability to organizational settings, because they were obtained from a sample of undergraduate students.

Research/Practical Implications: Our findings showed that emotion management can reduce the level of relationship conflict in virtual teams with diversity faultlines, and that this effect can be explained by the pattern of change of team resilience in response to the intervention.

Originality/Value: Diversity faultlines have potential detrimental effects in teams (e.g., increasing team conflict) (Jehn & Berzukova, 2010). Examining the effectiveness of an emotional management intervention to improve team resilience and reduce relationship conflict in virtual teams with diversity faultlines, this study contributes to past research on identifying ways of preventing or mitigating team conflicts that arise from diversity faultlines (van der Kamp et al., 2015).

1090 - OPTIMAL AND SUB-OPTIMAL BEHAVIORS: WHAT DO THEY TELL US ABOUT ONE'S FUNCTIONING AND PSYCHOLOGICAL HEALTH AT WORK?

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Purpose - More and more studies are looking at psychological health at work (PHW), but part of this phenomenon remains less well known: functioning at work. This study, based on the two-dimensional conceptualization of health (World Health Organization, 1948), is aiming to identify the characteristic behaviors of suboptimal and optimal functioning. To do so, we proposed a case study design.

Design/Methodology - One-hour semi-directed interviews based on the critical incidents technique (Flanagan, 1954) were conducted with 30 industrial / organizational Quebec psychologists.

Results - The thematic content analysis of the interviews shed light on various themes related to the individual functioning at work. Approximatively twenty interactions between the individual and his work environment and seventy behaviors were identified.

Limitations - The interviews were conducted with Quebec psychologists only. Replicating the study with psychologists from other countries would help us understand the cultural variations of the phenomenon.

Research/Practical Implications - From a researcher and a practitioner's point of view, the results provide a better understanding of one's functioning at work and PHW and the behavioral manifestations associated with them. They will serve as a basis for the operationalization of this construct, during the development of a tool allowing researchers and practitioners to appreciate functioning at work.

Originality - To our knowledge, this research is the first to study the characteristic behaviors of one's functioning at work while considering it as a component of PHW. The two-dimensional conceptualization of PHW is also an added value compared to studies focused on suboptimal PHW.

1094 - NARCISSISM AND RESPONSE DISTORTION IN A PERSONALITY ASSESSMENT

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Purpose:

Research on narcissism has focused on its detrimental effects for organizations. The current research explores the effect of narcissism on response distortion during a high-stake personality assessment. Because individuals with high narcissism have an exaggerated sense about their abilities, they may perceive little need to adjust their self-ratings and show less response distortion.

Design:

The research employed a 2 (within-person: pre- vs. post-test) x 3 (between-person: control vs. agentic job vs. communal job) mixed design to collect data from 242 participants. Participants answered the HEXACO and narcissism inventory truthfully at the pre-test. Participants in the control condition answered the HEXACO inventory truthfully again in the post-test. Those in the job applicant conditions read a job description highlighting either the agentic (e.g., competitiveness) or communal job characteristics (e.g., friendliness), and imagined themselves as job applicants while responding to the HEXACO inventory.

Results

Participants in the applicant conditions reported higher conscientiousness, extraversion and lower neuroticism in the post-test compared to the pre-test. Participants in the communal job condition reported more consistent levels of neuroticism and conscientiousness across pre-and post-tests when they reported high narcissism.

Limitations

Participants were not real job applicants.

Research/Practical Implications

Results supported a positive effect of narcissism, where high narcissism was related to less response distortion during a high-stake test. Practitioners may use this information to better detect the suspected response distortion.

Originality/Value

This study focuses on the novel positive effect of narcissism. It also identifies new ways to detect response distortion.

1096 - WHAT CHARACTERIZES CYBERBULLYING IN WORKING LIFE AND HOW CAN IT BE UNDERSTOOD IN RELATION TO FACE-TO-FACE BULLYING?

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Purpose

There is an ongoing discussion whether cyberbullying should be seen as a new phenomenon or only as an extension of traditional face-to-face bullying. The purpose of this presentation is to contribute to this discussion by providing new interpretations of what characterises cyberbullying in working life and to consider possible explanations to the phenomenon.

Methodological approach

The study builds on mixed methods research. Data was collected by an online questionnaire distributed to randomly selected individuals between 25-65 years of age living in Sweden (N=3371) and in-depth interviews with eight informants that have been exposed to cyberbullying directed to them in their professional life.

Results

In accordance with the questionnaire study, men and managers reported a higher exposure to cyberbullying compared to women and non-managers. Moreover, previously known predictors of face-to-face bullying (social climate, influence over work, support from manager and colleagues) were in part insufficient in predicting cyberbullying.

Three themes were identified in the interview study. This includes 'interfaces with physical space', 'losing one's private and professional face online' and 'the role of the audience'.

An integration of the results shows that there are overlaps between cyberbullying and face-to-face bullying. The studies also show that cyberbullying has distinctive features that create unique situations for the targeted individuals.

Limitations

The studies are based on a cross-sectional sample.

Practical implications

The results are valuable in order to predict, prevent and mitigate the effects of cyberbullying.

Originality/value

The study contributes to the so far under-researched area of cyberbullying in working life.

1098 - THE RELATIONSHIP BETWEEN ETHICAL INFRASTRUCTURE AND WHISTLEBLOWING BEHAVIOR

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Purpose

Ethics can also be understood as a phenomenon on a systemic level within organisations. Ethical infrastructure consists of formal and informal systems that enhance the ethical effectiveness of the organisation. Whistleblowing takes place when someone voices their concern about some wrongdoing to someone in order to terminate the misconduct. The present study explores the link between ethical infrastructure and whistleblowing.

Design

The study used the data from a survey on whistleblowing administered to a random sample of Norwegian taxpayers ($n=1602$, 52.8 % women, mean age 45.5 years).

Results

Having policies for handling of unethical behaviour and perceiving justice climate as weak, reflecting respectively formal and informal ethical infrastructure, increased the likelihood of whistleblowing behaviour. Whistleblowers' intention to leave their jobs were associated with weak justice climate. Both formal and informal systems statistically predicted employee silence; lack of sanctions perceived weak justice climate and experiencing retaliation reduced the likelihood of future whistleblowing.

Practical implications

The results illustrate the complexity of the whistleblowing process, suggesting that managers need to take a broad perspective when developing structures to create an environment that utilises reports of observed unethical behaviour in the organisation.

Value

Most whistleblowing research is captured on the individual level, from the perspective of those who blew the whistle. The results showed that the ethical infrastructure may be related to whistleblowing behaviour and that the systemic research level may be fruitful in order to gain further understanding of the whistleblowing phenomenon.

1101 - HOW TO REDUCE CONFLICT IN ASYMMETRICALLY TASK DEPENDENT TEAMS? A FIRST STUDY INTO THE EFFECTS OF EXTRINSIC AND INTRINSIC HR PRACTICES

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Purpose: This study integrates recent advances in interdependence theory with the literatures on intra-team conflicts and motivation-enhancing HR practices.

Design and Methodology: We performed multilevel analyses on a dual-source dataset containing 146 employees of 44 teams. CFA's and alternative model tests showed that our data and findings are robust.

Results: We found a significant three-way interaction, revealing that asymmetry in task dependence within teams negatively related to intra-team conflicts only when extrinsic HR practices were low and intrinsic HR practices were high.

Limitations: We collected data from different sources to reduce CMV concerns and future research could reduce this even more by adding other sources and/or multiple time points.

Research and Practical Implications: We contribute to scientific knowledge in two key ways. First, we tested a key mechanism (i.e. conflicts) which until now had only been (implicitly) assumed. Testing this is important, because without explicit theoretical development and empirical evidence, it remains speculative why asymmetries sometimes have negative effects in teams. Second, we are the first to link the above to the motivation-enhancing HR literature by theorizing that different HR practices might have different effects on the relationship between asymmetries and conflicts. Practically our study contributes by showing how – and why – motivation-enhancing HR can be used for reducing conflict in asymmetrically task dependent teams.

Originality/Value: In short, we contribute by being linking asymmetries to two new literatures and by investigating if 'soft' (i.e., intrinsic) HR practices and/or 'hard' (i.e., extrinsic) HR practices are better suited to reduce conflicts.

1104 - PSYCHOLOGICAL CAPITAL AND WORK ENGAGEMENT: THE MEDIATING ROLE OF JOB CRAFTING

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PURPOSE

Recent literature revealed how employees' high psychological capital seemed to boost work engagement, but the process through which this effect occurs has not been fully explored yet. Therefore, the aim of the present study is to test whether job crafting can be a mediator of the relationship between psychological capital and work engagement.

METHODOLOGY

Data were analysed with structural equation modelling. Questionnaire were administered to 579 employees (168 Males, 411 Females) belonging to the healthcare sector.

RESULTS

Increasing structural job resources and increasing social job resources partially mediated the relationship between hope and vigor and hope and absorption; increasing challenging job demands partially mediated the relationship between hope and dedication and between hope and absorption. Moreover, increasing social job resources fully mediated the relationship between optimism on one side and vigor, dedication and absorption on the other side; finally, they also mediated the relationship between self - efficacy and absorption.

LIMITATIONS

Cross-sectional measurements (therefore a reverse influence might occur as well) and single source nature of the data were the main limitations.

PRACTICAL IMPLICATIONS

Organisations should be encouraged to support workers in maintaining and strengthening their psychological capital in order to keep high levels of engagement; specifically, this could be done by investing on interventions aimed at facilitating crafting behaviours.

ORIGINALITY

No previous study has investigated the role of individuals' job crafting behaviours as the explanatory process which translates employees' psychological capital into work engagement.

**1109 - DAILY INTERPERSONAL CONFLICTS AND EXPOSURE TO DAILY NEGATIVE ACTS:
THE MODERATING ROLE OF TRAIT ANGER AND TRAIT ANXIETY**

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Purpose

The aim of the present study was to examine 1) the relationship between daily interpersonal conflicts and exposure to daily negative acts, and 2) the potentially enhancing role of trait anger and trait anxiety.

Design/Methodology

In this quantitative diary study, 57 cadets (6 females) participating in a sail ship voyage from northern Europe to North America, responded to a questionnaire on a daily basis over a period of 30 days – yielding 1533 measurement points. Prior to the voyage, participants also responded to a general questionnaire including the measurement of trait anger and trait anxiety. Data were analysed by multilevel analyses (MLwiN 2.20).

Results

Multilevel analyses showed, in support with our main hypothesis, a significant positive relationship between daily interpersonal conflicts and exposure to daily negative acts. Moreover, in support of the hypothesised moderating effects, trait anger (but not trait anxiety) interacted positively with daily interpersonal conflicts in the prediction of exposure to daily negative acts.

Limitations

Only self-report single-source measures were applied.

Implications

The study suggests that interpersonal conflicts has an immediate effect on exposure to negative acts. The study further contributes to a greater theoretical understanding of the interplay of situational and individual antecedents in predicting negative acts.

Originality/Value

To our knowledge, this is the first study to demonstrate a relationship between interpersonal conflicts and negative acts on a daily basis, and the enhancing role of trait anger.

1110 - HOW CHANGE INFORMATION INFLUENCE EMPLOYEE WELLBEING DURING ORGANIZATIONAL CHANGE: A LONGITUDINAL STUDY ON THE MEDIATING ROLE OF CONCERNS ABOUT CHANGE

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Organizational change represents a stressful event, generating employees' uncertainty and concerns, especially when job resources are scarce. Based on the COR theory (Hobfoll, 1989), the purpose of this study is to analyze how one of the most prominent organizational change resource, that is the quality of information about change, could limit the psychological strain generated by concerns, thus sustaining employees' occupational wellbeing one year later.

A self-reported questionnaire was administered before and one year after the implementation of a reorganization of the administrative sector of a public Italian university. The questionnaire included a demographic section and an Italian adaptation of scales to measure information about change (Wanberg and Banas, 2000), concerns about mastering (MAST) and benefit (BEN) about change (Battistelli et al., 2014), emotional exhaustion (Schaufeli et al., 1996) and work engagement (Balducci et al., 2010). In total, 251 employees filled out the questionnaire at both times.

Structural Equation Modeling ($\chi^2=235.36$; $df=95$; $CFI=.92$; $TLI=.91$; $SRMR=.10$; $RMSEA=.08[.06-.09]$) highlighted the mediating role of both MAST and BEN concerns between information about change and exhaustion. On the other hand, the influence of information about change on engagement was mediated by MAST concern only.

Although past studies focused on the association between change information and attitudinal reactions to change, more attention should be given to its impact on psychological strain and occupational wellbeing. The present study overcomes the extant literature, highlighting how the quality of change information before the change implementation can affect the stress appraisal process represented by concerns, thus favoring employee wellbeing.

1116 - IMPLICIT MEASURES OF MORAL DISENGAGEMENT AND TENDENCY TO MISBEHAVE

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Purpose: Dishonest behaviour represents one of the most significant criticalities in organisations. Knowing the norms is not always sufficient to keep the conduct in line with them. Mechanisms like Moral Disengagement (MD) silence the internal moral control and allow individuals to misbehave while preserving their moral Self.

Research has generally relied on self-report measures to assess misconduct and MD. However, they may suffer from systematic response biases such as socially desirability and acquiescence. In addition, in line with the dual process models of social cognition, researchers demonstrated that self-report measures predict only hypothetical moral evaluation, while implicit and indirect measures of cognition were able to predict the actual moral behaviour.

On these premises, we developed implicit measures of MD and tendency to misbehave, and explored their association with actual misbehaviour.

Design: two-study design in samples of university students (respectively 70 and 65). We measured both implicit and explicit measures of MD and two measures of cheating behaviour (self-report and the actual behaviour);

Results: findings confirmed that while the explicit measure was associated only with the self-reported misbehaviour, the implicit measures explain the actual misbehaviour.

Limitations: Convenience and small sample comprising only university students;

Practical Implications: The new implicit measures should be used in the recruitment to capture the activation of mental structures that could lead to a higher likelihood of misbehaving.

Originality: For the first time, this study proposed two implicit measures of MD and tendency to misbehave which uniquely contribute to predict spontaneous moral behaviour.

1118 - PROFESSIONAL IDENTITY AND STRATEGIC INDUSTRY CHANGE: COLLECTIVE IDENTITY RESTRUCTURING

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In industries disrupted by technological innovation, strategic industry change may not only impact individuals' professional identities, but also a collective's professional identity. This study explains the dynamic processes through which the professional identity of a collective of professionals is restructured as a consequence of disruption.

We conducted a longitudinal qualitative study of the discursive practices of journalists as these were confronted with the digitization of the profession. In contrast to individual identity work research, which typically gathers qualitative data via interviews, we studied the writings and conversations amongst journalists to capture the collective-level discourse. Results show that journalists engaged in collective identity restructuring processes allowing the development of a new professional identity. Specifically, they collectively renegotiated core elements of their identity by converting old understandings of professional identity into new ones (conversion process) and by expanding understandings of professional identity by means of new elements (expansion process). Hence, our study highlights that collective identity restructuring processes differ from individual identity restructuring processes in the sense that to eliminate an identity threat, conversion processes are supplemented by expansion processes. In doing so, we contribute to identity theory by reinvigorating theory on professions and professionals to better grasp collective-level dynamics.

Key Words Professions, Identity, Collective, Cognition, Disruption

1119 - TEAM EMOTIONAL MANAGEMENT TRAINING ENHANCES TEAM PERFORMANCE THROUGH COLLABORATION CAPABILITY IN FRAGMENTED VIRTUAL TEAMS

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Purpose: This research aimed to analyse whether a team emotional management training (TEM) can enhance team performance through improvement of the team collaboration capability in fragmented virtual teams (activated faultlines). TEM training fosters the capability to build and manage relationships based on trust, communication and commitment. This is known as team collaboration capability (Batarseh et al. 2017).

Design/Methodology /Approach/Intervention: Fifty-two 4-person teams participated in an experimental study with repeated measures (i.e., three measurement occasions). Teams were randomly assigned to an intervention designed to train teams to manage emotions (experimental condition) or a control condition (without training).

Results: Results showed that this intervention had a positive effect on trust and affective commitment, but not on group communication. Moreover, trust and affective commitment fully mediated the effect of this intervention on group performance.

Limitations: This study has some limitations in terms of generalizability to organizational settings because they were obtained from a sample of undergraduate students.

Research/Practical Implications: Our findings showed the relevance of a TEM training to improve the collaboration capability in fragmented virtual teams and through it, group performance.

Originality/Value: This study contributes to the research area about fragmented virtual teams developing a TEM training intervention. Moreover, it analyses the effectiveness of this intervention to enhance trust and affective commitment mitigating the negative effect of faultlines and improving group performance.

1120 - HOW WE SEE OUR WORKING DAY: INSIGHTS INTO THE DAILY WORKING LIVES OF PEOPLE WITH VISUAL IMPAIRMENTS

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Most of the current literature on visual impairment (VI) and employment paints quite a negative picture whilst there has also never been any research into how individuals with VI perform their roles. The objective of this research was to develop an understanding of the daily working lives and careers of individuals who live with a VI and establish if there were any commonalities among participants who had experienced sight-loss in how they go about their role. An adapted version of the Protean Career framework from Hall, Yip and Doiron (2017) was used, where the working day of individuals formed the link between Protean Career Orientation (composing of self-direction and intrinsic work values) and Career Outcomes, made up of subjective career success, objective career success and organizational commitment). Data was collected from 16 participants who work in London and was conducted in the form of 60-minute semi-structured interviews. Analysis revealed several key findings such as embedded routines, coping mechanisms together with an obsession to be as good as if not better than their sighted peers. The results provided support for Protean Career theory and revealed a deeper insight into the meaning of employment to individuals, tensions between the individual and the organisation and how this impacts their disability confidence and workplace identity. This study, which is the first of its kind, makes several key contributions to the literature and has revealed numerous areas for future research within the domain of VI, disability, identity and careers.

1123 - BAD FOR THE LEADER, BAD FOR THE FOLLOWERS – TRICKLE DOWN OF LEADERS’ WORKLOAD TO FOLLOWERS’ EXHAUSTION THROUGH LEADER-MEMBER EXCHANGE: A MULTILEVEL STUDY

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Purpose. While extensive research has investigated how leaders may foster employee well-being, very little is known about how the context affects the enactment of positive leadership. The aim of this study is to investigate the role of leaders' workload as an inhibiting factor for experiencing high-quality leader-member exchange (LMX). Drawing upon conservation of resources theory, we argue that leaders' levels of workload may trickle down to employee well-being by hindering leaders to develop high-quality LMX relationships with their followers. Using a multilevel framework, we propose that leaders' workload may be indirectly related to followers' emotional exhaustion through LMX.

Methodology. Multilevel survey data from N = 371 German child care teachers, nested within N = 66 supervisors were collected.

Results. Multilevel analysis revealed a positive indirect effect of leaders' workload on followers' emotional exhaustion through LMX when controlling for followers' levels of workload.

Limitations. The use of cross-sectional data precludes inferences regarding the causality of the effects. The underlying mechanisms explaining why leaders' workload hinders high-quality LMX need to be further examined.

Research/Practical Implications. Leaders' workload may not only be harmful to themselves but may also have detrimental effects on their followers' well-being. Organizations should provide leaders with sufficient resources (e.g., time) which enable them to develop high-quality LMX relationships with their followers.

Originality/Value. Previous research has focused on investigating leaders' personal characteristics as antecedents of LMX. In this study, we broaden the perspective and examine leaders' workload as a contextual factor that may constrain the enactment of positive leadership in terms of high-quality LMX.

1124 - INTEGRATING LEADERSHIP AND THE INNOVATION PROCESS: DEVELOPMENT AND VALIDATION OF A MEASURE FOR ASSESSING LEADERSHIP FOR INNOVATION ACROSS TWO COUNTRIES

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Purpose. Although leadership is considered one of the most important determinants of innovation in organizations, findings on this relationship are far from conclusive. To obtain an in-depth understanding of how leaders contribute to innovation, we integrate leadership and the innovation process and develop a measure for assessing a variety of leadership behaviors that facilitate the multiple activities required for innovation.

Methodology. The Leadership for Innovation Questionnaire (LIQ) was validated using survey data from employees in Germany ($N = 1,062$) and South Africa ($N = 129$).

Results. Confirmatory factor analyses revealed three dimensions constituting leadership for innovation: generation, promotion, and implementation of ideas. However, strong intercorrelations provide only weak support for the three-factor structure. Substantial correlations with individual and organizational innovation demonstrate adequate construct validity. The LIQ explains unique variance in innovation beyond that explained by transformational leadership and leader-member exchange.

Limitations. The use of cross-sectional data does not allow inferences regarding causality. Future research should be devoted to further examine the distinctiveness of leadership behavior that taps the different stages of innovation.

Research/Practical Implications. Linking leadership and the multiple tasks required for innovation more directly to each other matches the complexity of innovation processes. The LIQ is a theory-based and valid tool that enables more rigorous research on the role of leadership in enhancing innovation.

Originality/Value. Previous studies using traditional leadership approaches have produced a considerable heterogeneity in findings on the relationship between leadership and innovation. In this study, we developed an integrative framework for defining and organizing leadership behaviors specifically fostering innovation that may guide future research.

1126 - DO ALL EMPLOYEES BENEFIT EQUALLY FROM TRANSFORMATIONAL LEADERSHIP? – INVESTIGATING THE MODERATING ROLE OF WORKAHOLISM ON THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE WELL-BEING

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Purpose

In recent research on leadership and employee well-being, transformational leadership conceptualized as an important job resource has received considerable attention. However, boundary conditions that may explain differential effects of transformational leadership on employee well-being have been widely ignored. In this study, we argue that the effects of transformational leadership may be contingent upon individual characteristics of the follower. Drawing upon the notion that workaholism is a personal risk factor for impaired well-being, we hypothesize that workaholism may attenuate the negative relationship between transformational leadership and impaired well-being.

Design/Methodology /Approach/Intervention

To test the proposed interaction effect of workaholism and transformational leadership on psychosomatic complaints, we collected data from 250 employees with managerial responsibility working in various sectors.

Results

The results revealed a moderator effect of workaholism, indicating that those employees with low levels of workaholism benefit more from a highly transformational supervisor in terms of lower levels of psychosomatic complaints.

Limitations

Because the analyses were based on cross-sectional data, it may also be conceivable that employee well-being influences employees' perceptions of leadership behavior.

Originality/Value

This study is a first step to examine how personal demands regarding the interplay between leadership and employee well-being. We advance the understanding of boundary conditions that influence whether transformational leadership may unfold its health-promoting potential.

Research/Practical Implications

The findings suggest that employees may not benefit equally from transformational leaders. We recommend future research to integrate and test multiple different contextual factors that may influence how leadership is related to employee well-being.

1128 - TRANSCENDING DEPLETION EXPLANATIONS AT WORK: DAILY SELF-CONTROL EFFORT MEDIATES THE RELATIONSHIP OF SELF-CONTROL MOTIVATION ON DAILY CWB-O

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Purpose: The organizational self-control literature commonly applies resource perspectives explaining undesirable workplace behaviors due to depleted self-control resources (e.g., willpower) neglecting the role of self-control motivation. In this study, we investigated self-control motivation, self-control demands, and depletion of resources in the morning as predictors of self-control effort on a daily level and examined if self-control effort mediates the relationship of self-control motivation with counterproductive work behavior towards the organization (CWB-O). Additionally, we investigated if self-control effort represents a mediating mechanism linking self-control demands with depletion at the end of work (while controlling for baseline depletion levels).

Design: We analyzed data from 155 employees in a two-week diary study with two measurement points per day.

Results: Multilevel structural equation modeling showed that self-control motivation and self-control demands, but not depletion in the morning predicted self-control effort. The relationship of self-control motivation with CWB-O was mediated by self-control effort. Self-control effort, however, did not mediate the relationship between self-control demands and depletion at the end of work.

Limitations: Data was self-reported. Objective depletion markers and more measurement points within the day would have increased the methodological rigor of the study.

Implications: Findings underscore the importance of considering daily self-control motivation as a mechanism explaining self-control failure at work and cast further doubt on the idea that effort is the mechanism leading to self-control resource depletion.

Originality: This is the first diary study explicitly addressing daily self-control motivation as a predictor of self-control failures at work besides self-control demands and self-control resources.

1129 - THE ROLE OF BOARDS OF DIRECTORS FOR OCCUPATIONAL HEALTH AND SAFETY

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Purpose

The purpose of the study is to explore how boards of directors can contribute to a sustainable work life in terms of occupational health and safety.

Methodology

Twelve boards were recruited, representing large private companies in the trade, industry, manufacturing, and health care/welfare sector. In total 32 interviews were conducted with chairmen, board members, and CEOs. The data is analyzed using a hybrid thematic analysis.

Results

Preliminary results indicate that the view of health and safety varies from a purely operative issue, to an integrated part of the business strategy. The boards exert influence in different ways, for example through the board meeting structure, by tailor-made key performance indicators, and in interaction with the CEO. Example of a reason for the board to prioritize health and safety is the need to attract competent staff. A reason not to prioritize it was when there are more urgent issues combined with a sense that employee wellbeing is already satisfactory well.

Limitations

The sample may be skewed towards boards who view health and safety as important. Also, data may be biased due to idealized verbal descriptions.

Research/Practical

Implications

Knowledge about the role boards may play for a sustainable work life can contribute to illuminating how occupational health and safety is governed in companies. The study can inform boards how to influence these issues.

Originality/Value

This is the first study to explore the role of boards of directors in relation to physical and psychological health and safety in work life.

1133 - THE EFFECTS OF GENDER AND MARITAL STATUS ON RESUMÉ SCREENING: THE MODERATING ROLE OF AMBIVALENT SEXISM

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Esin Sezgin, Işık University

Resumés are important tools for selection and recruitment of job applicants (Piotrowski & Armstrong, 2006). Because recruiters have limited time in resumé screening, their evaluations are prone to cognitive biases (Derous, Nguyen & Ryan, 2009). Studies showed that characteristics of the employees such as age, ethnicity and gender influence recruiters' decision about job applicants. Although these characteristics' are not related to the job, recruiters' decisions are influenced by these factors. The aim of this study is to examine the interactive effects of applicant gender and marital status on recruiters' decisions. Another aim of this study is to focus on the recruiters' ambivalent sexism on resumé screening. With this aim, we designed a $2 \times 2 \times 2$ experimental study to test the effects of applicant gender, marital status, and recruiter's ambivalent sexism. Different versions of resumés were presented to 60 Turkish university students. The participants were told to think themselves as if they were recruiting a job applicant for a law company. The dependent variable was calling for the second evaluation process namely the interview. Repeated measures analyses were conducted by entering gender and marital status as within factor variables. Ambivalent sexism were entered as a covariate. Results showed that married men were called for the further interview process. This effect was stronger for the participants who had high ambivalent sexism scores than who had low ambivalent scores. The findings will be discussed within the context of Turkish society where gender equality is low.

1136 - ROBOTS AT WORK: HOW HUMAN-ROBOT INTERACTION CHANGES WORK DESIGN

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Purpose. Despite a big buzz around robots in businesses and academia with some anecdotal evidence and speculative predictions, we still know very little about the actual change which robotization brings to workplaces. We take up a call to advance our understanding of this complex phenomenon (Phan, Wright, & Lee, 2017), and explore how introducing human-robot-interaction (HRI) changes work design, and how does it affect the subsequent work-related outcomes, such as knowledge-sharing and relationships at work.

Design/Methodology. We conducted 60 qualitative interviews with employees working with robots (robot operators), their managers, training specialists, HR managers, and general managers in two manufacturing companies in Eastern Europe. We analyze them by employing inductive coding (Gioia, Corley, & Hamilton, 2013) and construct a model of change of work design in response to workplace robotization.

Results. The introduction of HRI changes motivational, social, and physical work design characteristics (e.g., increased autonomy), which are followed by the change of knowledge sharing and mutual helping behavior. These changes contain a significant qualitative shift of existing tensions besides the changes of the work design itself.

Research/Practical Implications. Our findings help to explain how changes in work design due to an introduction of HRI affect knowledge-sharing and mutual helping behaviours among employees.

Limitations. The findings are limited to industrial robots operated in manufacturing.

Contribution/Originality. Our study provides new insights about the effects of HRI for individual workers and therefore enriches our understanding on this increasingly important topic for organizations.

1137 - HOW PERCEPTIONS OF BEING IDENTIFIED AS A TALENT INFLUENCE INTENTION TO STAY WITH THE ORGANIZATION?

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Purpose: Talent management is a critical challenge for most organizations operating within a competitive business environment. Although research has provided useful insights on how to identify and develop potential talents, we still know little about the impact of talent identification on individual outcomes. In this study, we test a moderated mediation model that assesses the indirect effect of the perceptions of being identified or not as a talent on intention to stay with the organization via organization-based self-esteem (OBSE) and distributive justice (DJ), and the moderating effect of self-efficacy perceptions on this relationship.

Design/Methodology: We collected data from 390 managers from four large Canadian organizations who had a formal talent management program.

Results: Results indicated that both OBSE and DJ mediated the relationship between perceptions of being identified as a talent (or not) and intention to stay. The results also show that the indirect effect of perceived talent identification via DJ was stronger when perceived self-efficacy was high.

Limitations: The cross-sectional and self-report nature of our study limits inferences of causation and raises issues of common method variance.

Research/Practical Implications: Understanding how being perceived as a talent or not is related to employee's intention to stay allows for identification of key measures to address employee retention.

Originality/Value: This is the first study to examine the mechanisms explaining the relationship between perceptions of being identified as a talent and intention to stay in the organization.

1141 - A BEHAVIORAL PERSPECTIVE ON DYNAMIC CAPABILITIES: PREDICTORS AND OUTCOMES OF LEADER'S SENSING, SEIZING AND TRANSFORMING BEHAVIORS

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Purpose

Organizations face tremendous pressure to maintain performance amidst rapid and unpredictable change. The dynamic capabilities literature suggests that organizations' effectiveness in dealing with these challenges depends on their ability to (1) sense evolutions in the environment; (2) seize opportunities; and (3) transform the organization accordingly. While the literature emphasizes that SST processes involve the distribution of strategy efforts throughout the different organizational leadership levels, most studies treat strategy as an organizational intervention without recognizing leaders' proactive role in SST processes. In this research, we adopt a behavioral perspective on the SST process and suggest that leaders proactively engage in SST behaviors.

Design/Methodology/Approach/Intervention

We adopt a multiple source survey design with 169 leaders, to test a model that links leaders' characteristics (IPT, leader identity, optimism, openness, resilience, confidence) to the extent to which they engage in SST behaviors, as well as the impact of these behaviors on leader performance.

Results

Our (initial) results show that leaders' personal characteristics influence their SST behaviors, which in turn shape upper management's perceptions of the leader's performance.

Limitations

Leaders' SST behaviors have not yet been assessed in prior research, so we adapted scales from the proactivity literature to measure SST behaviors. Future research should further validate these scales.

Research/Practical Implications

By examining leaders' SST behaviors, and by exploring the antecedents and outcomes of these behaviors, we highlight the leader's proactive role in the organizations' strategic efforts.

Originality/Value

By incorporating a proactive perspective in dynamic capabilities research, we move beyond the intervention focus that has dominated the strategy literature.

**1144 - INTERRUPT YOURSELF! WHEN IT COMES TO CREATIVE AND PLANNING PERFORMANCE
SWITCHING TASKS AT YOUR OWN PACE BEATS CONCENTRATED AND EXTERNALLY INTERRUPTED
WORK**

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Purpose:

Employees experience interruptions every 12 minutes during work. Those can be externally caused (e.g. e-mails) or self-determined when the timing of interruption is chosen by the individual (e.g. thoughts about another task). Both types are assumed to affect employee well-being and performance differently. Thus, the purpose of this study is to distinguish between the effects of different interruptions on typical knowledge worker tasks. Based on the assumption, that the ability to self-interrupt acts as a proxy for high autonomy we expect internal interruptions to affect performance positively but expect a negative effect for external interruptions.

Design/Methodology:

We conducted two laboratory experiments with a 1x3 design, to test how both types of interruptions affect creative (N=137) as well as cognitive-planning performance (N=223).

Results:

Contrast analysis revealed significant differences between the groups in both experiments. Participants within the internal interruption condition showed better creative performance (N=36, M=9.53, SD=4.02) than participants in the control group (N=52, M=7.71, SD=3.24), whereas external interruption condition showed no significant difference to the other two conditions (N=49, M=8.86, SD=3.34). For the planning task the internal-interruption group performed best (N=88, M=20.85, SD=7.07) and external interruption group performed worst (N=84, M=17.02, SD=7.85).

Limitations:

Because of the student samples and laboratory designs external validity is limited.

Research/Practical Implications:

Results indicate that internal interruptions can lead to increased performance and autonomy. More research on the boundary conditions and behavioural strategies for employees is needed.

Originality/Value:

This is one of very few studies focusing on internal interruptions.

1145 - LEADING THE WAY TO WELLNESS: POSITIVE LEADERSHIP PROMOTES WELLBEING THROUGH SOCIAL IDENTIFICATION

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Purpose/Originality/Value

Workplace stress continues to rise and has numerous negative implications. Consequently, it is essential to investigate ways of improving employee wellbeing. The current research examined the influence of Positive Leadership on employee wellbeing and examined potential mediators that have not previously been investigated. Expanding on previous research, the current studies measured five facets of employee wellbeing.

Design/Methodology/Approach/Intervention

A cross-sectional design was used in our first study to investigate the relationship between Positive Leadership, employee wellbeing, organisational identification, identification with the leader, social support and turnover intentions. We recruited 195 participants using Prolific Academic to complete a survey assessing whether they considered their leader to be a Positive Leader. Additionally, 205 participants were recruited using Amazon Mturk for a second replication study using the same measures.

Results

Positive Leadership was positively related to identification with the leader, organisational identification, social support and employee wellbeing, and was negatively related to turnover intentions. A sequential mediation model using SEM (in MPlus) demonstrated that Positive Leadership was associated with increased employee wellbeing through identification with the leader and then organisational identification or social support in sequence.

Limitations

The studies used self-report measures that can lead to common-method bias. However, future studies will include a field study to address this.

Research/Practical Implications

The results provided further support of the importance of using a Positive Leadership style as a way of enhancing employee wellbeing and highlighted identification variables and social support as important underlying mechanisms.

1146 - CONSTRUCT VALIDITY OF A GLOBAL SCALE FOR SOCIAL CAPITAL BASED ON COPSOQ III

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Purpose

Workplace Social Capital is an important concept when addressing organisational and social factors of work environment. The purpose was to establish and evaluate the construct validity of a measure for workplace social capital based on the operationalisation suggested by the third version of the Copenhagen Psychosocial Questionnaire (COPSOQ III).

Methods

The present study is based on data collected as part of a validation and development project for the use of COPSOQ at workplaces and includes responses from 422 human service workers answering a workplace survey. Six items from the scales for organizational justice, vertical trust and horizontal trust in COPSOQ III middle-long version were included in the analyses. Rasch analysis was used for evaluating construct validity.

Results

The psychometric properties of the suggested scale for workplace social capital were satisfactory after accommodation for local dependency. The scale was found to be valid for use at group level. Each individual item works as intended, the scale is unidimensional and functions invariantly for women and men, and for younger and older employees.

Limitations

The proposed logit (and metric) scores are valid only for similar populations of human service workers or similar occupations having daily contact with patients, clients etc. We suggest replication of the study in a broader, international sample for assessing higher generalisability.

Implications

The scale for workplace social capital measured by COPSOQ III holds good construct validity for use at group level. The scale can be useful for practical applications at workplaces as well as for research purposes.

1149 - EXPLORING JOB TYPES OF THE JOB DEMAND–CONTROL–SUPPORT (JDCS) MODEL: A LATENT PROFILE ANALYSIS

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Abstract

Purpose. The JDCS model suggests that combination of job demands, job control and support forms eight job types: active (high demands, high control), passive (low demands, low control), high-strain (high demands, low control), and low-strain (low demands, high control), participatory leader (high control, high support), obedient comrade (low control, high support), cowboy hero (high control, low support) and isolated prisoner (low control low support). The main purpose of this study was to exploring subgroups of workers on their job demand, control and job support scores, as postulated in the JDCS model.

Methodology. We applied latent profile analysis (LPA) to identify profiles in a large sample of Italian healthcare workers (N=2464).

Results. LPA showed a six-latent-profiles solution: high-strain (high job demands, low control, moderate support; n=954), collective-low-strain (low job demands, high control, moderate support; n=690), cowboy-hero (moderately low job demands, high control, moderately low support; n=298), isolated-prisoner (high job demands, very low control, very low support; n=201), supported-active (moderately high job demands, moderately high control, very high support; n=172), and participatory-leader (low job demands, high control, high support, n=149). Results partially agree with JDCS theorization as it replicated four of the eight-profile solution identified.

Limitations. This study relied on a cross-sectional design, which precludes conclusions regarding profiles.

Research/Practical Implications. Profiles may aid future research investigating differential effects of interventions that may not be relevant for all employees.

Originality/Value. Person-centered studies utilizing the JDCS model are limited and it is unclear how the facets of social support are likely to combine with workload and control.

1150 - THE MEDIATIONAL ROLE OF ORGANIZATIONAL SOCIALIZATION IN THE RELATION BETWEEN SATISFACTION WITH COLLEAGUES AND GLOBAL SELF-ESTEEM: A THREE-WAVE STUDY IN A SAMPLE OF MILITARY CADETS

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Purpose: Individuals' ability to learn rules, acquire specific role behaviors, and ultimately to socialize into the new organizational environment has important consequences. However, few studies addressed the impact that socialization may exert on one's individual differences. Consistent with the principles of sociometer theory (which emphasizes the interpersonal roots of people's self-worth), in this contribution we investigated whether organizational socialization (OS) mediates the relationship between satisfaction with colleagues (SWC) and workers' levels of global self-esteem (GSE).

Methodology: A complete cohort of Military cadets ($M_{age}=23.02$, $SD_{age}=2.23$) attending a prestigious Italian academy filled a battery of self-report questionnaires once a year for three consecutive years ($nT1 = 320$, $nT2 = 287$, $nT3 = 236$). A series of cross-lagged panel models with latent variables were ran, in order to test the hypothesized mediation through a full-longitudinal design. Socio-demographic covariates were included, to further confirm the strength of our hypothesis. **Results:** In the best fitting model, SWC at T1 significantly affected OS at T2, and the latter significantly affected GSE at T3. The significant size of the mediation effect was confirmed by the Monte Carlo procedure. **Limitations:** The lack of objective data and the use of only one setting (military) are limits that should be addressed in future studies. **Practical implications:** This contribution would encourage practitioners to pay more attention to workers' perceived organizational interpersonal environment, given that it may exert a significant impact on personal self-worth, and thus it may be considered an important antecedent of one's personal well being at work.

1152 - MILLENNIAL CORE SELF-EVALUATIONS AND CREATIVITY: THE MEDIATING ROLE OF LEADER-MEMBER EXCHANGE

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Purpose. The purpose of this study is to explore how Millennials' core self-evaluations (CSEs) differ from non-Millennials and how Millennials' CSEs relate to creativity. In addition, we examine how high-quality leader-member exchanges (LMX) mediate the CSE-creativity relationship.

Design/Methodology. We employ a time-lagged, survey-based design in which we solicit Amazon Mechanical Turk (MTurk) Master Workers to complete three waves of online surveys, resulting in a matched sample of 169 Millennials and 174 non-Millennials.

Results. Contrary to our hypothesis, our results show that Millennials have lower CSEs than non-Millennials. However, as predicted, we find that LMX partially mediates the CSE-creativity relationship among Millennials, but not among non-Millennials.

Limitations. One limitation is the use of self-report data for all variables in the study, which may introduce bias in responses. However, we took steps to mitigate potential biased results by using multiple waves of data collection and including several attention check items.

Research/Practical Implications. We find support for a positive relationship between Millennial CSEs and creativity and for the critical role that LMX plays in fostering creativity among Millennials. Therefore, we offer insights into a benefit that Millennials bring to the workplace as well as an important mechanism for promoting Millennials' creativity. Hence, managers that wish to promote creativity among Millennials should focus on developing high-quality relationships with their subordinates.

Originality/Value. This study integrates generational differences into both the CSE and LMX literatures, and the findings offer unique insights into managing Millennials and encouraging creativity.

1153 - DIVERSITY IN EDUCATION AND ORGANISATION: FROM POLITICAL AIMS TO PRACTICE IN THE NORWEGIAN POLICE SERVICE

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Purpose

Political and educational aims for more diversity in the Norwegian Police Service (NPS) have been set since the early 2000s. Argumentative underpinnings are to meet the societal mandate, equal rights, competence, and trust within the society. This study investigates diversity in the NPS across three studies.

Design

The “Diversity in education and organization” project consists of three parts (study environment, on-the-job experiences, and a survey conducted among all NPS employees).

Results

Findings from part 1 showed that the educational aim of recruiting and admitting 5 percent ethnic minority students was fulfilled. Still, the group was more “uniformed” and brought less cultural competence than expected. Results from part 2 indicated varying interpretations of the meaning and importance of ethnic diversity. Officers experienced that there was uncertainty as to how to utilize their “ethnic competence”. Results from part 3 showed that about half of the NPS are female (46 %), 4.7 % were employees with an immigrant background, and about 71 % did not belong to any minority group. Perceived argumentations for diversity were from high to low; trust from the public, followed by equal rights, the societal mandate and competence development.

Limitations

Due to lack of official data we cannot establish the representativeness of the total sample of NPS with respect to the proportions of employees across minority groups.

Originality

The research project provides unique insight into an important topic, namely how and whether diversity management aims and efforts have been translated into practice within the NPS.

1156 - A PATH TO EMPLOYEE HEALTH: EVALUATING HEALTHY WORKPLACE PRACTICES USING O*NET DATA

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The purpose of our research was to empirically test the Practices for Achieving Total Health (PATH) model, which constitutes the foundation for the American Psychological Association's (APA) "Creating a Psychologically Healthy Workplace" agenda. The PATH model consists of five categories: health and safety, work-life balance, employee involvement, employee growth and development, and employee recognition. Using data from the Occupational Information Network (O*NET), this project quantified the five PATH categories into a PATH index that can be used to predict health risks for any occupation listed on the O*NET. The O*NET is a large-scale database that includes job requirements and worker attributes as well as work context and content for over 900 occupations. Initial validation of the PATH index with psychological health markers and job attitudes provides support for construct validity of the overall index as well as some of the subcategories. The PATH index was developed based on data available in O*NET, and therefore, its application to other occupational databases might be limited. Nevertheless, this research has important theoretical and practical implications. To the best of our knowledge, our research is the first to empirically test the PATH model. Although research on the PATH index is still in its early stages, it could provide insight into potential health risks of occupations. Employees would be informed of potential health risks associated with their occupation, and employers could take preventative measures to reduce health risks. Thus, insights gained from the PATH index could benefit both employees and organizations.

1159 - WORK ADDICTION AND ITS RELATIONSHIP TO THE SELF-DETERMINATION THEORY, WORK OUTCOMES, HEALTH AND JOB CHARACTERISTICS

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Work addiction or workaholism is characterized by an irresistible inner drive to work very hard; it is a combination of working compulsively and excessively. The present study investigated in a representative sample of 1552 Belgian workers the prevalence of work addiction in the Belgian working population. We also checked the relationship with job characteristics, several important work outcomes, impact on work life balance, health, stress, absenteeism, and burn-out. Finally and very interestingly, we link workaholism to the four regulations (types of motivation) as mentioned in the self-determination theory (intrinsic, identified, introjected and extrinsic motivation). In this study, we measured work addiction by means of a short version of the DUWAS, consisting of two core-components: Working Excessively (WE - 3 items) and Working Compulsively (WC – 3 items). Main conclusions are that 17% of the Belgian workers score high on both WE and WC, and can thus be labelled as workaholics. 66% of the workaholics state that their work has a bad influence on their health. They experience stress more often (83%) as compared to the non-WC and non-WE workers (40%). 25% has an increased risk on burn-out. Workaholics report themselves as longer and more frequently absent from their work due to sickness. Moreover, they experience less fun in their job. Finally, interesting relationships were found with central concepts of the self-determination theory, namely the four regulations and the three basic needs.

1160 - "I'M JUST LOOKING OUT FOR MY PATIENT": THE RELATIONSHIP BETWEEN IDEOLOGICAL PSYCHOLOGICAL CONTRACTS, STRAIN, AND BURNOUT

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Purpose: Ideological Psychological Contracts (iPC) represent the mutual agreements between an employee and their organization that focus on pro-social values and behaviours. While commitment to a pro-social cause can boost employee performance, it may also lead employees to push themselves in pursuit of the greater good, making them susceptible to strain and burnout. Despite this proposition, we lack an understanding of how employees perceive their commitment to the pro-social values and what happens when the values are not upheld. Therefore, the purpose of our study was to explore what it means for an employee to engage in an iPC.

Design: We used a mixed-methods design with 19 healthcare workers involved in direct-patient care. In addition to completing semi-structured interviews, participants responded to survey items related to iPC endorsement, stress, and burnout.

Results: We identified themes that represent employees' commitment to pro-social values, the behaviours they engage in to support the values, and what happens when the organization does not provide support to the extent that is expected. Additionally, we found commitment had a negative impact on well-being, demonstrating that strain and burnout are a concern for employees that engage in an iPC.

Limitations: Although healthcare provides an insight into occupations that explicitly support pro-social values, our findings may not generalize to other industries.

Implications: These findings further develop our understanding of iPC theory and organizations may understand the impact supporting the greater good has on their employees.

Originality: The present study provides empirical insight into the experience of an iPC.

1163 - THE EFFECTIVENESS OF SALES PROMOTION TECHNIQUES ON THE MILLENNIAL CONSUMERS' BUYING BEHAVIOR

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Purpose

This paper attempts to find out the major dimensions of consumers' perception about the benefits derived from sales promotion and the influence of word-of-mouth (WOM) on purchase intention.

Design/methodology

A convenience sample of 564 Millennials from 24 different nationalities completed a survey on sales promotion and buying behavior. Structural Equation Modeling approach was used to test the proposed model.

Results

The findings of the study revealed the perception of monetary savings, opportunities for value-expression and WOM as key-drivers of buying intention behavior.

Limitations

The study used self-assessments in a cross-sectional design, which does not allow for causal analyses.

Research/Practical implications

The perception of upgrading to high-quality products and brands seems not to induce Millennials to buy the product on offer. The findings will help companies to select the appropriate types of premium offers that greatly influence the buying behavior of Generation Y. Companies should manage monetary savings benefits complemented by the management of value-expression dimension.

Originality/value

New light is cast on the relationship between Generation Y consumers and the effectiveness of sales promotion regarding hedonic and utilitarian benefits.

1164 - THE EBB AND FLOW OF PSYCHOLOGICAL CONTRACT BREACH IN RELATION TO PERCEIVED ORGANIZATIONAL SUPPORT: RECIPROCAL RELATIONSHIPS OVER TIME

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Purpose: Perceived organizational support (POS) is commonly treated as an attitudinal consequence of violation feelings, which stem from perceived psychological contract breach (PCB). However, because both PC and POS assume an underlying mutual exchange relationship in which each party reciprocates the other party's contributions, we argue that the relationship between PCB and POS is recursive and that low levels of POS may increase the likelihood to perceive future PCB through reduced trust in management. Therefore, the purpose of the study was to examine the reciprocal relationship between POS and PCB over time.

Design: We analyzed a 2-level time-lagged mediation model on data from 338 US employees (1215 observations). Respondents completed weekly surveys for six weeks that assessed PCB, violation feelings, POS, and trust in management.

Results: The findings support the reciprocal relationship between PCB and POS, showing that POS and PCB form a vicious cycle.

Limitations: Although we examined time-lagged variables, all responses were self-report and variables were collected at the same point in time, raising concerns of common method variance.

Implications: The findings of our study suggest that how organizations react after the event of a PCB is vital to how employee's will perceive PCBs in the future. Organizations should work to reduce perceptions of PCB and increase perceptions of POS through open and honest communication with employees and providing remedies to PCB.

Originality: Our study demonstrates that the relationship between POS and PCB is reciprocal, resulting in a negative cycle of workplace experiences for employees.

1168 - MOTIVATION TO LEARN FROM MULTIPLE PROJECTS: A MYTH OF MODERN WORK DESIGN?

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Purpose: The complexity of the jobs has increased in recent years so that employees are not only expected to perform in a single group but also to fragment their work time in multiple, diverse, and often virtual project-teams. We build on Work Design Growth Model and explore (1) to what extent working in multiple project-teams increases the motivation to learn and (2) to what extent identification with the project and virtual leadership shape this motivation.

Design/Methodology: A total of 424 participants (mean age of 26.62 years old) members of 50 teams working in various organizational environments filled out an online survey including items on the variables included in the study.

Results: Our results showed a positive and significant main effects of time fragmentation and project identification as well as a negative effect of virtual leadership on motivation to learn. We also found significant interaction effects. The positive association between time fragmentation and motivation to learn becomes stronger when the average identification with the projects is high rather than low and weaker when the leadership is virtual rather than face-to-face.

Limitations: Our study has limitations related to the cross-sectional design and self-report measurements.

Research/Practical Implications: This study provides valuable results for future research and practical interventions in modern organizations by exploring both the positive and negative effects of multiple team membership.

Originality/Value: The study explores the positive effects of multiple team membership capturing the reality of contemporary work design.

1169 - SUPPORTING DYSLEXIA IN THE WORKPLACE: LINKING RESEARCH TO PRACTICE

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Purpose: The effects of developmental dyslexia extend beyond reading and spelling to other areas of cognition. These broader cognitive deficits persist into adulthood and have effects across different settings. While the impact of dyslexia on university study has been explored, there is less empirical evidence relating its effects on workplace performance. Such research is needed to inform the more targeted provision of workplace support and reasonable adjustments to accommodate employees with dyslexia. The current paper focuses on areas of impaired cognition most likely to affect job success. A review of previous literature identified particular difficulties with executive functioning and prospective memory. There is a need for a suitable ecologically-valid laboratory measure to test these cognitive abilities required for optimal performance in a workplace setting.

Design/Methodology/Approach/Intervention: Adults with and without dyslexia were presented with the Jansari assessment of Executive Function (JEF; Jansari et al., 2014). Results: Impairments identified by previous research are highlighted and, in the next phase of the research programme, will be explored experimentally using the Jansari assessment of Executive Function (JEF; Jansari et al., 2014).

Limitations: The work to date has identified cognitive abilities to test on an ecologically-valid measure but the empirical phase of the investigation is yet to begin.

Research/Practical Implications: The paper highlights specific areas in which the executive functioning and prospective memory of adults with dyslexia should be supported in the workplace.

Originality/Value: The work takes advantage of recent developments in dyslexia research to explore the impact of the condition on the workplace setting directly.

1170 - HUMAN RESOURCES THROUGH NEUROMARKETING: AN INNOVATIVE ITALIAN STUDY

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Purpose. Human Resources managers face a double challenge: find the right people for the job, and attract/identify talents. This requires the ability to communicate a good company brand image, and to understand candidates' characteristics and potential. While recruitment specialists have specific strategies for the latter, the first goal is often ignored.

Methodology. A neuroscientific approach measured the candidates' experience during a job interview. Thirty participants took part individually to a real job interview lasted forty minutes and emotional activation was measured in real time through skin conductance sensors (SC) (emotional arousal index), and an ElectroEncephaloGram (EEG) headset (engagement index) (Bolls et al. 2001; Cacioppo et al., 2000).

Results. Data showed: a) the most stressful parts of the interview such as agency mandate (SC mean=35.87; sd=37.54) and explanation of the work (SC mean=33.95; sd=35.57); b) the parts of the interview characterized by engagement such as career aspects (EEG mean=0.499; sd=0.65) and company presentation (EEG mean=0.485; sd=0.49).

Limitations. The use of a unique work context, but this study is a valid start point to detect also wellbeing and performance during assessment sessions.

Implications and value. This research could help Human Resources to define "best practices" in terms of verbal and non-verbal language to put candidates at their ease, increasing their motivation to join the company. Moreover, this study is functional to suggest the interview strategies reducing the candidates' stress level and improving engagement. Future studies should provide the application of this scientific approach to advance employee training and to support career development.

1173 - CUSTOMIZED AVAILABILITY – USER REQUIREMENTS TO A SMART ASSISTANT FOR WORK-RELATED AVAILABILITY MANAGEMENT

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Purpose

Information and communication technologies (ICTs) use replace increasingly the traditional boundaries between work and private life by a stadium of being connected to work anywhere and at any time (Boswell & Olson-Buchanan 2007). This permanent availability bears both chances (Hill et al. 2001) and risks (Ayyagari et al. 2011). Following the self-determination theory (Ryan & Deci 2000) and the boundary theory (Kossek & Lautsch 2012), a smart system for solving this “availability dilemma” by preventing the risks and retaining the chances has to consider individual preferences and needs of potential users. Our research is aimed to identify the key requirements on a smart availability assistant that is able to reflect the complexity and variety of employees’ availability needs.

Design/Methodology

Following an explorative approach, we first identified requirements for the smart availability assistant with qualitative interviews (18 participants). The relevance of these requirements was subsequently checked with a quantitative study (821 participants).

Results

Our data indicate the importance of an individual adjustable smart assistant that enables availability depending on the situation and urgency of contacting.

Limitations

The study is limited since analyses are based on self-reported data only.

Research/Practical Implications

Our results suggest that a smart availability assistant should be adjusted taking the user’s preferences into account. It should also be able to differentiate between situations and contents.

Originality/Value

To our knowledge, our research is the first systematically analyzing user requirements in a mixed-method study for a smart availability assistant.

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1175 - IDENTITY SYSTEMS

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Research into psychological identity has recognized that people foster multiple identities that emerge from and are groomed by contextual and environmental influences. However, conceptualizations of multiple identities have been limited to the understanding of specific identity dyads. To expand on the concept, scholars have conceptualized the intrapersonal identity network (Ramajaran, 2014).

This study elaborates on this conceptualization, as we propose an identity system theory that clarifies the generative principles underlying the emergence and transformation of identity systems. Building upon networks and systems theory, we propose identity systems as emergent and interconnected entities in a neural network structure.

In this study we define the attributes and elements by which identity systems can be expressed and we posit mechanisms for both active and passive approaches by which identity systems are managed to account for the creation, development, and diminishing of identity systems. In addition, we propose determinants of system stability and expected changes to identity systems following different types of disruption.

Identity system theory advances identity literature by providing for an integrative account of the interrelationships among multiple identities, elaborating on the temporal dynamics that underlie the emergence, development and diminishing of identities, and predicting outcomes of internal interactions within the identity system.

Note to the reader: This abstract refers to a conceptual paper which provides the framework for my PhD project. As I am in my first year of my PhD, I would like to share my ideas on this topic. In following years, I will be able to, in addition, share empirical insights.

1177 - Game-Based Assessment vs Situational Judgment Test: Applicant outcomes through a moderated mediation model

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Purpose

Recently, the use of gamification in employee recruitment has attracted increasing interest among both researchers and practitioners. However, little is known about its effect on applicant outcomes. In addressing this gap, we examine the effect of the use of a game-based assessment (GBA) on applicants' recommendation intentions through their perceptions of organizational attractiveness, in comparison to a situational judgment test (SJT). Moreover, we suggest that this effect is moderated by applicants' attitudes towards game-based recruitment.

Design

We examined our hypotheses using a quasi-experimental design by assigning individuals to treatment and control group. In the control group, participants ($n= 30$) were asked to complete a SJT in order to be recruited for a company, whereas, in the treatment group, participants ($n= 34$) had to complete a GBA.

Results

Results demonstrated that participants who completed the GBA as a part of the selection process reported a stronger effect on organizational attractiveness and, ultimately, recommendation intentions compared to those who completed the SJT. Moreover, these effects were contingent on participants' attitudes towards game-based recruitment.

Limitations

The limitations of the study relate to the lack of realism that scenarios present and the small size of the sample.

Implications

The present preliminary findings suggest that the use of GBAs in the recruitment process could be useful for recruiters in order to enhance applicants' positive outcomes.

Originality

To the best of our knowledge, this is the first empirical study that investigates the effect of the use of gamification in the selection process on applicant reactions.

1180 - TECHNOLOGY ACCEPTANCE AND ABSENTEEISM: A PALMTOP FOR THE SAILORS OF A SHIPPING COMPANY

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Purpose. The present work tried to apply the model of Unified Theory of Acceptance and Use of Technology (UTAUT) to the study of the acceptance of a device used by sailors in tourist transports for navigation. Particularly, the first aim was to test if the acceptance of new technology is predicted by the effort expectancy and perceived utility of the device, the organizational facilitating conditions and the social influence. Furthermore, the second aim was to examine the relationships between the acceptance of new technology and workers' satisfaction and absenteeism.

Design. A longitudinal study has been carried out. Self-report data was collected through a questionnaire that was administered to 243 sailors at time 1 (T1). Objective data of absenteeism was collected at time 2 (T2). The structural equation model was used to test the hypothesis.

Results. The results showed that at T1 the effort expectancy and perceived utility of device and organizational facilitating conditions have an impact on the intention of using device, that influence positively the work satisfaction. The work satisfaction (at T1) reduce the absenteeism (at T2).

Limitations. It could be useful to introduce variables related to the company organizational management of the new technology, that could moderate the intention to use the device.

Practical implication. The results can help the top management to identify the factors that can facilitate the introduction of new technology and organize appropriate training.

Originality. The work tried to integrate the approach of the acceptance of new technology and the perspective of workers' wellbeing.

1181 - CAN OPEN HIRING® BE IMPLEMENTED IN THE NETHERLANDS AS A MEANS TO REDUCE EXCLUSION?

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Despite a rise in economy and labour market, unemployment remains an important issue in the Netherlands. A large group of job seekers is excluded from the job market, because of their diploma's, age, background or past experience.

Greyston Bakery in the US developed the Open Hiring® concept to overcome such exclusion and to create job opportunities for anyone who is willing to try. Key to this concept is that anyone can apply, without any questions about background or experience. People from the list of applications are called in chronological order when there's a job opening and they can start working the next day. They receive training and support while earning a minimum wage. After this training period their wage increases, they get additional benefits and this is the starting point for their individual career path-within or outside the organization. This process is embedded in a strong community program and support-system.

In this study, we investigated what Open Hiring® encompasses, and how the concept could be transferred to the Netherlands. Information is collected through document studies, a site visit and interviews with workers and partners from Greyston. In this presentation we'll show the key elements of Open Hiring® and discuss what implementation of the concept in the Netherlands means for organizational strategy, the HR process (recruitment, selection, contracting, rewarding system, training etc.) and for guidance, support and supervision. As a follow up on this project, pilots started in 2018 in which Open Hiring® is applied.

1184 - DIGITAL TRANSFORMATION OF MENTORING RELATIONSHIPS – DOES PERSONALITY MATTER?

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Ludwig-Maximilians-Universität München, Center for Leadership and People Management, München, Germany (1)

Purpose: Mentoring formats are changing as the number of e-mentoring programs increases. But does digitalization also change formal face-to-face (ftf) mentoring programs?

Design: N = 89 mentees participating in a formal, academic peer mentoring program completed two online surveys measuring mentee's extraversion (t1) and degree of instant messaging (IM) in private or group chats, meeting frequency and satisfaction with mentor (t2) with a seven-month time-lag. We conducted a moderated mediation model to test the moderating effect of IM on the relation between extraversion and interaction frequency and the mediation effect of interaction frequency between extraversion and satisfaction with mentor.

Results: The results show a positive relationship between extraversion and meeting frequency. This relationship is negatively moderated by private IM. For extraverted mentees the relationship between extraversion and meetings frequency is reversed for those with high amount of IM. There was no significant effect of group IM. Meeting frequency mediated the relationship between extraversion and satisfaction with mentor.

Limitations: Limitations are restricted external validity due to the special context of the program. Also, the impact on further outcomes like mentoring received as well as long-term effects should be investigated.

Implications: The results suggest that the amount of IM affects mentoring behavior, which should be considered when initiating ftf mentoring programs.

Value: This study sheds light on how digitalization is changing the mentoring-landscape, by taking individual differences into account and contributing to the discussion who is influenced how by changing means of communication.

1185 - INVESTIGATING THE ASSOCIATION BETWEEN STRESS AND PSYCHOLOGICAL RESILIENCE IN THE WORKPLACE: A LONGITUDINAL STUDY

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Purpose: To examine the co-variation of stress and resilience over time and to test whether resilience is a stable construct, independent of stress or whether it develops or decreases with stress exposure.

Method: Employees who work 30 hours or more per week in the UK completed questionnaires at baseline (T1), after three months (T2) and six months (T3). This research will focus on the data collected for T1 (N=380) and T2 (N=118). Measures: stress, resilience, general health, mood, work-related rumination (WRR), job demands and social support.

Results: Resilience at T1 was highly correlated with resilience at T2 ($r=.726$, $N=118$, $p=.001$). Furthermore, resilience at T1 and T2 was highly negatively correlated with perceived stress when measured at the same time point (T1; $r=-.581$, $p=.001$, T2; $r=-.616$, $p=.001$). At T1, individuals with low resilience, had significantly higher ($p=.001$) perceived stress ($M=20.65$, $SD=5.81$) than those with high resilience ($M=13.24$, $SD=5.91$). Similarly, individuals with low resilience at T2 had significantly higher ($p=.001$) perceived stress ($M=19.25$, $SD=6.41$) than those with high resilience ($M=11.95$, $SD=5.17$). Linear regression showed that; resilience, general health, negative affect and affective WRR were significant predictors of perceived stress at each time point.

Limitations: Confounding variables such as life events could have had an impact on individuals stress and resilience. Although individuals who report more resilience report less stress, it could be that they are still experiencing stress but perceive the stressor to be less stressful and more of a challenge than those who are less resilient.

Originality/value: There are limited longitudinal studies with at least three-waves of data, directly assessing resilience and health outcomes.

1186 - REACTIONS OF TEAM MEMBERS AND CUSTOMERS TO PROACTIVE WORK BEHAVIOR IN AGILE TEAMS

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PURPOSE - While previous studies showed that individuals benefit from their own proactive work behaviors, limited empirical work considers how these behaviors are perceived by others. This study provides an empirical example of the way fellow team members and customers perceive and respond to proactive work behaviors.

DESIGN - Between February and June 2017, three agile teams were observed during meetings and while working at the office for 120 hours each, resulting in 360 hours of fieldwork. Furthermore, semi-structured informal interviews were conducted with team members.

RESULTS - Agile team members initiate different forms of proactive work behaviors, for example taking charge to improve customer relations, with the goal to improve their work processes. In turn, fellow team members or customers perceived these proactive work behaviors either favorably, thereby motivating others to also behave proactively, or disturbing, in such a way that fellow team members refused to work for the customer. The type of reaction influenced the team's output for the customer when having to deal with product requirements changes.

LIMITATIONS - The findings may be restricted in terms of generalizability as they are based on a single organization.

RESEARCH IMPLICATIONS - Considering interdependency of behavior and work complexity in teams, managers need to acknowledge team members' perceptions and reactions towards proactivity as they have shown to influence the team's output for the customer.

ORIGINALITY - This qualitative study highlights the importance of understanding how proactive work behaviors are perceived and acted upon by fellow agile team members and customers.

1188 - AFFECTIVE SYSTEMS AND WORKPLACE BEHAVIORS: PORTUGUESE VALIDATION OF THE AFFECTIVE NEUROSCIENCE PERSONALITY SCALES (SHORT VERSION)

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Purpose: Emotions are gaining ground in organizational research. A promising approach comes from affective neuroscience (Panksepp, 1998) that investigates basic affective dispositional systems (SEEK, CARE, PLAY, SADNESS, ANGER, FEAR, LUST). These are yet unexplored within organizational psychology but play an essential role in adaptive behavior and personality development. Thus, we aimed to test the utility of a neuro-affective measure in the organizational context.

Design/Methodology/Approach/Intervention: With a sample of 341 professionals, we tested factorial, convergent, concurrent, and incremental validities of the Portuguese Affective Neuroscience Personality Scales-short version (ANPS-s).

Results: The original factorial structure failed to meet the indicators of a good model fit, in a similar way to previous studies. From using Lagrange multipliers, we found a valid 15-item solution. Findings suggest that ANPS-s is related to personality traits (convergent validity). However, only SEEK explicates (concurrent validity) and explains specific variance (incremental validity) of organizational citizenship behavior.

Limitations: Although a cross-sectional design with self-reported measures was used, no indication of common method variance was found.

Research/Practical Implications: Findings uncovered some scale's psychometric quality problems, probably related to some items poor facial validity. Thus, a new version of this scale, adapted explicitly for organizational context, is under development.

Given the dispositional nature and the specificity of each system, we expect that an improved and organizational-based scale will help to add knowledge on individual emotional functioning differences and how this may help to explain individual's organizational behaviors.

Originality/Value: This study integrates constructs from neuro-based emotional functioning and personality to contribute to a more in-depth knowledge of individual workplace behaviors.

1195 - TOO MUCH OF A GOOD THING? EMPLOYEE INVOLVEMENT AS MEDIATOR AND MODERATOR BETWEEN PERCEIVED HUMAN RESOURCE PRACTICES AND WORK ABILITY

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Purpose

Cumulative research has established how human resource (HR) practice bundles boost organizational performance by stimulating employee abilities, attitudes, and behaviors. Adapting this paradigm, mediating and moderating roles of employee involvement between perceived HR practices and work ability are examined. Hypotheses include trade-offs between health-promotive properties and negative side-effects of intrinsically motivational (subjectified) work intensification.

Design/Methodology/Approach/Intervention

Data stem from a large-scale survey among German public employees ($N = 11871$) in administrative, vocational, and human service functions. Decent working conditions and empowering management style were established as distinct and integrated HR practice bundles. These and employee involvement were each measured with six items from a commercial survey. Occupational health was assessed with the work ability index.

Results

In linear regressions employee involvement partially mediated a positive relationship between empowering management style and work ability. Additionally, involvement negatively moderated (reduced/buffered) health-promoting effects of decent working conditions, such that highly involved workers benefitted less. Evidence for such “diminishing returns” manifested in significant 2-way and 3-way interactions.

Research/Practical Implications

Results strengthen the proposition that employee-oriented HR practices facilitate designing both health-promoting and motivational high-performance work systems, but also confirm undesirable trade-offs between employee involvement and occupational health.

Limitations

Results are subject to the limitations of cross-sectional survey studies, alternative explanations, and need for further validation.

Originality/Value

Robust results demonstrate the importance of HR practices for occupational health. Performance-oriented practices instrumentalizing employee involvement may incur human costs. Potential downsides of “motivational” productivity gains require close monitoring and compensatory health-promotive interventions targeting specifically self-endangering work behavior.

1196 - DYNAMIC AFFECTIVE SHIFT IN COPING WITH SELF-CONTROL DEMANDS AT WORK: HOW DAILY CHANGES IN AFFECT STABILIZES PSYCHOLOGICAL WELL-BEING

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Purpose:

Because of the growing service sector more and more employees are faced with demands on self-control for achieving job-related goals. According to well-established models, self-control demands deplete limited regulatory resources and lead to impaired psychological well-being. Inspired by personality systems interaction theory, we examine how dynamic positive and negative affective processes moderate the negative relation between self-control demands and indicators of well-being.

Design:

We applied a daily diary design over the course of ten working days among a sample of 55 service sector employees.

Results:

Results from multilevel modeling showed a three-way interaction of distinct patterns of change in positive and negative affect and self-control demands in predicting well-being. In particular, employees who perceived an increase (upshift) in positive and negative affect during the working day showed high levels of work engagement even when self-control is high. In all other conditions when either one or both affects decreased self-control demands were negatively related with work engagement.

Limitations:

Correlational designs do not allow for strong causal conclusions.

Research/Practical Implications:

For organizations, our results imply that focusing on assessment and development of affect regulation skills holds promise for human resource management strategies. Moreover, a better understanding and dealing with affects through training programs can benefit effective affect management for a stable psychological well-being.

Value:

The present findings provide important insights into how affective shift foster coping with self-control demands at work.

1198 - WHEN COMPUTERS TAKE THE LEAD: THE AUTOMATION OF LEADERSHIP

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Purpose: The importance of technology at our workplaces has gained and will increasingly gain in importance. Technological progress allows more and more functions once performed by humans to be automated. Nowadays, technological agents (i.e., computers, robots, chat bots, digital assistants, etc.) not only perform tasks on the command of human workers but have also begun to take over leadership functions over human subordinates (i.e., automated leadership). We argue that conceptual coverage both in leadership as well as in human-computer interaction (HCI) research is in danger of falling short of this development.

Approach: Literature search revealed that leadership research has so far almost exclusively dealt with leadership of human leaders over human subordinates, while models in HCI are based on the axiom that humans should always be in command of technological agents and do not provide for the possibility of technological agents leading humans.

Results: We demonstrate the utility of a synergistic approach of leadership and HCI research to examine automated leadership. We propose a definition of automated leadership and a process model explaining human subordinates' acceptance and followership of technological agents as leaders based on the HCI model of Technology Acceptance and leadership research on leader legitimacy. Moreover, we discuss criteria for evaluating automated leadership systems and questions of function allocation.

Implications and Value: We discuss the implications of automated leadership for existing leadership and HCI models and call for awareness of ethical issues regarding this topic of high relevance for the future of human work.

1200 - WORKING CONDITIONS AND STRESS IN UK HEALTH & SOCIAL CARE

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Purpose: It is well known that the workplace is a potential significant source of stress. Indeed, mental health and stress are the biggest cause of long-term sickness absence in UK workers, with the healthcare and social care sectors being the two most affected occupational types. The aim of this project is to outline the organisational influences on social work and healthcare (NHS) staff in the UK, leading to the development of a health and social care specific app and series of workplace stress interventions.

Methods: The first phase was a survey of working conditions, stress, and wellbeing. Furthermore an action research approach incorporating individual interviews and focus groups was used to design a wellbeing toolkit and accompanying smartphone application.

Results: Survey responses from close to 5000 respondents demonstrated numerous influences on employee stress and wellbeing measures. 38 interviews, three virtual focus groups, and meetings with a steering group helped to design and implement the toolkit, app, and organisational improvements.

Limitations: One distinct limitation is the lack of any evaluation of the interventions thus far. However, evaluation will include repeated measures surveys, collection of organisational data, and individual interviews six months after implementation of the various interventions.

Practical Implications: This presentation will demonstrate the utility of co-constructing a series of mental health and stress interventions for public sector workers.

Originality: This the biggest ever study of health and social care workers, and among the first to co-develop and implement wellbeing interventions into this population.

1201 - WHEN PROACTIVE PERSONALITY MATTERS? A THREE-WAVE INVESTIGATION OF PROACTIVE PERSONALITY AS A TRIGGER OF THE TRANSFER OF TRAINING PROCESS

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Purpose. This study aims to investigate the role of proactive personality in enhancing transfer of training. Using the Baldwin and Ford model of transfer process and subsequent developments, the study considers the entire transfer of training process, which comprises trainee characteristics (e.g. proactive personality, motivation to learn and motivation to transfer) and work environment characteristics (e.g. environment facilitation).

Design/Methodology. The sample was composed of 566 persons who completed three questionnaires: at the beginning of the training intervention (T1), at the end of the training (T2) and after having completed the tasks related to the training programme (T3). In order to investigate our proposed model, a moderated serial mediation analysis was performed.

Results. Results showed that proactive personality was related to motivation to learn (T1) which increased motivation to transfer (T2) which, in turn, in combination with environment facilitation (T3), influenced transfer of training (T3). Furthermore, we found no direct effect between proactive personality and transfer of training.

Limitations. Only self-report measures have been used.

Research/Practical Implications. These findings are useful to better understand the role of individual factors in the transfer of training process.

Originality/Value. To the best of our knowledge, this is the first study that has considered proactive personality as a trigger of the process of training transfer.

1202 - THE MEDIATIONAL ROLE OF EMPLOYABILITY IN THE JOB DEMANDS-RESOURCES MODEL: A CROSS-CULTURAL STUDY IN FRANCE AND ITALY

Valentina Dolce (1) - Monica Molino (2) - Sophie Wodociaig (3)

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Purpose: The labour market is more complex and unpredictable nowadays, because of internationalization, the advent of new technologies, the boundaryless careers. In this scenario, employability is becoming increasingly important (Fugate et al., 2004). According to the JD-R Theory, this study aimed to explore the role of employability as mediator between cognitive demands, role clarity, supervisory coaching, and resistance to new technologies adaptation on the one hand, and job satisfaction on the other.

Method: A sample of 451 workers (221 Italians and 230 French) has completed a self-report questionnaire. Data were analysed with SPSS25 and Mplus7 to test a multi-group structural equation model (M-SEM).

Results: The estimated M-SEM [$\chi^2(351)=481.227$; $p<.001$; $CFI=.96$; $TLI=.96$; $RMSEA=.04$ (.03,.05); $SRMR=.06$] showed that for both sub-samples employability totally mediated the relationship between resistance to new technologies and job satisfaction and partially mediated the relationship between cognitive demands and job satisfaction. For both sub-samples, role clarity and supervisory coaching had a positive relation with job satisfaction not mediated by employability. Supervisory coaching was positively related to employability only for French.

Limitations: Cross-sectional design, self-report data, sub-samples not representatives.

Practical implications: Specific training could be provided to enhance supervisory coaching and role clarity. Cognitive demands in presence of others resources could play a challenging positive role. Results suggested also to act on personal level, promoting training to decrease resistance to new technologies both in France and in Italy.

Originality: This research, using a cross-cultural perspective, could enrich the literature on employability exploring its mediational function poorly studied today.

1207 - THE IMPACT OF LEADER READINESS ON LEADERSHIP DEVELOPMENT INTENTIONS AND PARTICIPATION

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Purpose

This research aims to examine how leader readiness factors (e.g. leader self-efficacy, identity fit, motivation) impact the intention of engaging in leadership development activities. We draw on Avolio and Hannah (2008)'s leader developmental readiness and Ryan and Deci (2000)'s Self Determination Theory for the proposed model of development readiness and engagement. We propose that leaders' developmental readiness can be defined from motivational and cognitive perspectives, and a higher developmental readiness will lead to higher motivation to engage in leadership development activities.

Design/Methodology/Approach/Intervention

This six months longitudinal study uses questionnaires for data collection through the Prolific Academic. The first study was conducted to examine the impact of readiness factors on the intention of individuals' participation in leadership development. The second study will evaluate the readiness changes in leaders and their leadership development participation.

Results

One hundred and thirty-three responses were collected and the results indicate that not all readiness factors behave the same way regarding the choice of leadership development activities. Moreover, individuals' supervisory experience and level of position do not seem to have a significant impact on development choices.

Research/Practical Implications

This research provides insights into the impact of leader developmental readiness on leaders' self-determined actions (choices) of leadership development and the respective effectiveness.

Originality/Value

It extends the understanding about the influence of individual differences (leader readiness) on leadership development intentions and participation. Moreover, the length of current readiness measure is impractical for applied research and the development of a leaner measure will add value to the leader readiness research.

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1210 - DOES PHUBBING REALLY MATTER IN THE WORKPLACE?

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Purpose: Using self-determination theory (SDT), we conceptualize and validate the concept of phubbing – ignoring and neglecting accompanying people by shifting the focus from them to the smartphone.

Design/Method: Based on the extant literature we generated seven items and we collected data from 301 employees. We split the sample in two random groups to conduct exploratory and confirmatory factor analysis (EFA and CFA). In addition, we conducted a quantitative daily diary study among a sample of 101 employees.

Results: The EFA resulted in a one-factor solution explaining 60.5% of the variance. We could reduce the number of items to four, and the CFA showed good fit to the data. The diary study showed that being exposed to phubbing reduces daily work engagement (vigor, dedication, absorption), but this effect was only found in workplaces with a strong civility climate.

Limitations: We did not specify the perpetrator (supervisor, colleague), which may provide clearer results.

Implications: Being phubbed matters under certain conditions. Phubbing is a micro-stressor that may lead to frustration of the basic need to belong. Therefore, and in line with SDT, phubbing decreases employee work engagement.

Originality: We develop a new scale for phubbing in the work context and tested its effect in a diary study.

1211 - ORGANIZATIONAL PSYCHOLOGY: A CASE STUDY IN A COOPERATIVE

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The objective of this paper is to apply the construct of organizational culture of Edgar Schein (1986) in a specific organizational culture, starting from the words of its own actors as a tool for knowledge, guidance and as to create a "Theory of this social cooperative". The fact-finding that drives this research is exploratory. The focus of this analysis are the culture and the organizational structure of the cooperative and one of its services, so all the employees and the managers has been interviewed. The method used in this research is qualitative, and for analyzing the culture were used Grounded Theory and the two cultural dimensions by Schein: "external adaptation" and "internal integration". From the analysis of the interviews and the derived categories, a theory of this specific organization studied has been created: the main culture and the sub cultures, and the solutions that the organization finds for manage its own internal and external complexity has been individualized.

1212 - NO JOB DEMAND IS AN ISLAND – INTERACTION EFFECTS AMONG EMOTIONAL DEMANDS AND OTHER TYPES OF JOB DEMANDS

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Purpose. Emotional demands are inevitable in human services, but may be positively valued since it often is a basic motive for engaging in this line of work. However, emotional demands do not act in isolation but in parallel with other demands. Interaction effects have been reported between emotional demands and other demands on negative outcomes (e.g., stress-related concerns). We investigated interaction effects between emotional demands and other demands (quantitative demands, work pace, and role conflict) on positive outcomes: meaning of work and quality of work.

Design. Data was collected in a Swedish social service organization. In all, 831 social workers participated (80 % participation rate).

Results. Overall, emotional demands related to higher reports of meaning of work but was unrelated to quality of work. A significant interaction effect and results of simple slope analysis showed that emotional demands had a positive effect on meaning of work, at low levels of work pace. Significant interaction effects were found between emotional demands and each of the respective demands on quality of work. Simple slope analyses revealed that emotional demands was positively related to quality of work, at low levels of quantitative demands and role conflicts, respectively.

Implications. The results inform research and practitioners by showing that emotional demands can be positive for quality of work and meaning of work, when the level of other demands is low.

Originality and Limitations. The effect of emotional demands on positive outcomes can be contingent on the parallel level of other types of demands. Data is cross-sectional and based on self-reports.

1213 - A SIMULATION-BASED STUDY TO ASSESS NURSING STUDENTS VOICE BEHAVIORS AND ATTITUDES

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Purpose:

Communication and teamwork in high risk teams are recognized as crucial factors in improving patient safety. Due to their subordinate status, nursing students might hesitate to voice concerns. We proposed an intervention to study and promote voice behaviors among nursing students. We sought to explore their voice behaviors during care, including perceived barriers and enablers, and strategies used to speak up.

Design/Methodology:

A simulation-based study was conducted, in which 18 groups of students had opportunities to speak up facing a supervisor during suboptimal care. Patient behaviors were manipulated (docile vs active). Simulations and debriefings were video-recorded, and questionnaires were used to assess nurses' attitudes (N = 98).

Results:

Four out of 17 groups voiced concerns facing errors during the simulation, irrespective of patient behavior. Student status, presence of the patient, and fear of evaluation were the most common barriers perceived. Naïve questions were reported as the main strategy. Students' attitudes were impacted by the simulation: teamwork climate was rated lower after the simulation than before, $t(72) = 2.463$, $p = .016$, $d = 0.29$.

Limitations:

One limitation of this study is the sample size. Changes in the scenario are also suggested to foster voice behaviors.

Research/Practical Implications:

This research had practical implications in nursing education: barriers to speaking up should be addressed, and efficient strategies promoted in the curriculum.

Originality/Value:

Most simulation-based studies investigate voice behaviors among surgical or anesthetist residents. The present study examined voice behaviors among nursing students, in a clinical situation with a conscious patient.

1214 - HONEYMOONS AND HANGOVERS DURING NEWCOMER SOCIALIZATION: A META-ANALYSIS OF CHANGE IN LONGITUDINAL STUDIES

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Despite the importance of newcomers' socialization, the typical socialization trajectory seems bumpy, ambiguous, and filled with frustration. The honeymoon-hangover effect is the most dominant temporal trajectory in the newcomer socialization literature and it is characterised by a brief rise (i.e., the honeymoon period) in newcomers' job attitudes, followed by a sharp decline (i.e., the hangover period), after which it stabilizes (Boswell, Boudreau, & Tichy, 2005). In this study we perform a meta-analysis of mean-level change (e.g., Roberts, Walton & Viechtbauer, 2006) in job attitudes over time to assess the prevalence of the honeymoon-hangover effect. Our results provide partial support for the prevalence of the honeymoon-hangover effect, as we find the 'natural course' of newcomer job attitudes to display high dynamism in the newcomers' first three months on the job, followed by a moderate decline in mean-level job attitudes in the period of three to 12 months, after which it seems to stabilize. In our additional analyses we examine various moderators that could explain the mean-level change in job attitudes. The implication for theory and practice are discussed. Our main contribution besides showing the trajectory of newcomers' job attitudes, is that we resolve the long-lived ambiguity about the number and density of (i.e. distance between) measurement waves in longitudinal studies on newcomer socialization.

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1215 - APPLICATION OF A MINDFULNESS PROGRAM AMONG HEALTHCARE PROFESSIONALS IN AN INTENSIVE CARE UNIT: EFFECT ON BURNOUT, EMPATHY AND SELF-COMPASSION

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Purpose: To evaluate the effect of a mindfulness-based program on the levels of burnout, mindfulness, empathy and self-compassion among healthcare professionals in an Intensive Care Unit of a tertiary hospital.

Methodology/Intervention: A longitudinal study with an intra-subject pre-post intervention design was carried out. A total of 32 subjects (physicians, nurses and nursing assistants) participated in the study. A clinical session/workshop plus an 8-week training program on mindfulness techniques with specifically designed short-guided practices supported by a virtual community based on a WhatsApp group was offered. A weekly proposal in audio with different exercises was sent to participants. Various psychometric measures were used: burnout (MBI), mindfulness (FFMQ), empathy (Jefferson) and self-compassion (SCS), before and after the training program. Demographic and workplace variables were also compiled.

Results: Among the factors affecting burnout, the level of emotional exhaustion decreased ($p = .012$), mindfulness levels were not globally modified, although “observation” and “non-reacting” factors increased. Empathy was not modified, and Self-Compassion levels increased ($p = .001$). Satisfaction and program adherence levels were very high.

Limitations: Lack of a control group and sample size.

Research/Practical Implications: In the population described, this program produced a decrease in emotional exhaustion and an increase in self-compassion. These factors are related to an improvement of well-being and patient quality of care.

Originality/Value: This is one of the few mindfulness-based interventions that is conducted through a technological device. The value of this intervention is underlined given the shortage of time that health professionals can have to attend to face-to-face courses.

1220 - PUTTING NEOLIBERALISM TO THE TEST: PUBLIC DEBATES OVER SICK LEAVE POLICIES IN SWEDEN

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There is an emerging debate within organizational psychology about the potential effects of neoliberal ideology on work policies and practices. It still remains unclear how neoliberalism is justified and translated into work legislation, and what the countervailing forces and arguments are. In response to this debate, and in order to open the 'black box' of the ideology, this paper focuses on the public debate in Sweden over new legislation of sick leave processes. The purpose of the article is to explain how the state and associated agencies justified a new policy – where the person on sick leave is activated and responsible for getting back to work – and the possibility to critique the new policy by testing the format against i) the outlined aims and justifications, and ii) the experiences of the individuals on sick leave. Based on an analysis of opinion pieces in the major Swedish newspapers, the article shows the political assumptions underlying neoliberal policies and the possibility to critique their effect on contemporary workplaces. The paper discusses alternative conventions for workplace policies and the positions of the researchers in this debate. It concludes by arguing for taking individual's critical capacity seriously in critiquing and developing workplace policies and practices.

Keywords: neoliberalism, ideology, sick leave policies, contemporary workplaces

1223 - BREXIT AT THE WORKPLACE: THE EFFECTS OF BREXIT-RELATED COMMUNICATIONS AND PROCEDURAL JUSTICE ON EMPLOYEE WELL-BEING AND WITHDRAWAL COGNITIONS

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Purpose: Brexit has raised political, economic, and social uncertainty in the UK; this uncertainty is likely to have consequences for organizations and employees. Yet, little is known about whether and how organizations' strategies might buffer negative effects of Brexit on employee well-being. This paper explores whether employee perceptions that their organization is communicating effectively about Brexit influences employee well-being and decreases withdrawal cognitions (from the UK and the organization) through decreased job insecurity. Brexit-related communications should be particularly important to reduce job insecurity amongst non-UK citizens (who are more vulnerable to immigration laws). Furthermore, these communications should be more beneficial for those who experience lower procedural justice.

Design/Methodology: We conducted a cross-sectional study online via Prolific (a crowdsourcing platform), our sample consisted of 699 UK full-time employees (356 indicated that they had UK citizenship, 41 reported dual-citizenship and 302 had no UK citizenship).

Results: Results supported our conceptual model by showing that Brexit communications potentially decrease job insecurity amongst non-UK citizens who perceived lower procedural justice. In turn, job insecurity was negatively associated with well-being and with intentions to leave the organization and the UK. Interestingly, communications were positively associated with job insecurity amongst UK citizens who experienced lower levels of procedural justice.

Limitations: Cross-sectional study utilising a crowdsourcing sample.

Research/Practical implications: This study demonstrates the potential for organizational communications in buffering against the negative effects of Brexit on employee well-being amongst non-UK citizens.

Originality/Value: This research established a relationship between organizational strategy and employees' reactions in the Brexit context.

1224 - CAREER PLANNING: CHALLENGES WOMEN FACE IN THEIR PLACE OF WORKPLACE

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Purpose: This research intended to examine work challenges women in Cyprus are faced with when climbing up their career ladder.

Design/Methods: The final sample of this present study consisted of 264 employees., (246 working women responded to a questionnaire, and 18 were interviewed). Convenience sampling was chosen for the participative organizations. The participative organizations represent a wide variety of job types. Descriptive statistics and ANOVAs were used.

Results: The outcomes indicated that unfair treatment between female and male employees exists and that career advancement barriers are present that impede upon women's promotion, compensation and access to training and development programs. Other barriers are highlighted which appear to obstruct women's advancement in their careers, such as: low levels of self-confidence, non-supporting spouse, company's lack of ability to implement and enforce anti-discriminatory and equality legislation; male domination in senior positions; company's lack of commitment to gender advancement; working hours that do not facilitate parenting; absence of equal career development opportunities for women and insufficient women role models in higher organizational levels.

Limitations: Reliance on self-reported questionnaire data.

Research/Practical Implications:

The frequency of reported barriers in women's career advancement as mentioned in previous studies and the fact that the participants in this research reported experiencing such barriers while climbing the corporative ladder thus preventing and delaying their career advancement is worth investigating further.

Originality/Value: This study is one of the few conducted on Cypriot women and demonstrates the urgent need for greater investigation and increase awareness not only of the glass ceiling effects but also of the existence of barriers that impact on the career advancement of women.

1228 - WORKPLACE EXPERIENCES OF EMPLOYEES WITH BIPOLAR DISORDER AND HUMAN RESOURCES MANAGEMENT PROFESSIONALS' ATTITUDES

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The present study aims to investigate the work, and workplace experiences of employees with bipolar disorder and human resources management professionals' (HRMP) attitudes toward them. In the modern world, people diagnosed with psychological problems may hide their psychological disorders from third people, groups, or institutions because of the potential for social exclusion; and, the work settings would take the first place in the list. Therefore, today fighting against the stigma attached to psychological disorders is a major issue. Even if functionally performing after attacks might be possible, the work settings are reluctant to let them work (Goldberg and Harrow, 1999). How the working conditions, work settings, and professional interrelationships affect bipolar people is the main question. The current study will be the first initiative in Turkey which will include the experiences of employees with bipolar disorder and HRMP. The eight white-collars with bipolar disorder (type 1&2) (CAPA Medical School in Istanbul) participated in semi-structured in-depth interviews. We analyzed transcribed interviews via MAXQDA software with the qualitative principles of Interpretative Phenomenological Analysis (IPA). According to the findings from the first phase, the main themes are "sharing of the illness with colleagues", "importance of prophylactic treatment", "effects of manic and depressive phases on work", and "triggers of attacks in working environment". The second phase of this study will include HRMPs from global and local companies settled in Istanbul via convenience sampling. Up to 6-8 participants will be interviewed and analyzed to understand how their perspective differentiates from/overlaps with the employees' themselves.

**1229 - LONGITUDINAL ANALYSIS OF THE RELATIONS BETWEEN
IDENTIFICATION, COLLEAGUES SUPPORT AND PSYCHOLOGICAL DISTRESS**

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Purpose. Many studies have reported a positive relation between organizational identification and employee well-being. According to the Social Identity Approach, strongly identified employees should receive more easily support from colleagues, and this should reflect a strong coping strategy to face with job stressors. Empirical evidence seems to confirm this trend, but a longitudinal picture of the phenomenon is still missing in the literature. In the present study, we tested a mediational model in which identification is supposed to predict colleagues support that, in turn, should be negatively related to employee psychological distress over time. **Methodology.** The study was conducted using a three-waves longitudinal design on administrative and technical employees from a middle size University in Italy. About one hundred employees participated across all the waves, and we collected data on identification, colleagues support and psychological distress at each time. **Results.** Structural equation modelling partially confirmed our hypothesis. **Limitations.** More research is needed to generalize results to other countries and occupations. **Practical Implications.** Our results have strong practical implications for organizational well-being. Employers and managers should keep into consideration the workers' attachment, in order to decrease employees' psychological distress. Indeed, strongly identified employees tend to receive more support from colleagues, being more prone to help to each other, developing stronger cooperation and collaboration. **Value.** Despite our findings are in line with previous theoretical propositions and empirical cross-sectional evidence, the current research, to our knowledge, represents the first study which longitudinally tests (across three waves) the hypothesized mediational model.

1232 - CONGRUENCE AND DISCREPANCY BETWEEN NEWCOMERS' ANTICIPATED AND EXPERIENCED WORK INTERFERENCE WITH FAMILY PREDICTING EARLY SOCIALIZATION OUTCOMES

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Purpose

While relationships between work interference with family (WIF) and work-related outcomes are well established, the role of expectations regarding WIF in these relationships remains unexplored. Applying met expectations and newcomer socialization theory, we examined how congruence and discrepancy between anticipated work-interference with family (AWIF) and experienced WIF related to job satisfaction, affective commitment, and turnover intentions. It was hypothesized that when AWIF and WIF are in agreement outcomes are more favorable. Further, it was hypothesized that when the discrepancy is such that WIF is higher than AWIF outcomes are less favorable than vice versa.

Design/Methodology

Data were collected from 205 adults, first as graduating seniors in college and again three months into participants' post-graduation jobs.

Results

Polynomial regression revealed that congruence between AWIF and WIF was related to higher job satisfaction and affective commitment but not lower turnover. Analyses supported the hypothesis that when WIF is higher than AWIF, job satisfaction and affective commitment are lower than vice versa, but there was no effect on turnover intentions.

Limitations

As data were gathered using self-report measures, common method bias cannot be ruled out.

Research/Practical Implications

Future research should examine interventions to provide realistic previews regarding expected levels of WIF for individuals prior to entering the organization to determine if job satisfaction and affective commitment can be improved indirectly through the formation of realistic expectations regarding WIF.

Originality/Value

Findings expand understanding of the nature of relationships between WIF and work-related outcomes by applying the concept of met expectations.

1234 - THE IMPLICIT MOTIVATIONAL FACE OF SUCCESS – A REPLICATION AND EXTENSION OF RULE UND AMBADY (2008)

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Purpose

Rule and Ambady (2008) analyzed whether naïve ratings of CEOs' power and warmth derived from facial expressions relate to organizational success. They found associations between power-related traits and company profits. We aimed at replicating these findings, but also extended the work to implicit motives. Based on evidence in entrepreneurship (Collins, et al., 2004) and behaviors associated with this motive (McClelland, 1985), we assumed a significant link between organizational success and ascribed need for achievement (nAch).

Design/Methodology/Approach/Intervention

We used official photos of the CEOs of the 25 highest/lowest ranked companies in the HDAX. 177 students rated either the CEOs' warmth, power, age, attractiveness, and affect, their implicit motives, or responsibility. Success indicators were derived from financial statements.

Results

Unexpectedly, indicators positively related to power ratings and the CEOs' warmth. As assumed, nAch was positively associated with revenues, profits and stock prices. Ratings of the CEOs' socialized power motive had a slightly negative relation with revenues and profits. Those of the affiliation motive did not relate to any indicator.

Limitations

Although implicit motives are reflected in facial expressions (Rösch, 2012), we do not know whether CEOs are motivated by the motives ascribed. Neither did we account for participants' motives, which might have affected their judgements.

Research/Practical Implications

Photos in applications have been discussed for bearing the risk of biasing decisions. Our work, however, suggests that CEOs' facial expressions are valuable in gauging their success.

Originality/Value

The study supplements evidence on naïve judgements of traits and their relation to objective success with those on implicit motives.

1235 - THE INFLUENCE OF POSITIVE AND NEGATIVE INTERGROUP CONTACT BETWEEN SOCIAL CARE PROVIDERS AND RECIPIENTS ON PSYCHOLOGICAL AND ORGANISATIONAL OUTCOMES

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Negative social contact between care workers and care home residents is related to care workers' ageist attitudes towards care home residents and older adults more broadly. In this research we examine whether contact experienced by care workers is also associated with organisational outcomes and explore psychological processes that explain those relationships. Based on intergroup contact theory (Allport, 1954; Pettigrew & Tropp, 2006) we conducted two studies. In Study 1 ($N = 56$) negative but not positive contact independently predicted care workers' job satisfactions and turnover intentions. Mediation analysis further revealed that negative contact indirectly predicted turnover intentions via reduced job satisfaction. Having identified care workers' job satisfaction as a key variable driving turnover intentions, Study 2 ($N = 113$) sought to examine the psychological processes explaining the link between care workers' negative contact and job satisfaction. Results showed that care workers' anxiety about their own ageing created an independent indirect pathway between negative contact and job satisfaction. Implications for care organisations and working practices are discussed.

1236 - WHAT AM I SUPPOSED TO DO WHEN I AM ASKED TO BE A TEAM LEADER?

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Purpose: The present research aims to answer what people think they should do when asked to be a leader and how this “leader” label fits their behaviour.

Methodology: Across four studies, the verbal behaviour of 1262 leaders of 330 student engineering teams was coded. Each team worked on a five-day project with a different assigned leader each day. Fifteen behaviour categories and the total speaking time were coded during daily meetings for each member of the team. Leader effectiveness was also measured.

Results: Non-parametric analyses on all studies consistently showed that on the day the student was team leader, he/she significantly used more behaviours aimed at organising the team, spent more time talking, used more behaviours, and used fewer behaviours aimed at decreasing the speaking time of other member(s) than on days he/she was not a leader. Leaders that shared and asked personal information were perceived as more effective, while leaders that proposed too many ideas were perceived as ineffective.

Limitations: The generalisability of the results is limited due to the student sample.

Practical implications: This research provides information as to the kind of behaviours that students use when asked to be leaders. This information could help institutions to evaluate whether these behaviours are helpful or whether prior training is needed to show people what they are expected to do as team leaders.

Originality: The research shows several specific behaviours that are associated with leadership.

1245 - A SOUTH AFRICAN WASTE PICKERS PERSPECTIVE ON STIGMA WELL-BEING AND COPING STRATEGIES

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The objective of this study was to investigate informal waste pickers perceptions on stigma, wellbeing and coping strategies in the work. Waste picking has become economically beneficial in low income communities where employment opportunities are few and waste management systems are not well organised (Simatele and Etambakonga, 2015). There is need for researchers, practitioners and policy makers to understand lived experiences of this sector.

A cross-sectional qualitative ethnographic design which adopted an emic approach to understand waste-pickers understanding of their work was used. Purposive convenience sampling was used and yielded 16 participants who were interviewed using an open ended structured interview schedule. Findings reported rude treatment; public stereotypes about dirty work; verbal abuse, disrespect and lack of support were experienced by participants in this study. Pickers reported public views about their work as: dirty, homeless, mentally ill, criminals, and harassment from authorities. Participants reported positive emotions of pride due to income generation for their families and well-being were reported. The limitation noted is that a cross sectional design does capture the lived experiences over time, a longitudinal design is best suited to gain indepth understanding of pickers lived experiences. Positive emotions and economic income contribution to society are potential intervention points. At societal and policy level, organisations can develop training to increase pickers knowledge to increase pickers well-being.

The value of this study is in the reported positive job outcomes of pride in this sector of work. The investigation of coping mechanisms in the context is not widely reported.

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1246 - ABSENTEEISM IN SME'S VERSUS LARGER ORGANIZATIONS

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Both large and small-and-medium (SME's) are impacted by employees who are absent due to illness or non-work-related accidents. The current study explores differences in organizations of varying sizes in an attempt to create a clearer picture and to form a basis for new government and organizational absenteeism policy.

We used rough absenteeism data registered in 2017 by 27,184 employers for 234,358 employees, and calculated indicators for the duration and frequency of absences. Our sample proved to be representative of worker status (blue-collar vs white-collar), sex, age, and organizational size up to 1000 employees in the Belgian private sector. A weighting factor was used for regions.

Results demonstrate an increase in absenteeism dependent on organizational size. The bigger the organization, the higher the absenteeism. In addition, results indicate some other interesting differences. Micro-organizations (with less than 10 employees) seem to have the longest average absences (even in comparison to the largest organizations). However, the bigger the SME (up to 250 employees), the less long employees are absent but the more frequently employees take sick leave (even in comparison to the largest organizations). The largest organizations (between 500 and 1000 employees) have the highest total absenteeism, largely due to the high levels of both long average absences as well as high frequencies of absences.

Until now, it remained unclear as to how absenteeism differs in organizations of varying sizes. Thanks to this study and explanations for the results, we are able to design absenteeism policies tailored to the size of the company.

1247 - EVOLUTION OF BURNOUT IN THE BELGIAN LABOR MARKET

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This study investigates the evolution of burnout from 2014 to 2017 and indicates groups with a higher risk.

Data was gathered by Securex using online questionnaires. The Utrecht's Burnout Scale (UBOS) was used to measure three symptoms of burnout: exhaustion, mental distance and decreased self-esteem. This study registers an "increased risk" of burn-out based on the norms for workers for the UBOS-A. Our sample in 2017 contained 1,552 employees, 914 being white collar employees. The sample was representative for sex, age, worker status (blue-collar vs white-collar), and region on the Belgian labor market. Our sample in 2014 contained 526 Belgian white collar employees and was representative for sex and age. The fact that the sample was not representative for region does not affect these results, because the regions do not differ significantly in terms of symptoms of burnout.

Results demonstrate that in three years, the risk for burnout has increased by about 70% among Belgian white collar employees. In 2017, this risk was especially high for employees between the age of 35 and 39. In addition, full-time employees had a higher risk for burnout than part-time employees. White collar and blue collar workers had an equal risk for burnout.

This is the first study on the evolution of burnout in a representative sample of Belgian employees based on the UBOS. Possible explanations are given, as well as some advice on organizational absenteeism policy.

Schaufeli, W., & van Dierendonck, D. (2000). Utrechtse Burn-out Schaal: Handleiding, Lisse: Swets en Zeitlinger.

1248 - WHEN NEWCOMER VOICE IS – OR IS NOT – HEARD: THE ROLE OF ORGANIZATIONAL SOCIALIZATION

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Purpose: When organizational newcomers speak up with ideas and concerns, managers sometimes reject this input, depriving their organization of potentially novel and useful insights. Drawing from organizational socialization theory we investigate why managers react negatively to such employee voice—the expression of challenging but constructive work-related ideas or concerns. We argue that managers will endorse promotive (solution-oriented) and prohibitive (problem-focused) voice if it comes from well socialised, rather than poorly socialised newcomers.

Design/Methodology: We collected data from 107 unique supervisor-newcomer dyads working in a range of organizations and used Hayes' PROCESS procedures to test our model.

Results: Our findings show that managers—while rejecting prohibitive voice from poorly socialized newcomers—actually endorse problems and concerns if raised by socialized newcomers. We find no such moderation effect for promotive voice but an overall positive effect on voice endorsement.

Limitations: Future research may benefit from adding measures of silence and/or collecting data over multiple time points.

Research/Practical Implications: Prior research has found prohibitive voice to have largely negative consequences. Our research indicates a boundary condition to this effect highlighting the important role of newcomer socialization. In terms of practical implications, we caution managers not to expect newcomers to fit in silently as they thereby may bereft themselves of novel and useful input.

Originality/Value: At present, the research literatures on organizational socialisation and voice behaviour have evolved along parallel lines. We take steps to address this issue, especially by highlighting socialization's value for voice endorsement.

1250 - EUDAIMONIC AND HEDONIC ORIENTATIONS AS SELF-MOTIVES FOR ENGAGEMENT: A FUTURE TIME PERSPECTIVE

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Purpose

This study focuses on how employees' eudaimonic and hedonic orientations underpin the initiation of their daily actions and engagement, at work. Based on these orientations, employees are thought to pursue two different temporal processes, i.e. psychological meaningfulness and utility value, and influence their day-specific perceptions of their levels of autonomous motivation. To better understand the role of time in employee motivation, this study utilises the Future Time Perspective (FTP) theory, i.e. how employees' perceptions of the future influences their present-day actions (i.e. employees' FTP). This study also adopts the needs-satisfaction approach to engagement (i.e. Kahn, 1990), which underpins the persistence of employees' daily actions.

Methodology & results

The hypothesised relationships included the assertion that employees' FTP would moderate the effects of employees' orientations on their day-specific perceptions of the two processes, and their levels of autonomous motivation. A daily diary study was conducted across UK organisations ($N=70$), and the data was analysed using Multi-Level Modelling. There is initial support for both between and within-person differences in these relationships.

Research & Practical implications

The examination of employees' FTP and orientations will extend our theoretical understanding of employees' motivation, underpinning their daily actions, i.e. how they make decisions to engage, in the present. This can assist organisations understanding on how tasks can either promote or inhibit motivation to engage. The focus on within-person differences, i.e. employees, in their orientations and FTP, in this study enables managers to gain a deeper understanding of the motives which underpin engagement levels in their workforce.

1253 - STRENGTHS USE, DEFICIT CORRECTION, AND WORK ENGAGEMENT: A WEEKLY STUDY

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Our study investigates the relationships between weekly strengths use, weekly deficit correction, weekly basic psychological need satisfaction and weekly work engagement. Additionally, we argue that perceived organizational support for strengths use and for deficit correction are positively related to weekly strengths use and deficit correction behavior, as between-person variables. The 84 participants part of the technical, economic and socio-administrative departments of a large manufacturing organization have completed a set of questionnaires over a five consecutive weeks period. Using multilevel analysis our hypotheses were confirmed, as perceived organizational support for strengths use was positively related to weekly strengths use behavior, which in turn was positively related to weekly work engagement directly, but also through basic psychological need for competence satisfaction. Furthermore, perceived organizational support for deficit correction was positively related to weekly deficit correction behavior, the latest being positively related to weekly work engagement. Based on these findings, we suggest organizations can design human resources practices that focus on a balanced approach regarding employees' strengths and weaknesses, providing support for strengths capitalization and improvement of weaknesses in order to foster employee work engagement on a weekly basis.

Keywords: multilevel analysis, perceived organizational support for strengths use, perceived organizational support for deficit correction, strengths use, deficit correction, basic psychological needs satisfaction, work engagement.

1256 - LINKS, IN DIFFERENT COMPETITIVE ENVIRONMENTS, BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES, COMPETITIVE ADVANTAGE, AND FINANCIAL PERFORMANCE OF SMALL AND MEDIUM SIZE ENTERPRISES (SMES)

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Literature on the links between HRM practices and SMEs financial performance (Ben Mansour, Fabi, Lacoursière & Raymond, 2016) does not consider the following causal path inspired by the Resource based view (Barney, 1981): intensity of competition influences the links between HRM practices aiming at stimulating HR involvement and performance (independent variable), the competitive advantage developed (intermediate variable) and the financial performance achieved (dependent variable).

To help filling this gap, a research was conducted on a stratified sample of SMEs located in Canada; 298 CEOs answered a questionnaire. Intensity of competition and financial performance were measured by a single item; HR practices and competitive advantage, by a scale. Various question formats were used to limit common variance error (Conway & Lance, 2010).

Structural equation modeling (multi group analyses) was performed (M Plus). In the low competition group, HR practices explain 21% of the competitive advantage, which is not linked to the financial performance. In the high competition group, HR practices explain 33% of the competitive advantage, which in turn explains 13% of the financial performance. Thus, considering the intensity of competition to measure the influence of two types of HR practices on organizational performance was relevant. Since these variables were measured through perceptions and a synchronic research design, further studies using hard data to complete perceptions and a diachronic design to assess causality more accurately would be pertinent.

1259 - STOP THE STIGMA! UNDERSTANDING THE BRIGHT SIDE OF SOCIAL MEDIA USE AT WORK

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As people nowadays are relying more and more on technology or social media to achieve various purposes or to fulfil diverse needs in their lives, such as entertainments, building social connections, and self-development and so forth, the use of technology, or more specifically, the use of social media has inevitably become an indispensable part of people's professional and personal lives. However, non-work related social media use at work is still largely regarded as counter-productive. This research intends to answer the following question: Is there a silver lining of using social media at work? Using a sample of 97 employees who participated the daily survey for 2 consecutive weeks, we examined the relationships among social media use at work, employee's wellbeing, and work related outcome using multilevel analysis. Our findings revealed that daily social media use was positively associated, within individuals, with employees' relatedness and life satisfaction in the current day, which in turn further positively related to next-day work engagement. Our results also showed that the impacts of daily social media use at work on relatedness were stronger for employees with higher general workload and higher autonomy in social media use. Our research, goes beyond the single-sided counter-productive view of social media use at work and proposes and examines the potentially bright side of it, which essentially constitutes as a crucial step towards a more complete and balanced understanding of this already prevalent phenomenon in the current digital era.

1261 - LEARNING CLIMATE AND INNOVATIVE WORK BEHAVIOR, THE MEDIATION OF WORK-BASED LEARNING

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Scholars have argued that perceptions of the learning climate should facilitate innovative work behaviors. However, arguments have been often non-empirical (Eldor, 2016). The aim of this study is to address this issue by investigating whether work-based learning, task-based and interactional (Nikolova et al., 2013), can mediate the impact of learning climate, facilitation learning and error avoidance (Nikolova et al., 2014), on innovative work behavior (Janssen, 2000).

Design/Methodology

Structural equation modeling (SEM) analysis were conducted to empirically test the hypotheses. Using an online questionnaire, data were collected from a sample of 374 employees from a company in central Italy.

Results

The results show that both dimensions of learning climate can influence work-based learning and that task-based learning mediate the relation of climate and innovative behavior. Furthermore, the climate dimension of learning facilitation has a direct effect on innovative behavior. The proposed model was empirically supported ($\chi^2(220) = 672.475$, CFI = .91, TLI = .90, RMSEA = .07, SRMR=.06).

Limitations

The cross-sectional, self-report nature of the study prevents causal inferences and increases the likelihood of common method bias.

Research/Practical Implications

Advancing from existing studies, this research introduces a mechanism through which learning climate influences innovative work behaviors through learning opportunities on the job. The results suggest that perceptions of learning climate are fundamental to facilitate innovation, thus highlighting the importance of learning practices and error handling in determining innovative behavior.

Originality/Value

The research on perceptions of learning climate lacks evidence on its implications for innovative work behavior. The main contribution of these findings is to provide empirical support for the value of learning climate development in enhancing the innovation process through work-based learning.

1265 - COMPARISON OF TRANSFORMATIONAL AND POSITIVE LEADERSHIP STYLES

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Purpose: This study was designed to test validity and uniqueness of transformational leadership (TFL) and two forms of positive leadership - namely servant (SL) and authentic leadership (AL). We wanted to find out the relation between the mentioned leadership styles, selected managerial skills and perceived effectivity of leaders. The study was built on previous findings of Grisaffe, VanMeter & Chonco (2016) and Hoch, Bommer & Dulebohn (2016).

Design/ Methodology: The study combined three measurements: Authentic leadership Questionnaire (Avolio, Gardner & Walubwa, 2007), Global Servant Leadership Scale (Liden, Wayne, Meuser, Hu, Wu & Liao, 2015) and Czech Leadership Questionnaire - CLQ (Procházka, Vaculík & Smutný, 2016). The final sample of answers was N = 100 for both SL and CLQ and N = 124 for ALQ (including 20 self-evaluations from managers).

Results: The Cronbach Alpha was > 0.70 for all observed variables. There was very high correlation (0.87) between TFL and managerial skills. This model explains 78% of managerial skills variability. There also can be predicted a positive linear relation between TFL, AL and SL in relationship to leaders' perceived effectivity.

Limitations: The study is done in one company operating within one national culture. We recommend replications in different cultures and within different organisations.

Research/ Practical implications: By comparing the three concepts, we provide findings of their interdependency as well as distinctiveness.

Originality/ Value: Our study is comparing three concepts (TFL, SL and AL) which are currently leading trends in leadership concepts building on findings of Hoch et al. (2016).

1266 - WHAT INHIBITS AND ENHANCE THE ELABORATION OF PROACTIVITY AND CONSTRUCTIVE DEVIANCE

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Purpose

The aim of this research is to examine the relationship between proactive work behaviors (PWB) and constructive deviant work behaviors (CDWB), supposed to be two different higher order factors related to common antecedents. We suggest that personal orientations related to deviance and normativity produce/reduce the generation of PWB and CDWB. We also suggest that perceived organizational obstruction (Gibney, Zagenezyk, & Masters, 2009) enhance CDWB and inhibits PWB, whereas top management openness (Detert & Burris, 2007) produce opposite results.

Design/Methodology

A survey, measuring PWB (taking charge, idea generation, voice), CDWB (constructive deviance and prosocial rule breaking), personal orientation toward normativity (conformity and rule respect) and deviance (initiative and performance), perceived organizational obstruction, and top management openness, was distributed to French workers from public and private organizations (N=402).

Results

Structural equation modeling analyses by bootstrap were used to test the hypotheses. The theoretical research model present good MFI (χ^2 (1559) = 2869.350, $p < .001$; RMSEA = .04; CFI = .91; TLI = .90; SRMR = .05) and supported hypotheses.

Limitations

The collection of data does not allow to postulate an overtime effect.

Research/Practical Implications

These results help to clarify the nomological network of proactive and constructive deviant constructs. They also introduce PWB and CDWB antecedents.

Originality/Value

This study is one of the first to show a difference between PWB and CDWB dimensions. It seems that individuals are more likely to generate CDWB when they perceive organizational obstruction; while top management openness favor the emergence of PWB.

1267 - YESTERDAYS WORK-PRIVACY CONFLICT, RUMINATION AND INCREASED SLEEP ONSET LATENCY PREDICT TODAY'S COGNITIVE FAILURE IN TEACHERS

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PURPOSE Cognitive failures are errors in routine action regulation. The aim of this study in teachers was to test work-privacy conflict (WPC), rumination in the evening before sleep, and following sleep-onset latency as antecedents of current cognitive failure.

METHODOLOGY Fifty-three teachers filled out a general questionnaire and daily questions in the morning, after work, and evening of five consecutive work days and on Saturday morning. Sleep latency was assessed with sensewear ambulatory actimeters. Individual level of cognitive failure as assessed in the general questionnaire and yesterday's cognitive failure (autoregression) were controlled in analyses of 172 reports of daily cognitive failure.

RESULTS All predictors variables including sex and age as control variables contributed significantly in explanation of daily cognitive failure. Higher WPC reported in the evening before sleep ($B = 0.15$, $SE = 0.05$, $p = .003$), more intense rumination before sleep as reported in the next morning ($B = 0.10$, $SE = 0.02$, $p < .001$, and longer sleep onset latency ($B = 0.0060$, $SE = 0.0029$, $p = .019$) predicted more cognitive failure during the next working day. There was no indication of a mediating process involved.

LIMITATIONS The relatively small sample may have led to an underestimation of the findings reported.

PRACTICAL IMPLICATIONS Work redesign should reduce WPC. Individual training should reduce rumination and sleep latency.

VALUE The study showed restricted recovery may have detrimental effects on teacher attention, memory and action regulation that may threaten educational performance and safety.

1268 - UNNECESSARY TASKS MAY LIE HEAVY ON THE BACK: A DIARY STUDY

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PURPOSE Musculoskeletal pain (MSP) including neck pain, back pain, and pain in muscles and joints is common in office workers. Administrative work often includes tasks that are unnecessary in the view of employees but still have to be done. According to the „Stress as Offence to Self“ – model unnecessary tasks violate occupational role identity and threaten occupational self-esteem (Semmer et al., 2007). Resulting stress reactions include an increase in muscle tension and prolonged muscle tension may cause muscle pain. This diary study tests unnecessary tasks as risk factor for MSP.

METHODOLOGY Fifty-two employees of a public administration in Switzerland filled out a questionnaire on unnecessary tasks and other risk factors and then started a daily report of MSD across four weeks resulting in 775 reports of MSP intensity.

RESULTS Multilevel regression analysis showed unnecessary tasks to predict daily MSP ($B = 4.44$, $SE = 1.88$, $p = .009$, one-tailed) even beyond other significant risk factors (prolonged sitting: $B = 2.22$, $SE = 1.29$, $p = .043$; body mass index: $B = 0.82$, $SE = 0.48$, $p = .043$; maladaptive back beliefs: $B = 3.05$, $SE = 1.53$, $p = .023$, all p one-tailed).

LIMITATIONS The results reported were acquired from a relatively small sample that, may have led to an underestimation of the results reported.

PRACTICAL IMPLICATIONS Work redesign that reduces unnecessary tasks can help to prevent MSP in office work.

VALUE The study is the first one to test unnecessary tasks as risk factors for MSP.

1269 - IMPACT OF PERSON CHARACTERISTICS, JOB DESCRIPTION, AND SITUATIONAL JOB CHARACTERISTICS ON JOB PERFORMANCE: APPLICATION OF THE TRIANGLE MODEL OF RESPONSIBILITY

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The Triangle Model of Responsibility (Schlenker, 1997) proposes that perception of responsibility is a result of self-relevance (identity), task prescription, and control (event). Previous research has showed it predicts academic performance and job engagement. Responsibility is associated with accountability, predicting job performance in past research. The purpose of this study was to test the hypothesis that the Triangle Model of Responsibility, more specifically (1) person characteristics associated with self-relevance of job, (2) job description, and (3) situational characteristics associated with control, can explain job performance.

Survey data was collected from 703 employees in different positions in 12 different companies from a wide range of industries, measuring several aspects of job design, job satisfaction, job performance, and person characteristics.

Results of a multiple regression analysis indicated that five factors contributed uniquely to predict job performance. These five factors represent the three pillars of responsibility in the Triangle Model of Responsibility: Person characteristics associated with self-relevance of job (i.e., competence and health), job description (i.e., task clarity), and situational characteristics associated with control (i.e., work load and task predictability). These factors remained significant predictors also when controlling for organizational membership. Job satisfaction did not contribute to explaining job performance beyond what could be attributed to the factors representing the Triangle Model of Responsibility.

The results supported the hypothesized contribution of the Triangle Model of Responsibility in predicting job performance. Employers will benefit from improved job performance by basing decisions on job design, recruiting and development on the Triangle Model of Responsibility.

1271 - POSITIVE RELATIONAL MANAGEMENT FOR WELL-BEING OF WORKERS IN THE CURRENT WORLD OF WORK

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Purpose. Relationships represent a fundamental need both in personal and work life (Blustein, 2006, 2011). Positive relationships are an important factor for wellbeing and health of people in organizational contexts for the promotion of healthy organizations and healthy business (Di Fabio, 2017, 2018). In a primary prevention perspective, the present study aims: to examine the relationships between PRM and well-being (both hedonic and eudaimonic), controlling for personality traits; to analyze the mediation role of PRM in the relationship between personality traits and well-being. **Design/Methodology.** Two hundred eighty three Italian workers were administered the Big Five Questionnaire (BFQ, Caprara, Barbaranelli, & Borgogni, 1993), the Positive Relational Management Scale (PRMS, Di Fabio, 2016), the Positive and Negative Affect Schedule (PANAS; Italian version Terracciano, McCrae, & Costa, 2003), the Satisfaction With Life Scale (SWLS; Italian version Di Fabio & Gori, 2015), the Meaningful Life Measure (MLM; Italian version Di Fabio, 2016), the Flourishing Scale (FS; Italian version Di Fabio, 2014). Hierarchical regressions and mediation analyses were carried out. **Results.** The results showed that PRM added significant incremental variance beyond that accounted for by personality traits in relation to both hedonic and eudaimonic well-being. The mediation role of PRM emerged in the relationship between personality traits and both hedonic and eudaimonic well-being. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** PRM as a positive resource for well-being of workers, opening new research and intervention opportunities. **Originality/Value.** New research and interventions for promoting PRM enhancing well-being of workers.

Keywords: Positive relational management; personality traits; hedonic well-being; eudaimonic well-being; workers.

1272 - INTRAPRENEURIAL SELF-CAPITAL: NEW STRENGTH FOR RESILIENCY OF WORKERS IN THE CURRENT WORLD OF WORK

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Purpose. The 21st century is characterized by instability and economic turmoil (Blustein, Kenny, Di Fabio, & Guichard, 2018; Peiró, 2017). In a primary prevention perspective (Di Fabio & Kenny, 2016), it is important to improve resources of individuals to cope with the complexity of the post-modern era enhancing resiliency. Intrapreneurial Self-Capital (ISC, Di Fabio, 2014b) emerged in the literature as a core of individual intrapreneurial resources enhanceable by specific training (Di Fabio & Van Esbroeck, 2016). ISC assists people to cope with frequent changes and transitions by helping them to come up with innovative solutions to problems. The present study aims: to examine the relationships between ISC and resiliency, controlling for the effects of personality traits; analyze the mediation role of ISC in the relationship between personality traits and resiliency. Design/Methodology. One hundred seventy nine Italian workers were administered the Big Five Questionnaire (BFO, Caprara, Barbaranelli, & Borgogni, 1993), the Intrapreneurial Self-Capital Scale (ISC, Di Fabio, 2014), the Resiliency Scale for Young Adults (RSYA, Wilson et al., 2017). Hierarchical regressions and mediation analyses were carried out. Results. The results showed that ISC added significant incremental variance beyond that accounted for by personality traits in relation to resiliency. The mediation role of ISC emerged in the relationship between personality traits and resiliency. Limitations. Self-report measures, cross-sectional design. Research/Practical Implications. ISC could represent a promising resource for resiliency of workers, opening new research and intervention opportunities. Originality/Value. New research and interventions in a primary positive prevention perspective to support resiliency in workers.

Keywords: Intrapreneurial Self-Capital; personality traits; resiliency; workers.

1273 - THE PERCEIVED CONSEQUENCES OF IDIOSYNCRATIC DEALS (I-DEALS) FOR GROUPS AND INDIVIDUALS: A QUALITATIVE CASE STUDY INVESTIGATION

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Purpose

Idiosyncratic deals have been defined as “voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and their employers regarding terms that benefit each party” (Rousseau, Ho & Greenberg, 2006, p. 978). However, there is some disagreement in the literature around the extent to which I-Deals benefit both employees and employers. The purpose of this study is therefore to explore the perceived consequences of I-Deals from the perspective of both employees and negotiating managers.

Design/Methodology/Approach/Intervention

Intensive semi-structured exploratory interviews were undertaken with academics in two UK organizations. The sample consists of 30 employees and 12 negotiating managers.

Results

Whilst satisfaction often increased for individuals who negotiated I-Deals, there was evidence that commitment did not. I-Deals were not always viewed as beneficial by managers, and negative effects (e.g. demotivation) emerged for others in the group. Some negotiations failed, leading to costs for all parties.

Limitations

This study was undertaken in a specific context with limited potential to negotiate some aspects of the employment relationship. Research may explore these issues in alternative contexts.

Research/Practical Implications

The research shows that conceptualizations of I-deals that stress benefits to all parties may not always be reflected in reality, and suggests that those negotiating on behalf of organisations should take account of other group members.

Originality/Value

This study demonstrates that I-Deals may not benefit all parties to the employment relationship, and may under certain circumstances be harmful.

1274 - WORKPLACE RELATIONAL CIVILITY AND HUMAN CAPITAL SUSTAINABILITY LEADERSHIP

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Purpose. The 21st century is characterized by globalization, instability, and continuous change (Blustein, Kenny, Di Fabio, & Guichard, 2018; Peiró, 2017). Developing a positive relational environment for workers is fundamental in the organizations. In a primary positive prevention perspective, the construct of Workplace Relational Civility and its self-reported mirror measure (Di Fabio & Gori, 2016) introduces the preventive dimensions of Relational Decency, Relational Culture, and Relational Readiness. Human Capital Sustainability Leadership (HCSL) is a new XXI century leadership style developed to effectively respond to the challenges of human resources management (Di Fabio & Peiró, 2018). The present study aims: to examine the relationships between WRC and HCSL, controlling for the effects of personality traits; to analyze the mediation role of WRC in the relationship between personality traits and HCSL. **Design/Methodology.** Two hundred thirty seven Italian workers were administered the Big Five Questionnaire (BFQ, Caprara, Barbaranelli, & Borgogni, 1993), the Workplace Relational Civility Scale (WRCS, Di Fabio & Gori, 2016), the Human Capital Sustainability Scale (HCSLS, Di Fabio & Peiró, 2018). Hierarchical regressions and mediation analyses were carried out. **Results.** The results showed that WRC added significant incremental variance beyond that accounted for by personality traits in relation HCSL. The mediation role of WRC emerged in the relationship between personality traits and HCSL. **Limitations.** Self-report measures, cross-sectional design. **Research/Practical Implications.** WRC could represent a promising resource for HCSL, opening new research and intervention perspectives. **Originality/Value.** New research and interventions for enhancing HCSL.

Keywords: Workplace relational civility; Human Capital Sustainability Leadership; positive primary prevention perspective; human resources management.

**1276 - WHEN AND HOW LEADERSHIP TRAINING FOR MANAGERS MAKES SUBORDINATES HAPPY?:
A THREE-WAVE MULTILEVEL ANALYSIS**

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Purpose: This study investigated when and how leadership training for managers has a beneficial impact from viewpoints of subordinates, not of managers as training participants.

Method: We used matched manager-subordinate data, which were consisted of 32 managers (training participants) and 217 subordinates at a Japanese company. The survey was conducted in three waves. In the first- and third-wave surveys (before and after the training period), we asked subordinates about managers' empowering leadership behaviors to measure subordinates' sense of managers' behavioral change, and about task conflict experiences with managers. In the second-wave survey (just after the training), we asked training participants about reactions toward the training. Results The results of multilevel analysis showed a significant interaction effect between participants' feeling of stress toward the training and subordinates' task conflict experiences with managers before the training period on change in managers' leadership behaviors. Training participation led to managers' behavioral change favorably for subordinates, when managers had few task conflicts with subordinates and felt stress in the training. Task conflicts with subordinates are not comfortable and often avoided by managers, even if required for mutual understanding and innovative ideas. Training participants try to change own behaviors at workplaces after the training where they feel stress and pressure to change them because they realize that task conflict-free relationships are actually unhealthy and problematic. Discussion Although our study advances training transfer research and has strong practical implications for HR managers, it should be cautious to generalize the findings because data were collected from one-company sample.

1279 - GENDER DIVERSITY AND TEAM COOPERATIVENESS: THE MEDIATED MODERATED EFFECT OF TEAM SIZE, WORK GROUP SATISFACTION AND TEAM INFORMATION ELABORATION

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Purpose. Cooperation is a key process in order to perform effectively group's tasks. Building on the conceptualization of groups as information processors, we suppose that team members' capacity to exchange and integrate information perspectives into a group shared representation mediates the relationship between team gender diversity and team cooperation. According with Categorization Elaboration Model, we argue specific teamwork conditions may activate teammates' social categorization process and an ingroup-outgroup bias which may decrease team information elaboration capacity and, in turn, team cooperation. Thus, we hypothesize that the relationship between team demographic diversity and team information elaboration is moderated by team size and satisfaction for workgroup relations.

Design. A time-lagged design was used to test a mediated moderated model on a sample of 28 work groups composed by 122 post-graduate students (61% are female) engaged in team work assignments.

Results. In numerous and less satisfied work groups, higher level of gender diversity hinders the elaboration of team relevant information, decreasing in turns the level of work group cooperation.

Limitations. The sample is composed by university students. Testing on a representative sample of workers is needed.

Research/Practical Implications. The study contributes to the comprehension of the team work conditions that activate the effects of team diversity on team cooperation.

Originality/Value. The study adopts objective team data with subjective team processes data being measured at different times of the workgroup life.

1282 - ABSENTEEISM AND WELL-BEING AT WORK: APPLYING THE SUSTAINABLE WELL BEING AT WORK MODEL

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Purpose: Sustainable Well-Being at Work Model (SWBW) suggests that the relation between well-being and performance is organized in synergic and antagonist patterns, indicating that this relation is more complex than the happy productive worker linearism suggested before. Founded on the SWBW model we tested four patterns of the relation between well-being at work and individual absence, an indicator that may be considered a reverse measure of performance.

Design: Data were obtained from 2.177 teachers in public schools in Brazil, FD. We tested two types of absence: sickness and no-sickness absence ($r = 0,25$); and a general measure of well-being, composed by hedonic (high positive and low negative emotions) and eudaimonic dimensions (fulfillment).

Results: we found similar profiles using both types of absence indicators: high well-being low absence, low well-being high absence, high well-being high absence, and low well-being low absence. Multinomial analysis showed differences in job design characteristics between the four profiles.

Limitation: The self-report of absence.

Practical implication: The diagnostic value of the profiles in order to identify how organizational factors can contribute to synergistic or antagonist performance-well-being patterns.

Originality: The major contribution of this work is the support obtained for the SWBW model using different types of variables to identify the synergistic and antagonist profiles.

1284 - LEADING BEYOND BORDERS: A STUDY ON THE MODERATING INFLUENCE OF SHARED LEADERSHIP ON THE OPEN INNOVATION PROCESS AS PERCEIVED BY EMPLOYEES

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Purpose

This study contributes to the open innovation literature by investigating the relationships between stages in the innovation process, as perceived by employees. Specifically, we analyzed the direct relationship between idea generation and idea realization, while possibly mediated by idea promotion. Moreover, we looked into the moderating role of four shared-leadership dimensions in this process: transformational, transactional, aversive and directive.

Methodology

Hypotheses were tested using moderated mediation PLS-SEM models on a bootstrapped sample ($n=173$) of employees participating in open innovation, comparing contexts of high versus low on the four perceived shared-leadership dimensions.

Results

We found a direct and indirect positive effect between idea generation and realization, partly mediated via promotion. Moreover, higher levels of transactional and transformational shared-leadership strengthened the direct effect of idea generation and realization. Additionally, aversive shared leadership had a detrimental effect on the relationships between idea generation and realization, and between promotion and realization, while positively moderating the relationship between generation and promotion. Furthermore, higher levels of directive leadership strengthened the relationship between promotion and realization. Only directive leadership positively influenced the indirect relationship between idea generation and realization via promotion.

Limitations

Our cross-sectional design did not allow cause-and-effect relationships to be tested.

Implications

This study provides insight into the effects of different shared leadership behaviors within open innovation teams.

Originality

By addressing employees' perceptions of the innovation process, we revealed internal mechanisms that drive and hinder open innovation and the shared management thereof, herewith contributing to the ill-understood "human side" of open innovation.

1286 - LONGITUDINAL WELL-BEING AND PERFORMANCE CROSS-CULTURAL RELATION: A COMPARISON BETWEEN BRAZIL, EQUATOR AND ITALY

José Maria Peiró (1) - Núria Tordera (2) - Isabel Rodríguez (2) - Laura Lorente-Prieto (2) - Amalia Raquel Pérez-Nebra (3) - Emanuela Ingusci (4) - María Vera-Perea (5)

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Purpose: One of the main goals in work and organizational psychology is the promotion of performance and well-being at work. The happy-productive thesis has proposed a synergetic relationship between both factors but results are still inconclusive. The relationship between both constructs across time and across countries needs further research. The purpose of this work is to test the synchronic and cross-lagged relationships between performance and well-being in a longitudinal and cross-cultural study.

Design: Data were obtained in a two wave study of workers from Brazil (N=183), Equator (N=122), and Italy (N=277). Performance and well-being were operationalized as In-role performance (IRP) and general Work satisfaction (GWS) respectively.

Results: Using change-score models we found that the effect size of change in the independent variable (IRP or GWS) on the changes in the dependent variable (GWS or IRP) was higher than the effect size of the cross-lagged relationships. Moreover, some patterns and differences were found between countries. The lowest prediction of IRP by GWS was in the Brazil sample, which showed the highest intercept, and the lowest prediction of GWS by IRP was in the Italian sample, which showed the lowest intercept. In Italy we found higher coefficients for the prediction of satisfaction on performance, meanwhile the reverse was found in Ecuador and Brazil.

Limitation: Variables were self-reported.

Practical implication: Cross-cultural differences have to be taken into account when planning performance and well-being interventions.

Originality: Changes in performance or well-being have relatively short time effects on each other.

1289 - TRANSFORMATIONAL LEADERSHIP AND INNOVATION: THE MODERATING ROLE OF INVOLVEMENT IN ORGANIZATIONAL CULTURE

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Purpose

This study investigates the effect of transformational leadership on Innovation, as well as the joint effect of transformational leadership and involvement in organizational culture on innovation.

Design/Methodology/Approach/Intervention

One hundred and two companies of different organizational contexts in Portugal were surveyed. Two different questionnaires were administrated. Top managers of each organization ($N = 102$) answered a questionnaire concerning the innovation activity in their organization, whereas workers of each organization ($N = 905$) answered a questionnaire about leadership (Transformational Leadership Scale) and involvement in the culture (Involvement dimension of the Organizational Culture Questionnaire Denison). Hypotheses were tested through hierarchical regression analysis.

Results

The results revealed an interaction effect between transformational leadership and involvement in organizational culture. In particular, a low level of employee involvement in the organization, and a more transformational leadership style has led to more organizational innovation. In contrast, a high degree of employee involvement and less level of transformational leadership led to higher indexes of innovation.

Limitations

The use of a cross-sectional, nonexperimental design limits causal inferences.

Research/Practical Implications

The effects of transformational leadership are not context-free. A practical implication of our results imply that organizational interventions focused on involving the members of the organization in the management process and developing transformational leaders will significantly enhance innovation on the organization.

Originality/Value

This research shows that leadership can influence innovation directly or indirectly through a propitious organizational culture. It can provide valuable metrics for managers to develop an organizational culture to promote their company's innovative activity.

1290 - UNDERSTANDING THE EFFECTS OF COMPANY'S SIZE ON THE RELATIONSHIPS BETWEEN LEADERSHIP, CULTURE AND INNOVATION

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We examined relationships among organizational culture, leadership and innovation, in a diverse sample of 854 employees and 102 top managers representing 102 organizations with different sizes. Two different questionnaires were administered. In each organization, top managers were asked about the innovation activity and employees were asked about the leadership and organizational culture of their organization. Results from a structural model, tested by multi-group analysis, considering micro and small enterprises in one model ($n = 464$) and the medium and large enterprises in another model ($n = 385$), shows very significant differences in the two models, which lead us to conclude the moderation effect of the company size variable on the relationships between leadership, culture and innovation. This variable produces differential effects not only on the leadership role in the relationship between culture and innovation, but also on the contribution of each indicator to innovation. The use of a cross-sectional, nonexperimental design limits causal inferences. The research findings improve understanding of the roles of leadership and organizational culture in innovation; it also compares innovation indicators showing also their influence and the contribution of the several variables in the model.

1292 - EXPLORING THE RELATIONSHIPS BETWEEN TRANSFORMATIONAL LEADERSHIP, CULTURAL CONSISTENCY AND INNOVATION

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Purpose

This study examined whether the relationships between transformational leadership and innovation depended on the level of cultural consistency in the organization.

Design/Methodology/Approach/Intervention

Using a diverse sample of 905 employees and 102 top managers representing 102 organizations, employees answered a questionnaire about leadership

(Transformational Leadership Scale) and cultural consistency (consistency dimension of the Organizational Culture Questionnaire Denison) and top managers of each organization answered a questionnaire concerning the innovation activity in their organization. Hypothesis was tested through hierarchical regression analysis.

Results

We found that transformational leadership interact with cultural consistency such that transformational leadership was more positively related to innovation when there are lower levels of cultural consistency and was less positively related to innovation at higher levels of cultural consistency.

Limitations

The use of a cross-sectional, nonexperimental design limits causal inferences.

Research/Practical Implications

A practical implication of our results is that transformational leadership is important to increment the innovation in the organization when combined with low levels of cohesion, integration or agreement around values and norms of the organization. In turn, when organizations have a highly consistent culture less intervention of the leadership is needed to increment innovation.

Originality/Value

The main value of this study is its analysis and testing of the relation of transformational leadership, cultural consistency and innovation. Innovation can flow in the organizations by a consistent organizational culture or by the impact of the leader in the case of weakness in the consistency. Results support the utility of adopting a contingency-based approach to the direct effects of leadership.

1300 - RETALIATION IN ULTIMATUM GAME

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Purpose

Ultimatum game is often considered an example of bargaining. However the kind of interaction implied in this game is a sort of one shot take-it-or-leave-it negotiation, in which consequence of unfair offers is limited to the veto power of the responder. We propose a variant of the ultimatum game in which the role of the responder is more articulated and study the reaction to the fairness of the proposer's offer.

Design/Methodology

We conducted an experiment with $N = 54$ participants (55.6% female; average age 24.50 years) in which the responder were allowed to reallocate the proposed sum. The experimenters acted as fictitious proponents and provided the same five offers to each participant.

Results

Even when considering fair offers only, the difference between the proposed offer and the reallocation was significantly larger for the group where the possibility of a reallocation was known before accepting.

Limitations

All data were collected in a lab with the usual external validity concerns (Dipboye and Flanagan, 1979). Furthermore, further research should be conducted to see whether the timing of retaliation modifies the reallocation behaviors.

Implications

Being aware of the possibility of retaliation can make accepting less generous offers and may increase the magnitude of a punishment in a negotiation process.

Originality/Value

As far as we know, the possibility of retaliation in the ultimatum game has not already been explicitly explored.

**1302 - THE RELATIONSHIP BETWEEN WORK AUTONOMY AND DAILY CONTEXTUAL PERFORMANCE:
THE MODERATING ROLE OF PERSON-ORGANIZATION FIT**

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Purpose: This study examines 1) the relationship between Work Autonomy and daily peer rated Contextual Performance in an operational environment, and 2) the moderating role of indirectly measured objective Person-Organization Fit (P-O Fit) on this relationship.

Methodology: Data was collected through a quantitative diary study (30 days) among 57 naval cadets (1533 measurement points in total) participating in a sail ship training mission across the Atlantic ocean. Person-Organization Fit measures were obtained prior to the mission, and measures of Work Autonomy and peer rated Contextual Performance were collected through questionnaires on a daily basis. Multilevel analyses were carried out using MLwiN 2.20.

Results: Preliminary multilevel analysis showed a significant positive relationship between P-O Fit and daily contextual performance, while the relationship between autonomy and daily contextual performance was not significant. However, autonomy interacted significantly with person-level P-O Fit. Hence, as hypothesized, a significant relationship with autonomy was found for cadets with high P-O Fit, while a corresponding relationship for cadets with low P-O Fit was not.

Limitations: Though second-source, Contextual Performance is subjectively rated in this study.

Research/practical implications: This study strengthens the idea that both situational and individual factors interact to contribute to daily levels of contextual performance. The use of indirectly measured objective P-O Fit has implications for P-O Fit as a selection tool.

Originality: To our knowledge, this is the first study to show the moderating role of P-O Fit on Contextual Performance.

1303 - WHAT DO SMES LOSE BY NEGLECTING HRM?

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Managers of small and medium firms may well not be concerned with literature on Human Resource Management (HRM). Yet neglect of issues central to HRM, such as mentoring, organisational and career support, as well as providing engaging work may result in high rates of turnover and SMEs thereby losing the tacit knowledge and operational learning that leavers take with them and that are vital for sustained competitiveness. This presentation reports on employees' attribution to HR practices in order to explain how neglect of issues central to HRM practices by managers of SMEs can result in losing their sustained competitiveness.

The research was conducted with one thousand two hundred and sixty five (n=1265) employer-supervisor dyads from thirty one (n=31) small and medium firms operating in a southern European member state of the EU, nine of which were social economy, five in robotics, four in the food industry, three in electronics, two in environmental management and the others in pharmaceuticals distribution, bicycle parts, freight transport, automobile components, education, telecommunications engineering, industrial ovens and fruit and vegetables. Data was collected in late 2016 and early 2017.

The findings suggest that the turnover less reflected a self-directed concern with boundaryless careers than a failure of the managers of SMEs to assure organization-fit rather than only demand job-fit. Although the study was in only one country and cross sectional rather than longitudinal it nonetheless suggest that SME employers' associations should be concerned to enhance understanding of organisation-misfit and careers in SMEs.

1307 - ARE TRAJECTORIES OF PREFERRED- AND EXPECTED RETIREMENT AGES ASSOCIATED WITH HEALTH AND EFFORT-IMBALANCE AT WORK?

FINDINGS FROM A SIX-YEAR SWEDISH LONGITUDINAL STUDY

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Purpose

One key dimension in the study of retirement decision making is the preferred retirement age (PR-A). Another relevant although less investigated indicator is the age at which one realistically expects to retire (ER-A). This study aimed at identifying trajectories of preferred- and expected retirement age and exploring their associations with changes in self-rated health, depressive symptoms and effort-reward imbalance (ERI).

Design/Methodology/Approach/Intervention

The study used data from four waves (2010, 2012, 2014, 2016) of the Swedish Longitudinal Occupational Survey of Health. Sample consisted of 1440 workers aged 50–59 in 2010 who participated in all waves. Latent class growth modeling was used to estimate trajectories of PR-A and ER-A and their associations with self-rated health, depressive symptoms and ERI were investigated. Participants were divided in two groups according to age at T0 (50-54; 55-59) and analyses were age-stratified.

Results

Preliminary results suggest both between-person and within-person variability in retirement age preferences and expectations over six years in the two groups. Trajectories characterised by lower PR-A were associated with poorer health and higher levels of ERI. ER-A trajectories in turn seem to be less associated with health and ERI.

Limitations

This study relies exclusively on self-report measures.

Research/Practical Implications

The findings reinforce the importance of healthy work environments that facilitate a balance between efforts and rewards for promoting longer working lives.

Originality/Value

Retirement longitudinal studies are scarce and this study is one of the first to investigate longitudinal relationships between PR-A and ER-A trajectories, and health and effort-reward imbalance at work.

1308 - THE ROLE OF CONTEXT FACTORS FOR CREATING, MAINTAINING, AND PREVENTING INCIVILITY

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Purpose

We explore the effect of organizational contextual factors on workplace incivility and its outcomes. Employing social exchange theory, we examine the effect of pay dispersion on incivility perceptions and its subsequent effect on absenteeism and stay intentions. Pay dispersion is a characteristic of distributive justice that challenges perceptions of equity. As per prior research, perceived inequity leads to perceived incivility through withholding effort, support, extra-role behaviors, and general job dissatisfaction. We explore the buffering effect of a climate of support as created by leader-member-exchange (LMX) to lessen the negative effect of pay dispersion on incivility. We thus examine the role of LMX for the prevention of incivility perceptions and their negative outcomes.

Design/Method

We used surveys to collect nested data from team members and their managers across 3 non-profit organizations. We measured pay (to compute within-team pay dispersion, IV), individual incivility perceptions (Mediator), LMX (aggregated to the team level, Moderator), and absenteeism and stay intentions (DVs). We test a cross-level, first-stage moderation model with LMX weakening the pay dispersion-incivility relationship.

Results

Data analysis is currently underway. Results will be presented at EAWOP.

Limitations

Future research needs to examine if findings generalize beyond non-profit organizations.

Research/Practical Implications/ Originality

Existing research focuses on target and perpetrator characteristics leading to incivility. Context factors, especially at the team-level, fostering, maintaining, or preventing incivility triggers from resulting in incivility, remain largely understudied. Identifying the unit- and organization-level factors that lessen incivility would help organizations promoting civility and its benefits.

1310 - COMPARISONS OF PERMITTED TOUCH PATTERN IN DIFFERENT RELATIONSHIPS

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Body Accessibility, which measures bodily areas that are permissible to be touched by others, were first defined and studied by Jourard (1966) using a bodily contact map that divides a human body image into 24 sub-regions. The current study aimed to replicate Jourard's study that had not been updated for a long time and only focused on intimate relationships, and extended to discover the pattern of permitted touch by acquaintances and people at work. An online-version of a bodily contact map was used to study college students and employees. Notable differences were observed between the current study and Jourard's study in certain bodily parts, such that the belly and legs become more acceptable to be touched, which may be due to changes in clothing style. In addition, the current study discovered very distinctive patterns of being touched by acquaintances and people from work, compared to parents and closest friends. For example, a larger gender difference was found in being touched by opposite-sex co-workers, compared to opposite-sex supervisors, friends and acquaintances. Moreover, several body areas should be paid attention in the workplace context, where female employees especially concerned with their back and back of head to be touched by their opposite-sex supervisors. Findings of this study updated existing knowledge of the permitted touch pattern of young adults. We hope that this study could serve as a guideline for public awareness of touch norm to reduce sexual harassment. Future research could analyze actual touch experiences and compare results with the current study.

1312 - WHO NEEDS PAY-FOR-PERFORMANCE?

ATTRIBUTIONS FROM PRIMARY HEALTH CARE STAFF

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No literature survey as yet has gained definitive outcomes for the effectiveness of pay-for-performance (P4P) in the context of HRM systems (Guest & Edwards 2017). Recently, in exploring people's attributions of HR practices (Hewett, Shantz, Mundy, & Alfes, 2017), there also has been a shift to considering whether, and the degree to which, wellbeing may be central (e.g. Guest, 2017).

This comprehensive study was within primary care system where different models of management have been introduced. It involved fifty semi-structured fully transcribed interviews with 17 doctors, 14 nurses and 19 health administrators in 14 different family health units. It was also collected 72 patient satisfaction questionnaires in three different family health units: 12 were in a unit with no incentives at all; 12 in units with institutional financial incentives for the unit as a whole rather than for clinical and administrative staff; 12 for the unit as a whole as well as individual financial incentives for all staff; and the rest in transition between the two models with financial incentives.

Health professionals perceived that the organisational changes were intended to control their service. Those who interested in individual financial incentives tended to be younger nurses and administrators rather than senior doctors. Nor did the interviewees consider performance for pay in isolation rather than in relation to wellbeing and other factors such as the quality of service that they could offer to users and working relations with others.

The study requires follow up interviews and a longitudinal questionnaire surveys.

1313 - THE MODERATING ROLE OF DEVELOPMENTAL NETWORKS IN THE RELATIONSHIP BETWEEN STRUCTURAL AND PSYCHOLOGICAL EMPOWERMENT

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Purpose: The aim of this study was to examine the role of developmental networks in the relationship between structural empowerment (SE) and psychological empowerment (PE). SE leads to PE that culminates in positive workplace outcomes.

Design/Methodology: A sample of 335 employees from three different companies in Estonia participated in this study. PE was measured with Menon's scale (2001; Menon and Hartmann 2002). SE measure was based on Kanter's (1993) description of structural determinants. Structural equation modelling was used to analyze the structural relationship between measured variables and latent constructs.

Results: Results confirmed and supported Kanter's SE theory. Results from structural equation modeling indicated that SE dimensions affected each PE component in the different way.

Results revealed that developmental networks are moderating the relationship between SE and PE and affect strength of the relationship between them.

Research/Practical Implications: Current study showed that developmental networks are crucial in the emergence of perceived PE in the workplace, but the networks didn't act equally. Strong support was received from family and friends and from immediate managers. The latter stresses the importance of leadership quality in empowering employees.

Originality/Value: The results reviled that different kind of developmental networks activities had different impact on PE components and SE dimensions affect each psychological empowerment component in the different way.

Keywords: Structural empowerment, psychological empowerment, developmental networks, support network activities

1315 - WELLBEING WORKS: BUILDING A BUSINESS CASE FOR EMPLOYEE HEALTH AND WELLBEING

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Purpose:

The purpose of the present study was to examine the predictive role of wellbeing indicators for pro-organisational behaviors, such as organisational advocacy, engagement, turnover intention, and turnover.

Methodology:

The sample (N=289) consisted of professionals working in a financial organization in New Zealand. The study utilized a longitudinal design, with data collected with a one year interval, as part of the organization's annual engagement survey. Furthermore, the team structure of the organisation was taken into account in order to account for between-team variation.

Results:

The results of multiple and logistic regressions indicate that of the wellbeing indicators, energy levels and expectations of how work will affect health were the most important for engagement, advocacy, turnover intentions, and turnover. Those with higher energy levels, and those who expected that work would not affect their health negatively, reported higher levels of engagement and advocacy, and lower levels of turnover intentions, as well as lower likelihood to have left the organisation at Time 2.

Limitations:

The study utilised self-report data for most of the study variables, and did not include financial productivity variables. Future research should attempt to incorporate financial measures to build a stronger business case for wellbeing at work.

Implications:

Results indicate that positive experiences among employees have the potential to lead to positive outcomes for organizations.

Originality:

The study is one of the first to explore wellbeing factors as predictors of pro-organizational outcomes, providing evidence that can be used to build a business case for wellbeing at work.

1324 - MOTIVATE TO ENHANCE SCIENTIFIC EFFECTIVENESS: A QUALITATIVE STUDY AMONG AUTHORITIES AT THE TECHNICAL UNIVERSITY

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Purpose. The aim of the study is to examine how authorities motivate academics to enhance scientific effectiveness. The framework of this study is rooted in the Self-Determination theory and the AOM model. It means that individual behaviour is a configuration of ability, opportunity to contribute and motivation. However, using the self-determination continuum, different types of motivation can be stimulated.

Methodology. Semi-structured interviews were conducted with five academic authorities (top and midlevel managers) of the public technical university in Poland. Main topics were scientific effectiveness and strategy of motivation. Thematic analysis was implemented to identify patterns within qualitative data.

Results. The authorities recognized rewards as much more effective motivational tools. Thematic analysis indicated that the current system of incentives is mainly based on the financial gratification (external regulation). The next group of incentives was related to social rewards, e.g. public appreciation (external and introjected regulation). The third group of incentives was associated with reducing teaching and administrative duties (identified regulation). The last one can indirectly facilitate intrinsic regulation.

Limitations. A limited number of scientific fields regarding technology and engineering were represented (civil engineering, marine engineering, electronic and information engineering, computer science).

Practical Implication. The authorities are strongly focused on achieving organizational goals and give importance to promote controlled motivation their subordinates. However, they can pay more attention to create conditions for autonomous and intrinsic motivation. Managerial practices can have a positive impact on employee well-being and thriving.

Originality. The Self-Determination theory was integrated with human resources management in higher education.

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1326 - MEDITATING AWAY A GUILTY CONSCIENCE: THE IMPACT OF MINDFULNESS ON GUILT AND REPARATIONS

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Purpose

This research tested whether a state of mindfulness via meditation reduces state guilt and the impulse to repay people one has harmed.

Design

Our studies consisted mostly of state mindfulness induction experiments in which participants were randomly assigned to listen to an 8-15 minute guided mindfulness meditation recording or a control task then they reported their guilt or reparative intentions. One of our studies found converging effects with trait mindfulness, that it was negatively correlated with state guilt.

Results

State mindfulness reduced state guilt and weakened the normally-strong relationship between having harmed other people and wanting to repay them.

Limitations

Our studies were not conducted in organizations, partly because we felt uncomfortable approaching organizations to ask to do an intervention that we expected would have a negative impact on valued outcomes. We also do not yet have a significant mediation study so the effect on reparations could be due to another process.

Implications

Our research suggests that meditation can be used to cleanse one's conscience prematurely. When people can reduce their guilt intrapsychically in this way, they feel less motivated to fix a problem they caused or repay another person who they harmed. This suggests that there is a risk that people could use mindfulness as a means or justification to avoid problems rather than engaging with or fixing them.

Originality

Virtually all of the research on mindfulness assumes or demonstrates that it has positive consequences. Our research indicates a case when mindfulness can be counterproductive to interpersonal interactions.

ABSTRACT

The majority of research on mindfulness has been devoted to uncovering its potential benefits, including by decreasing the incidence of antisocial behavior. However, mindfulness may also have unintended negative consequences if it is cultivated when individuals are experiencing a functional

form of negative affect. We argue here that a state of mindfulness can interfere with the affective processes necessary to motivate reparation in guilt-eliciting situations. In five studies – one cross-sectional survey and four experiments – we find that mindfulness is negatively correlated with and reduces state guilt, and that mindfulness weakens the normally strong association between guilteliciting situations and prosocial reparative behaviors. Implications for theory and management practice are discussed.

Keywords: guilt, mindfulness, meditation, reparation, affect

1331 - CONSIDERATIONS AND INTENTIONS IN THE INTRODUCTION OF DIGITAL TECHNOLOGY AND THE RELATIONSHIP WITH LONG-TERM EMPLOYMENT

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Key words: Digital Technology, organisational choice, long-term employment, inclusive HRM.

Purpose

Digital Technology has changed work. Several authors (including Acemoglu 2002, Autor, Levy & Murnane, 2003 and Goos, Manning & Salomons, 2014) identified skill effects of DT, job polarization and digital divide which may have consequences for segregation in society. The aim of this study is to map considerations and intentions of decision makers with regard to the introduction of Digital Technology and possible consequences for long-term employment of current employees in administrative professions.

Design/Methodology

Data gathering is ongoing. 27 interviews on the subject are planned with experts, scientists, policy developers and decision. Q Methodology (Brown 1980, Watts & Stenner 2012) is used to identify groups of participants who share the same opinion or alternative opinions, while identifying the differences and similarities between the groups.

Results

Based on preliminary results three types of considerations feature prominently 1) DT will result in job losses and new jobs at the same time, 2) a well-implemented policy of inclusive HRM or sustainable employment is essential and 3) cooperation of HR and IT during the DT process is vital.

Originality/Value

Up to now, research has mainly been carried out at the macro level, this study adds to the literature by looking into processes within organisations. By using Q methodology this study provides systematic and structured results, "yet rich and holistic".

Research/Practical Implications

This study contributes to our understanding of the attitudes of professionals towards Digital Technology, employment and their choice behavior. This can ultimately help to avoid undesirable employment effects when introducing Digital Technology.

1332 - THE JOB DEMANDS – RESOURCES MODEL AND PRESENTEEISM: A FOLLOW-UP STUDY ON A LARGE REPRESENTATIVE SAMPLE OF AUSTRALIAN WORKERS

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Purpose: The job demands – resources (JD-R) model has been used to explain employee absence, turnover and performance. However, few studies have used it to understand the pathways that underpin presenteeism. The purpose of this study was to further validate the effectiveness of the JD-R model in the context of presenteeism.

Methodology: The Household, Income, and Labour Dynamics in Australia Survey was used to measure the relationships between job demands (e.g., job stress and job complexity), resources (e.g., job security and job support), employee health, job satisfaction and presenteeism among 9485 working adults. We tested the proposed hypotheses using path analysis whilst controlling for participant demographics (e.g., gender, age, occupation, education and duration of employment).

Findings: Higher job demands (job stress) and lower job resources (job security) were found to be indirectly related to presenteeism via reduced employee health. While more job resources (job security and job support) and lower job demands (job stress) were indirectly related to presenteeism via improved job satisfaction. We also found that job complexity was related to lower presenteeism via both improved health and job satisfaction.

Research implications: A key finding was the difference between challenge (e.g., job complexity) and hindrance demands (e.g., job stress). For example, challenge demands, such as complex tasks, may actually stimulate and energise employees, promoting job satisfaction and better health, which in turn, could reduce presenteeism.

Originality: This study is the first to validate the utility of the JD-R model in the context of presenteeism among a large nationally representative sample of Australian workers.

1333 - A TALENT DEVELOPMENT CENTRE AS A HYBRID SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT METHODOLOGY

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Purpose

The purpose of this presentation is to put forward the conceptualization of contemporary Talent Development Centres (TDC's), to outline the theoretical underpinnings and principles of the methodology and to share core elements of the approach as an engaging, analytics-driven and positive developmental intervention utilized within large corporate organizations globally.

Approach

Three core elements are addressed. The presentation will focus on A) the definition of Talent Development Centres within the theoretical framework(s) of competency based development and Positive Organizational Development; B) the principles for application of a validated and reliable TDC approach within the contextual drivers of the new world of work and C) empirical examples of data-driven approaches within a TDC.

Results

The presentation will explore core outcomes sought in organizational settings through application of TDC. This is done within the practical frameworks of Succession Planning and Leadership Development as Business Continuity functions. The TDC as an integrated process leveraged through technology is explained in detail. Practical learnings obtained through conducting of TDC's in large global organizations are provided.

Limitations

Limitations and practical challenges of conducting a successful TDC are explored in the presentation.

Practical Implications

A TDC, when conducted on focused scientific principles and positioned for efficiency within the dynamic contextual drivers of the changing work environment, yields significant value for business continuity and sustainable organizational development.

Originality/Value:

The methodology is unpacked here as a science-practitioner approach; based on the practical and scientific experience of the presenter.

**1334 - WHY EMOTIONAL SUPPORT IN THE WORKPLACE CAN LEAD TO INCREASED PRODUCTIVITY:
THE ROLE OF RELATEDNESS NEED SATISFACTION UNCOVERED**

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Purpose: The beneficial impact of social support on employee well-being and performance is well-described in the job demands-resources (JD-R) model (Demerouti et al., 2001), however, research on why social support is beneficial is lacking an understanding of more specific processes through which it operates (Daniel et al., 2009).

Originality: Using a self-determination approach, we focused on two qualities of relatedness need satisfaction, i.e., connectedness and social isolation (Sheldon & Gunz, 2009), as potential underlying mechanisms that link social support to employee performance and well-being outcomes. Furthermore, in differentiating between problem- and emotion-focused social support received (Lin et al., 2015), we expect two distinct inter mediating pathways.

Methodology: The study has a longitudinal design with three measurement points. Preliminary analyses were carried out on T1 (May 2018) sample of 171 employees (53% women) within an international organization at three European subsidiaries, using an online questionnaire. T2 and T3 follow with a 4 months interval.

Results: Initial analyses revealed that problem-focused support is indirectly related to wellbeing outcomes through isolation, whereas emotion-focused support can explain both wellbeing and performance outcomes via connectedness.

Limitations: A major strength of this study is its longitudinal design which examines the effects of received social support across time. The critical differentiation of relatedness need satisfaction into two concepts has theoretical and practical implications. The small sample size requires careful interpretation.

Practical Implications: Organizations may benefit from work environments that enable feelings of connectedness. The results highlight the importance of social support in enhancing connectedness and reducing isolation feelings to encourage employee well-being and performance outcomes.

1335 - IDEA IMPLEMENTATION AND WELLBEING: SERVANT LEADERSHIP RESOLVING COMPETING THEORETICAL PERSPECTIVES

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Purpose: The growing dynamism and complexity of the business environment has raised the importance of employees' innovativeness as a way for businesses to remain efficient and competitive. However, there is limited consistency as to innovation's effect on employee wellbeing (Engelbrecht, 2014). Stress-oriented theorists suggest that this association is negative (Demerouti & Euwema, 2005), whereas motivational researchers present a positive relationship (Harter, 1979). This study advances Servant Leadership (SL) as a moderator of this relationship, thereby resolving this theoretical tension.

Methodology: A theory-driven model of the relationship between wellbeing, innovation, self-efficacy, and autonomy and SL was tested using Structural Equation Modelling on two data collection waves from more than 500 teachers in England (Mean age = 41years (SD = 6years); 29% male).

Results: The relationship between innovation and wellbeing is conditioned by SL. This conditional effect is partially mediated by perceived personal autonomy and self-efficacy.

Limitations: We measured variables at different time points, but causality was not tested, as it is possible that wellbeing could contribute to idea implementation.

Research/Practical Implications: Situating SL as a condition for idea implementation to positively influence wellbeing, we contribute to the resolution of the theoretical tension between stress and motivational theories in the association. Importantly we argue for managers to put their followers' needs first in ensuring that innovation enhances wellbeing.

Originality/Value: This study explains how and why SL shapes the effect that idea implementation has on employee wellbeing.

1336 - EXPLORING ORGANIZATIONAL POLITICS AND LEADERS' POLITICAL BEHAVIOUR IN THE BROADER POLITICAL CONTEXT OF GOVERNMENT ORGANIZATIONS

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Purpose: This study focuses on workplace political behaviour in local authorities during a national-election period. Specifically, we examine the ways a perceived political climate influences engagement in political behaviour within a national-election period. We distinguish between the organizational politics and governmental politics.

Methodology: A qualitative research methodology was used. Sixteen interviews with managers were conducted in various local authorities during the 2015 election campaign for Israel's parliament.

Results: Generally, the findings reinforce earlier arguments that in public sector two level of politics (organizational and governmental) take place and internal politics not played only a secondary role in public organizations. It also supports the idea that the more closely two experiences (politics in government institutions and organizational politics) approximate each other the more likely one experience flows into and influences another. More specifically, the findings show that participants perceived an intensification of political climate during the preelection period which they attributed to a significant connection between electoral and intraorganizational politics. Additionally, a perceived organizational political climate intensifies engagement in a range of political behaviours throughout an organization and is connected with an administrative role.

Limitation: The research focuses only on local authorities.

Practical Implications: Leaders may gain a better understanding of the organizational politics in the broader political context of local authorities.

Originality: Our study stress that employee political behaviour in local authorities must be understood not just in terms of organizational factors but also in the context of electoralpolitical settings, specifically and governmental politics, in general.

1338 - INNOVATION PROCESS' EXPLANATION OF THE ASSOCIATION OF SERVANT LEADERSHIP AND EMPLOYEE WELLBEING: AN APPLICATION OF DYNAMIC STRUCTURE EQUATION MODELLING (DSEM)

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Purpose: It is expected that leaders will improve employees' wellbeing and their innovativeness. Because of the contrasting requirements of idea generation and implementation, the two elements of innovativeness (Anderson et al., 2014), individuals' success at being innovative depends on resource availability (Amabile, 1996). Servant leadership (SL) behaviour could contribute to innovative behaviour in such a way that it also enables wellbeing. Yet the theoretical understanding of the association of innovation, wellbeing and leadership is limited.

Methodology: This presentation adopts an 11-week intensive longitudinal design (77 days), with at least one weekly data entry from more than 300 teachers (Mean age = 39years (SD = 6years); 31% male). Using DSEM and latent change score model, we tested innovativeness as an explanation of how SL predicts changes in wellbeing over time.

Results: The relationship between idea generation and implementation is cyclical and negative within-individuals, yet positive between-individuals. Also, the extent to which individuals implemented their ideas fully mediated the relationship between SL and improved wellbeing.

Limitations: We have offered an alternative explanation for the effect of SL on improved wellbeing. We are, however, unclear on the sustainability of innovativeness.

Research/Practical Implications: Drawing on the paradox and resource conservation theories, we position employee innovativeness as an explanation of the SL-improved wellbeing relationship.

Originality/Value: Positioning innovation as an explanation of how SL predicts wellbeing changes by leveraging the uniqueness in assessing within-person dynamic processes as they unfold over time.

1339 - MENTAL WELL-BEING AS A MODERATOR OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND REAPPRAISAL AMONGST LEADERS

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Purpose: Emotional Intelligent (EI) leaders typically choose emotion regulation strategies that are less draining on personal resources. They also use reappraisal to enhance their positivity and mental well-being. This study investigates mental well-being as a moderator of the relationship between EI and Reappraisal. It also examined whether the moderated effect of mental wellbeing on the relationship between EI and use of reappraisal differ by gender.

Design/Methodology: Online self-report questionnaire was used to collect data from 246 Swedish leaders (70 % response rate). Data were analyzed using regression analyses, moderation and moderated moderation analyses.

Results: Mental well-being only moderated the relationship between Self Emotion Appraisal (SEA) and reappraisal. The (moderated) moderation effect of well-being on the relationship between EI and reappraisal differed significantly by gender, in particular in the relationship between “regulation of emotion”(ROE) and reappraisal, and between “others emotion appraisal” (OEA) and reappraisal.

Limitations: A limitation is use of cross-sectional self-report data.

Research/Practical Implications: Self Emotion Appraisal (SEA) concerns introspective self-awareness and is of importance in the health and service industry because it enables leaders to have the ability of organizing their emotions efficiently and to express these emotions naturally. Mental wellbeing is predominantly important for males to strengthen the relationship between EI and reappraisal, and less important for females, indicating that further research is required. Findings are important for developing management training.

Originality/Value: Advances our knowledge of the importance of EI in leadership and mental well-being.

Contributes to the limited literature on leaders' emotion regulation and mental well-being

1344 - TOWARDS A DYNAMIC PERSPECTIVE OF WORKPLACE FLEXIBILITY: A LATENT GROWTH CURVE MODELLING APPROACH TO UNDERSTAND THE LONG-TERM EFFECTS ON PERFORMANCE AND WORK-ENGAGEMENT

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Purpose

Prior cross-sectional research has revealed that perceived workplace flexibility can lead to positive, negative, and zero effects for performance and well-being but has substantially left unexplored how to disentangle these mixed findings. Our goal in this study is to shed light on these inconsistent findings by incorporating the role of time. We expect that flexibility does not represent a static concept but that flexibility increases over time and is thereby beneficial for performance and work engagement.

Methodology

We tested our hypotheses using a three-wave longitudinal study (N=273) over 37 months in a governmental institution in the Netherlands.

Results

Results from latent growth curve modelling show that perceptions of flexibility increased over time. We found that the greater the rate of increase in digital mobility, the greater the rate of increase in perceived flexibility. Furthermore, our results indicate that changes in flexibility over time are positively related to changes in our outcome measures.

Limitations

Due to organizational constraints, we were only able to use self-reported data; thus common method bias cannot be excluded.

Implications

Our results extend theory on perceived flexibility by pinpointing the process of flexibility development. Furthermore, they emphasize the importance of digital mobility for increasing perceptions of flexibility, and demonstrate the likelihood of performance gains for organizations.

Originality

This is the first study to show how flexibility unfolds over time to predict changes in performance.

1345 - DO MALE CEO APOLOGIES HAVE DIFFERENT OUTCOMES THAN FEMALE CEO APOLOGIES AND WHY?

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Purpose. Studies show that in case of a transgression, offering an apology leads to better outcomes than not offering one. This also applies to cases where a CEO publicly apologizes after a public scandal or mistake. However, few studies have investigated gender differences in this context. Scientists have consistently found that female CEO's receive more negative reactions than male CEO's. Underlying theories on stereotypes and role incongruity predict that these negative reactions will mitigate if the number of female CEO's increases. The purpose of this study is to test these claims and combine both areas of research by comparing male and female CEO apologies in two types of industries, each with a different amount of female CEO's.

Method. A 2 (apology versus no apology) x 2 (male versus female CEO) x 2 (male versus female industry) within-subjects design was used to measure 244 participants' 'attitude toward the company after a transgression' or 'post-transgression attitudes'.

Results. A repeated measures ANOVA revealed that offering an apology leads to better post-transgression attitudes than not offering one. Surprisingly, post-transgression attitudes are not significantly more negative when the CEO is female than when the CEO is male. However, post-transgression attitudes are significantly more positive in a female dominated industry versus a male dominated one.

Limitations. Limitations are the rather small sample and potential differential pre-transgression attitudes toward companies that participants might hold.

**1350 - DETERMINING A FRUITFUL CAREER FOR THE CREATIVE INDEPENDENT PROFESSIONAL:
UNRAVELING ENGAGEMENT AND CAREER SUCCESS**

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Purpose. Worldwide the creative industries are recognized as a key driver of contemporary economic growth. These industries are fragmented and count a large number of small enterprises and a small number of large enterprises, with a big amount of creative independent professionals that constitute these industries. Empirical research is however lacking on the pathways to a successful creative independent career. Thus, this study adopts a configurational approach to examine the combinatorial effects of self-determination theory needs on engagement and career success for fulltime and part-time creative independent professionals.

Methodology. A set-theoretic method, fuzzy-set qualitative comparative analysis (fsQCA), will be employed to identify configurations of conditions that explain why some creative professional achieve more career success and engagement, based on a sample of 105 independent creative professionals in Belgium, France, Germany, The Netherlands and the United Kingdom.

Results. Initial results show the importance of high levels of autonomy, competencies and working fulltime for having a successful career and high levels of engagement. The position of 'belongingness' needs is somewhat arbitrarily and can also be low to achieve career success and engagement.

Limitations. This study has a cross-sectional research design. This means that causality cannot be explored.

Research Implications. This study enhances configurational understanding of creative independent professionals and their career and show that they require individual support and advice.

Originality/Value. This study addresses the lack of career research in creative industries and applies a relatively new method in this field, the configurational approach, which is a meaningful addition to the well-known approaches of qualitative and quantitative studies.

1351 - FACULTY OVERWORK: TIME ALLOCATION ACROSS WORK AND FAMILY ROLES

Tammy Allen (1) - Victor Mancini (2) - Kimberly French (3) - Michelle Miller (4) - Eun Sook Kim (5) - Grisselle Centeno (6)

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Purpose: Time is a fixed resource with no variability. Yet across faculty there is variation in time allocated to different tasks. Research indicates that women tend to focus more time on teaching, mentoring, and service relative to men while men focus more on research (Misra et al., 2012). Time spent on paid work must also be balanced with time spent caring for family members and housework. The objective of the current study is to examine time allocation across work and family roles among tenure-track and tenured faculty.

Method: Data come from 837 faculty members. Time allocation was assessed with the categories used by Misra et al. (2012). Participants reported average number of hours spent in work activities (research, teaching, mentoring, service to university, service to professional discipline) and in nonwork activities (housework, childcare, eldercare).

Results: Men reported more time on research than did women. Women reported more teaching, more childcare and more eldercare than did men. Results show faculty spend significant time (13.67 hours) working on weekends.

Limitations: Data are based on a self-report, cross-sectional survey.

Implications: Long hours associated with faculty work have been the subject of recent discussions (e.g., McKenna, 2018). Results indicate faculty work 70-80 hours during the week and weekends. Much of faculty work can be enacted in a variety of settings, making it particularly vulnerable to boundary blurring.

Value: Extensive time spent on work on weekends suggests faculty may have little time during which they disengage from work, a key element of recovery (Sonnenstag, 2012).

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1354 - MEASURING DEFENSIVE DECISION-MAKING IN ORGANIZATIONS: DEVELOPMENT AND FIRST VALIDATION OF A SCALE

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Purpose:

Defensive decision-making occurs when individuals choose a second-best option to protect themselves against negative consequences. We developed a scale to measure defensive decision-making and we provide evidence for the convergent and discriminant validity of the scale as well as construct validity.

Design/Methodology/Approach/Intervention: We conducted three studies. In Study 1, the scale was developed and evaluated ($N= 145$). In Study 2 ($N= 175$), we confirmed the factor structure in confirmatory analyses. We explored the relationship of defensive decision-making with innovative work behavior, psychological safety and the BIG 5 personality traits in a third study ($N= 345$).

Results: The results suggest that the scale to operationalize defensive decision-making is reliable and valid. We found that defensive decision-making has two correlated, but distinct, dimensions: decision-making avoidance and decision-making approach. Our findings indicates that psychological safety and a culture which promotes employee voice are positively related with decision-making approach. Considering individual differences, we found that emotionally stable, extroverted and open employees score low in decision-making avoidance.

Limitations: First, all studies were cross-sectional. Second, data were derived from self-report questionnaire data within each study.

Research/Practical Implications: The scale is helpful to operationalize this construct and thus assists organizations in uncovering defensive decision-making.

Originality/Value: This is the first time that defensive decision-making in organizations can be measured.

1355 - RELATIONSHIP BETWEEN JOB CHARACTERISTICS, INNOVATIVE BEHAVIOR AND JOB PERFORMANCE OF HOSPITAL MANAGERS: DO PSYCHOLOGICAL EMPOWERMENT AND PROACTIVE WORK BEHAVIOR AS SEQUENTIAL MEDIATORS REALLY MATTER?

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Purpose. In this study, we hypothesized that job autonomy, job variety would foster innovative work behavior and job performance of hospital middle-managers through the sequential mediation of psychological empowerment and proactive work behavior.

Methodology. A cross-sectional study was conducted among 321 French hospital middle-managers (73.8% women, mean age 47.08 years, SD = 8.47). We used an online survey to measure job autonomy ($\alpha=.78$), job variety ($\alpha=.91$), psychological empowerment ($\alpha =.86$), proactivity work behavior such as voice ($\alpha =.93$), taking charge ($\alpha=.85$) problem prevention ($\alpha=.76$) as well as innovative work behavior ($\alpha=.92$) and job performance ($\alpha=.70$).

Results. The proposed model was examined by using structural equation modeling. The final model shows good fit to the data ($\chi^2= 50.66$, df =34; CFI = .98; TLI = .97; RMSEA = .03; SRMR = .03). Analysis of indirect effects revealed that psychological empowerment and proactive work behaviors sequentially mediate the relation between job autonomy, job variety and innovative work behaviors of hospital middle-managers as well as job performance.

Limitations. The study was cross sectional, data were collected in a hospital via self-report questionnaire. Thus, results does not infer causation.

Practical Implications. Hospital governance and top hospital managers should more consider psychological empowerment and proactive work behavior like resources able to enhance hospital managers innovative behavior and performance.

Originality/Value. To our knowledge, this study is the first to examine antecedents, cognitive motivational state, proactive work behavior of hospital managers and consequences in a single study.

1356 - FLEXIBLE BUT EXHAUSTED: HOW INTERRUPTIONS THWART THE POSITIVE EFFECTS OF FLEXTIME

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Purpose: Even though research has examined flexibility in the workplace for a considerable amount of time, we still find ambiguities on various levels within the published literature (Putnam et al., 2014). For example, it is still unclear, if flextime benefits employees and which work conditions contribute to the employees' well-being (Spieler et al., 2017). Based on action regulation theory (Hacker, 2003), this study explores the moderating effect of work interruptions on flextime and well-being.

Design: 274 employees from the UK responded to a cross-sectional questionnaire on flexible work and well-being. According to recent research, flextime was separated into flextime use and flextime availability. This study tests how work interruptions moderate the relationship between flextime and emotional exhaustion.

Results: The results of a moderation analysis reveal that a high amount of interruptions may decrease the positive effect of flextime availability on emotional exhaustion, $\Delta R^2 = .04$, $F(1, 270) = 13,85$, $p < .001$. Flextime use shows very similar effects.

Limitations: The cross-sectional design limits statements about causation.

Research/Practical Implications: Designing flexible arrangements in a way that helps to prevent excessive interruptions can foster positive outcomes of flexible work.

Originality/Value: The negative effects of work interruptions on employees' well-being has not been explored in the context of flexible work. Flextime availability and use can only have positive effects if the amount of interruptions can be limited.

1357 - CONSTRUCT PROLIFERATION AMONG NEGATIVE LEADERSHIP CONSTRUCTS: ASSESSING THE DISCRIMINANT VALIDITY OF CONCEPTUALLY RELATED CONSTRUCTS

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Purpose

Some supervisors are supportive, motivating subordinates to perform beyond the call of duty, whereas other supervisors humiliate or otherwise treat subordinates derisively. To capture the latter behaviors, researchers have developed a considerable number of negative leadership constructs, such as abusive supervision, destructive leadership, and supervisor undermining to name but a few. If “research streams are built around ostensibly new constructs that are theoretically or empirically indistinguishable from existing constructs” (construct proliferation; Shaffer, DeGeest, & Li, 2016, p. 81), it violates the fundamental principle of parsimony and interferes with building parsimonious theories. Therefore, this study examines whether there is construct proliferation among six commonly used negative leadership constructs.

Design/Methodology/Approach/Intervention

We collected data of 340 employees at two points in time. Participants filled out surveys on six negative leadership constructs. We will examine the empirical distinctness of those constructs following Shaffer et al.’s (2016) approach.

Results

Results will be presented at the 2019 Eawop congress.

Limitations

Replication studies and studies on other negative leadership constructs are desirable.

Research/Practical Implications

Our findings can reveal whether ostensibly different constructs on negative leadership behavior are empirically distinct or identical. Thereby, our results may not only lead to more parsimony in the research field of negative leadership but also to a clearer communication between researchers and practitioners.

Originality/Value

Prior studies have not thoroughly examined the potential problem of construct proliferation among negative leadership constructs. Therefore, our study assesses the discriminant validity of six commonly used negative leadership constructs. Our results may challenge or support the distinctness of those constructs.

1359 - MEASURING WORK STRESS IN REAL-TIME: VALIDATION OF SIX SCALES FOR THE INTENSIVE LONGITUDINAL ASSESSMENT OF WORK STRESS AND PSYCHOSOCIAL RISK FACTORS

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Purpose: This study aimed to evaluate the psychometric properties of several scales for the intensive longitudinal assessment of work stress (i.e., strain responses) and psychosocial risk factors (i.e., work stressors) over the workday. **Design:** The research protocol was based on the ecological momentary assessment methodology and involved 150 full-time office workers. Short questionnaires were sent to participant's smartphones six times per day at quasi-random time points, over three non-consecutive workdays. The instrument included 3 scales measuring stressors appraisal (i.e., quantitative workload, decisional latitude, organizational constraints) and 3 scales for strain appraisal (i.e., Positive/Negative Valence, Energetic Arousal/Fatigue, Tense Arousal/Calmness), plus contextual factors (i.e., work activity, equipment, social interactions). **Results:** In most cases, the scales showed satisfactory factorial structure, reliability and sensitivity to change. When averaged within-participants, the scales were moderately correlated with validated measures. Strategies for improving compliance are discussed. **Limitations:** Several participants were excluded because of low response rate or fake answers. Due to restricted sample size, results should be interpreted with caution. **Implications:** The proposed scales might allow to overcome some limitations of traditional retrospective methods, such as recall and response-style biases. They could be employed by both scholars and practitioners within the assessment of psychosocial risks and job design characteristics. By focusing on deviance from personal means, this method allows to control for the effect of individual dispositions and extra-organizational sources of stress. **Originality:** To our knowledge, this is the first study that deeply evaluated the psychometric qualities of scales for the intensive longitudinal assessment of work stress.

1364 - ORGANIZATIONAL SOCIALIZATION OF REFUGEE NEWCOMERS

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Purpose: Finding solutions for refugees' labor market integration has become an urgent and challenging task. However, refugees remain a disadvantaged group in regards to labor market participation, as they often lack financial resources, language skills and may suffer from traumatic experiences (e.g., Ward, Bochner, & Furnham, 2001). To increase our understanding of how organizations can address those challenges, we aim to explore how organizations can facilitate organizational socialization (e.g. Van Maanen & Schein 1979; Jones, 1986) of refugee newcomers. Furthermore, we seek to examine effects of refugee newcomers on organizational insiders.

Approach: Data from 44 semi-structured cross-sectional interviews with different organizational stakeholders (e.g., refugees, supervisors, coworkers, management) across Germany. Following grounded theory, data was coded and analyzed at several points during data collection (Corbin & Strauss, 2008). Qualitative content analysis (Mayring, 2015) was applied for data analysis.

Results: Organizations may facilitate refugees' organizational socialization by applying different institutionalized and individualized tactics. Further, different organizational outcomes and effects of refugee newcomers on organizational insiders were identified.

Limitations: Interviews were cross-sectional in nature, limiting our ability to draw causal conclusions. Sample consisted only of organizations in Germany. Including other country settings may increase understanding of refugees' organizational socialization.

Research/Practical Implications: Insights allow us to gain an understanding into future practices and tactics that hold the potential to foster organizational socialization of refugees and other vulnerable groups.

Originality/Value: This study extends the current scope of organizational socialization theory and onboarding literature by exploring refugee newcomers' organizational adjustment process and effects on organizational insiders.

1366 - DAILY EMOTIONAL JOB DEMANDS, EXHAUSTION AND SELF-UNDERMINING: THE ROLE OF PROSOCIAL MOTIVATION

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Purpose:

Emotional job demands are pervasive and can be exhausting. The present study uses job demands-resources theory to argue that prosocial motivation is an important daily resource that helps people deal with daily emotional job demands. Specifically, we hypothesize that daily emotional demands are related to daily self-undermining through (a) daily exhaustion and (b) daily work engagement and that these relationships are buffered by daily prosocial motivation.

Design/Methodology

A total of 134 employees from different occupational settings filled in daily online questionnaires over five consecutive working days (482-514 data points).

Results

Results of a multilevel path analysis support the notion that prosocial motivation is a volatile resource that can buffer the unfavourable relationships between emotional demands, exhaustion, and work engagement. In addition, results show a moderated mediation effect from emotional demands to self-undermining via exhaustion (but not via work engagement) when prosocial motivation is low.

Limitation

All outcomes are based on self-report measures.

Practical implication

The results of the current study suggest it might be useful to make employees aware of their daily prosocial motivation in order to enable them to deal with their daily emotional demands.

Originality/Value

Our findings indicate that daily emotional demands have an unfavourable relationship with self-undermining behaviour through an energy-depleting path (via exhaustion). In addition, it shows that prosocial motivation can be an important volatile resource that can buffer the link between daily emotional job demands, exhaustion, and work engagement.

1367 - TIMING EMOTIONS AND EMOTIONAL REGULATION IN THE WORKPLACE: THE ENTWINED NATURE OF CIRCADIAN RHYTHMS AND EMOTIONS IN THE WORKPLACE

Teresa C. D'Oliveira (1)

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State of the Art

The association between sleep and emotions is proposed in the literature.

The impact of sleep disturbances on human emotional reactivity is highlighted in fMRI studies where an increased amygdala reactivity and the loss of functional connectivity between the amygdala and the mPFC was identified in sleep deprived participants (Walker, 2009). In the workplace, the impact of circadian stress on emotions is illustrated by studies on shift work and the increased rates of depression and anxiety in shift workers (Agnostopoulos & D'Oliveira, 2017).

Research also emphasizes the repercussions of daily emotional experiences such as acute and chronic stress on sleep physiology (e.g., Vandekerckhove & Cluydts, 2010) and that nearly all mood disorders express co-occurring sleep disturbances.

While the association between sleep and emotions has been vastly explored, the mutual influence of sleep loss on emotions and emotional regulation at work has received limited research attention.

New Perspectives/Contributions

The paper proposes that the conceptual discussions on emotional traits and states needs to be expanded to include the human circadian emotional reactivity. This new perspective has direct implications for the variables considered and the methodological approaches to the study of emotions in the workplace.

Research/Practical Implications

The study of the mutual influences of sleep and human emotional reactivity in the workplace requires the adoption of prospective longitudinal designs and experience sampling methods.

Originality/Value

By considering human circadian rhythms and their potential disruptions, the paper proposes an enriched perspective to the study of emotions and emotional regulation at work.

1370 - INFLUENCE OF LEADER SENSE-GIVING AND LEADER PROMOTION OF TEAM SENSE-MAKING ON TEAM EFFECTIVENESS: MEDIATION ROLE OF TEAM PLANNING AND TEAM ADAPTATION

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- Instituto Universitário de Lisboa (ISCTE-IUL), Human Resources and Organizational Behavior, Lisbon, Portugal (2)

Purpose: This study aims to analyze the effect of two leadership functions, leader sense-giving (LSG) and leader promotion of team sense-making (LPSM) on team effectiveness, measured through team performance. The study also analyses the mediation role in this relationship of both deliberate and contingency planning and team adaptation

Design/Methodology: We tested our model with a sample of 82 teams (304 team members and 81 team leaders) from consultancy firms. Data was collected through two different survey questionnaires: one for team members and one for leaders.

Results: Deliberate planning and team adaptation positively mediate the relationship between LSG ($B = 0.22$, CI = 0.09, 0.37) and LPSM ($B = 0.24$, CI = 0.10, 0.40) on team performance. Contingency planning and team adaptation positively mediate the relationship between LSG ($B = 0.24$, CI = 0.09, 0.40) and LPSM ($B = 0.25$, CI = 0.10, 0.43) on team performance.

Limitations: Given the self-reported nature of data and the use of a common scaling approach, limitations exist regarding the applicability and extendibility of results of this study.

Research/Practical Implications: Teams need to include deliberate and contingency planning in their routine, as it positively impacts their capacity to adapt and consequently their performance. Leaders need to be trained in engaging in and choosing between LSG and LPSM functions in order to guide their team towards effective planning and adaptation processes.

Originality/Value: This study introduces a new leadership function, leader promotion of team sense-making, and analyses its influence on team effectiveness.

Word count: 245 (max. 250)

1371 - ANTECEDENTS OF JOB INSECURITY: AN EXAMINATION OF INDIVIDUAL AND ORGANIZATIONAL LEVEL VARIABLES

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Purpose

For the past decades, job insecurity has received growing attention from researchers due to its impact on individuals and organizations. The present research aims to study antecedents of job insecurity. Specifically, we examine three categories of antecedents: organizational antecedents (i.e., communication, and training); individual background (i.e., job position, type of contract, education, gender, and tenure); and individual differences (i.e., negative affectivity, conscientiousness, organizational based self-esteem, and reciprocation wariness).

Design/Methodology

The study was carried out by means of questionnaires within a one-year period. In time 1 (2015) we measured the antecedents and in time 2 (2016) we measured job insecurity. Final sample was 145 employees from the industry sector.

Results

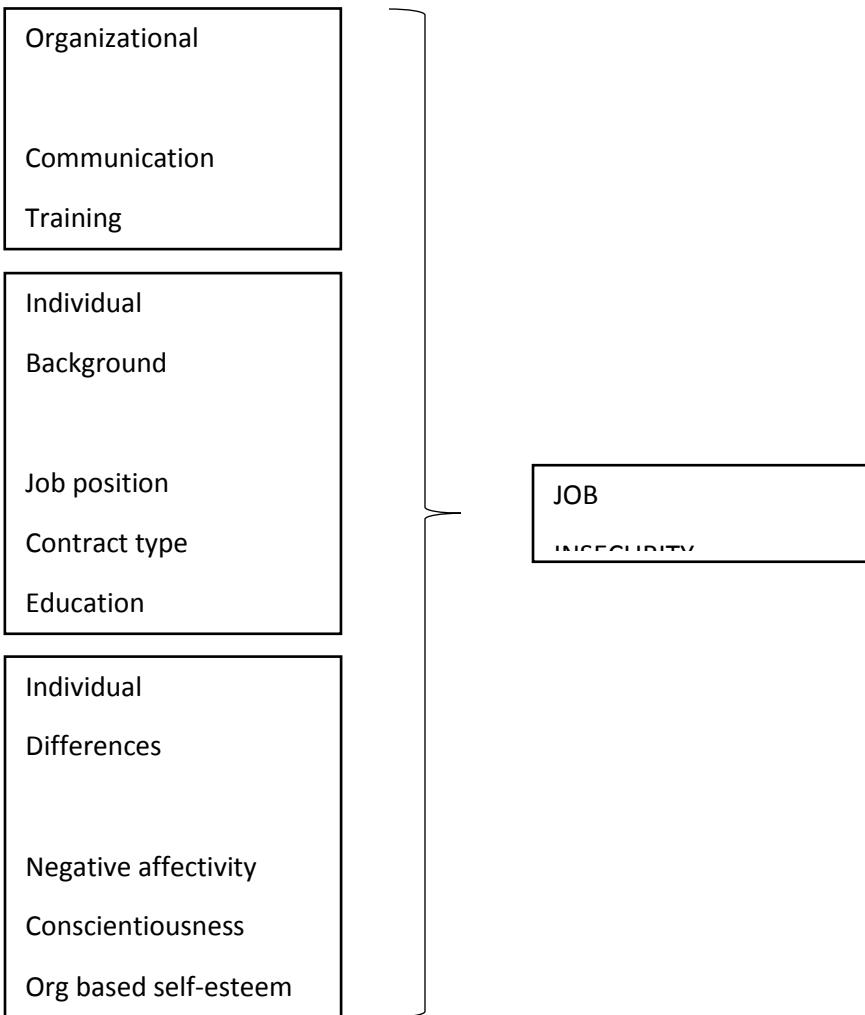
Regression results indicated that organizational tenure, conscientiousness, organizational based self-esteem, and organizational communication were the best predictors of job insecurity.

Limitations

Generalization may be a problem because the data were collected in just one organization.

Practical implication/Value

Several suggestions for managers emerged from the results. With a deepest knowledge about the potential causes of job insecurity, managers can put in place strategies to prevent it.



1376 - THE POTENTIAL OF PSYCHOMETRIC ASSESSMENT: SIMULATING THE IMPACT ON GDP

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Purpose

The value of psychometric assessment might be apparent to scholars IO Psychology, but outsiders have traditionally been wary of its potential. To verify the value for those within and demonstrate its worth to those outside the field, we estimate the impact of increased usage of assessments in “objectivist” terms: The effect on national GDP.

Approach

We replicate the workforce, the world of work, and the dynamics of the labor market by leveraging numerous data sources and meta-analytic techniques and create simulations of the US labor market with varying degrees of adoption of psychometric assessment.

Results

A selection system that uses assessments on General Mental Ability and the Big Five personality factors for all occupations, added \$831 billion (7.12%) to \$1.41 trillion (12.08%) to GDP in comparison to the contemporary market. A system using an estimated ideal test battery added \$1.10 (9.44%) to \$1.86 trillion (15.96%).

Limitations

We modelled a range of key paraments and test a number of assumptions, but not all potentially relevant elements could be included.

Research/Practical Implications

Our estimates provide a correction and update of prior work based on subsets of the workforce and we demonstrate the considerable effects that adoption of even relatively basic psychometric assessment could have.

Originality

Our estimates provide the most well-substantiated indication of the impact and potential of large scale adoption of applicant selection to date.

1377 - SUPPORTING SKILLS DEVELOPMENT AND EMPLOYABILITY DURING MID-CAREER WITH A GROUP INTERVENTION: A RANDOMIZED CONTROLLED TRIAL (RCT)

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Finnish Institute of Occupational Health, Helsinki, Finland (1)

Background. Need for developing professional competencies throughout working career is widely acknowledged but there is lack of methods realizing the idea of life-long learning at mid-career and beyond. At times of constant changes within organizations, workplaces can no longer provide employment security but it needs to be complemented with enhanced employability of individual employees.

The aim of this study was to develop and to study the efficacy of the Mid-Career Competence Clinic - intervention which involves career management training for supporting skills development and employability among employees in their mid-career (aged 40-65 years). The study was conducted in collaboration of the Finnish Institute of Occupational Health (FIOH) and the Haaga-Helia University of Applied Science (HH). The intervention program utilized active learning and social learning principles and was implemented by two trained trainers. The program contents included e.g. future career goals, job search skills, managing changes, and social networking. The program consisted of two half-day face-to-face training and web-based learning tasks.

Study design. The two populations of the RCT study were alumni of HH (business and service professions) and members of the Union of Professional Engineers living in the metropolitan area, both limited to those aged over 40 years making in total about 11 000 persons. They were contacted by mail and provided with the opportunity to participate in the study by filling up and returning a web-based baseline questionnaire survey. The 1122 (62% women) respondents were randomized into experimental and control group. The members of the experimental group were sent an invitation to a mid-career competence clinic. A follow-up questionnaire survey was sent to all participants of the study right after the intervention and the control group received individual feedback from their responses to the questionnaire survey. Both groups also received a follow-up questionnaire one year later. The effects of the intervention on preparedness for competence development, goals and motivation, and on learning and work status will be investigated.

Results. The group program increased preparedness for mid-career management, which consisted of self-efficacies related to career management and recognizing and presenting one's own skills and competencies, as well as, inoculation against setbacks in employability (ANOVA, F-value 13.93, p<0.001). The results of the immediate effects of the intervention showed that the intervention successfully increased preparedness for mid-career management.

Conclusions. It seems that the group method developed in this study can provide employees at mid-career a tool for developing their career management competencies. It can be implemented in universities of applied sciences or in other educational institutions as a program for developing mid-career competencies, or at workplaces. The intervention program and the study design, as well as, the preliminary results of the longitudinal effects of the intervention will be presented at the Conference.

1381 - THE INFLUENCE OF LEADERS' PERSONALITY, GENDER, AND SENIORITY LEVEL ON SOCIAL DOMINANCE ORIENTATION

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Leaders have a notable impact on organisational culture, and consequently on the wellbeing of employees. Although good leadership encompasses an ethical element, numerous cases of power abuse and unethical behaviours are recorded, however, they may not be fully understood. This novel study explores the complex relationship between the 12 most commonly practiced leadership behaviours, as depicted by Stogdill's LBDQ-XII questionnaire, Social Dominance Orientation (SDO), Dark Triad individual differences (Machiavellianism, Narcissism, and sub-clinical Psychopathy), gender, and levels of leadership seniority (Senior, Middle, and Junior).

The results indicate that task-oriented leadership behaviours, such as Production Emphasis and Superior Orientation were predicted by Narcissism while they were positively correlated with SDO and Dark Triad. Contrariwise, leadership behaviours characterised by a relational approach such as Consideration and Tolerance and Freedom, were negatively correlated? by the SDO and Dark Triad. Interestingly, none of the most commonly practiced leadership behaviours were predicted by gender, seniority levels, or ethnicity.

Although the findings of the study are noteworthy, they must be carefully considered due to the limited participants' numbers (N=58). Practical implications include the opportunity to predict, identify and manage poor and toxic leadership behaviours by combining psychometric instruments like SDO, Dark Triad, Emotional Intelligence, and leadership behaviour questionnaires. Most importantly, findings have implications not only for leadership selection and development in contemporary organisations but also for promoting more inclusive and diverse organisation with equal opportunities for women and minority groups.

1383 - EXPLORING THE IMPACTS OF THE 24/7 SOCIETY: A SYSTEMATIC REVIEW OF THE ASSOCIATION BETWEEN SHIFT WORK AND AFFECTIVE DISORDERS

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Purpose

The “24-hour society” depends on the diversification of working time patterns with shiftwork dominating most applied solutions. The purpose of the study was to conduct a systematic review of the literature exploring the associations between shiftwork and affective disorders.

Design/Methodology/Approach/Intervention

A literature review was conducted using the electronic databases Medline and PsycINFO. Inclusion criteria included shift work, full time work and the clinical diagnosis or symptoms of affective disorders as depression, anxiety and bipolar disorder.

Results

The PRISMA flow chart for activities was adopted with a total of 23 articles extracted for the review.

Findings suggest that an association exists between shiftwork and affective disorders with most studies highlighting depression and anxiety. After reviewing the 23 articles, ten studies found an increase in depressive symptoms; four studies found an association between with anxiety; four studies found an increase in both depression and anxiety. Only four studies found no association between shiftwork and depression.

Limitations

The review identified a lack of consensus regarding shiftwork characteristics that are studied (i.e., type of shift, shift length, shift rotation, shift direction) and controversies on the affective disorder identified and their measurement.

Research/Practical implications

Future research should focus on a consensus regarding the relevant characteristics of shiftwork as well as the level of analysis regarding affective disorders, i.e., symptoms versus clinical diagnosis. A better understanding of the psychophysiological mechanisms linking shiftwork to affective disorders, such as sleep, is also necessary.

Originality/Value

The study considers the mental health consequences of non-standard work schedules.

1386 - WITNESSING WORKPLACE BULLYING – ANTECEDENTS AND CONSEQUENCES OF THE ORGANIZATIONAL AND SOCIAL WORK ENVIRONMENT

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Workplace bullying (WB) is a highly negative experience that has consequences and costs for the individual, the organisation and society. It is a severe and widespread problem as approximately 9% of the Swedish working population have experienced bullying. Previous research on WB has primarily focused on either the targets or the perpetrators. This implies that one important actor has been neglected, the bystander. We maintain that there is a need to shift focus from the individuals who are directly involved in a negative situation to the bystanders and the organisational setting. The aim of the study is to investigate the complex situation of WB with focus on the bystanders.

The results from a pilot-study-questionnaire, (3885 respondents, random sample of individuals between 25 and 65 years, response rate 42%) indicate that the situations for targets and witnesses are quite similar regarding the following organisational factors: support from supervisors and colleagues, social climate, well-being, work engagement, intention to quit and work ability.

In order to get a deeper understanding of the phenomena, our aim is to analyse the organisational context in relation to WB and bystanders' behaviour using a mixed method approach. The JD-R theory, the theory of Psychosocial Safety Climate, and a gender perspective will form the theoretical framework.

This study contributes with new knowledge about WB, bystanders' behaviour and their relation to the work environment. This knowledge can be applied by managers and organisations in their preventive work.

1387 - COGNITIVE DEMANDS OF FLEXIBLE WORK: A DIARY STUDY WITH NURSES IN ELDERCARE HOMES

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University of Vienna, Department of Applied Psychology: Work, Education, Economy, Vienna, Austria (1) - University of Graz, Graz, Austria (2) - University of Vienna, Vienna, Austria (3) - University of Vienna, Vienna, Austria (4)

Purpose: Companies increasingly introduce flexible work arrangements to allow employees to organize their work schedules according to their individual needs and help them balance their life domains. Flexible work arrangements are considered to have ambivalent effects on work-home outcomes, but the underlying psychological mechanisms are poorly understood. The aim of this study is to assess whether cognitive demands, such as structuring of work tasks, coordinating with others at work, and reconciling work with private obligations, can lead to both, negative and positive work-home outcomes.

Design/Methodology/Approach/Intervention: A diary study with two measurement occasions over five consecutive workdays is currently being finished. Preliminary multilevel mediation analyses are based on 304 day-level datasets from 62 nurses working in eldercare homes.

Results: Results show that structuring work tasks and coordinating with others at work are perceived as straineous and lead to work-to-home conflict. In contrast, reconciling work with private obligations is perceived as a source for opportunities to learn to better organize oneself that, in turn, promotes work-to-home enrichment.

Limitations: All variables are based on self-reported data.

Research/Practical Implications: Our results show that cognitive demands are not ambivalent per se but specific to the context. In our sample of nurses, cognitive demands exclusively related to work are perceived as straineous, whereas cognitive demands requiring employees to engage in reconciling work with private obligations have beneficial effects.

Originality/Value: Using a dairy study design, we were able to investigate the underlying mechanisms that link cognitive demands of flexible work to daily work-home outcomes.

1389 - EMOTIONAL EXHAUSTION AND PARENT'S RELATIVE PERCEIVED WORK FLEXIBILITY

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Stockholm University, Stress Research Institute, Stockholm, Sweden (1) - Stockholm University, Department of Psychology, Stockholm, Sweden (2)

Purpose: When children are living at home, parents are interdependent of each other to care for them. Higher work flexibility than partner might provide better opportunity for recovery, but might also mean more responsibility for work at home or at paid work. It is possible that mothers and fathers use their relative work flexibility differently. The aim with this study was to investigate 1) the association between parent's relative work flexibility, compared with their partner, and emotional exhaustion 2) gender differences in emotional exhaustion 3) the interaction between relative work flexibility and gender in relation to emotional exhaustion and 4) differences between mothers and fathers in time use.

Methodology: Mothers and fathers in paid work in Sweden with children living at home was included (n=2 911). Cross-sectional data was collected in 2012.

Results: The results indicated that 1) having higher flexibility than partner was associated with lower levels of emotional exhaustion; 2) mothers reported higher levels of emotional exhaustion than fathers 3) relative flexibility seemed to influence fathers emotional exhaustion more than mothers 4) differences in time use between mothers and fathers was found.

Limitations: Ideally, data from the same family would have been gathered and relative flexibility would have been measured in a more nuanced way.

Research/Practical Implications: Highlighting the importance of consider work flexibility in its family context.

Originality/Value: The first study, as far as we know, that investigates the relative work flexibility and emotional exhaustion among mothers and fathers.

1392 - THE ROLE OF TEAM RELATIONAL DYNAMICS ON BURNOUT AND AFFECT; A COMPOSITIONAL APPROACH

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Babes-Bolyai University, Psychology, Cluj-Napoca, Romania (1)

Contemporary working teams are fluid organisational constructions displaying versatile relational dynamics with impact on the well being of their members. Burnout is central to most modern organisations, yet studies about the role of team dynamics on burnout are rather scarce. This study tackles this gap and explores through a compositional perspective the impact of team dynamics on the team members' affective experience.

We hypothesise that relational conflict asymmetry has (a) positive influence on burnout and negative affect, and (b) negative influence on positive affect. Instrumental support asymmetry has: (a) negative influence on burnout and negative affect and (b) positive influence on positive affect. Emotional support asymmetry has (a) negative influence on burnout and negative affect and (b) positive influence on positive affect. Instrumental support attenuates the positive association between (a) relational conflict asymmetry and burnout, (b) relational conflict asymmetry and negative affect, and (c) negative affect and burnout.

Data was collected through an online survey. The sample includes 433 employees from 50 callcenter teams.

Results of the hierarchical linear modeling partially confirmed our hypothesis and highlight that (a) burnout is shaped by conflict and emotional support asymmetry, (b) negative affect is associated with relational conflict asymmetry, and (c) instrumental support asymmetry attenuates the association between RCA and burnout.

This is one of the first empirical studies that explored the implications of team dynamics on burnout and affect in teams based on a compositional perspective and is a helpful resource for practitioners preoccupied with managing team processes.

1397 - ANTECEDENTS AND CONSEQUENCES OF WORKPLACE BULLYING IN THE HUNGARIAN CONTEXT

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Purpose

The aim of the current study was to investigate how bullying experiences at work can be predicted by individual differences and by work-related characteristics. The individual and organizational outcomes of exposure to bullying were also analyzed in this research.

Design/Methodology

A questionnaire-based study was conducted among Hungarian employees ($N= 478$) where demographic factors, personality traits (BFI-10, CD-RISC), work-related psychosocial factors, organizational attitudes (COPSOQ II) and exposure to bullying (LIPT) were measured.

Results

The experience of bullying was significantly predicted by personality traits (Agreeableness and Openness to Experiences), gender, and organizational psychosocial characteristics (Recognition, Social community at work, Work pace, Role conflicts). Organizational psychosocial factors were more strongly connected to the experience of bullying compared to the individual, dispositional factors. Exposure to bullying was in connection with counterproductive outcomes both on the individual-level (Self-evaluation, Self-rated health, Burnout, Stress, Sleeping troubles) and on the organizational level (Commitment to workplace, Job satisfaction, Trust regarding management, Mutual trust between employees). The resilience of the victim worked as a moderator factor.

Limitations

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

Research/Practical Implications

These results suggest that the "costs" of bullying victimization can be identified not just on individual-but also on organizational level and managerial practices are crucial in prevention.

Originality/Value

While the vast majority of workplace bullying research concentrates separately on the environmental or on the individual risk factors of bullying, and was conducted on West-European or North-American samples, this study is the first, complex Hungarian bullying research.

1398 - JOB INSECURITY AS A CHALLENGE STRESSOR? A TEST OF MECHANISMS LINKING INSECURITY TO WORK BEHAVIORS

Sandra Costa (1)

University of Liverpool, Management School, Liverpool, United Kingdom (1)

Purpose

Job insecurity has received growing attention from researchers due to its impact on individuals and organizations. However, empirical studies reported mixed findings regarding job insecurity-performance relationship, suggesting that job insecurity can be perceived as both a challenge and a threat. The present research aims to 1) develop a measure of job insecurity as a challenge and as a threat, and 2) test two different mechanisms (i.e., organizational identification and emotional exhaustion) through which job insecurity may impact work behaviors.

Methodology

The study was carried out by means of questionnaires to 377 employees and their supervisors. Employees reported perceptions of job insecurity (challenge and hindrance), organizational identity, and emotional exhaustion. Their supervisors assessed outcome measures.

Results

Results from path analysis indicates that when job insecurity is considered a challenge, it promotes organizational identification and has no impact on performance. However, when perceived as a threat, job insecurity impacts negatively employees' well-being and their performance.

Limitations

When interpreting our results, there are some limitations one should keep in mind due to the cross-sectional nature of data, and we therefore advise caution with any inferences of causality.

Practical implication/Value

Our results suggest that job insecurity can be perceived as both challenge and hindrance, thus these types of stressors and appraisals are not mutually exclusive. However, managers should be aware that the negative effects of job insecurity are stronger than the positive ones.

1402 - PATIENTS AS TEAM MEMBERS: PATIENT INVOLVEMENT IN TREATMENT DECISIONS

Martina Buljac (1) - Mark Clark (2) - Job van Exel (1) - Jeroen van Wijngaarden (1)

Erasmus University Rotterdam, Erasmus School of Health Policy & Management, Rotterdam, Netherlands (1) - American University, Kogod School of Business, Washington, DC, United States (2)

Purpose: A true partnership between patients and medical professionals as team members is an important topic due to its positive relationship to quality and efficiency of care. This study provides insight from patients on factors that support their involvement in treatment decisions, which is the core of patients' team membership.

Design: Following Q methodology in an interview setting, 136 patients from three patient groups (diabetes, respiratory disease, and cancer) across multiple Dutch hospitals were asked to rank-order 42 statements covering possible factors that influence patient involvement, and to explain their reasoning.

Results: By-person factor analysis using software package PQMethod revealed four groupings of views on what is important for patient involvement;

Patient condition: the present and projected future physical and mental condition of the patient and his/her coping abilities.

Patient motivation: patient's desire to influence their treatment and to interact with medical staff.

Patient cognitive ability: having, finding, understanding, and discussing information by the patient.

Patient relationship with professionals: the quality of the interaction between patient and medical professionals, including perceived characteristics of these professionals.

Limitations: This study allows us to describe a population of viewpoints, exploring the parameters of a construct, rather than generalizing to a population of people.

Implications: These results offer insights on the relative importance of factors relating to patient involvement from the patient perspective. Implications can be drawn for patient self-management, healthcare teams, and medical professionals.

Value: Identifying these views may create a variation of strategies to include patients in teams that fit patients' preferences more.

1403 - LEARNING AGILITY AS IDENTIFIER OF EMPLOYEE POTENTIAL: TOWARDS A REFINED CONCEPTUALISATION

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In this article, we highlight the opportunities learning agility can offer when identifying and selecting employees who are considered most instrumental to the competitive advantage of the organisation. So far, there is no empirical evidence that speed (i.e., an ability to develop skills quickly) of learning and flexibility (i.e., moving among different ideas and across situations) of learning can play a predictive role in high potential identification.

By means of a case-control study, it was possible to separate the high potentials from the non-high potentials, based on their ratings of learning agility. Empirically, we report evidence for this predictive role of learning agility. The odds ratio indicates that employees who were given a high score on learning agility by their supervisor, were over 30 times more likely to be identified as high potentials. We conclude by saying that we were unable to investigate to what extent organisational factors moderated the outcomes in our study. This will be part of our future research agenda as we need insight into how organisational climate can support informal, on-the-job learning. Our research answers a call by Collings & Mellahi (2009) to expand empirical research on the identification and development of high potentials. As change and dynamism have become the new normal, organisations can gain competitive advantage by identifying and employing highly agile learners, a process that is nowadays frequently based on job or task performance, which is only visible after some years of working experience in the organisation.

1415 - FUTURE OF WORK: EMPLOYERS' EXPECTATIONS ABOUT TECH PROFESSIONALS' KNOWLEDGE, SKILLS AND ATTITUDES IN THE 21TH CENTURY

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Windesheim University of Applied Sciences, Zwolle, Netherlands (1) - Saxion University of Applied Sciences, Enschede, Netherlands (2)

Purpose

Complex technologies are accelerating the growth of automatization in companies. These technological developments lead to radical transformations of the nature of work. From a 21st century skills framework perspective, this paper examined what competencies are required from (new) tech employees in these recent developments.

Methodology

We interviewed 54 HR managers from different tech companies in the Netherlands and examined which technology developments they are facing and what competencies those developments require. In study 2 we developed a questionnaire in three knowledge, six skills, and three attitude domains were specified and we tested its relevance in a new sample among 236 tech companies.

Results

Our research shows that employers experience fundamental changes in work: more complexity in production processes, a continuous change in collaboration through robotization and automation of production lines, and new ways of organizing. This requires technicians with excellent knowledge of his own discipline but also the ability to collaborate with technicians of other fields. Furthermore, technicians increasingly need a good understanding of the broader business processes, and the drive to develop themselves continuously to stay up to speed with new technologies. Finally, employers explicitly stated employers and educators are jointly responsible to make the technicians of today future proof.

Limitations

This research was descriptive in nature. Future studies should focus on effects found.

Implications/value

The results of this study are relevant for HR practitioners and managers who are responsible for recruiting new tech employees while at the same time facilitating the (re)design of work processes and jobs to fit the technological developments.

1420 - GETTING OUT OF THE JOB SEARCH RUT: AN EXPLORATORY STUDY OF THE MOVEMENT BETWEEN PHASES

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York University, School of Human Resource Management, Toronto, Canada (1) - Neoma Business School, Business, Paris, France (2) - Ryerson University, School of Business Management, Toronto, Canada (3)

Purpose: Drawing on social cognitive theory, this field study explores Blau's job search behavior phases over a prolonged job search. The aim of the study is to understand how and when job seekers in a challenging job market engage in productive versus unhelpful job search strategies.

Design: This longitudinal field study followed 143 job seekers over six months. Data on job search behaviours (preparatory versus active), job search intensity, and job offers were collected at two points in time.

Results: Job search intensity positively moderates the relationship between preparatory (time 1) and active (time 2) job search behaviors. Overall, the results shed light on when and why job seekers may linger in the preparatory job search, thus hindering their active job search behavior and subsequently reducing their potential for receiving job search offers.

Limitations: The model tested in this study could be expanded to understand the underlying mechanisms that support successful transition from preparatory to active job search behaviours (e.g., resilience, job search self-efficacy).

Implications: Findings from this research support the proposition that job seekers require support in maintaining a prolonged job search. While most job search interventions are focussed on skills, there is a need to address the job seekers' self-regulation.

Originality: This research contributes to the job search literature in that it begins to explore the relationship between key behaviours in Blau's job search model. It also has the potential to support practice by pointing toward the need for novel interventions.

1423 - THE DOUBLE ROLE OF SURFACE ACTING IN THE CONTEXT OF A PERCEIVED EMOTIONAL DEMANDS-ABILITIES FIT AND THE BURNOUT DIMENSION DISENGAGEMENT

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Purpose: In the service sector, the emotional labor strategy surface acting was found to be linked to various negative outcomes such as burnout. Also the perceived emotional demands–abilities (ED–A) fit seems to be associated with burnout. In this study, we examine the relation between the perceived emotional demands-abilities (ED-A) fit and the burnout dimension disengagement in the emotionally highly demanding profession of judges and the process in which surface acting is a potential harmful factor by mediating and moderating the forenamed relation.

Design: In a survey 713 judges in Germany participated in a two-part online study (time lag of 8 weeks). To test this study's hypotheses, we used three sets of analyses including mediation and moderation analysis as well as structural equation modeling.

Results: As hypothesized, results imply that surface acting is both mediating and moderating the relation between the perceived ED-A fit and disengagement.

Limitations: This study only includes self-report information.

Practical Implications: Results help to gain a better understanding of the harmful role of surface acting as an emotional labor strategy. Also the findings indicate the relevance of a perceived ED-A fit in emotional labor jobs.

Originality: We are addressing a gap in the literature analyzing the process in which surface acting plays a double role within the relationship between the perceived ED-A fit and disengagement.

1425 - TOP MANAGEMENT IS DEVELOPMENT LEADERSHIP: BALANCING NEEDS FOR STRATEGIC CHANGE WITH VALUE-BASED LEADERSHIP PRACTICES AS KEY TO HEALTHY EMPLOYEES AND VALUE-CREATION

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Purpose

This paper analyses the assumption that top management in knowledge organizations characterized by high workplace democracy needs to be value-based and relation-oriented to achieve necessary organizational change.

Methods

This was a qualitative case study from 2015 to 2018 including six Norwegian knowledge organizations, yielding more than 30 interviews with top managers as well as other managers in the top management teams, and extensive observational notes.

Results

The analyses show that value-based leadership characterized by knowledge-sharing, open dialogue on leadership development, self-confidence, and clear decision-making ensure motivation, establishment of collective practices and an understanding among managers and employees that value-creation lies in the intersection between work culture and strategy. A relation-orientation builds social capital supporting employees' experience of organizational fairness, trust and cooperation abilities.

Limitations

Generalizability of findings is challenged by the focus on knowledge organizations in Norway, with high expectations to autonomy and workplace democracy. There are likewise few studies with which to compare findings. Also; "value-based" and "relation-oriented" are terms in leadership theory that must be clearer defined and validated.

Research/practical implications and originality value

Most management studies do not specify management level, and research on healthy top management practices is scarce. The findings of this study shatter the metaphor of the top manager as inaccessible, invulnerable and solely rational, and show the importance of a processual focus on values, social capital and strategies combined.

1427 - SOCIAL UNDERMINING AND ITS IMPACT ON HEART RATE VARIABILITY: AN EXPERIMENTAL STUDY OF THE CONSEQUENCES OF HOSTILE WORK ENVIRONMENTS ON WORKERS' HEALTH

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Purpose: Previous research has shown that heart rate variability (HRV) varies in response to stress induced by various methods, reflecting changes in the sympathetic and parasympathetic nervous system. Parallelly, social undermining behaviours (SUB) at work have been considered stressors. Based on this evidence, we predict an impact of leaders' SUB on HRV.

Design/Methodology: We conducted an experiment with students ($n=193$) working in 56 teams composed by either 3 or 4 members. While participants resolved a group task (detection of mistakes on documents with alphanumeric information) we manipulated the work environment (leader's positive behaviours vs social undermining) and the difficulty of the task (low vs high). The participants' heart electrical activity was recorded during all session with a Biopac MP150 and the following HRV indexes were calculated: SDNN (standard deviation of the normal-to-normal intervals) and RMSSD (root mean square of the successive differences).

Results: HRV changes through pre experimental, experimental and post experimental stages, in accordance to research conditions.

Limitations: The experiment is a laboratory study. The sample is only composed by volunteer students. The data analysis is in progress.

Research/Practical implications: Our findings will contribute evidence to the discussion on the use of objective indicators of psychological stress.

Originality/Value: We have not come across other studies applying objective indicators of psychological stress to the study of the effects of social undermining on work teams. Our results will provide empirical evidence on the effects of SUBs on workers' health through objective indicators like HRV indexes.

1428 - THE FEEDFORWARD INTERVIEW: A TOOL FOR BUILDING A COACHING CULTURE

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Purpose: Managers and organizations are becoming increasingly aware of the need for ongoing, consistent performance conversations. However, managers tend to avoid feedback conversations. There is a need to develop techniques to help managers in discussing ongoing developmental issues in ways that strengthen relationship quality and improve overall performance. Kluger and colleagues proposed a psychological intervention for managing employee performance, the Feedforward Interview (FFI). One of the hypothesized benefits of this technique is the positive effect on the supervisor-subordinate relationship. In a quasi-experimental field study, we followed 212 supervisor-subordinate dyads, half of whom were trained in FFI as part of a coaching program.

Design/Methodology: Managers were trained in either FFI ($n=76$), or goal setting ($n=136$). Supervisor-subordinate dyads were followed for 18 months. Measures of relationship quality and performance were collected at three points in time.

Results: FFI increases performance and improves relationship quality over and above conversations anchored solely in the practice of goal setting. Subordinates also reported greater 'perceived utility' of the FFI as compared to the control.

Limitations: Participation at time 3 decreased significantly, reducing the strength of the claims that can be made for 18 months post-training.

Research/Practical Implications: This research advances our knowledge of FFI and the findings are directly applicable to the design of coaching programs in organizations.

Originality/Value: Extending our understanding and knowledge of FFI, adds value to the broader conversation of the potential for the application of positive psychology interventions in organizations.

1429 - HUMAN RELATIONS: STRATEGIC CO-DEVELOPERS OF HEALTHY WORKPLACES

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Purpose

This paper explores how human relations managers can, as part of top management teams, be important executive drivers in the development of healthy workplaces.

Methods

This was a qualitative case study from 2015 to 2018 including six Norwegian knowledge organizations, where the function and role of six HR managers were studied in relation to their place in the top management teams of the organizations. The data material consists of more than 30 interviews and extensive observational notes.

Results

The results indicate that placing human relations managers in top management teams is an efficient way to connect and coordinate organizational development on the strategic, professional and employee levels in knowledge organizations. This furthers the healthiness of change and development for the part of the employees, for example in terms of ownership, as human relations managers integrate the employee perspective on roles, resources and working conditions in these processes.

Limitations

This study of the role of human relations managers was part of a study on top management; there is a need for more targeted studies on the effects on employee health of the integration of human relations on the executive organizational level.

Research/practical implications and originality value

The results show that the presence of the employee perspective in top management teams contribute to healthy organizational change and development processes, as well as more comprehensive strategic reflections. This implies that the role of human relations managers is critical in strategic organizational development.

1430 - NEXT TIME IT WILL BE DIFFERENT! THE ROLE OF PREVIOUS EXPERIENCES IN THIRD PARTY REACTIONS TO INJUSTICE

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Purpose

Existing research has largely focused on justice perceptions at one point in time, without considering the role of past experience (Fortin, Cojuharenco, Patient, & German, 2014). In this study we apply theories on dual processing (Epstein, Lipson, Holstein, & Huh, 1992) to examine how third parties' or observers' responses to previous experiences of injustice influence their reactions to new occurrences of perceived unfairness. We argue that third parties learn and reflect on their previous justice experiences. These reflections then influence how they respond to perceived injustices.

Methodology

Applying critical incident technique, we conducted semi-structured in-depth interviews with 15 MBA students in Germany. All had some work experience.

Results

Results indicate that third parties' reactions to perceived injustice are influenced by their past reactions to unfairness, the associated emotions and reasoning, as well as the consequences of their actions.

Limitations

Our research is based on a small sample of MBA students. It therefore is not representative. As a next step, we plan to increase our sample size considerably.

Research/Practical Implications

We take a step towards developing a process model of how third parties' previous experiences influence their reactions to injustice. Our study also points to the importance of considering the role of time in organizational justice experiences.

Originality

By exploring the role of past experiences and the interplay between emotions and rationality, we extend our understanding of the process with which third parties make decisions about how to react to injustice. We also contribute to research on the role of time in organizational justice.

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1438 - HOW CAN WE BE MORE CREATIVE ON DEMAND? TOWARDS UNDERSTANDING CREATIVITY ENHANCING STRATEGIES AND PSYCHOLOGICAL EXPERIENCES

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Purpose: Creativity is inherent in knowledge work and is becoming a part of the job description in many more contemporary occupations. But how do we keep up with creative ideas day after day in high-pressure environments? The aim of this literature review to develop a taxonomy of individual strategies and corresponding affective and cognitive experiences conducive to creativity relevant processes (creative thinking skills and working styles). We draw on dynamic componential model of creativity and conservation of resources theory to propose a theoretical framework of creative routines.

Design/Methodology: An extensive literature search in the PsycINFO and PsycARTICLES databases has been conducted and 42 articles have been identified that fit our purposes.

Results: Our framework suggest the taxonomy of relational, physical, cultural and mental activities than enhance creative outputs though recovery experiences, positive affect, cognitive flexibility (such as perspective taking) and reduces stress and anxiety.

Limitations: A number of the studies included in the literature review have been conducted in the laboratory settings.

Research/Practical Implications: A proposed framework dovetails workplace wellbeing and creativity theories and sets the scene for the future research. A set of creative strategies serve as a toolkit for employers and employees informing how workplace creativity can be nurtured everyday.

Originality/Value: This literature review is the first attempt to develop a taxonomy of strategies and resultant psychological experiences and propose a framework of routines to enhance workplace creativity.

1442 - FOLLOWER BELIEFS TOWARD ACQUISITION: THE ROLES OF DISPOSITIONAL RESISTANCE TO CHANGE, LMX AND TMX

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The purpose of the study is to contribute to the change management literature by investigating the interactive effects of follower dispositional resistance to change(RTC), perceived leader(LCS) and team(TCS) support towards the change and the quality of exchanges with one's leader(LMX) and team(TMx), respectively, on follower beliefs toward acquisition(FBTA). Data was collected from 168 employees, working for a Turkish Bank which undergoes an Acquisition. Hierarchical regression analyses were performed by SPSS. The limitation of the study includes the single source data collection method. Follower RTC had a negative impact on FBTA, and LCS and TCS were positively related with FBTA. The effect of LCS was moderated by LMX: those followers who indicated high quality LMX showed favorable beliefs when their leaders supported the acquisition relative to when their leaders had a less favorable stance. Followers with low quality LMX were not affected by their leaders' position on the acquisition. LCS and high-quality LMX had a favorable impact on appropriateness subscale of FBTA only when followers indicated low RTC. No effect was found for TMX. The study confirms the importance of social influence in leadership and LMX in a change environment and draws attention to limitations to influence dispositionally resistant followers. The originality of the research includes testing environment where this study was conducted in Turkish business environment during ongoing change process and tested variables which are the effects of RTC, LMX, and TMX on individual change beliefs.

1444 - LEADERSHIP & WELLBEING IMPLICATIONS FROM EMPLOYEE-CLIENT PSYCHOLOGICAL CONTRACT DYNAMICS

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Purpose

The study explores the concept of client psychological contracts to better understand workplace relationships employees have with clients and leaders in the context of stakeholder and leader-member exchange theories. It adopts a multi-agent perspective to psychological contract theory, and proposes that clients are an important referent in employees' psychological contracts and wellbeing outcomes.

Design

Data was collected in a professional services organization ($n = 260$). The primary hypothesis is that the nature of the employee-client psychological contract impacts employees' perceptions of the quality of their relationships with leaders and their wellbeing.

Results

Employees hold either relationship or outcome focused psychological contracts with clients, which act as positive or negative buffers for their overarching relationship with their employer, the quality of relationships employees have with leaders and wellbeing outcomes such as burnout and psychological distress.

Limitations and Implications

The study limitations are that all variables are subjective and measured through a questionnaire, which is open to common method variance error. The study has implications for leaders in integrating employee-client psychological contracts in a way that fosters the employee-employer psychological contracts, enhances the quality of workplace relationships and supports employee wellbeing.

Originality

This study extends psychological contract research beyond a dyadic relationship. The value of the study is in discovering the concept of client psychological contracts and their impact on employees' workplace relationships and wellbeing.

1445 - EFFECTIVE HR PRACTICES IN CIVIL SOCIETY ORGANISATIONS: THE IMPORTANCE OF HIGH-COMMITMENT HR PRACTICES AND INTRINSIC WORK GOALS

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Purpose. Employees in civil society organisations typically are very passionate about their job. Intrinsic goals such as personal growth, good relations with others and contributing to society are important drivers for them. Flemish civil society organisations today experience many pressures to change their way of working and become more effective and productive to be able to survive. Building on insights of the self-determination theory, we expect that an HRM strategy that supports and strengthens the intrinsic goals of the employees might be the crucial way to allow these organisations to survive. High commitment HR practices focussing on development, empowerment and commitment might be more effective than an HRM strategy focusing on productivity in ensuring positive outcomes for both employees and the organisation.

Methodology. We conducted a linked employer-employee survey in fifteen Flemish civil society organisations with at least twenty employees. Using Hayes' procedure, mediation is tested.

Expected results. We expect to find a positive relationship between high-commitment HR practices and work engagement and innovative work behaviour, and a negative relation with burnout and turnover intentions.

Limitations. Our study is restricted to a limited sample of Flemish civil society organisations. The specific characteristics of civil society in Flanders do not allow us to generalise these findings.

Implications. Civil society organisations should focus their HR strategy on strengthening and supporting the intrinsic work goals of their employees.

Value. This study contributes to a better understanding of the relations between HRM and the self-determination theory.

1448 - WHAT SHAPES THE VOICE OF UNETHICAL BEHAVIOUR AMONG POLICE OFFICERS? INSIGHTS FROM A UK PROFESSIONAL STANDARDS DEPARTMENT

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Purpose: This study aimed to explore the voice of unethical behaviour among police officers. Employee voice is a phenomenon which has received considerable attention but there are few empirical studies specifically examining both voice and unethical behaviour together. The research team sought to draw out the nuances of the sensemaking process, and what influences a police officer to voice or remain silent when they become aware of unethical conduct.

Methodology: The study involved 10 semi-structured interviews with members of the Professional Standards Department of one UK police force. The interview data was analysed using template analysis.

Findings: An initial framework of the voice of unethical behaviour was created which is deemed to be a starting point for the conceptualisation of this construct. In particular, it was found that the voice of unethical behaviour can be considered as a personal judgement call, which may consist of three smaller judgements on breach magnitude, voice consequences and silence benefits.

Value: Studies have shown that where unethical behaviour is not reported, there can be a range of harmful consequences, both for organisations and vulnerable individuals. Thus, this study succeeds in providing guidance to organisations working to increase the voice of unethical behaviour and, as a result, prevent against such harmful consequences.

Limitations: While this study is a strong example of research in a policing context, it is uncertain how much confidence there is in the transferability of the findings into other contexts. Triangulation of the findings is considered to be an essential next step.

1450 - ATHENA SWAN CHARTER FOR GENDER EQUALITY: CASE STUDY ON EXPLORING WORK-LIFE BALANCE AND WELLBEING IN HIGHER EDUCATION

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Work-life balance and gender equality is an important issue that can impact work related productivity, employees' wellbeing, stress, burnout, anxiety and mental health. A variety of schemes and policies have been put in place in the United Kingdom by employees, charities and the government to explore, ensure and promote this healthy balance. Athena Swan Charter, set up by the UK by the Equality Challenge Unit (ECU), is a nation-wide initiative committed to gender equality and excellent working practices in Higher Education. It encourages excellence through inclusivity and opportunities for all.

This talk presents a case-study of the School of Social Science at Heriot-Watt University in Scotland, during the Athena Swan Charter application. Data collected via semi-structured focus groups provide an insight into the work-life balance and wellbeing related issues experienced by academic staff. Thematic analysis shows strong links between work-life balance, gender, wellbeing and equal opportunities. Given the methodology, limitations of the study are particularly concentrated around confidentiality, face-saving and feeling free to speak honestly about concerns related to workload and inequality at work in front of other colleagues.

Practical implications of the study include specific actions and policies, with aims to influence good practice checklist, inform organisational culture around equal opportunities and work-life balance and consequently impact employees' wellbeing.

1454 - COMPLEMENTARY COLORS AND CONSUMER BEHAVIOR: EMOTIONAL AFFECT, ATTITUDE, AND PURCHASE INTENTION IN THE CONTEXT OF WEB BANNER ADVERTISEMENTS

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Purpose

The purpose of this paper is to study how color contrast (complementary vs. analogous colors) affect individuals' emotions and attitudes towards advertisements and purchase intention in the context of online web banner advertisements.

Design/methodology

Two surveys (Ntotal = 356) were conducted via the Qualtrics platform. The majority of participants were from the US and Estonia. The variables assessed included complementary and analogous color sets, Pleasure-Arousal-Dominance (PAD) scale, attitudes toward advertisements/brands, and purchase intention.

Results

Study 1 showed that the complementary color set of green and red elicited statistically higher levels of pleasure than all other color sets (yellow-violet complementary; orange, orange-red, orange-yellow analogous; and blue, blue-green, blue-violet analogous). In study 2, the green and red complementary color set had more positive attitudes and higher purchase intentions when used as the background of a web banner advertisement than all over color sets.

Limitations

The study used self-reported measures in online surveys, which are subject to biases.

Research/Practical implications

One surprising aspect of our findings was that pleasure seemed to be the only emotion that was correlated to more positive attitudes and higher purchase intentions. This finding is particularly important for marketing advertising, as it shows that a pleasurable color set, when all other factors are held constant (product, text, image) could have a profound effect on consumer's attitudes towards advertisement and their purchase intentions.

Originality/value

This is one of the first studies focusing on the specific distinction between complementary vs. analogous colors in consumer behavior.

1455 - WHITE LIE OR TRUE BLUE: CONSUMERS' PACKAGING CHOICES DEPEND ON COLOR OF RETAIL ENVIRONMENT

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Purpose

This research explores the relation between packaging color and contextual color. Specifically, we were interested in investigating the role of complementary colors (product × store environment) in consumer behavior. We investigated if the choices are product dependent.

Design/methodology

We conducted an online questionnaire (via Qualtrics and Prolific) where 436 participants from several countries compared two scenarios (orange store × blue store) and two products (chocolate × soap). The variables assessed included purchase intention, product attractiveness, and color preference.

Results

Findings suggest an interaction between store and product color significantly affecting both product attractiveness and purchase intention. Importantly, we found that the product category might modulate the complementary color-effect, in terms of attractiveness and purchase intention.

Limitations

The study used self-reported measures in online surveys, which are subject to biases. Additional color combinations and product categories should be tested to generalize our results.

Research/Practical implications

Color preferences are dependent upon the topic and personal characteristics. To test color preferences related to a specific product category, we could hereafter extend our present investigation, also testing other behavioral concepts as the Associative Learning theory (Amsteus et al. 2015).

Originality/value

We verified that the complementary color contrast between the local where products are exposed, and the products themselves, contributes to enhance attractiveness and purchase intention depending on product category. These results confirm and extend prior research that found spatial characteristics, color contrast and interaction to affect consumer behavior.

1457 - GAMIFICATION OF FLIGHT CREW TRAINING SYSTEM THROUGH GENERATIVE GAMES

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We consider gamification as a way of game practices systematization in order to increase the training effectiveness for flight crew.

Considering the specifics of flight training and understanding the impossibility of working out every situation that may occur during the flight, and even more so to prescribe and work with the aircraft crews, we suggest focusing on a system of game methods aimed at maintaining the readiness of the flight crew to successfully operate in the whole range of situations: from usual to emergency. At the organizational level, this ensures an acceptable safety level of the Airline's flights.

Since 2016, the International Academy of Human Problems in Aviation and Aeronautics has been implementing the project "Using game techniques in the training of aviation personnel".

The project has showed that the use of generative games has a good learning effect:

The game "SAFA Inspection" was used during the joint training of pilots and flight attendants (to reduce the inspection requirements for European flights).

The "Limitations" card game was used during the training of pilots on the A-320 (at the theoretical knowledge assimilation stage before training on the simulator).

The game "Flight" was held as part of the Recurrent CRM Training.

Simulator training also includes generative scenarios. The instructor takes the situation to the plane of success by reinforcing the pilots "safe behavior" skill.

A version of parlour game is being currently developed - the "Commander of the Aviation Squadron", which will serve as an introduction to the specifics of aviation career.

1458 - FACE SIMILARITY DISCOVERY TASK: A TOOL FOR IMPROVING LEADERS' EXPECTATIONS AND COLLABORATORS' PERFORMANCE

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PURPOSE

Leadership style is strategic for organizational success. Leaders' expectations of their collaborators' potential can subconsciously affect leaders' behaviors and collaborators' performance. Unfortunately, leadership training programs aimed to capitalize on the powerful Pygmalion Effect largely failed since unaware deception seems essential. We propose that transformational leaders' expectations towards their collaborators could be unconsciously and effectively triggered by a Transference process based on a Face Similarity Discovery Task (FSDT).

METHODOLOGY

Forty-two consultants of an Italian Training Company were randomly matched with 42 participants and asked to perform a FSDT between "their" participant and their company's charismatic Founder vs. a Neutral model. Then consultants were videotaped while observing their participant performing the "cookies task". Finally, participants watched the videotaped facial expressions of the consultant observing their performance and then were asked to repeat the "cookies task" for as long as they wanted.

RESULTS

Consultants found the FSDT task easy. Participants evaluated the videotaped facial expressions of the consultants observing their performance in the Founder condition as significantly warmer, more interested and smiley than in the Neutral condition. Consequently, in the Founder condition participants showed higher motivation in carrying out the "cookies task" for a longer period.

LIMITATIONS

We did not control for a potential "affective prime" induced by the mere exposure to the Founders face during the FSDT.

IMPLICATIONS

Our FSDT seems effective in: unconsciously influencing leaders' affect and expectations towards their collaborators, modulating the perceived encouragement of leaders' expressions while observing their collaborators and, consequently, in improving collaborators' motivation and commitment.

1459 - WORKPLACE BULLYING, POLICY AWARENESS AND TRAINING, AND MENTAL HEALTH

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Purpose

Despite growing research on workplace bullying, few studies have examined interrelationships among policy awareness and training, mental health, and workplace mistreatment (bullying and negative acts). We surveyed 15,030 members of a Canadian organization representing provincial public school teachers in English and French. For this analysis we included all usable English surveys (N=3,030).

Design/Methodology

We administered the Negative Acts Questionnaire (Einarsen et al., 2009) followed by participant self-labelling as bullying targets and observers using definitions provided. We measured awareness of and training on provincially-mandated school division harassment and violence prevention policies. We measured mental health by assessing "flourishing" (Keyes, 2002), a composite measure of emotional well-being and social and psychological functioning.

Results

Mean comparison and cross tabulation analyses show that higher policy awareness and training were associated with lower levels of bullying and negative acts and with higher flourishing rates. There were compounding increments to flourishing for policy awareness and training levels even among bullying targets and observers and those experiencing negative acts.

Limitations

Cross-sectional, self-report data limit strengths of this large sample of traditionally hard-to-access employees.

Research/Practical Implications

Policy awareness and training may reduce bullying and negative act experiences and buffer against decrements to mental health. As legislative and regulatory requirements for psychological and physical workplace safety increase, policy and training are important levers for prevention and intervention to improve wellbeing and work experiences for educators.

Originality/Value

This study contributes knowledge of the buffering role on mental health that policy awareness and training play regardless of mistreatment experiences.

1473 - INCLUSION AND THE #METOO MOVEMENT: THE IMPACT OF SEXUAL HARASSMENT ON WOMEN AND MALE ALLIES IN THE WORKPLACE

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Purpose

In the era of the #MeToo movement, organizational leaders are increasingly realizing the impact of sexual harassment and discrimination. We provide a multi-method longitudinal examination in which we link sexual harassment to negative outcomes.

Design/Methodology

This study was conducted with a financial firm in the US, and includes qualitative data from 12 employee focus groups (8–12 participants per group) and five semi-structured interviews with executives and quantitative data from a follow-up survey of 104 employees (83% response rate).

Results

Findings from the qualitative data indicated that although leaders of the firm espoused an interest in diversity (with an emphasis on increasing the representation of women throughout the firm), executives and employees disagreed on whether or not sexual harassment and discrimination was an issue inside the firm. Results from the quantitative survey demonstrated that women experienced or observed sexual harassment more than men, which led to worse job outcomes and lower wellbeing. Men who identified themselves as “allies” faced similar negative job and wellbeing outcomes due to increased perceptions or experiences of sexual harassment.

Limitations

The quantitative survey was cross-sectional self-report in nature, however we are currently preparing an additional quantitative survey.

Research/Practical Implications

In this case, we find that the very employees who would be most likely to create and sustain a diverse and welcoming culture, women and men who identify as allies, are the most harmed by inaction.

Originality/Value

This work examines an under-studied sample in the financial industry (a traditionally male-dominated industry) that has international applicability.

1476 - EXAMINING THE RELATIONSHIP BETWEEN WORK STRESS AND EMPLOYEE OUTCOMES: A LONGITUDINAL MODERATED-MEDIATION MODEL

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The author investigated a new model of stress that extends previous empirical work on the challenge stressor-hindrance stressor framework. Previous research highlights the importance of distinguishing between stress that occurs in relation to hindering aspects of a job (hindrance), and stress that emanates from challenging aspects of a job (challenge). However, little is known about the psychological mechanisms responsible for stress effects. To this end, a model was developed to investigate perceptions of Need-Supply (N-S) fit (the match between employee needs and organizational supplies) as an explanation (mediator) for the relationship between challenge and hindrance stress with job satisfaction, affective commitment, normative commitment, and voluntary turnover intentions. In addition, job self-efficacy was proposed to moderate the mediated effect of challenge stress, while self-esteem was proposed to moderate the mediated effect of hindrance stress. A full three-wave panel study was carried out using sample of full time employees from a variety of organizations across a wide range of industries. Generally, the results of this study provide mixed support for perceptions N-S Fit as a mediating mechanism linking stress to employee outcomes. The data failed to support lagged effects of stress on perceptions of N-S fit. The data provided some support for a model where the influence of stress on perceptions of N-S fit happens in the same temporal space. The moderating effects of job self-efficacy and self-esteem failed to find support. Overall, the results suggest that perceptions of N-S fit and job attitudes are relatively stable and resistant to lagged effects of stress over a six month time span. Theoretical implications, limitations, suggestions for future research, and managerial implications are discussed.

Keywords: Job, Stress, Challenge Stress, Hindrance Stress, Perceived Need-Supply Fit, Job Satisfaction, Organizational Commitment, Turnover Intentions

1479 - CHANGE FATIGUE AND ORGANIZATIONAL CULTURE EFFECTS FOR U.S. PUBLIC SCHOOL EDUCATORS

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Change fatigue is a detrimental response when individuals perceive organizational changes as being unrelenting and excessive, and impacts workers globally. Public school educators in the United States are experiencing a multitude of reform initiatives, and this seminal study of their change fatigue and related symptoms explores how organizational culture influences the experience of change fatigue.

Results from an online survey of 752 Tennessee teachers and administrators revealed high levels of change fatigue for 86.4%. Turnover intentions were also high, with 40% reporting vulnerability to both job and career turnover. Change fatigue was positively related to turnover intentions and to emotional exhaustion, and negatively related to organizational commitment.

The impact of culture was assessed using Quinn and Rohrbaugh's Competing Values Framework. As hypothesized, the group culture-type was negatively related to change fatigue as was the developmental culture-type. Unexpectedly, the hierarchical culture-type also correlated negatively with change fatigue. The rational culture-type showed no relationship. These results indicate that strength and supportiveness of school culture, rather than culture-type, may act as a buffer against change fatigue. Additionally, Person-Organization (P-O) fit did not mediate the relationship between the group culture-type and change fatigue, but P-O fit partially mediated relationships between developmental and hierarchical culture-types and change fatigue. The partial mediations suggest that employees whose values match the values of their organization experience less change fatigue. Lack of mediation for the group-culture type suggests that the benefits of the group culture-type persist across differing personal values. Further implications of the study's findings are discussed.

1482 - DESIGN AND VALIDATION OF A SHORT FREE TEST OF GENERAL INTELLIGENCE

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Purpose. Commercial batteries of intelligence scales take roughly 60 minutes to complete, require proctors, and are paid even for research use. This research describes the development and validation of a short, 10-item measure of general intelligence (g) to serve as a free domain instrument like the Mini-IPIP scale serves for the Big Five.

Design/Methodology/Approach/Intervention. The test structure rests on Cattell-Horn-Carroll's model of intelligence. It measures the following broad cognitive domains: fluid intelligence, crystallized intelligence, visual-spatial intelligence, working memory, and processing speed. Item calibration involved both classical and IRT methods, and was based on multiple samples collected from 646 college students and 435 Amazon MTurk workers.

Results. Items and the total score are free from differential item functioning gender and race-wise. The total score correlates with the second edition of the Wechsler Abbreviated Scales of Intelligence at .48, with ACT/SAT scores at .29, and with GPA at .24.

Limitations. The validity of the test is still limited. We are currently collecting criterion-related data on job performance to further validate the test, and intend to present this data at EAWOP 2019.

Research/Practical Implications. The test is a brief and economic alternative to proprietary intelligence tests, especially when screening for intelligence in data collections involving many instruments.

Originality/Value/Contribution. This research contributes to the evolving need for open-sourced and valid instruments for use in intelligence-related research.

1483 - POST-DISASTER HUMAN RESOURCE PRACTICES IN ORGANIZATIONS: LESSONS LEARNED FROM HURRICANE MARIA

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Purpose: This presentation discusses the impact of a natural disaster on human resource practices post-disaster, the needs of employees, and the steps taken by organizations to address the impact of the natural disaster.

Methodology: A qualitative study was conducted to examine the practices of preparation, immediate response, and post-disaster practices and their impact on employees and on business operations. The research team conducted a 16-item structured interview with experts from human resource (HR) departments or top management members from 20 organizations in Puerto Rico affected by Hurricane Maria.

Results: The results showed similarities and differences in post-disaster HR management approaches among organizations and type of industry. Organizations adapted their HR practices to the post-disaster conditions of destroyed or damaged infrastructure and an impacted workforce.

Limitations: The limitations of the study include those typical of qualitative studies. However, this methodology allowed for a deeper study of organizational processes post-disaster.

Implications for Research and Practice: The results showed that alternative HR practices had to be adapted immediately following disaster. HR initiatives had to be taken to facilitate employee reintegration to work and business operation.

Originality/Value: This research contributes to the limited existing literature on the impact of natural disasters on HR practices, on the employees, on the organizations. The results and lessons learned from the study also shed light on practices that had to be undertaken to face the extreme circumstances of a devastating hurricane that impacted Puerto Rico and its implications for other organizations and countries affected by natural disasters.

1489 - TOWARDS A RESILIENT SAFETY CULTURE - TRANSFORMING PEOPLE, SYSTEMS AND PROCESSES

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An international mining organisation based in Africa initiated a holistic safety performance improvement programme through people, processes and systems. An initial safety maturity review was conducted to, (1) determine the current maturity state within the organisation using an integrated review of the workplace and formal systems as well as employee behaviour, and (2) gain insight into the current maturity state with the intent to design a tailored change process to enable a sustainable safety maturity shift.

All employees were interviewed regarding the safety system and behaviours influencing the maturity index. The survey and qualitative data indicated a compliant culture.

A Generative Participatory Action change approach was used to accelerate the power of the enabling factors identified in the culture. Intervention design was a trans-disciplinary. The organisation's core values were re-positioned using themes identified through leadership, team development, conversations, storytelling, and continuous evaluation to drive the maturity improvement from a compliant to resilience status. Behaviour change was anchored with systems simplification and organisational process integration.

Improvement was facilitated internationally, with limited client-facing time. The project's impact reflected influence to family and community beyond original intent. A key outcome is a shift from a rule-following mindset to an altered belief in the importance of safety as a value. The project delivered high momentum change that aimed to make safety personal, concrete and present for all employees.

1490 - MORE COOKIES FOR ALL OF US: THE INFLUENCE OF LEADERSHIP ON PROSOCIAL BEHAVIOR WHEN COMPETITION GETS TOUGH

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Purpose: Sharing knowledge about what sells and what doesn't sell is probably one of the most important prerequisites for organizational success. Yet whether employees share such knowledge is often a prosocial act: Do I want others to benefit from what I know? As such, prosocial behavior is particularly at risk in highly competitive environments.

Method: In a 2 by 3 factor experiment with 295 participants we tested the influence of servant vs. empowering vs. directive leadership on prosocial behavior under the conditions of high vs. low competition. We randomly assigned participants to one of the six groups where they worked for a fictitious chocolate company and could share or withhold important information that significantly benefitted their co-workers or their own income.

Results: As expected, competition significantly reduced prosocial behavior across all three kinds of leadership. However, followers of servant leaders showed the most and significantly more prosocial behavior when competition was high. It made no difference whether followers had an empowering or directive leader: in both cases they demonstrated less prosocial behavior.

Limitations: When competition was low, we found that only followers of empowering leaders demonstrated significantly less prosocial behavior compared to followers of servant leaders.

Implications: Leadership that strongly role models prosocial behavior (like servant leadership) appears to foster more voluntary prosocial follower behavior in competitive situations than leadership that focuses on personal growth and autonomy or emphasizes clear directions.

Add-on Value: We demonstrate that servant leadership makes unique contributions to follower prosocial behavior.

1491 - LINGUISTIC MARKERS OF HIGH-LEVEL EMPLOYEE TURNOVER

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Purpose:

The aim of this study was to investigate employee turnover intention with narrative and linguistic methods. Our understanding of turnover is based on the psychological relationship between the employee and the workplace. Using narrative methods can provide a richer understanding of this relationship.

Design/Methodology:

Our research used mixed methods on an employee sample (full time, Hungarian, N=274). It contains demographic factors, work and organizational questionnaires (Employee turnover intention; Identification; OCB; Organizational trust; Organizational Commitment and Organizational Culture). Also, we used a semi-structured interview with questions about workplace stories (Success; Failure; Characteristic story about the workplace in general). Interviews were analyzed with a linguistic and narrative method.

Results:

Our results show that employees with high-level turnover intention mention specific topics significantly more when they describe their workplace (Uncertainty; Feedback; Task description and History of the workplace). Furthermore, they use specific turns of language with a higher frequency in their workplace stories (Negative emotions; Negative evaluation; Us personal pronouns; Them personal pronouns, and Constraint).

Limitations:

Linguistic analysis of workplace interviews is a method in its infancy. There are methodological hardships which need to be overcome. Data was collected on a Hungarian sample, so the results of language-use cannot be fully translated into general conclusions.

Research/Practical Implications:

By using a narrative based method, an organizational research tool can be created for understanding the hidden psychological processes of the workplace.

Originality/Value:

Identifying linguistic patterns in employee narratives can shed light on understanding and predicting workplace behavior, thereby facilitating employee retention.

1493 - HUMAN RESOURCE ATTRIBUTIONS AND SUBJECTIVE WELL-BEING AMONG OLDER WORKERS: DOES OCCUPATIONAL FUTURE TIME PERSPECTIVE PLAY A ROLE?

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As workforce aging becomes a global phenomenon, the relationship between HRM and the well-being of older workers is gaining considerable attention. Applying the “why-of-HR-practices” view to the aging context, we examined mechanisms by which two types of HR attributions (older workers’ well-being and cost attributions) influence older workers’ subjective work-related well-being via the mediating effect of occupational future time perspective (O-FTP).

Methodology:

We used three waves of time-lagged data regarding 3,105 full-time employees aged 45-64, working for privately-owned Japanese firms.

Results:

Structural equation modeling revealed that O-FTP at Time 2 acted as a partial mediator between HR well-being attribution at Time 1 and Time 3 employee outcomes, including enhanced subjective work success, increased motivation to continue working, and reduced job apathy. The relationships between O-FTP and these outcomes were strengthened with HR well-being attribution, whereas the relationships between O-FTP and reduced job apathy were weakened with HR cost attribution.

Limitations:

The geographical area of the sample was limited to Japan, which has the highest proportion of older adults in the world.

Research/Practical Implications:

To increase older workers’ O-FTP and well-being, HR practices need to be implemented to enable workers to see enacted practices as the employer caring about them, not as the employer’s intention to cut costs.

Originality/Value:

This study adds value to the existing research on the HRM—well-being link in the aging context by clarifying the role of differential employee attachments in enacted HR practices that vary in terms of their effects on O-FTP and work-related well-being.

1496 - LEADERSHIP IDENTITY: EXPLORING ITS DEFINITION AND DEVELOPMENT USING REPERTORY GRID TECHNIQUE

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Whilst effective leadership is central to organisational success and the wellbeing of employees, it is arguable that our understanding on how leaders perceive their identity is limited, as is the impact of gender, seniority level and cultural differences on the perceptual aspect of role identity.

Much depends on how such investigations are conducted, and on the way in which the issues to examine are determined. Our interviews were structured using the Repertory Grid approach, a technique that allows the participants to identify and verbalise their own construction of themselves as leaders – a very appropriate way to set the terms of an investigation into leadership identity.

Repertory Grid interviews were used to identify the personal constructs of their own leadership identity in a purposive sample of 80 leaders and managers in different seniority levels and cultural backgrounds.

Among the more frequent constructs identified were some that are not currently included in conventional psychometric measures, and some examples are provided from the initial stages of our study to illustrate this point.

Leadership identity is increasingly recognised as a key factor influencing effective leadership performance. Our study has the potential to increase our understanding of theoretical models of leadership, and may contribute to effective practice in leadership selection and development.

1498 - INTERVENE – GOOD WORKING RELATIONSHIPS WITHOUT BULLYING: EVALUATION OF A BYSTANDER INTERVENTION

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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 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 analysed using the method of interpretative phenomenological analysis.

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.

1499 - THE DARK SIDE OF JOB CRAFTING: IS TASK CRAFTING ALWAYS HEALTHY?

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Purpose: Job crafting - a form of proactive behavior - describes a process of shaping one's job so that task and social relationships at work suit individuals' abilities, preferences and needs (Wrzesniewski & Dutton, 2001). One of three job crafting activities involves changing the form, scope or number of one's tasks at work – namely task crafting.

Previous research has established positive effects of job crafting on wellbeing. These studies haven't focused on specific job crafting activities and only looked into linear relationships. It is also conceivable that, at a certain degree of permanently crafting one's tasks, employees fail to do their actual tasks, feel overwhelmed or need to invest more time in finishing their work, which could in turn lead to lower levels of wellbeing.

Approach: In this study, we therefore proposed a curvilinear relationship between task crafting and work-related wellbeing. Furthermore, we explored, whether autonomy, self-efficacy and time pressure moderate these relationships.

Results: In a three-wave longitudinal panel with 171 employees in Germany hierarchical polynomial regression confirmed non-linear relationships between task crafting (T1) and the wellbeing variables emotional exhaustion (T3), cognitive irritation (T3), and work engagement (T3). Contrary to our assumptions, moderate levels of task crafting were associated with a) higher emotional exhaustion, b) higher cognitive irritation and c) lower work engagement, compared to low and high levels of task crafting. Only autonomy moderates the curvilinear relationships of task crafting with emotional exhaustion and cognitive irritation such that more autonomy strengthened the relationships.

Implications: These unexpected results are being discussed.

Quelle:

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of management review*, 26(2), 179-201.

1500 - PERCEIVED CAREER SUPPORT: THE INTERACTION OF SUBORDINATE AND SUPERVISOR GENDER IN THE NORWEGIAN POLICE SERVICE

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Purpose

Many organizations are aiming at becoming more diverse, especially at higher levels of the organizational hierarchy. Understanding factors that influence the career trajectories of employees from underrepresented groups is therefore important. One such factor is receiving career support from supervisors. The purpose of this study was to investigate the relationship between subordinate and supervisor gender and subordinates' perceptions of career support at different levels of the organizational hierarchy.

Design/Methodology /Approach

We conducted a survey in the Norwegian Police ($N = 2956$, response rate = 31 %). The questionnaire contained questions about respondent gender, gender of the immediate supervisor, leadership level, and perceived career support.

Results

Preliminary analyses indicate that the relationship between subordinate-supervisor gender similarity and perceived career support did not vary significantly across organizational levels. Men and women perceived equal levels of career support overall, but women were less supported by male supervisors than men were. There was no evidence of a "Queen bee" – effect; rather there was a tendency for women to receive more, not less, career support from female supervisors.

Limitations

We excluded top-level managers due to sample size limitations at the highest hierarchical level.

Research/Practical Implications

The difference in perceived support from male supervisors among male and female subordinates is small, but may still have practical implications for women's career trajectories.

Originality/Value

The large sample makes it possible to investigate whether the nature of the relationship between subordinate and supervisor gender and perceived career support varies across levels of the organizational hierarchy.

1501 - “ENGAGEMENT IN HEALTHY FOOD: A STUDY ON THE PSYCHOLOGICAL DETERMINANTS OF FREE-FROM PRODUCTS CONSUMPTION”

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Purpose

Among Functional Foods, “free-from” products are gaining attention (Sirò et al., 2008); in Italy it seems to potentially become a new healthy food trend. Despite they have been broadly studied from the economic and agricultural perspective, it lacks a consumer understanding. This research investigates representations, attitudes, motivations behind the consumption process from a consumer psychology perspective.

Methodology

A systematic literature review mapped the psychosocial determinants of the functional foods consumption; a quantitative phase explored the relation between attitudes, knowledge and consumption (sample: 120 Italian consumers), a qualitative study built the psychosocial process of “free-from” products consumption, as prototypical category (20 Grounded Theory interviews).

Results

The psychosocial determinants of functional foods consumption have been studied so far with a cognitive-behavioral focus, but it lacks a dynamic and multidimensional look; in the Italian context there seems to be a gap between the consumption (66% of the sample) and the awareness (only 27%) of functional foods, but they are related to health prevention; the interviews highlighted how this gap can be explained by a complex and multifaceted process of identity reconfiguration consumers make when they decide to change their food style by integrating these products as part of a healthier diet.

Limitations

More research should be done to explore the other functional foods categories; a verification of the qualitative model should be implemented.

Practical

Implications

This results can open the door to consumer education interventions towards healthier food models.

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1502 - TO WHAT EXTENT DO WORK CONTEXTS AFFECT PERSONAL RESOURCES – A ONE-YEAR FOLLOW UP ON WORK-RELATED PSYCHOLOGICAL FLEXIBILITY

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Employees often need to adapt to situational demands as well as shift their mindset, preferably supported by a broad and adaptable work-related behavioral repertoire. Early in their careers psychologists and social workers are still developing said repertoire, which tests their work related psychological flexibility. Considered a personal resource, psychological flexibility moderates work-related stress. However, prolonged lack of personal and organizational resources would impair the development of adequate behavioral repertoires, possibly to the extent of hampering work related psychological flexibility.

Purpose

We hypothesize that improved work-environment supports the development of relevant professional behavioral repertoires and strengthens work related psychological flexibility.

Approach

In 2018 (P2) we sent a survey to 5176 newly graduated psychologists and social workers in Sweden, of whom approximately 3800 previously received our 2017 (P1) survey. We will use the P1 and P2 ratings of psychosocial work environment to sort participants into No-, Positive- and Negative-change categories respectively. Thereafter we will measure intra-individual changes in work-related psychological flexibility per category, as well as inter-group differences in P1 to P2 change.

Preliminary results

In a cluster analysis on P1 data, results indicated that individuals in well-balanced work-environments rated their psychological flexibility higher than those in high-demands-low-resources contexts. Suspecting a direct or indirect influence of demands-resources (im)balance, we expect psychological flexibility at Point 2 to reflect changes in work-environment from Point 1 to Point 2.

Limitations

All results are based on self-reported survey data.

Practical implications and originality

Significant results would indicate that early career work-environment influences work-related psychological flexibility.

1503 - THE ERROR AVERSION CULTURE: CONTRIBUTE TO WORK ERRORS AND MEDIATING ROLE OF NEGATIVE EMOTIONS

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Purpose. Literature has recently suggested that organizational cultural orientation toward errors (namely, EC: error culture) is a key factor for reducing the negative consequences of adverse events and their further occurrence. However, studies have mostly focused on “positive” approaches (i.e., EC-management) while disregarding the “negative” ones (i.e., EC-aversion). Specifically, to the best of our knowledge, no studies examined the relationship of EC-aversion (composed by the two strain and covering up facets) with work errors.

We aimed to examine this relationship, and also the mediating role played by negative emotions (i.e., social emotions: guilt, embarrassment, shame; and anxious emotions: worry, anxiety).

Design/Methodology/Approach/Intervention. We tested a structural equation model on a sample of 353 employees (64.9% females, mean age 38.9 years, SD = 10.02) working in 81 teams of different organisations. Analyses took into account that employees were nested in teams.

Results. Results confirmed the association between EC-aversion and work errors (i.e., mistakes and slips). Further, the relationship between the strain facet and mistakes/slips was fully mediated by negative emotions, whereas the covering up facet was associated with mistakes/slips also directly.

Limitations. Main limits are subjective measurements to investigate employees’ perceptions about effective errors and cross-sectional nature of our data (need for longitudinal studies).

Originality/Value. Overall, this study highlights the importance of cultural dimensions in the error handling process, showing the pivotal role of negative emotions in increasing the likelihood of making secondary errors.

Key words: Error culture, error aversion, negative emotions, work errors

1504 - MANAGING KNOWLEDGE IN ORGANIZATIONS: A NONAKA'S SECI MODEL OPERATIVIZATION

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Purpose. Knowledge represents a crucial drive for competitive advantage, being the base for the organization's intellectual capital. The SECI model (Nonaka, 1994) is the most well-known conceptual framework for knowledge generation in organizations. To date, however, few questionnaires tried to measure it and few empirical studies supported its theorization. The present twofold study aims to contribute to the validity of the SECI model by testing a multidimensional questionnaire (KMP-Q), designed to capture the knowledge conversion modes theorized by Nonaka.

Design/Methodology/Approach/Intervention. Study 1 studied the KMP-Q 8-dimensions structure (i.e. mentoring practices, knowledge sharing, team reflexivity, organizational memory, organizational communication, use of technology, HR training, personal development) through a confirmatory factorial analysis on 372 Italian employees working in different sectors. Study 2 replicated the factor structure on 466 health-workers, and further investigated the unique impact of each dimension on some organizational outcomes (i.e. performance, innovativeness, collective effectiveness).

Results. Results pointed out the good psychometric properties of the questionnaire in terms of both dimensionality and construct validity (the different knowledge generation dimensions were specifically linked to organizational outcomes).

Limitations. Self-report data and cross-sectional designs are the main limitations of the study.

Research/Practical implication. KMP-Q is a psychometrically robust questionnaire that may contribute to actualize and verify the SECI model. Moreover, by proposing a multidimensional systemic view of generation processes, the KMP-Q allows to detect strengths/weaknesses of KM policies and related programs.

Originality/Value. To the best of our knowledge, this is one of the first attempts to propose a comprehensive measure of knowledge generation in work contexts.

Key words: Knowledge management; Nonaka; SECI model

1508 - ACCELERATING LEADERSHIP, IDENTIFICATION WITH THE LEADER, AND THE ROLE OF EMPLOYEE STRESS MINDSET

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Purpose: While research has started to explore the role of work intensification for employee health and well-being, the role of leadership in this context of acceleration have yet been unexplored. The current study is based on the assumption that leaders can be a causal agent of acceleration and introduces the concept of accelerating leadership. We examine the relationship between accelerating leadership and outcomes such as commitment, cynicism, or alienation in interaction with the employees' stress-mindset. We propose an indirect effect of accelerating leadership on organizational attitudes and behaviors, which is mediated via identification with the leader. Furthermore, we propose the employees' negative stress-mindset to intensify this indirect effect.

Design/Methodology/Approach/Intervention: In order to test this model, we conducted a two-wave-survey study ($N = 144$) with a time lag of one week.

Results: The data support our hypothesized model. We found a negative relationship between accelerating leadership and organizational commitment and identification with the leader and a positive relationship between accelerating leadership and cynicism towards the leader, alienation from work, and time-related counterproductive work behavior. Furthermore, identification with the leader mediated the relationships between accelerating leadership and all outcomes. Moreover, employees' stress mindset moderated the respective indirect effects.

Limitations: Our data cover rather short-termed effects of accelerating leadership, whereas more long-term effects remain to be shown.

Research/Practical Implications: The results underline that accelerating leadership is a meaningful construct and shed some light on the role of leaders in an accelerated organizational and societal context. Future research

Originality/Value: Our study is among the first to introduce and empirically test the concept of accelerating leadership.

1510 - APPROACHING RETIREMENT IN THE ELDERLY CARE SECTOR: A QUALITATIVE STUDY OF OLDER WORKERS' PERCEPTIONS OF WORK AND LATE CAREER PLANNING

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Purpose

This study aimed at investigating how older nursing assistants working in elderly care experienced aging at work and perceived their psychosocial work environment, as well as exploring the role of work- and organizational factors in their retirement preferences.

Design/Methodology/Approach/Intervention

Semi-structured interviews were conducted with eight nursing assistants (age 55–61 years), and working in residential care. Data were analyzed using the Interpretative Phenomenological Analysis approach.

Results

The analysis identified four super-ordinate themes: 1) meaning of work; 2) psychosocial work environment; 3) experience of aging; 4) retirement decision-making. Work was experienced as demanding, characterized by high workload, time pressure, and low control. Furthermore, participants perceived few possibilities for job crafting and were concerned about being unable to manage their workload once they got older. A main driver for working after retirement was the possibility to work on one's own terms and to reduce current job demands.

Limitations

While the small and homogeneous sample limits generalization, it allows for a detailed investigation of the subjective experiences of this group of older workers. Yet, studies in different occupational groups and organizations are needed.

Research/Practical Implications

Findings highlight the importance of healthy psychosocial work environments and organizational practices that promote sustainable work and successful aging in the workplace.

Originality/Value

Due to an accelerated demographic aging, it is important to increase the knowledge of how nursing assistants approaching retirement in the elderly care perceive opportunities and constraints to them prolonging their working life. Furthermore, qualitative studies, particularly among blue-collar occupations, remain few.

1511 - SELF-OTHER AGREEMENT AND GENDER DIFFERENCES IN PERCEPTIONS OF LEADERSHIP STYLES: A MULTI-RATER STUDY USING THE LEADERSHIP CIRCUMPLEX SCAN

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Purpose: The Circumplex Leadership Scan (CLS; Redeker, de Vries, Rouckhout, Vermeren, de Fruyt, 2014, *EJWOP*, 23, 435-455) is a psychometrically sound multi-rater leadership assessment tool that measures eight leadership styles which are arranged in a circumplex defined by the axes of agency and communion. The current study examined how self-other agreement varied across dimensions of the CLS and assessed the degree to which male and female leaders' ratings vary across leadership styles. **Method:** The sample consisted of 458 Australian leaders (40% female). In addition to self-ratings, 6008 other-raters (i.e., direct reports, peers and managers) rated the focal leaders on the CLS. **Results:** Results indicated that self-other agreement was higher for the authoritarian and directive leadership styles ($r = .49$ and $r = .48$) than for charismatic dimensions ($r = .25$ and $r = .24$). Female leaders placed greater importance on the participative leadership style ($d = 0.20$). Female leaders were rated higher on inspirational ($d = 0.44$), coaching ($d = 0.52$) and participative ($d = 0.24$) leadership styles. **Limitations:** Despite the benefits of other-ratings, both self and other ratings may both be influenced by biases, and caution is required when generalizing findings regarding gender differences to other countries and contexts. **Practical Implications:** This research has implications for understanding how the objectivity of leadership assessment, and perceptions of gender differences, vary across leadership styles. **Originality:** This study provides the most comprehensive female sample of leaders – allowing for contrast of gender differences in leadership styles – using the CLS to date.

1512 - FILLING THE PUZZLE: USING THE E-WORK WELL-BEING SCALE (EWW) TO DETERMINE LINKS BETWEEN REMOTE E-WORKING AND COGNITIVE WEARINESS AND PSYCHOSOMATIC CONDITIONS

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Purpose

Working anywhere, at any time, is growing trend in today's organisations (Ter Hoeven & Van Zoonen, 2015). Remote e-working was found to be associated with different spheres of individuals' working lives (Allen, Golden, & Shockley, 2015). However, a recent review suggests that the elements of cognitive and psychosomatic well-being are vastly unexplored (Charalampous, Grant, Tramontano, & Michailidis, 2018). Hence, the current study uses the newly developed E-Work Well-being (EWW) scale to shed light upon how remote e-working links to individuals' cognitive and psychosomatic well-being.

Design/Methodology

An online survey was administered to 202 participants. Exploratory Factor Analysis suggested that the cognitive and psychosomatic well-being dimensions of the EWW scale tapped the theoretical constructs. Correlations also indicated links between these dimensions and existing well-being measures.

Results

Preliminary findings show that remote e-workers' cognitive weariness positively linked to their psychological distress and sleeping problems, negatively linked to their general well-being, detachment from work, and self-efficacy. Also good psychosomatic conditions were associated with positive emotions, job satisfaction, organisational commitment, and were negatively associated with emotional exhaustion. Ergonomics were also found to relate to remote e-workers' psychosomatic well-being.

Limitations

A snowballing method was used to collect data, which eliminated researchers' control over the recruited sample.

Research Practical Implications

The EWW scale will enable individuals and their organisations to better understand the impact of remote e-working, and technology use, on well-being at work.

Originality/Value

The current study not only provides an innovative tool to monitor and assess remote e-workers' well-being at work; but also investigates understudied links between remote e-working, and cognitive, and psychosomatic well-being.

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1516 - REVIEW: USAGE OF ROBOTICS IN NURSING HOMES – A WORK ORGANIZATION PERSPECTIVE

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Robotics offer the opportunity to counteract the foreseeable elderly care crisis. Previous work, summarized for instance in Frennert and Östlund (2014), focuses on aspects of general interest (acceptance, ethical concerns etc.) for social robots with emphasis on their interaction with elderly people. Because existing reviews include studies from both domestic and professional care, a lack of overview can be observed with regard to the usage of robotics in nursing homes from a work organization perspective. The present review aims at filling that gap.

From September to November 2018 a systematic review in following Grant and Booth (2009) is conducted. Due to predefined keywords and databases there can be no claim to an exhaustive overview of the literature.

The review is based on the hypothesis that the majority of published studies focus on a more domestic usage of robots as well as their main interaction with elderly, care-dependent people. In contrast, the influence of robotics on professional caregivers and the embedding in their work process is expected to be less examined. Furthermore, a lack of large samples and long-term studies or quantitative research can be assumed.

Conclusions are drawn concerning future research of robot application in nursing homes. It is discussed, how far different study designs can help to deepen our knowledge of the employees' needs in and attitudes toward the usage of robotics in the nursing home context.

By exemplifying the need for research, attention is drawn to further technical and work design potentials that can be exploited.

1519 - SOCIAL AND LABOR INTEGRATION AND PSYCHOSOCIAL DISTRESS OF SYRIAN REFUGEES IN GERMANY: THE ROLE OF RESOURCES

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Purpose. The Syrian civil war contributed to the refugee and migration crisis in the world, resulting in more than 600 000 people fleeing to Germany applying for asylum. Subsequently, European countries like Germany are forced to think of integration strategies to incorporate newcomers in their society. Still little is known about integration and distress of Syrian refugees in Germany. The objective of the present research is, using the Multi-dimensional Individual Difference Acculturation (MIDA) model and building on findings with immigrant groups, to analyze the role resources have for refugees' integration and distress.

Methodology. A sample of 260 Syrian refugees, recruited in language training centers in Germany, answered based on the MIDA model questionnaires on psychosocial resources, acculturation and psychophysical distress in Arabic language. Correlations, hierarchical and multivariate regressions were carried out to analyze the role resource have for the refugees' integration and distress.

Results. As hypothesized, psychosocial resources, including psychological well-being, cultural competence and out-group social support, were positively related to integration and negatively to psychophysical distress. Psychosocial resources were found to be a statistically significant predictor for the integration of refugees.

Limitations. Although literature states that acculturation is not a static concept but changing over time and depending on specific situations, the current study is cross-sectional. Future research should use a longitudinal design.

Value & practical implications. This study is extending acculturation research on refugees, including further psychosocial personal, contextual and cultural resources. Findings can be used in national policy making for successful integration of refugees within European societies.

1523 - ACHIEVEMENT MOTIVATION IN THE SYSTEM OF PROFESSIONALLY-IMPORTANT QUALITIES OF INTERNATIONAL TRADE ORGANIZATION MANAGERS

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Purpose. To analyze the indicators of motivation in the structure of international trade organization managers' professionally important qualities. The research was based on the concepts of motivation of H. Hekhauzen and Yu. Orlov and the concept of entrepreneurial activity polymotivation (L. Karamushka, O. Kredentser, M. Korolchuk, Yu. Pachkovsky).

Design. The research was conducted in international trade organizations on a sample made up of 50 efficient managers (experts) and 120 candidates for manager positions using D. Leontiev Life Orientations, Yu.Orlov Assessment of Achievement Motivation and Schwarzlander Assessment of Aspiration Level. The obtained scores were divided as follows: 1-3 points - low, 4-7 points - average and 8-10 points - high levels of professionally-important qualities.

Results. 1. In international trade organizations, both experts and manager candidates had high achievement motivation (9.5 ± 0.5 and 8.4 ± 1.6 points respectively), which implied the respondents' determination, diligence, purposefulness, readiness to assume responsibility, ambiguity tolerance, readiness to take risks and competitiveness (the characteristics that determine individuals' success in life). 2. Levels of achievement motivation statistically differed in different age groups of manager candidates in international trade organizations ($p < 0.01$). 3. The respondents did not statistically significantly differ in other professionally-important qualities.

Limitations. The research was conducted in a small number of Kyiv-based companies.

Practical Implications. Achievement motivation is of prime importance in the system of individuals' professionally-important qualities, hence the Assessment of Achievement Motivation questionnaire may be recommended for selecting international trade organization managers.

Originality. This was the first research in Ukraine into international company managers' professionally important qualities.

1525 - LEVERAGING WORK DESIGN TO PREVENT CARELESS RESPONDING DURING ONLINE SURVEYS

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Purpose

Online surveys enjoy widespread use because of their speed, access and convenience. A disadvantage is the threat of careless responding (CR) defined as responses from people who have not given adequate attention to an item. CR can create psychometric problems and preventing CR has been ineffective. Online surveys can be conceptualized as work, especially on platforms such as Mechanical Turk (MTurk), and work design literature exhibits robust relationships between enhanced work characteristics and performance. The current study tests a new prevention strategy based on principles of good work design.

Design/Methodology

We conducted an online survey study with Mechanical Turk workers using an experimental design with random assignment to one of two conditions: control vs. enhanced work design (EWD; in which autonomy, feedback, and task significance were boosted). Outcome variables were multiple indicators of CR and attrition.

Results

Initial results show those in the EWD condition took more time on the survey and answered more consistently across similar items, and were more willing to take additional measures.

Limitations

By enhancing several aspects of work design simultaneously limits our ability to isolate effects of individual facets of work design. However, multiple work design variables co-exist in reality.

Research/Practical Implications

The results suggest that work design principles could help reduce CR in online surveys and improve the quality of data.

Originality/Value

This study was the first to apply work design principles to address CR. The results showed promise and also improved our understanding as to why CR occurs.

1527 - UNDER THE SHADOW OF LOOMING CHANGE: THE ROLE OF ANTICIPATED CHANGE AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE WELL-BEING

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Purpose

Research suggests that actual change might undermine engagement and lead to burnout, but little is known about the effects of anticipated change (employee perceptions regarding an imminent change) on these variables and what moderates this relationship. We invoke the Conservation of Resources theory (Hobfoll, 1989, 2001) and respond to calls in the literature (Arnold, 2017) to examine how dimensions of transformational leadership (TL) act as 'social' resources that buffer the negative (positive) impact anticipated change has on employee engagement (burnout).

Design/Methodology

We adopted a time-lagged design and collected data at two time points (6 months interval) from 647 employees nested in 139 teams in a hospital in Malta. We developed a scale to measure anticipated change and used multilevel structural equation modelling (Preacher et al., 2010) to test the hypotheses.

Results

At the individual level, different dimensions of TL interact with anticipated change to drive work engagement and reduce burnout via enhancing the personal accomplishment dimension.

Limitations

Concerns may arise because of the low internal validity (non-experimental design) and external validity (hospital setting in Malta). Future research is invited to replicate our results using experiments and in different contexts.

Research/Practical implications

We address calls in the literature (Arnold, 2017) to examine the relationship between TL and employee well-being by investigating dimensions and contextual factors.

Originality/Value

Our study considers the impact of employee perceptions of an imminent change on well-being and highlights the importance of managing employee well-being when change is about to happen. One effective way to do this is by exercising TL.

1528 - THE MOTIVATION OF GIVING -SELF-SACRIFICING GIVING MOTIVATION AND BURNOUT-RISK

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Although Prosocial Organizational Behavior has been researched for decades, it probably reached its peak of popularity when Grant (2013) introduced the concept of givers, takers and matchers, bringing to attention the differentiation of successful versus self-sacrificing giving and its implications for success and well-being. Mäthner and Lanwehr (2017) linked this popular concept to existing theory and research, proposing a three-dimensional framework of self-sacrificing, integrative and self-serving cooperation motivation and developing a psychometric questionnaire for self-assessment. Cooperative behavior is by most organizations being promoted because of its assumed positive outcomes, however, the authors propose, that self-sacrificing motivation is associated with potential negative side effects for the individual.

In a first study, the questionnaire was validated with N= 976 employed workers from a variety of industrial sectors. The three-dimensional factor structure has been confirmed. Self-sacrificing can indeed be differentiated from integrative cooperation motivation. In a subsequent study with N=593 employed workers, the interrelations to occupational related health-promoting and -endangering behavior and experience patterns (Schaarschmidt & Fischer, 2008) are being examined. The results indicate that self-sacrificing giving correlates to relevant indicators which are associated with a higher risk for burn-out.

Although the study is conducted cross-sectionally and based exclusively on self-reports, relevant conclusions about the risks and implications of self-sacrificing giving motivation can be drawn. The developed questionnaire provides an efficient diagnostic measure and offers a subliminal starting point for individual burn-out prevention. Implications for further research are being discussed.

Sources

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1529 - INSIDE-OUT: THE CONTRIBUTION OF TRUSTWORTHINESS AND ACADEMIC SOCIALIZATION TO FUTURE EMPLOYABILITY

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Purpose. University students' expectations of future employability is related, among others, to external employability cues useful to reduce uncertainty. Anyhow, little is known about this process. This study aimed to verify the link between trustworthiness in professors' ability (i.e. a cognition-based mechanism to reduce uncertainty) and self-perceived employability. Moreover, drawing from Social Identity Theory and Organizational Socialization frameworks, it aimed to delve deeper into this process, hypothesizing that professors' trustworthiness may contribute to the students' socialization by enhancing their inclusion and understanding of the university context; and this, in turn, may lead to students' future employability both directly, supporting their learning processes, and indirectly through identification with future professionalism.

Design/Methodology/Approach/Intervention. We conducted a cross-sectional survey study on a sample of 548 Italian university students.

Results. Results of a regression model showed that the direct effect of trustworthiness in professors' ability on future employability is reduced when compared with the socialization-identification mediated model. Trustworthiness is also directly related to identification with the future professionalism.

Limitations. Self-report data and cross-sectional design were the main limitations.

Research/Practical implication. Findings offer some insights on the awareness that professors should have about their contribute both on students' socialization and on their future professional career. Findings also highlight the relevance of the inclusion process that, from socialization into the university context, extends to the identification with the future professionalism.

Originality/Value. This study contributes to the existing literature by providing initial evidence of the role of trustworthiness as a cue for uncertainty reduction also for self-perceived employability, through the socialization-identification pattern.

Key-words: ability trustworthiness, academic socialization, employability.

1530 - THE CROSSOVER OF POSITIVE AFFECT BETWEEN LEADER AND FOLLOWER: A LONGITUDINAL PERSPECTIVE

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Purpose: Crossover as a transmission of positive and negative moods, emotions, and dispositions between closely connected people has been shown to be an important source of individuals' psychological states and experiences. Whereas crossover research has mainly focused on partners in intimate relationships, this study extends recent research on crossover processes in the leadership context. By taking a longitudinal perspective it focuses on the direct leader-follower crossover of positive affect and the role of follower emotion regulation within this crossover process.

Design: We applied a longitudinal study with two measurement occasions (time lag: 2-3 weeks) among 53 leaders and their 205 followers.

Results: Applying multilevel hierarchical linear modeling revealed that leaders' positive affect experienced at T1 predicted changes in followers' positive affect at T2. Furthermore, this relation was fostered by followers applying the beneficial emotion regulation strategy of reappraisal. Both the direct and moderated crossover effect were in turn indirectly related to followers' work engagement at T2.

Limitations: This study relies on self-report data.

Implications: The present study contributes to crossover research in the leadership context highlighting that leader affectivity even predicts changes in follower positive affect and in turn work-related behavior.

Originality: First study to support the transmission of positive affect between leader and follower in a field context. The longitudinal perspective even allows to depict changes in follower affectivity. By including follower emotion regulation as boundary condition, it further supports a follower perspective in leadership research.

1531 - MANAGING DIVERSITY IN THE WORKPLACE: ORGANIZATIONAL DIVERSITY & INCLUSION SCALES (ODIS)

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Purpose. Although the diversity and inclusion topics are attracting growing interest in recent years, the existing scales mainly measure the perception of discrimination or specific attitudes towards individual diversity categories (such as gender or age or race etc..). This study presents a new instrument, Organizational Diversity & Inclusion Scales (ODIS, Menatta, Caligiuri, Bianchi, Borgogni, 2018), that measures concurrently the perceived discrimination, the attitudes towards main types of diversities (gender, disabilities, aging, ethnicity, LGBT) and the perceptions of inclusive organizational policies.

Methodology. The analyses were carried out on a sample ($n=1784$) from both public and private Italian organizations. Face and content validity were examined through a jury of experts who evaluated clarity and appropriateness of each item. In order to verify the internal validity, EFA and CFA were carried out by randomly split-half the collected sample. The validity of construct and criterion were examined through correlation analyses with other scales already validated in the Italian context.

Results. The results show good psychometric properties of the instrument confirming factorial structure.

Limitations. A cross-sectional study design was used.

Research/Practical Implications. The present study proposes a new instrument to measure the degree of inclusion and diversity within the organizational context and also the perception of organizational policies allowing to plan targeted actions.

Originality/Value. ODIS represents the first instrument that measures organizational diversity and inclusion on three levels simultaneously: self-reported individual level (perceived discrimination), hetero-referenced individual level (attitudes towards specific diversities) and organizational level (perceptions of diversity management).

1534 - INFORMAL SELF-EMPLOYED WORKERS IN CHILE. A STUDY OF SATISFACTION AND WELFARE

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The number of informal self-employed workers in Chile has been increasing, which has generated concern in the political environment, for reasons such as the precarious working conditions in which they work and the lack of social protection, generating a "belief" that These workers they have a "bad life".

The purpose of this research is to study the life satisfaction of informal self-employed workers in the Ñuble Region (Chile) and to be a promoter of future research in the country.

For this case, 280 informal self-employed workers were applied the "Scale of Satisfaction with Life" created by Diener et al (1985). This measurement obtained a coefficient of Cronbach's alpha of 0.870. In addition, the same scale was applied to 280 salaried workers, as a control group, which obtained a coefficient of Cronbach's Alpha of 0.718.

The first results show that 92.9% of informal self-employed workers say they are satisfied with life and only 7.1% feel dissatisfied. Similar results were obtained in salaried workers, even the latter being lower in satisfaction with respect to affirmations referring to achieving important things in their lives and re-live life in the same way with which, for this case the political belief is invalidated and it reaffirms what is indicated by Veenhoven (1991) and Diener (2000) that the well-being of people is subjective, so it is necessary to include it as an indicator in the generation of public policies in the country, as they point out Odermatt and Stutzer (2017).

Keywords: Self-employment, Satisfaction with life, Subjective well-being, Ñuble Region.

1538 - WORK AND SLEEP QUALITY IN RAILWAY EMPLOYEES: AN ACTIGRAPHY STUDY

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Purpose: Work demands may threaten sleep quality in railway employees. The current actigraphy study tests whether daily work stressors (time pressure, shift work, social stressors), work resources (control and social support), and mental detachment from work predict sleep quality even when demands and control after work are controlled in analyses. **Design/Methodology:** Fifty-two railway employees participated in data collection during five consecutive work days. Multilevel regression models were applied.

Results: Analyses confirmed social stressors from supervisors to predict more frequent sleep fragmentation, and lower sleep efficiency (% sleeping). Higher levels of daily time control predicted shorter sleep-onset latency and better self-reported sleep quality. Detachment after work was negatively related to social stressors and time pressure at work but unrelated to indicators of sleep quality and did neither mediate nor moderate the social stressors from supervisors-sleep quality relationship.

Limitations: The current study did not control for sleep threatening environmental factors like noise. The small sample size is a limitation of the current study. Meanwhile as long as cross-level interaction is not in focus like in the current investigation power seems to be acceptable (Maas and Hox, 2005).

Practical Implications: Work redesign that increases time control and decreases social stressors is recommended to preserve daily recovery in railway employees.

Originality/Value: Inclusion of task-related and social stressors at work as well as private stressors and control over leisure time is an advantage.

1543 - ASSESSING CUSTOMER SERVICE ACROSS CULTURES

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Purpose:

The study examines the generalisability across cultures of a situational judgement test designed for use in a customer service/retail context.

Design/Methodology:

276 individuals piloted the measure in Germany, Poland, Spain and France and their responses were analysed. Based on the candidate's responses, out of 36 items sixteen items were rekeyed and three items were removed as there were significant differences between different countries. The SJT was implemented across the organisation in nine different countries and the responses of 7000 individuals were examined after one year.

Approach/Intervention: An analysis of item option endorsement was undertaken to examine congruence between the scoring key and the response tendencies of participants from different countries. Differential item functioning was examined to determine whether items perform consistently across cultural groups.

Results: Results are pending completion of the final stage of analysis in November 2018. It is expected that some differences will be observed due to differing cultural expectations of service quality (Furrer et al., 2000).

Limitations: Results are based on one organisation and so may not be generalisable, and may be influenced by different practices in operating regions.

Originality/Value: The study extends the research by Lievens et al., (2015) by examining the transportability of an SJT across multiple different cultures and languages. From a practitioner perspective, it adds valuable evidence to inform decisions as to whether the same SJT can be applied to selection and development processes across different countries fairly and consistently, which is crucial as more organisations move to adopt global HR practices.

1544 - RESILIENCE, STRESS APPRAISALS AND THE INFLUENCE OF PAST SPORTING EXPERIENCES ON FUTURE WORKPLACES SUCCESS

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Purpose

Development is a lifelong process and scientists have been interested in the personal assets and coping strategies that can be developed through sport but benefit adolescents in all walks of life and future work (Coakley, 2011). Resilience is often seen to be fostered through adverse environments together with high emotional support (Masten, 2001). Sport is increasingly seen as a vehicle for positive youth development, this research bridges the gap of office workers resilience behaviours and effects of past sporting experiences.

Design/Methodology

This investigation was carried out on office workers across eight Irish companies ($n=101$) by conducting a four-part longitudinal survey over an eight-week period. R Studio (Version 0.96.122) was used for Exploratory Structural Equation modelling.

Results

The analysis suggested that employee resilience was influenced by past sporting events and consistent with research carried out in other contexts, challenge appraisals was the best predictor and significantly higher in those employees who had persisted longer in competitive sports.

Limitations

Testing across four time point's lead to a high dropout rate, while the lack of a specific resilience scale minimised the fluctuations in resilience captured.

Research/Practical Implications

Results offer empirical evidence of how past sports participation rather than just sporting success may develop resilience in future careers. Management implications are outlined, and new perspectives offered regarding HR recruitment procedures.

Originality/Value

To our knowledge, this study is the only research specifically focused on past sport behaviours and implications for human capital and recruitment.

1547 - KEEP CALM AND KEEP ON THRIVING! A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST, INNOVATIVE WORK BEHAVIOR AND EXTRA-ROLE PERFORMANCE

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Purpose. Within the last decades, empirical evidences showed that workers experiencing thriving at work tend to develop innovative work behaviors, tend to reduce turnover and perform better (Carmeli & Spreitzer, 2009; Wallace et al., 2013). The study aimed to analyze the mediating effect of thriving at work in the relationship between organizational trust, innovative work behavior and extra-role performance. Methodology. A group of 230 employees participated to the study. Data were collected using a questionnaire encompassing the following measures: Organizational Trust scale (Ferres & Travaglione, 2003), Thriving at work scale (Porath et al., 2002), Innovative work behavior scale (Scott & Bruce, 1994) and Extra role performance scale (Podsakoff et al., 1990). Results. The bootstrap analyses showed a positive indirect effect of thriving at work on innovative work behaviour and on extra-role performance. Organizational trust showed a positive and significant direct effect on innovative work behaviour and a positive but not significant direct effect on extra-role performance. Limitations. Cross-sectional study and convenience sample through self-reports answers. Practical implications. Results confirmed the role played by a people-based approach to HRM underlining its implications for organizational behaviour and individual adjustment. Value. A strength of the study was its contribution to the investigation of the effects of thriving at work on the relationship between trust and organizational behavior in the Italian context.

1549 - THE REGULATION OF RESILIENCE AT WORK: GROWTH CURVE MODELS OF RESILIENCE DURING MAJOR AND ON-GOING LIFE EVENTS

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Purpose

This study investigates the stability of resilience and its self-regulatory influencers in order to sustain in goal directed behaviours at work. Resilience processes have been categorised by Bonanno and Dinich (2013) in relation to an adaptability to react to either chronic or acute stressors. Organisational environments involve achievement motivated environments with both major and everyday stress where individuals are required to regulate their emotions (Tugade & Fredrickson, 2007). This investigation focuses on short-term processes within common office workers which act as a rich and dynamic natural laboratory of resilience fluctuations in mentally healthy individuals' undergoing goal-oriented behaviour (Uphill, Lane, & Jones, 2012).

Design/Methodology

This investigation was carried out on office workers across eight Irish companies ($n=101$) by conducting a four-part longitudinal survey over an eight-week period. R Studio (Version 0.96.122) was used for all data cleaning and testing of growth curve models in conjunction with time-varying covariates.

Results

Results showed that within-person changes in social uplifts, and emotion regulation strategies to persist in goal directed behaviour were positively and reciprocally related to within-person changes in resilience; social uplifts were also a positive predictor of within-person changes in emotion regulation strategies to persist in goal directed behaviour, but not vice versa. Major life events were uncommon and accounted for small yet significant amount of change in all other variables.

Limitations

Testing across four time point's lead to a high dropout rate, while the lack of a specific resilience scale minimised the fluctuations in resilience captured.

Research/Practical Implications

These results offer empirical evidence of how organisational HR departments can optimally managed employee resilience to sustain goal-directed behaviour during on-going and major life challenges.

Originality/Value

To our knowledge, the study is the only research specifically focused on resilience processes in mentally healthy individuals during short term chronic stressors.

1552 - BE CHALLENGED, BE ENGAGED: DOES PERSONALITY INFLUENCE WORK ENGAGEMENT?

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Purpose: Why are some employees engaged, whilst others are not? Do individuals react differently to same demands. The overall purpose of the study was to examine whether there are individual differences, relating to personality, in the extent to which peoples work demands impact their work engagement (WE).

Methodology: A sample of 122 UK workers were surveyed about their perceived challenge and hindrance demands in their daily work, their levels of WE, and their personality characteristics. Specifically, conscientiousness, extraversion and neuroticism were predicted to have different moderating effects.

Results: Multiple moderated regression analysis was conducted. Findings showed that challenge demands were positively related to overall WE; however, the negative relationship between hindrance demands and WE were not significant. Moreover, the interaction of demands and personality traits did not impact overall WE level, on any of the predicted characteristics.

Limitations: The study was cross-sectional and was conducted using a heterogeneous sample of employees working in different organisations. Future studies should consider homogeneous occupational settings to understand the relevance of demands to particular settings.

Research Implications: The study aimed to address the variances observed within the literature on Job Demands-Resource model, that job demands can be classified as challenges and hindrances. Employees life stage and job status may influence stable personality traits and therefore narrower facets of personality may reveal different relations with WE.

Originality: Past research has not explored personality as a moderator in the relationship between challenge and hindrance demands and WE.

1557 - WHAT ACTIVATES “DARK” AND “BRIGHT” PERSONALITY AT WORK? A WEEKLY DIARY STUDY

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Purpose: Our study aims to investigate the trait-state dynamics of dark personality traits (e.g., amoral manipulation, distrust) and bright personality traits (e.g., empathy, trust) under different work situations (positive or negative). We expect that employees' dark personality traits are more likely to be translated into dark states when encountering negative work situations (e.g., unfairness), leading to negative work outcomes. Employees' bright personality traits are more likely to be translated into bright states when encountering positive work situations (e.g., empowering leadership), leading to positive work outcomes.

Design: This study applies a weekly survey design over five consecutive working weeks. One pre-measurement (baseline survey) assesses all stable employee traits. Five identical weekly surveys measure all concepts that fluctuate weekly: state-level of personality, work situations and work outcomes.

Results: Data collection is ongoing among Dutch employees. We strive for 450 data points from a sample of 150 respondents in the end (presently 300 data points from 115 employees are available). Preliminary analyses showed that ICCs for the state level of personality variables ranged between .55 to .77, which indicates that 45% to 23% of the personality variance may result from with-person fluctuations.

Limitations: Only self-report measures are employed in the current study.

Research/Practical implications: Taking into account both the state and the trait level of personality advances our understanding of how personality interacts with situations to predict human behavior at work.

Originality/Value: Our study applies a diary approach to personality research and integrates both dark and bright personality into the same design.

1562 - MOMENTARY WORK ENGAGEMENT: INVESTIGATING JOB DEMANDS-RESOURCES MODEL THROUGH EXPERIENCE SAMPLING

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Purpose: The goal of this study was to obtain an accurate understanding of how work engagement fluctuates from moment to moment throughout the day and across the span of a week.

Design/Methodology/Approach/Intervention: Drawing upon the revised version of Job Demands-Resources (JD-R) model, I examined momentary work engagement in relation to its moment-level and person-level antecedents. In investigating the relevant hypotheses, I employed the experience sampling method (ESM), where the participants used their smartphones as signaling and data-entering devices.

Results: The participants included 65 workers who were asked to fill out a survey, and then report their momentary experiences five times a day for five days. Results of multilevel modeling based on 1,124 observations revealed that momentary work engagement contained 77% of within-person and 23% of between-person components. The results further indicated that challenge demands—doing hectic and complex tasks—positively predicted the outcome, whereas hindrance demands—doing unclear and emotionally charging tasks—did not. In addition, the availability of momentary resources—doing meaningful tasks with high autonomy, along with a sense of confidence and optimism—positively predicted momentary work engagement.

Limitations: Some limitations include an exclusive reliance on self-report assessments and a limited between-level sample size.

Research/Practical Implications: Gained insights on the momentary predictors can expand the literature on the JD-R model and help facilitate the optimization of day-to-day experiences at work.

Originality/Value: The smartphone-enabled momentary assessment seems to be a promising tool for researchers and managers to obtain fine-grained, realistic picture of engagement at work.

1563 - THE ROLE OF TENURE AND JOB SATISFACTION IN THE PROSPECTIVE RELATIONSHIP BETWEEN WORKPLACE BULLYING AND INTENTION TO LEAVE: A MODERATED MEDIATION MODEL

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Abstract

Purpose. While the relationship between workplace bullying and intention to leave is well established, there is still a lack of research on the mechanisms of the association. In the present study, we investigate whether bullying targets' inclination to quit is mediated by job satisfaction and if it is stronger among relatively new employees.

Design/methodology. We employ a representative sample of employees from the Norwegian workforce (N=975), with data collected at two time-points with a six-month lag. Using the Process macro supplement to the statistical package SPSS, hypotheses were tested in a moderated mediation model.

Results. As hypothesized, exposure to bullying behaviors predicted increased stability adjusted intention to leave over time. The reverse causation model was non-significant. Moreover, the association was fully mediated by job satisfaction, and tenure moderated the relationship between bullying and job satisfaction, with long tenure acting as a buffer in the relationship.

Limitations. Single source biases may represent one limitation of the present study. However, with the use of a stability adjusted mediator and outcome, possible inaccuracies associated with such biases are minimized.

Research/practical implications. In revealing that negative consequences of bullying depends on the target's tenure, the present study should have implications for scholars and practitioners with respect to understanding and tackling workplace bullying, especially with respect to turnover intentions among those newly employed.

Originality/value. This is one of few studies to investigate the mechanisms of the bullying-turnover relationship, and possibly the first to address tenure as a moderator.

1564 - PAY, PAY INEQUALITY AND DEPRESSED WELL-BEING

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Purpose: To examine the combined effects of pay and pay inequality on psychological wellbeing using a needs satisfaction framework underpinned by self-determination theory.

Design/Methodology: Drawing on a large scale UK nationally-representative dataset of 14,804 employees nested within 1,752 workplaces, we test hypotheses that lower pay levels will associate with workplaces that fail to support self-determined environments (i.e., fail to support employee autonomy and competence), where lower levels of pay, autonomy support, and competence support associate with lower overall need satisfaction, which in turn relates to negative affective well-being. We further hypothesize that pay level will have stronger effects on overall needs satisfaction in workplaces characterized by high pay inequality (the Gini index), and the direct effects of pay inequality on overall need satisfaction will be moderated by the extent workplaces operate individualized performance-related pay, with pay inequality positively affecting need satisfaction in workplaces practicing individualized performance-related pay, but a negative effect elsewhere.

Results: Findings support hypotheses.

Limitations: Cross-sectional data.

Research/Practical Implications: A need satisfaction analysis explains how lower pay results in negative affective well-being. The findings raise concerns that pay's associations with lowered autonomy and competence support further impoverish the psychological experience of low paid work, and that workplace pay inequality significantly shapes the context surrounding need satisfaction.

Originality/Value: Pay inequality is globally accepted as a major current societal concern and is growing particularly since the 2008 global financial crisis. While economists, sociologists and some psychologists have researched pay inequality, it has been neglected in organizational psychology.

1566 - NARRATIVE IDENTITY OF GERMAN STARTUP FOUNDERS

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FOM Hochschule, München, Germany (1)

Purpose

Psychology of life stories suggests that individuals construe their own life as authors (McAdams, 2006). The purpose of this qualitative study was to explore how personal and professional life experiences are incorporated into the narrative identity of startup founders.

Design/Methodology /Approach/Intervention

Conducting 15 narrative interviews with German startup founders using a modified version of the Life Story Interview (McAdams, 2008), participants were asked to think about his or her life as if it were a book. Key scenes (high, low and turning point) and life themes were described in detail. All interviews (duration from 90 minutes to 2.5 hours) were audio-recorded and transcribed. Each transcript was analyzed for five main themes derived from empirical literature on narrative identity: Agency, Communion, Redemption, Contamination and Meaning Making.

Results

Results showed similar patterns of the main themes across participants. All founders had high values of Agency and Redemption. Meaning Making and Communion were present in all interviews on a medium level, whereas Contamination was found only scarcely.

Limitations

More interviews are needed to validate these results.

Research/Practical Implications

Results are of particular interest to better understand personality and contributors of entrepreneurship and could be used to develop specific coaching programs to support startup founders. Future research could – based on more interviews – examine how these specific patterns of narrative identity have evolved. In addition, it could be explored whether and how the narrative of founders influences their organizations and its cultures.

Originality/Value

This study is the first in Germany that investigated narrative identity of startup founders using the presented methodology.

1567 - THE ROLE OF TRUST IN JOB SATISFACTION AND WORK ENGAGEMENT AMONG SOUTH AFRICAN BANK EMPLOYEES

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Purpose

The banking sector in South Africa is currently being challenged to persistently assess and improve its processes in order to keep up with the rapidly changing financial landscape. Change is never easy, but during times of change workplace trust is challenged optimally. The purpose of this research was to investigate the role of workplace trust (i.e. trust in the organisation and trust in the immediate supervisor) in the job satisfaction and work engagement of employees in this sector.

Design/Methodology/Approach/Intervention

A quantitative research approach was adopted, using a cross-sectional design to collect data; participants were selected through convenience sampling ($n = 214$). For analysis, Mplus was used for structural equation modelling.

Results

Trust (trust – in organisation and supervisor) influenced job satisfaction significantly. Employees' physical engagement was significantly influenced by work trust in the organisation, while their emotional engagement was significantly influenced by work trust in the supervisor. Lastly, job satisfaction caused an indirect effect on the relationship from work trust (organisation and supervisor) to work engagement.

Limitations

The study was cross-sectional in nature. The sample size was relatively small; yet representative of the entire population.

Research/Practical Implications

Management can create awareness and roll out training initiatives that highlight the significance of trust, work engagement, and job satisfaction, through tailor made training that targets line managers.

Originality/Value

Banks can actually improve their credibility and restore their reputations if the impact of trust on the work engagement and job satisfaction of employees can be understood.

1571 - TIMES OF UNCERTAINTY: HOW ARE LEADERSHIP AND TEMPORAL FOCUS RELATED TO STRESS?

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Purpose. The purpose of this study was twofold: 1) to test how visionary leadership is related to employees' insecurity about the future, and this in turn to their levels of stress, and 2) to examine how temporal focus on the past, present, or future is related to uncertainty and stress.

Approach. Due to the energy transition, employees in the utility sector are likely to feel uncertain about the future, as there are many changes possible, but no clear answers yet. 478 participants (47 supervisors) in a Dutch utility company responded to a questionnaire. Visionary leadership, temporal focus, quantitative job insecurity, qualitative job insecurity, and strategic uncertainty were assessed, as well as stress.

Results. We show, using a PROCESS procedure, that the relation between visionary leadership and stress is mediated by quantitative and qualitative job uncertainty. In addition, we found that the supervisors' future temporal focus is negatively related to followers' strategic uncertainty regarding the organization. Employees' future focus was unrelated to their perceptions of uncertainty and stress, whereas the stronger employees focus on the past, the more stress they report. Present focus was negatively related to stress.

Limitations. Only one measurement, in one organization, was obtained.

Implications. Visionary leadership may help to alleviate the effects of uncertainty in changing contexts. Knowledge on temporal focus may help organizations understand and deal with the uncertainties associated with change.

Originality. This study contributes to the research on leadership and stress, where temporal focus has not been researched before.

1573 - OCCUPATIONAL MOBILITY AND SUSTAINABLE CAREERS: DOES OCCUPATIONAL MOBILITY RELATE TO HAPPINESS, HEALTH, AND PRODUCTIVITY OVER TIME?

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11.1 Career (planning and management; patterns and mobility; Occupational choice and careers guidance)_O

Occupational mobility and sustainable careers: Does occupational mobility relate to happiness, health, and productivity over time?

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Purpose

The sustainability of careers (i.e., staying happy, healthy, and productive over time) is increasingly important due to demographic change, longer working life and the dynamics caused by digitization. However, the relation between mobility, a key topic in current careers, and sustainability of careers remains uninvestigated. Based on theories of human capital, conservation of resources, and embeddedness we propose that occupational mobility may be harmful to sustainable development, as it may lead to a loss in human capital, depletion of resources, and inhibition in developing strong occupational social ties.

Design/Methodology/Approach/Intervention

The study is based on a ten-year longitudinal data set with 6 waves among young workers ($N = 1123$). Occupational mobility scores over 10 years were calculated and related to trajectories of (non-) sustainable career paths defined by indicators of health, happiness, and productivity based on growth mixture modeling.

Results

We identified three meaningful patterns that describe (non-)sustainable careers over a 10 year time span: "Sustainable - growth", "Sustainable - maintenance", and "Non-Sustainable- decline" which significantly differed in levels of occupational mobility in the expected direction.

Limitations

We focused on a young sample below age 30, which limits variance in occupational mobility and time.

Research/Practical Implications

We show that occupational mobility can have negative effects on developing a sustainable career.

Originality/Value

We link occupational mobility to sustainable careers within a large sample and over 10 years. We take a long-term dynamic perspective and explore sustainable career development in relation with "accumulated" mobility, considering not just intra-, but also inter-individual changes.

1574 - A MULTIGROUP SEM ANALYSIS OF THE MODERATING INFLUENCE OF CULTURE ON WORKPLACE DEVIANCE BEHAVIOUR IN INDIA AND USA

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Purpose

Previous research on deviance behaviour has concentrated predominantly in the USA despite proof that Indian organizations are indeed affected by workplace deviance (Pradhan & Pradhan, 2014): both destructive and constructive deviance. In addition, from the deviance perspective, surprisingly no study so far has examined the presence and effects of individualism and collectivism within the same culture at the individual level. Thus the present study will determine the moderating influence of culture on workplace deviance with climate and witness behaviour towards deviance using a social cognitive perspective.

Design/Methodology /Approach/Intervention

Multigroup invariance analysis were used on all the constructs and the developed model was tested in India (n=404) and the USA (n=583) via Amos 22.0 using Multigroup structural equation modelling (SEM) analysis.

Results

The results revealed that irrespective of nationality individual's cultural orientation did have a moderating effect on the relationship of the determinants with workplace deviance.

Limitation

The common method bias of the Self-reported data was acknowledged in the research by taking into account both procedure (Podsakoff et al. 2003) and empirical assessments (Malhotra, Kim, & Patil 2006).

Research/Practical Implications

The presence of individualist and collectivist within the same culture provides proof of individual difference, thus suggesting that while hiring, assessment of this aspect would provide more information about an individual's expected behavioural outcome.

Originality/Value

The study is the first to analyse the effect of culture using social cognitive theory as a lens with Multigroup SEM in deviance literature thus contributing to both theory and methodology.

1575 - THE RELATIONSHIP BETWEEN NEWCOMERS' PRE-ENTRY CAREER EXPLORATION BEHAVIOR AND POST-ENTRY ADJUSTMENTS: THE MEDIATING ROLE OF PERSON-VOCATION FIT AND THE EXPECTED UTILITY OF PRESENT JOBS

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Purpose:

Applying a person-environment fit perspective to the contexts of newcomers' career development and adjustment, the present study examines a sequential mediation model wherein newcomers' career exploration behavior during their job search leads to post-entry work adjustments via the person-vocation (P-V) fit and its resulting expected level of present job utility in regard to attaining career growth opportunities.

Methodology:

To test this hypothesized model, we used time-lagged data of 111 newcomers, who worked for privately-owned firms in Japan, collected via four waves of surveys over nine months.

Results:

Structural equation analyses demonstrated significant paths from career exploration behavior at Time 1, through P-V fit at Time 2, and expected present job utility in regard to attaining future career growth opportunities at Time 3, to three adjustment outcomes at Time 4 (affective commitment, job satisfaction, and reduced turnover intentions). Indirect effect tests confirmed that P-V fit at Time 2 and expected present job utility at Time 3 acted as sequential mediators.

Limitations:

The geographical area of the sample is limited to Japan; therefore, caution is needed when interpreting the results.

Research/Practical Implications:

Findings strongly support the notion of continuity in career development from pre-entry career exploration experiences to post-entry work adjustments.

Originality/Value:

This study adds value to the existing research on newcomer adjustments, which has focused primarily on newcomers' post-entry experiences in regard to facilitating adjustments. Using multi-wave, time-lagged data, our findings establish the connection between individuals' pre-entry career exploration behavior and their post-entry work adjustments.

1577 - SUSTAINABLE CAREERS: THE ROLE OF INDIVIDUAL AND ORGANIZATIONAL RESOURCES

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Purpose – Sustainable careers are careers that enable workers to be employable currently and in the future, while remaining healthy, happy and productive. Although personal agency has been studied as critical antecedent of sustainable careers, there has been an ongoing call for research that investigates the contribution of contextual, and specifically organizational, factors. The current study answers this call and examines the interaction between specific health and developmental practices implemented by organizations and individual career adaptability in relation to employees' sustainable careers operationalized through perceived employability and well-being.

Design – Survey data are collected among 458 employees nested within 136 organizations in the Netherlands. We included employees from small (23.8%), medium (37.2%) and large (39%) organizations from various industries. We analyzed the data using multilevel regression in MPlus.

Results – Results indicate that employability perceptions and well-being vary both between individuals and between organizations. Individuals' employability perceptions and well-being relate positively to career adaptability. In addition, the differences in employability and well-being of workers across organizations are, after controlling for the organizational size, significantly attributable to the differences in the implementation of organizational practices oriented towards employee development and health.

Limitations – Future research should use multi-source data for measuring organizational level variables. Additionally, longitudinal research is needed to assess the long-term outcomes.

Implications – Implementation of specific health and developmental practices might contribute to employees' sustainable careers.

Originality – This study adds to the scholarly literature on employability and sustainable careers by looking into organizational-level factors complementing individual level-level research that dominates the field.

1580 - GROUP-LEVEL TASK CONFLICTS AS A PREDICTOR OF WORKPLACE BULLYING: THE MODERATING ROLE OF LAISSEZ-FAIRE LEADERSHIP

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Purpose

Drawing on the work environment hypothesis and conflict escalation theory, the aim of this study is two-fold; first to investigate the potential detrimental effects of work group-level conflicts on workplace bullying, and second to investigate whether laissez-faire leadership moderates this relationship.

Design/methodology

We conducted a survey among the employees of a university in the Netherlands (N=871), where the participants were nested in 55 working groups, each group with one leader. We chose multilevel analysis based on the hierarchical data structure. Task conflicts were measured and analysed at the group-level (level 2), while laissez-faire leadership by the immediate superior, as well as workplace bullying were measured and analysed at the individual level (level 1).

Results

The analyses showed a significant main effect of group-level task conflicts on workplace bullying ($B=.365$, $p<.001$). Furthermore, the relationship between group-level conflicts and workplace bullying were stronger for individuals experiencing higher levels of laissez-faire leadership ($B=.200$, $p<.001$).

Hence, the findings supported both hypotheses.

Limitations

Self-report single-source measures were applied. Due to the specific sample, the generalizability of our findings are limited.

Research/Practical implications

The present study highlights the importance of leaders recognizing and dealing with group conflicts, even when the conflicts are task-related; as leaders' inactivity and avoidance of leadership will probably foster such conflicts to develop into bullying.

Originality/Value

To our knowledge, this is the first study to employ a multi-level design to investigate and show a strengthened relationship between group-level task conflicts and workplace bullying through higher levels of laissez-faire leadership.

1583 - THE ROLE OF MONETARY REWARDS IN THE TURNOVER INTENTION OF EMPLOYEES IN THE UTILITY INDUSTRY IN SOUTH AFRICA

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Purpose

Fairness in allocating monetary rewards greatly contributes to a positive employment relationship which is conducive towards promoting positive individual and organisational outcomes. Money should not be used as a Band-Aid; not everything can be remedied with money. Although money is important, it is, however, not the most important factor in retaining talent. This study investigated the importance of monetary rewards in retaining talent in the utility industry in South Africa.

Design/Methodology/Approach/Intervention

In this qualitative research approach, a purposive sample ($N = 15$) was taken from managers ($n = 6$) and permanently employed lower-level staff ($n = 9$) from an organisation in the utility industry, tapping into their experiences of possible reasons for the high turnover propensity and severe exodus of skilled employees. Data were transcribed, where after the content was coded into themes.

Results

Monetary rewards and the fairness with which they were allocated were indeed important in retaining talent, but sound leadership qualities in managing employees effectively also influenced talent retention. Lastly, turnover propensity was imminent where employees did not experience job satisfaction.

Limitations

Qualitative research might be influenced by the researcher's own prejudices and idiosyncrasies. The researcher endeavoured to exclude any prejudice by constantly reflecting on the research process.

Research/Practical Implications

Skills loss implies an exit of valuable intellectual capital and competitive advantage; therefore, organisations can no longer ignore factors that hamper their retention strategies.

Originality/Value

Organisational efforts to improve situational circumstances for employees will promote positive individual and organisational outcomes. The fair allocation of money through strong leadership can prevent organisational disruptions such as strikes and other incidents of labour unrest.

1584 - CARING FOR THE CARERS: THE ROLE OF EMOTIONS IN COMPASSION AMONG DOCTORS AND NURSES

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Purpose: The emotional demands of healthcare work are well documented, however, the role of different emotional processes in managing the affective impact on compassion remain under-researched. The study investigated the influence of emotion regulation, emotional competence, cognitive fusion, and emotional contagion on compassion in hospital-based doctors and nurses.

Methodology: Participants were randomly sampled and recruited from a large teaching hospital in the UK. They were requested to complete an online survey with measures that assessed the relationships between; compassion (satisfaction and fatigue), emotional regulation strategies (cognitive reappraisal or emotional suppression), cognitive fusion, and emotional competence (intrapersonal and interpersonal).

Results: A total of 513 participants were recruited into the study. Approximately 41% of the variance in compassion fatigue and 27% of the variance in compassion satisfaction scores were explained by emotional regulation strategies (cognitive reappraisal) and levels of intrapersonal emotional competence. Moderation analyses identified that intrapersonal emotional competence was a significant moderator of cognitive reappraisal for both compassion satisfaction and compassion fatigue.

Limitations: The cross-sectional design limits interpretations of causality and recruiting from a single hospital restricts generalisability of findings.

Practical implications: Focusing on the value of both cognitive appraisal and ways to enhance intrapersonal emotional competence skills during professional training and post-qualification will enhance abilities to manage stress in emotionally charged settings (hospitals). Targeting these emotion processes will also help to maintain and enhance compassion satisfaction and reduce compassion fatigue.

Originality: This is the first study to investigate the influence of different emotion processes on compassion in doctors and nurses.

**1586 - EXPATRIATES' STRESS DURING ADJUSTMENT AND INTERNATIONAL ASSIGNMENTS.
DEVELOPMENT OF A MODEL**

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The purpose of this paper is to examine the relationships between the emergent concept of fear of expatriation with further workplace fears (economic crisis and dangerous working conditions) and with mental health problems.

Design - The study uses a quantitative design. Self-reported data were collected from 265 Italian expatriate workers assigned to both Italian and worldwide projects.

Results - Structural equation model analyses showed that fear of expatriation mediates the relationship of mental health with fear of economic crisis and with perceived dangerous working conditions. Results revealed that Model 3 had an AIC of 7301.58 compared to an AIC of 7290.35 for Model 1, suggesting that the hypothesized full mediation model represents a superior fit to the data than the non-mediation model ($\Delta\text{AIC} = 11.23$). As expected, in addition to fear, worries of expatriation are also related to further fears.

Limitations - Although, the study is based on self-reports and the cross-sectional study design limits the possibility of making causal inferences, the new constructs introduced add to previous research.

Research/Practical Implications

Our results confirmed our innovative hypothesis and we suggest that companies' key people take into account the construct of fear of expatriation for business health purposes. With this in mind, companies need proper advice from qualified consultants such as occupational physicians and industrial psychologists.

1589 - A DEEPER LOOK AT CONSTRUCT VALIDITY OF ASSESSMENT CENTERS - WHICH BEHAVIORS DO ACTUALLY MATTER?

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Purpose

What is and what can be measured within Assessment Centers (ACs)? This question has engaged selection researchers for the last decades, but left them with confusion and disagreement. To move beyond the general exercise vs. dimension discussion we took a deeper look into (interpersonal) behavior shown in ACs. Specifically, we aimed at 1) identifying specific behavioral cues relevant for performance differences and 2) analyzing their structure and optimal combination in predicting performance.

Design/Methodology

Data of an actual (speed) AC for the selection of medical students ($N = 203$ applicants, 60 judges) was used, which focused on short interpersonal role-plays. The whole AC was videotaped and trained experts rated over 50 specific behavioral cues (e.g., upright posture, statements of support, hectic facial movements, fluent speaking) within three stations.

Results

SEMs showed that behavioral differences can be reduced to the broader constructs of Agency, Communion, Nervousness and Intellectual competence which all influence subsequent performance judgments. Furthermore, using a machine learning approach, we identified specific behavioral combinations that had a strong impact on subsequent judgments.

Limitations

While results are somehow consistent across stations they need to be replicated within other ACs (longer/different stations) and other samples (professionals).

Research/Practical Implications

Our results offer first hints of what can and cannot be distinctively measured within ACs and how one can design stations to evoke individual differences in desired behaviors/skills.

Originality/Value

As a first approach to micro-analytically investigate behavioral differences within an actual AC, this study provides a new understanding of what ACs can measure.

1591 - MINDFULNESS AND CREATIVITY: THE MEDIATING ROLE OF EXPLORATION BEHAVIORS

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In Canada, competitiveness performance continues to lag peer countries due to weak innovation capacity (1), which is often associated with creativity. To support innovation, researchers must find individual levers to promote creativity. Chaskalson (2011) suggested that mindfulness impact positively some workplace outcomes, including creativity (2). Past research showed that the relationship between mindfulness and creativity depends on one of the four mindfulness components (3), but fewer examined this relationship through the theory of ambidexterity. This theory suggests that the interaction of exploration and exploitation behaviors could promote the creativity performance of employees (4-5). In this study, the authors have selected the descriptive component (the ability to describe verbally the phenomena observed) (3) and the exploration (the ability to explore new avenues) (6). Thus, describing each detail and exploring all facets of the idea should increase creativity. This study examines the mediating effect of the exploration behaviors between description and creativity, which, to the authors' knowledge, has not been examined yet. In this cross-sectional study, 237 workers were recruited from various Canadian companies. They completed mindfulness skills (KIMS-Short) (7), exploration behaviors (8) and creativity (9) questionnaires. The basic assumptions being respected, the indirect effect analysis conducted with PROCESS (10) found a positive link between description and creativity ($r^2=44,55\%$). These results provide empirical support for the theory of ambidexterity to foster creativity among employees. But, the self-reported questionnaire used to measure creativity could be influenced by common measurement biases. Future research should attempt to find more empirical data to support this lever.

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1593 - WHY DO WE KEEP INTERRUPTING OURSELVES? INVESTIGATING AFFECTIVE AND SITUATIONAL CONDITIONS THAT SUPPORT SELF-INTERRUPTIONS

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Why do we keep interrupting ourselves? Investigating affective and situational conditions that support self-interruptions.

Purpose:

Today employees struggle to focus on their work. First, there are external triggers calling for attention. Second, internal interruptions occur frequently distracting employees. The question why people interrupt themselves and under which circumstances self-started interruptions occur remains unanswered. The purpose of this study is to gain knowledge about the causes of self-interruptions and the situations in which they take place.

Design/Methodology:

We used a critical incident technique in an online questionnaire. Participants (N=101) reported either a situation in which they worked focused or a situation in which they interrupted themselves (e.g. by starting a second task). The questionnaire further contained the Activation-Deactivation-scale and the DIAMONDS scale to gather information about the participants affect and the situations characteristics in which the interruption took place.

Results:

Analysis of variance revealed significant differences within situations for intellect ($M_{Focused}=5.77$ vs. $M_{Interrupted}=4.71$; $F(1,99)=12.82$ $p=.001$), duty ($M_{Focused}=6.37$ vs. $M_{Interrupted}=5.99$; $F(1,99)=3.34$ $p<.05$), sociality ($M_{Focused}=3.95$ vs. $M_{Interrupted}=4.77$; $F(1,99)=3.60$ $p<.05$) and for positive activation ($M_{Focused}=5.22$ vs. $M_{Interrupted}=3.87$; $F(1,99)=41.06$ $p<.001$). Other situational characteristics of the DIAMONDS showed no significant difference between the groups.

Limitations:

The design of the study does not allow causal interpretation and further results are only based on cross-sectional analysis which slightly restricts informative value.

Research/Practical Implications:

Further research is necessary to clearly identify under which circumstances internal interruptions occur. Moreover, a daily perspective on the reasons for internal interruptions will help to identify patterns of interruptions during work.

Originality/Value:

No research on situational and affective conditions of internal interruptions has been published yet.

1596 - PLACE4CARERS: ENGAGING FAMILY CAREGIVERS OF ELDERLY PEOPLE IN A COMMUNITY-BASED CO-DESIGN PROJECT FOR SOCIAL SERVICE INNOVATION IN VALLECAMONICA

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Purpose: To describe the first evidences of a community-based participatory research project (namely, Place4Carers) aimed to co-design an innovative organizational model of social services for family caregivers of elderly citizens living in the remote area of Vallecmonica. This innovative service model should be a way to guarantee ageing-in-place processes as well as higher families' inclusion and engagement in a more effective partnership with the welfare system and the local health organizations.

Methodology: Place4Carers features 7 work packages. Currently the first two faces were conducted. WP1 consisted of an extensive survey on unmet needs and expectations for support of the population of family caregivers receiving services in Vallecmonica. WP2 consisted of a scoping literature review on existing interventions to engage family caregivers living in remote areas. Furthermore, additional focus groups were aimed to co-generate ideas for shaping caregiver oriented services and organizational models.

Results: For WP1, 95 patients and 35 caregivers have been identified. Patients suffered from high impacting disabilities and are needed for ongoing assistance. Caregivers were mainly females, mean 60 y.o and with a low level of education. Scoping review in WP2 resulted in only 14 interventions on elderly's caregivers living in remote areas, which were mainly focused on psychological, educational and organizational support. Wp2's 3 focus groups have discovered a lack of information about available services and of psychosocial and networking support.

Limitation: The impact of Place4Carers activities should be conceivable as local. However, since it includes actions and strategies in order to assess the generalizability of the insights produced to other extra-urban contexts in Lombardy we are going to have some insights about results' exportability.

Originality and practical implications: Place4Carers moves from the depth understanding of local people needs in order to orient welfare services improvement and help in setting achievable goals of improvement for service organization. Place4Carers' results are going to contribute to deliver more value to elderly citizens and health and social system, while making the welfare processes and organization more efficient and effective.

1599 - SICKNESS ABSENCE OF NURSES WORKING IN RESIDENTIAL ELDER CARE: BOTH JOB- AND HOME-RELATED?

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Objectives Sickness absence is an important problem of nurses working in elder care. However, determinants in the home situation are often neglected. Further, the nurses' work schedule fit with private life might be an important job resource that could prevent sickness absence. Also, the pathways to sickness absence are still poorly understood: is it via health or via motivation? Therefore, the present study investigates the role of home demands, home and job resources with respect to sickness absence among nurses working in residential elder care, and whether these relationships are mediated by health or motivation.

Methods Longitudinal (SEM) analyses with a one year follow-up among 365 nurses were performed. Analyses were based on survey data including home demands, home and job resources, health complaints, motivation and registered sickness absence data. Analyses were controlled for the type of work schedule, working hours, job demands, age, education and gender.

Results This study shows that more job resources like work schedule fit with private life can prevent sick leave among nurses working in residential elder care. Its protective effect is mediated through nurses' health rather than nurses' motivation. Home demands increase sickness absence through their health rather than their motivation.

Conclusions More attention is needed for nurses' work schedule fit with private life and their home demands to potentially reduce health-related sickness absence among nurses working in residential elder care. Future research on sickness absence should not only include the traditional job demands but also job resources such as work schedule fit with private life. Adapting the work schedule to the employees' private life seems a good measure to reduce health-related sickness absence within one year.

1601 - THE ASSOCIATION OF WORK CHARACTERISTICS, SLEEP, AND PHYSICAL ACTIVITY WITH BURNOUT

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Purpose

Previous research identified time spent in physical activity and sleeping as predictors of burnout. Also, in multiple studies, job characteristics such as job demands and job control have been found to be influential on psychological well-being. In this particular study, we integrate these findings, assuming that each of these three highly prevalent activities – work, sleep, and physical activity – might act as predictor of burnout.

Design

We conducted a 14-days ambulatory assessment study with an objective measure of physical activity. 207 employees wore an accelerometer to assess time spent in physical activity and sleeping (8.059 observations), and reported job demands and job control in a daily survey. Levels of burnout were assessed before and after the two-week data assessment.

Results

Job demands were positively related to burnout. Against expectations, job control, time spent in physical activity, and sleeping showed no significant relationships with burnout.

Limitations

Since burnout had been assessed only two times, before and after ambulatory assessment, we could not analyze effects on a day-level.

Research/Practical Implications

These findings highlight the importance of job demands for psychological well-being and should encourage companies to develop work regulations that are suited for maintaining psychological well-being.

Originality

Our study integrates research investigating movement and sleep behavior into the field of research concerning effects of work characteristics on burnout.

1603 - IS THE EFFECT OF WORKPLACE BULLYING EXPOSURE ON SUBJECTIVE WELL-BEING MEDIATED THROUGH THE FRUSTRATION OF THE NEED FOR RELATEDNESS ? A LONGITUDINAL SIX-WAVE STUDY

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Is the effect of workplace bullying exposure on subjective well-being mediated through the frustration of the need for relatedness ? A longitudinal six-wave study.

Workplace bullying is a serious phenomenon that has serious detrimental effects on victim's health, attitudes, and work-related behavior. Drawing on self-determination theory, we propose that bullying exposure thwarts employee's need for relatedness with the result of decreased well-being. Studies examining these mechanisms used either a cross-sectional design (Trépanier et al., 2013) or a longitudinal design with (not theoretically justified) long time intervals (i.e., 12-month time lag; Trépanier et al., 2015). Therefore, the aim of our study was to test this mediation in a longitudinal design with much shorter time intervals (i.e. monthly), whether to see if the bullying exposure also shows short-term effects on well-being. A six-wave online survey design with monthly time lag was employed and data were collected among U.S. employees. The sample consists of 1,595 respondents (55.8% females, n=890, ageM = 36.9, ageSD =10.3). Workplace bullying exposure was assessed with the S-NAQ (Notelaers et al., 2018), frustration of the need for relatedness with the Psychological Needs Thwarting Scale (Bartholomew et al., 2011) and well-being with the WHO-5 well-being-index (Topp et al., 2015). Cross-lagged mediation analysis within a structural equation modeling framework confirmed the mediation model: Bullying exposure was significantly related to a change in frustration of relatedness and frustration of relatedness was significantly related to a change in well-being across all waves. The study findings advance the field through showing that bullying exposure has not only a long-term effect on well-being but also a short one, and that this effect is mediated through the frustration of relatedness.

1604 - GAMIFYING „MINDFUL MINUTES“ – A GAMIFIED TWO-WEEK ONLINE INTERVENTION TO FOSTER MINDFULNESS AND COUNTER STRESS

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Purpose: This longitudinal experimental study examined the impact of a gamification system (game design elements in non-game contexts) on the effectiveness of a two-week online intervention. We expected the intervention to increase mindfulness, recovery-related self-efficacy, and different well-being indicators. We expected gamification to amplify these effects through boosting motivation and engagement.

Design/Methodology: In a randomized control trial, we deployed two treatment groups (intervention with gamification vs. without) and a wait-list control group. Participants ($N = 95$) accessed an online platform with daily mindfulness-related exercises. We deployed questionnaires one day before and during the intervention, as well as one day afterwards and two weeks afterwards.

Results: Results indicate towards a successful intervention with positive changes in mindfulness and recovery-related self-efficacy as well as a decrease in exhaustion and perceived stress; whereas no changes in the control group were observed. Participants in the gamified intervention engaged in significantly more exercises online; however, no differences were observed regarding the total active exercising time, motivation and satisfaction compared to the non-gamified intervention.

Limitations: Controlling for situational factors in an online intervention is limited. Also, relying upon self-reports for assessing intervention success is limited as they are prone to certain response biases.

Research/Practical Implications: Enhancing an online intervention with a gamification system evokes certain behavioral change. However, it may not affect the effectiveness of the intervention. Further research is needed on specific aspects of gamification design.

Originality/Value: Experimentally testing the effectiveness of gamification in an online intervention is—to our knowledge—unique in gamification research.

1606 - MULTIPLE SOCIAL GROUPS SUPPORT ADJUSTMENT TO RETIREMENT ACROSS CULTURES

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Purpose: Research has demonstrated the positive effects that social identification with multiple groups has on people's health and well-being, not least during the transition from work to retirement. However, these effects have not been examined outside Western retirement contexts. This paper addresses this gap by investigating the contribution that group membership and identification with multiple social groups makes to supporting retirees' physical health and well-being across cultures.

Methodology: Responses from a representative sample of 10,513 retired individuals from 51 countries drawn from the World Values Survey were used in analysis. This focused on the number of group memberships, identification with multiple groups, subjective health, and well-being that respondents reported.

Results: Analysis showed that belonging to multiple groups positively predicted retirees' health and well-being in both Western and non-Western cultural contexts. In line with cross-cultural research, there was evidence that country-level collectivism moderated the strength of this association, with the effect being weaker in collectivistic (vs. individualistic) countries.

Limitations: The analysis was based on cross-sectional data which cannot address questions about causal relationships between multiple group membership and retirement adjustment.

Theoretical Implications: The current study adds to a growing body of research which argues for the importance of social identity processes when seeking to understand and successfully manage the retirement transition.

Value: This work therefore confirms the complex interplay between social group processes, culture, and life changing contexts (e.g., the transition to retirement) when it comes to understanding health and well-being.

1608 - LEADERSHIP CHALLENGES IN AUTONOMOUS TEAMWORK – BALANCING "STAYING CLOSE" AND "LETTING GO"

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Purpose

Autonomous teams are proposed to be more effective, innovative and competitive in a complex knowledge work setting. While many companies experience a pressure to grant autonomy, there are still pressures to retain and exert control throughout the organization. This is a complexity and a tension that managers at different levels of the organization must deal with. Furthermore, enhanced autonomy creates new challenges for alignment and sets new requirements for the different management roles.

Design/Methodology

Case-study approach with interviews in a large finance institution in Norway. 14 interviews with a total of 17 managers (from top managers to team leaders) were conducted.

Results

Preliminary analysis show that the different management roles become more complex as the organization strive for enhanced autonomy. There are concurrent demands for staying close to the team and to letting go and there exist countervailing pressures within the organization to grant autonomy while aligning and retaining control at the same time. The results indicate that one of the most important leadership tasks is to create a structure for autonomy where the scope of action for the team is encapsulated and the team direction is aligned with the overall goal of the organization.

Limitations

Results from case studies are context dependent and cannot be globally generalized.

Research/Practical Implications

Our results underline the importance of paying attention to the development of management roles of different levels when striving for enhanced autonomy in organizations.

Originality/Value

This study offers new insight into the challenging and complex role of management of autonomy.

1609 - THE ROLE OF PERCEIVED CAREER OPPORTUNITIES FOR OVERQUALIFIED EMPLOYEES

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Purpose: This study examines perceived career opportunities (i.e., employees' perceptions of the degree to which job opportunities are available for them within their current organization) as a boundary condition for effects of overqualification. In particular, we propose that overqualification is indirectly related to task performance and OCB via anger towards employment situation, and that these negative indirect effects are buffered by perceived career opportunities. Moreover, we assume that perceived career opportunities mediate the moderating effect of leader-member exchange.

Design: Data were collected from 272 employees (56 % women, agemean = 39 years) at three measurement points with a time lag of two weeks each.

Results: In sum, the results support the assumption that perceived career opportunities moderate the relationship between overqualification and its outcomes (mediated by anger towards employment situation) and that perceived career opportunities is triggered by leader-member exchange (mediated moderation). Particularly results showed a negative indirect moderation effect of leader-member exchange on the relationship between overqualification and anger towards employment situation through perceived career opportunities. Additionally leader-member exchange significantly predicted perceived career opportunities.

Limitations: The proposed model does not include actual career advancements.

Practical implications: When selecting overqualified applicants, organizations are advised to provide them with career advancement opportunities in order to reduce potentially negative outcomes.

Originality: By identifying the role of perceived career opportunities, we add to the growing literature on boundary conditions of the overqualification-outcome link.

1613 - DRIVING BEST-PRACTICE IN REWARD DECISIONS IN WOMEN-SCARE DISCIPLINES: LESSONS FOR HR FROM A CASE STUDY OF UK ACADEMIA

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✓ Purpose.

A recent study (Leslie, Manchester & Dahm, 2017) found that gender pay gaps (GPGs) reverse in the upper echelons of organisations. The authors hypothesise that women rewarded in line with their strategic potential to demonstrate organisational diversity. However their study relies on self-report salary data using a private sector US sample with high potential for market-based compensation, limiting generalisability.

This paper examines the “strategic diversity value” effect of women by exploring GPGs, and the factors that comprise GPGs using academic staff payroll data within two Russell Group universities ($n=4,000$). Both apply Athena Swan Charter principles placing strategic importance on the progression of women in under-represented disciplines at the heart of HR practice. Pay levels are tightly regulated within a national framework and there is little room for variability.

✓ Design/Methodology /Approach/Intervention

Using Oaxaco-Blinder decomposition techniques we compare GPGs and factors that comprise pay gaps in departments with a high density of women (eg Arts and Humanities) with those with low density (typically Engineering and Physical Sciences).

✓ Results

We find little difference in raw GPGs, favouring men in high and low-density departments, however gaps narrow and a greater proportion of the GPG is explained in low women-dense departments. By decomposing the factors that underlie these patterns we show that salaries in low-women-dense departments are better predicted by “fair” elements such as seniority and length of service than those in high-women-dense departments.

✓ Limitations

Generalisability to other contexts

✓ Research/Practical Implications

Implications for strategic reward practice to close GPGs.

✓ Originality/Value.

This study extends the earlier work into the UK higher education sector.

1617 - GUANXI HRM AND EMPLOYEE WELL-BEING IN CHINA

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Purpose

This paper aims to delineate how an indigenous Chinese concept guanxi HRM would undermine employee well-being. Drawing on basic psychological needs theory (BPNT), it postulates that guanxi HRM creates a social environment that frustrates employees' basic psychological needs, thus undermining employee well-being; the value of perseverance would moderate the process from need frustration to employee well-being.

Methodology

This paper performed regression analysis and path analysis based on a survey in China with 321 valid responses.

Results

The results are consistent with the hypotheses except for the moderating role of perseverance. Perseverance mitigates the undermining effect of need frustration on emotional exhaustion but it does not moderate the relationship between need frustration and overall employee well-being.

Limitations

It is a cross-sectional design. All the measures are subjective and rated by the same participant.

Research implications

This paper underlines the importance of context for HRM studies in China; the findings substantiate the BPNT's proposition at the Chinese workplace; the study demonstrates the importance of acknowledging the multi-dimensional nature of employee well-being.

Originality

It fills the gap in Chinese HRM by linking guanxi HRM to employee well-being via the lens of basic psychological needs satisfaction theory; methodologically, it simultaneously operationalises employee well-being as positive and negative measures.

1619 - THE ROLE OF SOCIAL AND TEMPORAL COMPARISONS IN POS-OUTCOME RELATIONSHIP

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Purpose-The purpose of this paper is to integrate temporal comparisons into the study of organizational support. To do so, we propose a new construct, namely Temporal Perceived Organizational Support (TPOS). TPOS captures an employee's belief that the organization supports him/her now more than it did in the past. Moreover, we aim to contribute to the understanding of the role of social comparisons (Relative Perceived Organizational SupportRPOS) and temporal comparisons (TPOS) in moderating the direct and indirect relationship between Perceived Organizational Support (POS) and its outcomes (willingness to support the organization and intent to quit).

Design/methodology/approach- Our paper incorporates two field studies. Our first study incorporates RPOS as moderator of the relationship between POS and its outcomes through felt obligation and expected reciprocity, while our second study incorporates TPOS as moderator.

Findings- RPOS was found to moderate (weaken) the POS-felt obligation relationship thus affecting the mediating role of felt obligation in the POS-outcome relationship (moderated mediation). Similarly, TPOS was found to weaken the POS-felt obligation link and as such the ability of felt obligation to mediate the POS-outcome relationship (moderated mediation).

Practical implications: Our findings indicate that perceptions of social and temporal treatment need more attention, as they can substitute the lack of POS regarding employees' social exchange processes.

Originality/value: A new construct (TPOS) is proposed. Moreover, it is the first time that social and temporal comparisons constructs are examined as moderators of the relationship between POS and its outcomes.

Paper type- Research paper

Keywords: Temporal Comparison; Social Comparison; Perceived Organizational Support; Willingness to support; Intent to quit; Extra-role

1621 - WHEN PERSON-ORGANIZATION VALUES FIT MATTER: UNDERSTANDING THE FACTORS ENABLING PRACTICE CHANGE IN NURSING STAFF AFTER A SHIFT OF CARE PARADIGM

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Purpose: This study aims at understanding the factors enabling change in the practices of the nursing staff because of a top-down imposed shift of paradigm of care (from “curing the patient” to “co-constructing the care together with the patient”) in a university hospital in Belgium. The theoretical framework of the person-environment fit has been adopted for testing the hypothesis that only nursing staff whose personal values fit with those of the organization and of the new paradigm of care are willing to set up co-construction of care practices.

Methodology: 79 members of the nursing staff (79,7% women) answered a paper-and-pencil self-administered questionnaire. This comprises, among others, measures of subjective and objective fit between Person and 1) Organization values (POfit), and 2) Care Paradigm values (PCPfit). Willingness to co-construct the care with the patient (care co-construction) was measured as dependent variable.

Results: The main results show that the care co-construction is positively associated with PCPfit ($p<.000$). Moreover, the objective POfit of the co-construction values moderates the association between the subjective POfit and the care co-construction ($p<.001$). More precisely, the association of subjective POfit on care co-construction was positive (vs. negative) when nurses reported high (vs. low) levels of objective POfit.

Limitations: This is a cross-sectional study run on a small size sample.

Implications: The fit between the co-construction values of the staff and the organisation should be strengthened.

Value: Many hospitals worldwide that are setting up a similar transition in the care paradigm would benefit from the present results.

1623 - THE EFFECT OF DAILY AFTERHOURS MOBILE USE ON WORK MENTAL FATIGUE AND SOCIAL ACTIVITIES AT HOME

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Purpose. While acknowledging the benefits of mobile technology, recent research warns us about the dark side of such phenomenon outside the organizational settings (e.g. Barley et al. 2011). Drawing upon the Conservation of Resources (COR) theory, we investigate how the afterhours mobile use for working purposes affects individuals' mental fatigue the next day, and in turns affects individual likelihood to engage in social activities with the spouse.

Design/Methodology. Using the Experience Sampling Methodology (ESM), we involved 73 employed participants and their spouses over the course of 10 working days.

Results. To test our hypotheses we conducted HLM analyses. Our results suggest that mobile technology use in the evening increases mental fatigue the next day and diminishes the likelihood that employees spend time engaging in social activities with their spouses. Moreover, our study demonstrates that spouse recovery support (i.e., helping the employees to relax) plays a pivotal role in alleviating the negative effects of mental fatigue on the engagement in social activities.

Limitations. While a sample size of less than 80 focal participants has been used in previous research and has been considered acceptable, it is nevertheless small.

Research/Practical Implications. The study contributes to current research by increasing our understanding of the drawbacks of extensive mobile use at home for working purposes, and of the potential means to alleviate this effect.

Originality/Value. The paper considers in a simultaneous fashion the effects of afterhours mobile technology use on work and family environment by embracing both the employees and spouse perspective.

1624 - FROM ISOLATION TO INTERACTION: A SOCIAL NETWORK PERSPECTIVE ON AGING TEACHERS' POSITION IN SCHOOL ORGANIZATIONS

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Since workforce is greying, an increasing pressure has been put on many sectors, including the public sector, to raise legal retirement age. Nevertheless, older workers, and specifically teachers, usually retire much earlier. In the organizational and educational literature, most studies regarding end-of-career teachers have been applying a deficit perspective: reporting on older teachers' challenges and difficulties. Only a limited amount of studies takes into account senior teachers' potentials, learning, and further career development. In this present article, we therefore approach end-of-career teachers from a non-deficit perspective. This paper aims to contribute to a better understanding of older teachers at work, by identifying different profiles and by analysing HR practices that target them. Combining identity, organizational and social network theory, we focus on end-of-career teachers' knowledge and expertise exchange and their position within the school's network. In particular, we conducted a comparative mixed-methods case study (interviews, social network analysis) in two secondary schools with a sample of ten senior teachers, four younger teachers, and two principals. The results illustrate that older teachers hold central positions in their workplace and have, in accordance with the socio-emotional selectivity theory, limited but strong bounds with colleagues. Moreover, school principals seem to benefit from older teachers' organizational knowledge by involving them in decisional processes. Nevertheless, results show that principals mainly apply remedial measures to deal with changes due to aging. This paper ends with some implications for school principals: Applying a non-deficit developmental approach is key for sustainable HR management in schools across the lifespan.

1626 - PRACTICAL SOLUTIONS TO CONDUCTING TEAMS RESEARCH IN THE FIELD

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Purpose: Although 21st century work largely occurs in teams, most teams research is laboratory-based. More field-based teams research is necessary; however, issues such as turnover, attrition, intervention dosing, and multi-team membership (MTM), whose magnitude is multiplicative compared to individual-level research, present significant challenges. We present two studies using different methodologies, and facing different challenges, as case examples for handling these practical obstacles.

Design/Methodology /Approach/Intervention

Case 1: We combined a web-based survey of 620 healthcare teams with archival performance data to examine the impact of coordination elements on performance. We used key survey questions, inclusion criteria, and a multi-modal recruitment strategy to handle recruitment, MTM, and coercion challenges.

Case 2: This field experiment tested the impact of a monthly performance-feedback report and debrief intervention on team coordination in a sample of 34 healthcare teams followed over seven months. We used inclusion criteria, intervention adaptations and attendance tracking to handle recruitment, attrition, dosing, and MTM challenges.

Results

Case 1: On average, 76% of teams invited were represented in our sample, albeit at different levels of within-team participation (25-100%). Teams that more effectively created common perspective among their members performed better in selected areas of care.

Case 2: Our intervention significantly impacted selected aspects of team coordination, among teams receiving more consistent intervention doses.

Limitations: Challenges listed and handled are not exhaustive.

Research/Practical Implications: Our research presents practical solutions for making field-based research more prevalent.

Originality/Value: No generally-accepted practices currently exist for handling these research challenges in team settings. Our work presents a starting point for developing consensus.

1627 - HOW DO PERCEIVED NEED SUPPORT AND COMMUNICATION AMONG COLLEAGUES PREDICT SATISFACTION AT WORK?

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Purpose: Work teams are now ubiquitous in the workplace and they represent a specific relational context in and of itself. Knowing both colleagues' need support and perceived communication are likely to lead to several positive consequences such as satisfaction at work. Self-determination theory was used to examine how perceived need support from coworkers (support for autonomy, competence and affiliation) impacts both perceived communication among colleagues and individual need satisfaction. Method: 169 lifeguards working in 36 teams completed a paper and pencil survey including a coworker need support scale, a perceived communication among colleagues scale and a satisfaction at work scale. Results: Data were analyzed using the Bootstrapping Regression Process on SPSS. The results of the study show that colleagues' need support is important to promote communication among colleagues. The mediation model indicates a partial mediation effect of perceived communication on participants' satisfaction at work while the effect of perceived need support stays significant. Thus, both perceived need support and perceived communication among colleagues seems to be important to promote one's satisfaction at work. The current results will be discussed further during the presentation Limitations The cross-sectional nature and the specificity of the population who completed the study limit the generalization of our results. Contribution: Our study underscores the importance of the quality of need support and communication among colleagues to promote satisfaction at work.

1629 - A RESOURCE-DEPLETION PERSPECTIVE OF LINK BETWEEN SLEEP DEPRIVATION AND WORK-FAMILY CONFLICT

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Purpose

With the salience of social dilemma arisen from sleep, a growing number of occupations have been forced to work much more under sleep loss, employees usually lose their sleeping time for the work and family demands (Barnes, 2012, 2013). And theory and research on sleep deprivation in work and organizational contexts have initiated to pay attention until recently (Barnes, 2016; Litwiller et al., 2017), this study draw on self-regulation and ego depletion theories to delineate the processes and boundary conditions with especially how employees' sleep deprivation triggers their following work-family interference with emotional and cognitive depletion mechanisms, and moderated by their work-family centrality.

Design/Methodology

Through a diary study design, we collected data form 109 full-time employees with a total of 524 workday observations, and utilized hierarchical linear modeling to test the hypotheses.

Results

Empirical results suggested that employee's daily sleep deprivation had positive relationships with their emotional exhaustion and cognitive fatigue during the following day, which in turn increased their following day's work-family conflicts. Furthermore, employee's work-family centrality was found to aggravate these relationships by exacerbate deprived employees emotional and cognitive depletions associated with their past sleep loss.

Limitations

The study relies on a sample of self-reported measures which could potentially limit by their responsive bias and narrow size of samples.

Research/Practical Implications

Starting the workday with inadequate sleep, a deprived employee with a little resource tank only decreases the likelihood that there are any emotional and other regulatory fuels left at the end of the day when it is time to interact with family, thus sleep-deprived employees will experience more work-family conflict than well-rested ones. And employee with high work-family centrality (i.e., high work

centrality) could easily suffer more emotional and cognitive depletions and aggravate their work-family conflicts.

Originality/Value

This study contribute the sleep deprivation research by providing empirical evidence for the adverse effects of sleep deprivation on employees' work-family interface, and also contributes to resource depletion theory by identifying individuals' emotional exhaustion and cognitive fatigue as significant emotional and cognitive resource depletion mechanisms and processes correspondingly that have direct implications for their depletion states.

1632 - AN INTEGRATIVE REVIEW OF HEALTH-PROMOTING LEADERSHIP

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Purpose: Focus on health-promoting leadership is of significance in healthcare settings to improve organizational health so that nurses are attracted and retained as a valuable resource to optimizing outcomes such as job satisfaction, quality of care and patient safety. The aim of this systematic review was to summarize and synthesize accumulated evidence on health-promoting leadership related to nursing considered of significance for future nursing leadership internationally.

Design/Methodology: Eight databases were searched. An integrative review, allowing for inclusion of both qualitative and quantitative peer-reviewed literature was undertaken. Of 339 papers, 13 were eligible for inclusion: eight qualitative and five quantitative. Studies were assessed for quality using standardized checklists (PRISMA, CASP). Additionally, an adaptive framework based synthesis was used, allowing themes identified *a priori* to be specified as coding categories and new themes to emerge *de novo* by inductive analysis.

Results: Health-promoting leadership appears to be value-based moving beyond good leadership behavior by raising leaders' health awareness and awareness of influencing contextual factors viewed in a more holistic and long-term systemic approach. Health-promoting leadership seems thus to be a promising avenue and critical part of organizational capacity for health promotion bridging the domains of positive health and leadership requiring salutogenic presence, open communication and more relationship-oriented leadership styles.

Originality/Value: Advancing our knowledge of the importance of health-promoting leadership in people intensive environments.

Contributes: This has the potential to make a meaningful contribution to advancing nursing leadership, enhancing resilience in healthcare systems instead of reducing stress.

1635 - THE EMOTIONAL EFFECTS OF MAKING MISTAKES: A QUALITATIVE STUDY OF THE EMOTIONAL OUTCOMES OF PRESCRIBING ERRORS

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Purpose: In addition to the impact on patients (Nguyen et al., 2017), health care professionals also report distress, fatigue and burnout as a result of patient safety events such as medical errors (Tawfik et al., 2018).

Methodology: This qualitative study involved one-to-one interviews with 21 participants including consultants, nurses, matrons, foundation year doctors and pharmacists, based at a public hospital in the north west of England. The interviews focussed on experiences and subsequent emotional impact of making a prescribing error. All interviews were recorded and transcribed, and thematic analysis was used to interpret the data.

Results: Key themes emerging from the findings include feelings of embarrassment, distraught, anxiety, trauma and helplessness. The emotional impacts of making a prescribing error included lower self-confidence, personal sense of defeat, grief and fear.

Research limitations: The organisational context is likely to influence policy and procedures, as well as quality and safety. We therefore recommend that the study is replicated in a variety of other settings.

Implications for research and practice: The perceptions and experiences of staff regarding current reporting procedures and systems are likely to be crucial to efforts for reducing prescribing errors as well as improving their own health and wellbeing.

Originality/Value: To date, there is limited research on the views and experiences of healthcare staff towards prescribing errors and the emotional effects it has on them.

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Tawfik, D. S., Profit, J., Morgenthaler, T. I., et al., (2018). Physician Burnout, Well-being, and Work Unit Safety Grades in Relationship to Reported Medical Errors. Mayo Clinic Proceedings. DOI: <https://doi.org/10.1016/j.mayocp.2018.05.014>

1636 - CULTURAL ROBUSTNESS OF DISTRIBUTED LEADERSHIP AGENCY AND ITS RELATIONSHIPS WITH EMPOWERING LEADERSHIP, SELF-EFFICACY AND INNOVATIVE BEHAVIOR

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Purpose

Studies has pointed towards distributed leadership as beneficial for innovation and organizational change. However, we know little about what engage employees in leadership tasks. The present study inquires into leader and employee characteristics of importance for employees' distributed leadership agency (DLA). Moreover, whether there is a relationship between DLA and innovative behavior. We also wished to know if national culture plays a role, in particular with reference to cultures' power distance dimension.

Design

This cross-cultural study surveyed 255 nurses from an Italian hospital and 685 nurses from a Danish hospital.

Results

SEM analyses shows that in both countries, empowering leadership was positively related with DLA, and there was an interaction effect of self-efficacy and empowering leadership on DLA. In turn, DLA was positively related with innovative work behavior.

Limitations

The study is cross-sectional, and causality cannot be inferred. Generalization beyond health care professionals similar to nurses should be considered carefully.

Research/Practical Implications

In order to stimulate DLA and innovative behavior among nurses in hospitals, managers may benefit from training in empowering leadership. Moreover, the results may point towards HRM initiatives that strengthen nurses' self-efficacy such as for example competence development.

Originality/Value

The study contributes to research in distributed leadership by emphasizing the roles of empowering leadership and employees' self-efficacy. The cross-cultural approach contribute with knowledge about the cultural sensitivity vs. robustness of distributed leadership, and adds to the generalizability of research in distributed leadership.

1643 - ENTITLEMENT DISCONNECT: EXPLORING GRADUATES' MENTAL SCHEMA IN THEIR ANTICIPATORY PSYCHOLOGICAL CONTRACT

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In this paper, we expanded on psychological contract development theory by exploring the mental schemas of graduates' anticipatory psychological contract. With this research, we aimed to explore and substantiate themes associated with the mental schemas of graduates, so that the psychological contract formation theory can be expanded by incorporating entitlement disconnect as part of the anticipatory psychological contract. Literature regarding the formulation of the psychological contract is still underdeveloped, especially regarding the anticipatory phase thereof. Entitlement disconnect has also not been focused on in past literature, especially as a component of the anticipatory psychological contract that can have an impact on graduates' professional career plan and voluntary turnover intention. A qualitative approach to research was adopted consisting of interviews with 18 final-year graduate students in the final phase of their degrees to derive themes associated with the mental schemas of graduates' anticipatory psychological contract. The findings suggest that graduates already have a developed mental schema that was based on their entitlement. It was also confirmed that graduates had a disposition towards voluntary turnover intuition before organisational entry, which was due to an entitlement disconnect perception. The final and most surprising finding was that some graduates displayed a pre-employment psychological contract breach, where graduates already anticipated contract breach before entering an employment relationship. This research suggests that graduates' mental schemas in their anticipatory psychological contract play a much bigger role in the development of their psychological contract, after organisational entry, than what was initially thought.

1644 - EMOTION WORK: CHALLENGE OR HINDRANCE STRESSORS? A 3-WAVE LONGITUDINAL STUDY

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Purpose

In emotion work research it is unclear whether the requirement to display certain emotions has positive or negative effects on psychological health. The challenge-hindrance stressor framework suggests that hindrance stressors are positively related to psychological strain and negatively related to well-being. Challenge stressors, in contrast, are positively related to psychological strain, but also positively related to well-being. Therefore, the research question is whether emotion work variables are challenge or hindrance stressors.

Design/Methodology

Using SEM we investigated causal relations between emotion work and burnout in a 3-wave longitudinal study of 205 service workers. Emotion work included the requirement to display positive emotions, negative emotions, sympathy emotions, sensing emotions and emotion-rule dissonance. The burnout components emotional exhaustion and personal accomplishment were used.

Results

ER-dissonance had a negative effect on emotional exhaustion. The requirement to display positive emotions and sympathy emotions were beneficial, both negatively related to emotional exhaustion; the requirements to display positive, sympathy and negative emotions as well as sensitivity requirements had a positive effect on personal accomplishment. Results show that emotion work variables have both positive and negative effects on well-being and can be seen as challenge stressors.

Limitations

The present study only used self-report data.

Research/Practical Implications

The results support the view of causal effects of emotion work on burnout. The assumptions of the challenge-hindrance stressor framework also apply to emotion work.

Originality/Value

To our knowledge, this is the first study matching emotion work to the concept of challenge and hindrance stressors and testing this in a longitudinal study.

1645 - TRANSLATING GOVERNMENTAL BURNOUT POLICY INTO MULTI-STAKEHOLDER COLLABORATION

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This paper contributes to the discussion on employee stress and the burnout syndrome by focusing on the translation of government policies into multi-stakeholder collaboration. The new role as rehabilitation coordinator in Sweden aims to illuminate how permeable organizations enable space for inter-organizational stakeholder initiatives and collaboration. At the same time, such leaking boundaries challenge formal organizational entities and their demarcations.

Multi-stakeholder collaboration is often under debate in the Swedish public sector, when strong borders between authorities is often described as major obstacles for solving serious societal problems. In the field of escalating sick leave, various attempts to foster collaboration have been initiated over the years. The establishing of formal linkages between various agencies is one example along with "reconciliations meetings" to identify rehabilitation efforts involving the person on sick leave, selected public agencies and the employer.

The new position as rehabilitation coordinator follows this line of thinking on collaboration, with the explicit intention to facilitate the return to work for employees. The burnout syndrome is of special interest, as it an increasingly common diagnose implying long periods of sick leave. We understand the role as coordinator as a broker and translator of public health policy in a multi stake holder context. In this process, conflicting logics and rationalities explain why formal bureaucracy is needed to ensure a righteous treatment of the patient at the same time as overly formal procedures reinforce boundaries and hereby hampers requested multi-stakeholder collaboration facilitating a way back to work.

1648 - GENDER DIFFERENCES IN LEADERSHIP: AN ITALIAN STUDY WITH THE LBLM

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✓ Purpose

Over the last decades, researchers have increasingly investigated gender roles in leadership through adapted models. This study aims to identify gender differences between managers in big organizations, applying an adaptation of La Bella Leadership Model (LBLM).

✓ Design/Methodology/Approach/Intervention

Data were collected from 1312 managers (85% males and 15% females). A questionnaire presented output distributed in four areas identified in LBLM (structural area, visionary area, political area, and empowerment area). It was administered in public and private organizations.

✓ Results

Findings support statistically significant gender differences, examined in the four areas, important for a manager to apply in its leadership. They highlight how women are different from men in the visionary area (women present the organization's vision and their positioning, ask support, receive and listen feedback from collaborators) and in the political area (women find sometimes win-win solutions and get them accepted, and show a perception of collaborators' performance), instead in the empowerment and structural areas the sample's examined behaviors didn't present any difference by gender.

✓ Limitations

The main limitations concern the adoption of a new leadership model. The sample is composed of a male majority. Future analysis with different samples may help the research.

✓ Research/Practical Implications

This work can help the boss to understand which the managers' real capacity is: they can better enhance or improve the managers' capacity for the best organization growth.

✓ Originality/Value

This research expands knowledge on leadership and gender by fostering a new perspective about how a manager exercises its leadership.

1649 - THE MODERATING EFFECT OF RESILIENCE FACTORS ON EXPOSURE TO BULLYING BEHAVIOUR AND RETURN TO WORK SELF-EFFICACY IN PATIENTS WITH COMMON MENTAL DISORDERS

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Aim: This study aims to investigate the moderating effect of resilience factors in the relationship between exposure to bullying behaviour and return to work self-efficacy (RTW-SE), assuming that high resilience, acts as a buffer in this relationship.

Design/Methodology: A sample of 159 patients with common mental disorders (CMD), on sick leave or at risk, exposed to bullying behaviour completed the Short-Negative Acts Questionnaire (S-NAQ), RTW-SE, and Resilience Scale for Adults. The PROCESS macro SPSS supplement was used to analyse whether resilience moderated the relationship between exposure to S-NAQ and RTW-SE.

Results: The S-NAQ–RTW-SE relationship was moderated by resilience ($B=-.382$, $SE = .19$, $t = -2.04$, $p <.05$). The model explained 23.5% of the variance for RTW-SE, ($F (3, 123) 12.56$, $p < .0001$). The relationship was significant for those with a lower ($B=-.41$, $SE = .17$, $t = -2.42$, $p <.05$), moderate ($B=-.68$, $SE = .18$, $t = -3.81$, $p <.005$), and higher resilience score ($B=-1.04$, $SE = .30$, $t = -3.44$, $p <.001$). These results suggest that resilience does not have a buffering effect for RTW-SE when exposed to high levels of bullying behaviour.

Limitations: Only survey data were applied.

Implications: The result indicate there might not be a beneficial gain in training patients to become more resilient to help improve RTW-SE when exposed to bullying behaviour.

Originality/Value: To our knowledge, this study is the first to examine the moderating effect of resilience on the relationship between bullying behaviour and RTW-SE.

1651 - SPANISH VALIDATION AND ADAPTATION OF THE INTERNAL CORPORATE SOCIAL RESPONSIBILITY QUESTIONNAIRE

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Purpose

To validate the Spanish language adaptation of the Internal Corporate Social Responsibility Questionnaire (ICSRQ) by Mory et al (2015) in a sample of Colombian workers, as well as to test the relation between the ISRQ dimensions and organizational commitment.

Design/Methodology/Approach/Intervention

We perform a translation-backtranslation method to obtain a linguistic adaptation of the items and a CFA to test the original factor structure of seven dimensions (i.e. employment stability, working environment, skills development, workforce diversity, work-life balance, tangible employment involvement and empowerment).

We ran the CFA using AMOS in a sample of 323 Colombian workers of different organizations and economic sectors. To check for additional external validity, we compare the results of the ICSRQ with the position of each organization in third-party employee branding rankings (e.g. great place to work).

Results

We obtained adequate fit indexes of the seven-factor structure; however, some items were dropped due to lack of convergent and discriminant validity. We also obtained significant relations between the levels of internal social responsibility, organizational commitment, and the relative position of organizations in CSR and best working-practices rankings.

Limitations

Our sample was mainly based in Bogotá, Colombia; some economic sectors were under-represented, a larger sample could be required.

Research/Practical Implications

The ISQ represent a validate alternative to third-party consultant rankings to assess responsible work practices among employees.

Originality/Value

To our knowledge, there are no other CSR questionnaires that assess employee responsibility in Spanish language.

Reference

Mory, L; Wirtz, B.W. & Göttel, V. (2016) Factors of internal corporate social responsibility and the effect on organizational commitment. *The International Journal of Human Resource Management*, 27:13, 1393-1425, DOI: 10.1080/09585192.2015.1072103

1653 - DON'T GET CAUGHT IN THE MIDDLE: THE EFFECT OF FOLLOWER PERFORMANCE ON PROCEDURAL JUSTICE

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Research in organizational justice has conclusively shown that procedural justice is related to subordinate work attitudes and behaviors. Nevertheless, little is known about the antecedents of this type of justice, especially the role of subordinates in shaping how managers enact justice. Building on work in heuristic decision making, social cognition, and the literature on job demands, we suggest that managers use subordinate performance as a heuristic in deciding how to allocate procedural justice and that they do so in a way that favors subordinates whose performance stands out positively or negatively. We propose that this effect gets stronger as managerial workload increases. Data from a field survey with 111 manager-subordinate dyads suggest that high and low subordinate performance were indeed associated with significantly higher levels of procedural justice than average performance. To avoid concerns inherent in the interpretation of correlational, same source data and to further unpack the relationship between performance and procedural justice we conducted a laboratory experiment with 179 management students taking the role of leaders who observe their followers' performance and allocate them earnings. Additionally, leaders had the option to treat their followers procedurally just by allowing them to make own suggestions on how much they should earn. Results indicate that leaders significantly favored the extreme performers – but only when they themselves were under high job demands. In terms of practical implications, making managers conscious of 'middle' performers and of their own tendency to overlook them could be an important first step in preventing such discrimination.

1654 - ARE YOU THREATENING ME? – THE CONCEPTUALIZATION OF A CONFLICT ESCALATION QUESTIONNAIRE

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Purpose

Conflict consulting often refers to the conflict escalation model (CEM) of Glasl (1982). This model comprises nine stages of conflict escalation split up into three phases. Depending on the stage of conflict escalation, a different form of intervention will be effective. In addition to the CEM, the knowledge about power imbalance is of relevance for intervention. The present study develops an instrument for identifying the escalation stage of a conflict including power balance vs. imbalance.

Design/Methodology

In study 1, conflict escalation was measured by interviews (N=31). In study 2, the instrument was developed as self- and interviewer-ratings. To identify a possible power imbalance, which is necessary for conflict resolution, some items referred to both conflict parties. Ten students completed the self-assessment. Afterwards, two students interviewed them by using the observer-rating version. A third study is under way and will be reported.

Results

In study 1 conflict escalation correlated $r=.42$ with psychosomatic complaints. In study 2, the instrument identified the stages of conflict escalation reliably. However, the observer-ratings differed to some extent.

Limitations

The instrument is still time consuming and has to be shortened. Therefore we include adaptive testing to limit length and increase simplicity.

Research/Practical Implications

The instrument is helpful for conflict advisors to choose the best way of intervention. It is also useful for further conflict research.

Originality/Value

To the best of our knowledge, it is the first instrument which combined the CEM with power imbalance and which is based on adaptive testing.

1658 - FOLLOWING BAD LEADERS: THE ROLE OF LEADER LEGITIMACY IN TRANSGRESSIVE LEADERSHIP

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Purpose: Previous research has shown that people do not always remove harmful leaders in organisations, even when they clearly transgress important norms. Indeed, despite their wrongdoings, ingroup leaders are generally given considerable leeway in their behaviour, with little to no evident retaliation from the group. There is still limited understanding as to which processes drive these group-based reactions (acceptance versus punishment) to transgressive leaders. In this research, we propose that leader legitimacy has a key role in determining followers' perceptions regarding the leader's transgressions, and that this will impact whether transgressive leaders will be tolerated or depreciated by their groups.

Design/Methodology: We used an experimental vignette methodology to construct organisationally relevant scenarios across three studies.

Results: Participants only ascribed transgression credit to transgressive leaders perceived as legitimate. Conversely, transgressive illegitimate leaders were perceived as threatening, received less validation from the group, and triggered negative emotional reactions and collective agreement to remove such leaders from power. Furthermore, this effect occurred even when controlling for leader group prototypicality, and in the absence of formal social control measures towards such transgressions.

Limitations: Study 1 was collected through pen-and-paper questionnaires. Studies 2 and 3 used a crowd-sourcing sample.

Research/Practical implications: This research sheds light on why some leaders are pressured to resign from their position after their misconducts become public, while others are allowed to remain in office.

Originality/Value: Our studies suggest that being ethical or transgressive seems to depend more on how legitimate leaders are perceived to be than their actual behaviour.

1660 - COPING AS A COUPLE: HOW DUAL EARNERS' CAREER MANAGEMENT STRATEGIES RELATE TO INDIVIDUAL JOB, CAREER AND LIFE SATISFACTION

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Purpose: Managing one's career has changed tremendously in recent decades due to global trends in the workforce, including a growing female labor market participation and shifting societal norms (Greenhaus & Kossek, 2014). This is especially true for the increasing number of dual earner couples, who tend to face many challenges in combining their work and home domains (Masterson & Hoobler, 2015). To cope with these demands, partners often develop couple-level strategies and align their career decisions accordingly (Becker & Moen, 1999). Yet, individuals may not experience every arrangement as equally successful. The aim of this paper is to examine how different couple-level career management strategies relate to individuals' job, career and life satisfaction. Moreover, we explore whether these relationships depend on individual characteristics (e.g. gender, individual career aspirations), family characteristics (e.g. home demands) and organizational characteristics (e.g. family-friendly organizational policies).

Methodology: We collected data with 186 Flemish heterosexual dual-earner couples (i.e., 372 employees) at two occasions, one year apart. Every respondent's observations have been paired to those of his or her partner, using the Actor-Partner Interdependence Model (APIM).

Results: Results will be analyzed by means of multilevel moderation modeling.

Limitations: We only collected data with heterosexual dual-earner couples and our findings are thus not informative for career management in other family types, such as single-parent families or homosexual couples.

Research/Practical implications: This study advances our knowledge of how dual earners address and experience the combination of career and home challenges, both on the individual and couple level.

1661 - WHEN GOSSIP IS SELFISH: COMPETITIVE TEAM GOALS AND FEELINGS OF ENTITLEMENT STIMULATE EMPLOYEES TO SELF-PROMOTE THROUGH GOSSIP

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Recent research depicts gossip as a way to discipline and control disobeying group members. However, people may gossip for self-serving reasons in work teams they perceive as having competitive goals, because individuals may believe that they need to emphasize they are better than their colleagues in order to succeed in such environments.

In Study 1, 123 Dutch employees recalled specific situations in which they engaged in workplace gossip. Results showed that perceiving competitive goals in one's work team was positively related to gossip frequency, and this relation was mediated by self-promotion motives.

Furthermore, in Study 2 ($N = 120$), where people reported on their general gossip behavior, feeling entitled to a higher power position at work moderated the effect of competitive team goals on self-promotion motives and on gossip spreading. For employees who felt entitled to a higher position, perceiving one's team to have competitive goals predicted self-promotion motives and subsequently increased gossip behavior, but when people had low feelings of entitlement, competitive team goals were unrelated to self-promotion and gossip.

Our research indicates that employees who perceive their teams as having competitive goals are likely to engage in gossip in order to promote themselves in the eyes of others, but only if they believe they deserve a higher power position in the organization. These findings complement previous studies that focus on gossip as a prosocially motivated behavior, that improves group cooperation (e.g. Feinberg et al, 2012; Wu et al, 2016), by revealing what factors motivate use of gossip to promote one's own interests in organizations.

1666 - WHO IS STRESSED OUT BY EMOTION WORK?

THE CHANGING NATURE OF EMOTIONAL JOB DEMANDS IN DIFFERENT TYPES OF SERVICE JOBS

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Purpose

Research on emotional job demands has revealed inconsistent findings on their effects on employee well-being. This raises the question, how different effects on work-related outcomes can be attributed to different job types. This study provides a framework for service jobs and shows that emotional job demands match the concept of challenge or hindrance stressors depending on a taxonomy of service jobs.

Design/Methodology

We analyzed data of 35 cross-sectional studies (6925 participants) working in several service jobs. We identified 61 job clusters that were rated by experts regarding five characteristic dimensions following Mills and Margulies (1980). Interaction effects of the service job taxonomy on the relationship of stressors on well-being were tested.

Results

As expected, results indicate that service job characteristics moderate the effects of emotional job demands on well-being. For instance, the need for the employee to identify with customers moderates the relationships of several emotional job demands, such as the requirement to show negative emotions, sensitivity requirements, and emotion-rule dissonance with well-being.

Limitations

The present study only used cross-sectional data. Moreover, service job ratings are based on answers of eight experts only.

Research/Practical Implications

Results offer a better comprehension of emotional job demands with implications for health care prevention. To make accurate assumptions about effects of stressors on well-being, we suggest considering the taxonomy of service jobs.

Originality/Value

To our knowledge, this is the first study matching emotional job demands to the concept of challenge and hindrance stressors and testing a taxonomy of service jobs as boundary condition.

1668 - WOMEN WHO CHOSE TO BE IN A MAN'S JOB: CAREER EXPERIENCES OF WOMEN INTERNET TAXI DRIVERS IN TEHRAN

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Purpose: The purpose of our study is to explore career trajectories of women internet taxi drivers in Iran. Drawing from intelligent career framework (Arthur, Khapova, & Richardson, 2017) and institutional theory (Scott, 2015), we trace institutional influences on three ways of knowing (why, how, and with whom).

Design/Methodology/Approach/Intervention: We adopted an interpretivist qualitative approach and interviewed 30 women internet taxi drivers working in Tehran, the capital city of Iran. We used constant comparative method to analyze the data (Lincoln & Guba, 1985)

Results: Our findings outline our participants' careers with regards to the three ways of knowing—why (e.g., financial problems, sanction effects), how (e.g., developing navigation and internet skills), and with whom (e.g., internet taxi ambassadors, passengers, family). We also demonstrate how six restraining institutional factors (e.g., women's work rights, gender role expectations) as well as seven facilitating institutional forces (modernity, and high pay rates in Tehran) impact our participants' careers.

Limitations: Our participants were able to enter and sustain a male-dominated job; therefore, our findings do not reflect the impact of institutional factors on those who could not enter the internet taxi-driving career or had to leave it within the same context.

Research/Practical Implications: Researchers and practitioners interested in understanding career trajectories of women who reside in a developing country and navigate their careers in a male-dominated occupation can be informed by our findings.

Originality/Value: We contribute to the boundaryless career literature by showing how institutional forces might act as boundaries for seemingly boundaryless jobs. We also apply the intelligent career framework to careers of an understudied group of workers in a low-skilled occupation as well as an understudied cultural context.

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1671 - EVOLUTION OF JOB CRAFTING RESEARCH: A BIBLIOMETRIC ANALYSIS

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Purpose: Job crafting has attracted considerable research attention over the last years and has achieved a solid place within the field of Organizational Psychology. Since the interest on job crafting is spreading among different disciplines, we aim to explore how job crafting research is approached in different research fields (e.g., health science, organization, management, education, tourism) and depicting how job crafting literature and its foundations are evolving over time.

Methodology: We apply a social network analysis to bibliometric data concerning 250 articles on job crafting. Specifically, we use co-citation, cross-citation and co-occurrence analysis in order to explore the relations among topics, research field, authors, references, methodologies and main theories and how they evolve over time.

Results: This research-in-progress shows the main communities of scholars developing job crafting discourse and their methodological approaches; the growing trend of publications and citations; the main connection among the most cited references (co-citation analysis); and the most used keywords and the connections among them.

Limitations: Several limitations inherent the research design, the databases, and the applied bibliometric methods are discussed.

Research/Practical Implications: This study offers a conceptual basis for further developing job crafting research and may help researchers in this area to identify relevant journals to refer to as well as new topics or research methodologies that can guide them in their work on job crafting.

Originality/Value: Our study complements existing attempts to synthesize job crafting research (i.e., meta-synthesis; Rudolph, Katz, Lavigne, & Zacher (2017); Lichtenhaller & Fischbach (in press) by applying a cross-disciplinary bibliometric perspective.

1683 - THE EFFECT OF LEADERSHIP SENSE GIVING AND COGNITIVE FLEXIBILITY ON TEAM ADAPTIVE PERFORMANCE

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Purpose: The number of publications that aimed to explain team adaptation has increased in the last years. Authors have argued that in order to adapt to unexpected situations, teams need to adjust their cognitive and behavioural processes, and emergent states. This study clearly goes beyond previous research by experimentally testing effect of leadership sense giving and team cognitive flexibility on team adaptive performance.

Design/ Methodology: We conducted a laboratory experiment using a 2 x 2 between subject design. Each three-person teams (total: N = 63 teams; 189 undergraduate students) worked on a computer-based real-time command-and-control fire fighting simulation (NFC) for approximately 1 hour and a half.

Results: Findings suggest that the cognitive flexibility manipulation has an effect on team adaptive performance. Results also suggested an interaction effect between cognitive flexibility and leadership sense giving.

Limitations: These were ad-hoc teams that just worked together in the lab on this particular task.

Research/ Practical Implications: This study offers meaningful contributions to team cognition literature by showing that the team's capacity to be flexible and leadership sense giving are crucial to achieve high levels of performance in dynamic environments.

Originality/ Value: This study opens a new avenue on team cognition literature by showing that team adaptation is stronger for teams in the cognitive flexibility condition, than for teams in the control condition. The innovative power of this study lies in the manipulation of a cognitive variable and leadership functions that have been scarcely used in team literature.

1686 - SEQUENTIAL ANALYSIS OF VERBAL BEHAVIOURS IN TEAMS USING REAL-TIME CODED DATA

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Purpose: To assess differences in sequences of verbal behaviours in teams across three conditions in an intervention study.

Methodology: A 15-category behaviour analysis (BA) system was used to code the verbal interactions of 191 teams (1044 participants) in real-time during 6 meetings across 3 days. Trained observers were used to code the teams' behaviours using a bespoke iPad app.

The intervention consisted of three conditions. Condition 1 was a control condition where teams were observed only. Condition 2 received guided reflection at the end of each meeting. Condition 3 were given feedback on their behaviour, followed by guided reflection. Conditions 2 and 3 also watched instructional videos on the verbal behaviours.

Two forms of outcome data were collected: objective outcome data of students' marks on presentations and written assignments; and subjective perceptual measures, such as self-efficacy and psychological safety.

Results: Analyses will be run to assess differences in behavioural sequences between the three experimental conditions. Further, analyses will be run to see if different sequences of behaviour are predictive of differences in outcome measures.

Limitations: The results will not be generalizable, given the student sample used.

Practical Implications: Analyses of the sequential patterns of verbal behaviours will provide insight into the effect of instructional videos on verbal behaviours patterns, as well as communication patterns of effective teams (as defined by outcome measures).

Originality/Value: This is the first time sequential analysis has been carried out on a large-scale study of verbal behaviour in teams using real-time coding data.

1699 - CRAFTING TO FIT OR FITTING TO CRAFT? EXAMINING THE RELATIONSHIP BETWEEN PERSON-ENVIRONMENT FIT AND JOB CRAFTING

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Purpose

People are naturally inclined to engage in job crafting in order to achieve better fit with their work environment (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). However, the relationship between person-environment (PE) fit, job crafting and subsequent PE fit needs further investigation for two reasons: (1) Although lack of PE fit is expected to trigger job crafting, this proposition has rarely been tested; and (2) Theories such as COR or broaden-and-build theory by their nature, may explain how fit, rather than lack of fit, relates to job crafting. To address these issues, the present research examines participants' person-job fit perceptions at two occasions, as well as the mediating role of job crafting in fitting in and the moderating role of value congruence.

Design/Methodology

A two-wave, 3-month lagged study was conducted using Mturk. The final sample consisted of 488 participants, whose responses were used to test a moderated mediation model using SEM.

Results

Both person-job fit (needs-supplies) and person-job misfit (demands-abilities) fostered job crafting which in return affected subsequent person-job fit. In addition, as expected, value congruence facilitated job crafting.

Limitations

Data are limited to self-report data from US participants only.

Research/Practical Implications

Our findings highlight the importance of value congruence in fitting in and crafting one's job, and provide support for an inner drive to fit.

Originality/Value

This study provides preliminary evidence for viewing complementary PE fit as being regulated by job crafting. Value congruence facilitates changes in complementary fit through job crafting behaviours.

1702 - BEING ON THE SAME PAGE: A MULTI-STUDY, MULTI-LEVEL INVESTIGATION OF CROSS-LEVEL CHANGE READINESS ALIGNMENT AND TEAM- AND INDIVIDUAL-LEVEL OUTCOMES

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Purpose

Because change is omnipresent in organizations, it is vital to understand how team change readiness associates with positive team- and individual-level outcomes. In three studies, we test the roles of team leader change readiness (Study 1), individual member change readiness (Study 2) and power (Study 3) in the team change readiness-job/team performance relationship.

Design/Methodology/Approach/Intervention

In all studies we assessed cognitive, emotional, and intentional change readiness. In Study 1, we collected data from 384 members nested in 59 teams and their team leaders. In Study 2, we collected data from 360 members from 60 teams at T1 and acquired individual job performance ratings from the team leaders at T2. Finally, we used data from 281 members of 59 teams and leader-rated team performance to test our hypotheses in Study 3.

Results

Study 1 shows that higher levels of change readiness of the leader strengthens the association between team change readiness and team performance and viability. Study 2 shows that low discrepancies between individual and team change readiness at T1 positively affects team commitment and job performance at T2. Study 3 shows participation in decision making and power distance moderate the association between team change readiness and team performance.

Limitations

The results can only be generalized to the Netherlands, and two of the three studies use a cross-sectional design.

Research/Practical Implications

Our research shows that the alignment of change readiness across levels is important to team effectiveness.

Originality/Value

This study is the first to stress the importance of being on the same page regarding change readiness.

1703 - MEASURING DISENGAGEMENT IN A GAME-BASED ASSESSMENT

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State of the Art

Engagement in a game-based assessment (GBA) may vary as a function of interference from transitory or persistent sensory distractions, external time pressures, or the perceived personal significance of the assessment. Identifying behavioural indicators of engagement may mitigate potential confounds that it introduces in deriving reliable psychometric measurements.

New Perspectives/Contributions

Hypothesised indicators of inattention from GBA metrics were identified, including periods of inactivity and exaggerated fluctuations in performance between- and within-tasks demanding similar cognitive decision-making functions and these were computed in an algorithm to provide an indicative score of "Engagement". After controlling for Engagement, the relationship between GBA-measured and self-reported conscientiousness was marginally increased ($N=380$), indicating that state may slightly mediate trait-level differences; conversely, the relationship between GBA-measured and self-reported neuroticism was slightly reduced when controlling for Engagement, suggesting it may be partially a latent manifestation of neuroticism.

Research Implications

Live candidates, hiring managers trialling the assessment, and students using the GBA for personal development will be compared, with the hypothesis that candidates will be higher in Engagement. Additionally, internal reliability in the component measures for a personality construct is expected to be lower in candidates relative to individuals in low-stakes conditions and in those lower in Engagement, as a function of consistency of focus.

Additionally, participants will be subject to laboratory-controlled manipulation of auditory and visual distraction during completion of the GBA to investigate how environmental distraction interacts with self-reported and GBA-measured Big Five and impulsiveness.

Originality/Value

The development of this tool has sought to provide a means of increasing confidence in the reliability and accuracy of a candidate's scores obtained using GBA, via the identification of variation in focus and motivation.

1705 - TAPPING INTO PERSONALITY: ENHANCING INDIVIDUAL DIFFERENCES IN GAME-BASED ASSESSMENTS

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Arctic Shores, Science, London, United Kingdom (1)

State of the Art

Game-based assessments (GBAs) are a relatively novel measure of individual personality often used for selection & assessment. They generally benefit from more enjoyable experience and a more intrinsic assessment style, meaning applicant ‘faking’ is reduced. GBAs measure personality using an individual’s stimulus response and decision-making tendencies in tasks developed in the field of cognitive neuroscience. However, individual differences are often perceived as confounds or noise in cognitive tasks. As such, cognitive paradigms are designed to minimise between-individual variance in order to create highly replicable mechanisms or effects that can be consistently attributed to specific brain processes across all individuals. Conversely, identifying between-individual variance is fundamental to all forms of assessment tool, including both self-report and GBA techniques. This has implications on how we use such tasks in applied settings, where personality is often important in predicting workplace factors.

New Perspectives/Contributions

We explore methods for enhancing useful between-individual variance in cognitive tasks that underly GBAs. Techniques include alternative statistical analyses and changes to task designs.

Research/Practical Implications

Understanding individual differences is important throughout work and occupational contexts. This research encourages other researchers and practitioners using GBAs to avoid carbon-copies of lab-based paradigms for measuring individual differences.

Originality/Value

Advancements in the ability of GBAs to measure personality are important to applied sectors, particularly within recruitment contexts. To our knowledge, we are the first to look at how restrictive variance in cognitive tasks impact personality GBAs. Further, we provide methods in applied contexts for improving such assessments.

1706 - DOES WORK VALUE AFFECT EMPLOYEE WELL-BEING IN CHINA? A SELF-DETERMINATION THEORY APPROACH

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Purpose

The self-determination theory (SDT) argues that extrinsic work value orientation, relative to intrinsic value orientation would frustrate basic psychological needs and undermine employee well-being. Numerous empirical studies based on Western samples have supported this proposition. This paper aims to test the cross-cultural validity of such propositions in China.

Methodology

Study 1 conducted a survey to duplicate the study on work value orientation, need satisfaction, and positive job outcomes (Vansteenkiste et al., 2007). The cross-sectional survey collected 321 valid responses. Study 2 is a quasi-longitudinal study using data from the China Labor Dynamic Survey in 2012 and 2014. This dataset has 1761 valid cases. Both studies controlled the objective income and perceived income satisfaction to ascertain the relationship.

Results

Overall, the studies support the proposition that needs satisfaction contributes to employee well-being. However, the regression analyses suggest work value orientation do not predict employee well-being and general well-being although a few correlations between work value orientation and well-being are significant.

Limitations

Study 1 uses a cross-sectional design. Study 2 does not use the exact measures in the Western literature. It selected items similar to the conceptualisation of the constructs.

Research implications

This paper suggests the importance of satisfying basic psychological needs to improve employee well-being. It also implies that the mechanism underlying the value orientation and employee well-being in China can differentiate from the West.

Originality

Theoretically, it challenges the cross-cultural validity of SDT propositions on value orientation and well-being. Methodologically, it uses quasi-longitudinal research design of large sample size.

1707 - TALENTED VERSUS NON-TALENTED EMPLOYEES' CAREER EXPECTATIONS & SUBSEQUENT IMPLICATIONS FOR THE PSYCHOLOGICAL CONTRACT

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Purpose:

This study sought to uncover how psychological contracts (PCs) are shaped by factors both within and outside the organization and the subsequent implications of perceived organizational obligations from the careers angle. In particular, this research responded to Conway & Briner's (2005) call to investigate how the PC is influenced, as well as experienced, by a range of contract-makers.

Design/Methodology

80 in-depth interviews with managers/professionals in four multinational enterprises (MNEs) explored employees' career expectations. Data was collected in the distinctive socio-institutional context of Pakistan, which has a relatively small, and subsequently tight, external labour market.

Results

Analysis highlighted how employment in foreign MNE's in Pakistan confers social status on employees (irrespective of whether employees are identified as talented versus non-talented by the employer). Interestingly, the results highlighted that organizational policy of not explicitly communicating internal talent identification and talent development processes led all employees to self-confer talent status upon themselves, resulting in high expectations.

Research/Practical Implications

Extant talent management (TM) literature does not consider how employees' perceptions of talent status can implicitly encourage/reinforce certain career expectations that the organization may not be able to satisfy because of internal and environmental constraints on TM programs.

Limitations

This project focused on a managerial/professional sample specifically and greater insight could be generated by comparing a range of employee groups.

Originality/Value

This is the first paper that offers useful directions in theorising the complexity of factors shaping PCs and the multiplicity of contract-makers especially in the TM context.

1708 - AN INDEPENDENT PSYCHOLOGICAL EVALUATION OF AN NHS APP DESIGNED TO IMPROVE YOUNG PEOPLE'S HEALTH LITERACY

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PURPOSE: 325,000 mobile apps to provide health-related information were registered in 2017 alone. For young people, apps provide the benefit of an anonymous, autonomous and sensitive way to access health information. However, it is not always clear whether these apps deliver high quality information or achieve the changes in behavior intended. In this study, we present the findings of an independent psychological evaluation of a clinically-approved app designed to improve young people's health literacy. Using a hybrid approach to evaluation we combine two frameworks drawing from Eysenbach et al.'s (2002) to assess the quality of information including completeness, readability and design; and McMillan et al. (2016), based on NICE (2014) guidelines, to assess the impact on health behavior including areas of purpose, initial assessment and tailoring, and behavior change.

DESIGN: The research team agreed the evaluation framework and criteria, setting out a clear protocol prior to conducting the evaluations. 4 reviewers worked on the page evaluations of NHSGo app. Two reviewers were allocated to each of the 11 pages evaluated. Each reviewer recorded their score and provided illustrative comments where relevant and their ratings were combined.

RESULTS: The purpose and the completeness of the information, drawing from a clinically validated information source NHS Choices, were highly rated and was developed with extensive collaboration with young people. However, a number of features faired less favourably: i) limited attention has been paid to special design features (e.g. inappropriate for users with dyslexia), ii) users were not readily able to assess their condition or personalize the information accessed, iii) readability are often too high for the target group, alienating users who struggle with literacy and iv) elements known to encourage behavior change (e.g. interactivity, support groups) were not evident despite the provision of succinct actionable points enabling young people to take control of their health behavior.

LIMITATIONS: The evaluations were conducted by psychologists and further research would benefit from pre-post evaluations to assess behavior change in an objective manner.

IMPLICATIONS: With the increasing use of health-related apps across the globe, there is need to consider whether they achieve their intended aims. Our research presents a framework that can be readily applied to evaluate apps and draws attention to the ways in which apps can be designed to enhance impact.

ORIGINALITY/VALUE: This is the first independent psychological evaluation using a hybrid approach to evaluate the NHS Go app. The approach and learnings from the evaluation can be translated to the design and development of apps designed to stimulate behavior change.

1709 - ADVERSE IMPACT IN GAME-BASED ASSESSMENT

Jasper Wolf (1) - Lara Montefiori (1)

Arctic Shores, Science, London, United Kingdom (1)

Purpose

Due to the dearth of research in the area of game-based assessment (GBA), it is particularly important to investigate the potential adverse impact of GBAs against protected classes. The purpose of this study is to determine whether the use of the GBA "Skyrise City" adversely impacts genders or different ethnic groups.

Design/Methodology/Approach/Intervention

Data was collected from the selection processes of two corporations who used Skyrise City. This resulted in two samples ($N = 690$, and $N = 916$) obtained from high stakes assessment contexts.

Results

Preliminary analyses reveal several significant differences in GBA scores between genders and ethnic/racial subgroups, but the effect size for the majority of these group differences are trivial to small. Where significant differences with small to medium effect sizes were observed, they were replications of similar group differences found in self-report measures. The full findings will be presented at the conference.

Limitations

Hiring decisions for these samples were made using multiple assessments, and thus the associated hiring data could not be used to determine whether the significant differences led to discriminatory selection decisions for those clients.

Research/Practical Implications

This study provides evidence that GBAs replicate findings observed within the literature based on self-report data, and do not cause adverse impact to protected demographic groups than more conventional assessment formats, and that significant group differences are largely trivial.

Originality/Value

This study demonstrates that the use of GBA's in high stakes contexts does not significantly disadvantage members of protected classes.

1711 - THE CRITERION-RELATED VALIDITY OF A GAME-BASED ASSESSMENT

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Arctic Shores/Birkbeck, University of London, Science, London, United Kingdom (1) - Arctic Shores, Science, London, United Kingdom (2)

With the advancement of technology and assessment methods, it is possible to measure cognitive and personality constructs through game-based assessment (GBA). However, there is a dearth of research in the area of GBA, specifically regarding the reliability and validity of this method of assessment. Through this paper, we will investigate the predictive validity of a GBA that measures both personality and cognitive constructs, with the intention of furthering the GBA knowledge base.

Methods:

458 employees at a large American retail company completed a GBA that measures both cognitive and personality measures across 7 levels. 111 manager ratings of the original employee were completed, measuring 7 job related competencies which then formed a composite measure of overall performance.

Results:

The results of the analysis showed that a large proportion of variance in specific competency scores (14% - 29.2%) was explained by a small subset of the constructs measured within the GBA. Furthermore, a small subset of cognitive and personality constructs explained a large amount of variance in relation to overall job performance ($R^2 = .354$ $F(8,100)=6.845$, $p<.01$), which suggests that GBAs are a good predictor of workplace performance.

Limitations:

The specific sample used within this study makes it difficult to generalise the findings to other types of roles. Further validation studies will be required to investigate the criterion-related validity of GBA in different types of roles.

Practical Implications:

This research provides evidence of the predictive power of GBA, and how variance explained by the GBA surpasses that of traditional personality and ability assessments observed within the literature.

Originality:

The evidence presented in this paper is the first of its kind, showing the extent to which GBA can predict work-related performance, and helps build on research gaps observed within the literature.

1714 - STEREOTYPE THREAT AND COGNITIVE PERFORMANCE: A COMPARISON BETWEEN GAME-BASED AND TRADITIONAL COGNITIVE ASSESSMENTS

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Purpose:

Stereotype threat has been found to impact performance on different types of cognitive tests. This phenomenon tends to be observed more within protected groups, such as women and certain minorities, which is one of the reasons why we tend to find adverse impact within cognitive tests for these groups. Game-based assessment (GBA) offers an alternative method to assess cognitive functioning. This paper aims to investigate the extent to which stereotype threat negatively impacts performance in both a traditional cognitive assessment and GBA to understand if changing the format of the assessment reduces the relationship between assessment performance and stereotype threat.

Methods:

Data is currently being collected on this project. A sample of 200+ participants are expected to complete a numerical reasoning assessment, a GBA specifically measuring cognitive constructs, and a measure of stereotype threat.

Results:

Results are not yet available for this research paper, but data is currently being collected, and will be completed and analysed by February 2019, and will be ready to present long before the conference start-date.

Limitations: This sample will not be based on high-stakes data.

Practical Implications:

These findings will help highlight how the method of assessment impacts the relationship between stereotype threat and test performance, and will help add to our understanding of how we may be able to reduce adverse impact within selection by using GBA to assess cognitive ability.

Originality:

No research to-date has assessed the impact of stereotype threat on GBA performance.

1718 - SOLVING MANAGEMENT PROBLEMS CREATIVELY: A SENSEMAKING PERSPECTIVE

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According to Basadur (2004; Basadur & Basadur, 2011), managers tend to reproduce existing practices rather than creating new ones because they lack familiarity with the ideation-evaluation miniproCESS of creative problem-solving. Moreover, besides from being unfamiliar with the creativity miniproCESS, managers may act creatively only if they appraise the appropriateness and potential effectiveness of creative actions compared to routine behaviors. Such appraisal results from a sensemaking process of creative actions postulated by Ford(1996). Consequently, this research seeks to identify individual and organizational characteristics that influence managers' sensemaking process toward creative problem solving. First, 234 managers from the same company completed an online questionnaire assessing their regulatory focus and organizational support toward creativity. Then, they experienced the effectiveness of the ideation-evaluation miniproCESS during a management training from which we assessed their creative performance. Finally they completed a paper and pencil questionnaire assessing their sensemaking process (attitudes toward the miniproCESS, subjective norms and perceived control) and decision to apply the miniproCESS to solve daily problems in their activities. Structural equation modeling analyses confirmed the relevance of the sensemaking process in managers' decision to apply creative problem solving in their activities, as well as the influence of individual motivation, performance and organizational support on managers' sensemaking process. The present research affirms the necessity to study managerial creativity from an interactionist approach (Woodman, Sawyer and Griffin, 1993) taking into account specific contexts. Because this study took place in one international group, replications are needed in order to ensure the generalizability of the present results.

1719 - THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND PERFORMANCE: THE ROLE OF SUBORDINATES SELF-ESTEEM

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Recently, the interest in the study of abusive supervision (Tepper, 2000), has increased due to negative consequences either for the individual, or to the organization as a whole.

There is a need for additional studies that identify the individuals' factors that can minimize the adverse effects of abusive supervision. Specifically, we propose self-esteem as a moderator in the relationship between abusive supervision and subordinates' performance. Additionally, we suggest organizational trust as a possible mediator between abusive supervision and performance.

Participants were 201 supervisor-subordinate dyads from different organizational settings. The bootstrapping results indicate that organizational trust mediates the relationship between abusive supervision and performance. We also suggest that self-esteem acts as moderator in the relationship between abusive supervision and organizational trust, since it is associated with a positive self-assessment on competence and personal value, making employees with high self-esteem less vulnerable to feedback and negative behaviors from abusive supervisors.

Bootstrapping results indicate that organizational trust mediates the relationship between abusive supervision and performance and that abusive supervision is significantly related to organizational trust when self-esteem was low ($t=3.15$; $p<.05$), but not when it was high ($t=-.52$; $p>.05$), with consequences for performance.

This research provides a new perspective over abusive supervision by not focusing exclusively on the negative outcomes and not viewing subordinates merely as passive subjects.

Research results indicate that subordinates' characteristics, such as self-esteem, may reduce the effects of abusive supervision on organizational trust, such that when self-esteem is high, abusive supervision has a weaker relationship with organizational trust, which in turn is reflected on work outcomes. This is in line with previous research on personality, by showing that individual characteristics affect the way individuals appraise and deal with situations.

One limitation is related to common method bias, since employees provided ratings of LMX, TMO and followership. Because our design is cross-sectional, we cannot infer causality.

This research makes several contributions for theory and practice. Firstly, it expands the content domain of abusive supervision research and highlights the effectiveness of subordinates' individual characteristics for coping with abusive behaviors. Secondly, it is useful for managers to know that abusive supervision may affect employees differentially, and that some subordinates have tools at their disposal to deal effectively with abusive behaviors.

This research contributes to the better understanding of abusive supervision, mainly by shedding some light concerning individual factors that could buffer the negative effects of abusive supervision on organizational functioning.

1720 - IF YOU DON'T FIT, CHANGE IT: MANAGERS' INNOVATIVE BEHAVIORS AS A RESPONSE TO VALUE MISFIT

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This research addresses the effect of a person-environment misfit as a catalyst for leaders' dissatisfaction with the status quo, and their decisions to question existing practices and adopt innovative behaviors. It examines how value misfit may lead to managers' dissatisfaction with the prescribed practices, which activates their desire to create new practices. Managers ($N = 207$) from different companies completed an online questionnaire assessing individual and organizational values (adapted from Wils, Luncasu, and Waxin, 2007), satisfaction toward prescribed practices, readiness for change and innovative work behaviors. Hypotheses were tested through polynomial regression, response surface and path analyses. Results support the main hypothesis that incongruence between the values of individuals and those of their organizations indirectly and positively influences the emergence of innovative behaviors through dissatisfaction toward prescribed practices and readiness to step away from them. Response surface analyses (Edwards, 2007) revealed that, depending on the specific values of interest, the incongruence had different and significant effects on dissatisfaction. For example, a misfit for the value benevolence only predicts dissatisfaction when individuals attribute more importance to it than their organization, whereas a misfit for the value authority predicts dissatisfaction whether the individual or the organization attribute more importance. Results reaffirm the need for organizations to emphasize diversity in managers' profiles, values and practices as well as the need for research to better understand how dissatisfaction can lead to innovative behaviors.

1721 - APPLICANT FAKING: THE COMPARISON OF A SELF-REPORT PERSONALITY TEST AND A GAME-BASED ASSESSMENT

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Applicant faking is a pervasive issue within self-report personality questionnaires. Game-based assessment (GBA) may offer a solution to this issue due to its format. GBAs do not require participants to actively rate themselves, and thus should be more difficult to fake than self-reports. This study aims to assess the extent to which candidates can fake their scores in a self-report measure of personality and in a GBA.

Methods:

350 participants were recruited to complete a short-form measure of the big-5, and Skyrise City, a GBA that measures multiple cognitive and personality constructs. To incentivise faking, a cash reward was offered for the individuals whose personality best met the desired job description. Scores were compared to a sample ($N = 291$) who completed the same assessments, but were encouraged to answer as truthfully as possible.

Results:

For the GBA measure of personality, the Faking group scored significantly higher on 5/9 of the Traits, with effect sizes ranging from small to large. Three of the GBA measures showed no significant between-group differences and Fakers also scored significantly lower on the Politeness measure.

Limitations:

The samples used in this study did not complete the assessments for a recruitment process, thus the findings cannot be generalised to shed light on the prevalence and impact of faking within actual selection processes.

Practical Implications:

On the whole GBAs appear to be harder to fake than self-report measures.

Originality:

This paper presents one of the first studies directly comparing faking in self-report and GBA measures.

1723 - "I THAT IS WE, WE THAT IS I": THE MEDIATING ROLE OF WORK ENGAGEMENT BETWEEN KEY LEADERSHIP BEHAVIORS AND VOLUNTEER SATISFACTION

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Purpose: Leadership styles may offer relevant clues to the challenging issue of managing volunteers. In particular, as part of an epistemological argument concerning the issue of communal identity and recognition, we assume that a leader encouraging a collective dimension among the followers may improve positive outcomes. Therefore, moving from the motivational process proposed by the Job Demands-Resources (JD-R) model, this study aims to analyze the relationship between the above-mentioned leader's behaviors and volunteer satisfaction, hypothesizing a mediating role of work engagement.

Design/Methodology/Approach: 195 Italian volunteers completed a self-report questionnaire. The hypothesized relations were tested by using structural equation models. To verify the significance of the indirect effects, asymmetric confidence intervals were computed.

Results: The two key leadership behaviors studied were positively associated to work engagement that, in turn, was positively related to volunteer satisfaction. Since the paths connecting antecedents and outcome were not significant, we conclude that the mediation of work engagement was total.

Limitations: The cross-sectional design and the small sample size did not allow us to make inferences regarding the causality of the associations or generalizations of the results, respectively.

Research/Practical Implications: Based on these findings, leaders training programs can be implemented, in order to enhance satisfaction and prevent resource erosion. These activities will build essential competences aimed to recruit, coordinate and retain volunteers.

Originality/Value: This study contributes to the implementation of the JD-R model to a non-organizational context, such as the voluntary sector.

Keywords: Leadership, volunteer satisfaction, work engagement, identity and recognition.

1725 - ROBOT AS WORKMATES: ARE WE READY? A SYSTEMATIC LITERATURE REVIEW ON ROBOT ACCEPTANCE IN THE WORK ENVIRONMENT

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Robots are increasingly used to support work. Indeed, the professional domain is the context in which robots are most deployed out of the laboratory. One of the core aspects to consider for the successful introduction of robots is user acceptance, which is typically conceived as the willingness to use the system again. With the aim of understanding to what extent user acceptance of robots deployed in the workplace is addressed, we conducted a systematic literature review. Three scientific databases were inquired (i.e., ACM Digital Library, Scopus Digital Library and IEEE Xplore Digital Library). 20 articles were specifically concerned with the investigation of robot acceptance in the workplace. By analyzing them we found that robot acceptance has been assessed so far in three working domains, i.e., industry (55%), healthcare (25%) and education (20%). It seems that robots are generally well-accepted in all of the above-mentioned domains, but specific factors affecting user acceptance emerged as well. In the industrial context the characteristics of the robot (e.g., appearance) were mainly identified as influencing acceptance. The personal characteristics (e.g., age) of teachers and educators together with the entertaining capability of the robot seemed to play a role. Healthcare professionals were inclined to accept robot especially for physically demanding and repetitive chores. Concerns for the possible job loss emerged, highlighting the need for more in depth investigation.

1726 - EMERGENCY FIRE TRAINING IN VIRTUAL ENVIRONMENTS: EFFECT OF IMMERSION AND INTERACTION

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According to statistics, during 2016 there were almost a million of structure fires worldwide. As part of the effort in responding to these kinds of emergency situation, training programs for staff and personnel are usually organized. However, training programs might not always be received the level of motivation that makes the resource investment worthwhile and effective.

In recent years, Virtual Reality (VR) has been proposed to be an enticing, versatile and relatively affordable training tool. VR allows to re-create risky situations in a safe, controlled, realistic environment where the user can experience and practice proper behaviors. However, only a few studies have been published in which the effectiveness of VR training is assessed and compared with other training formats.

In this study, we compare different formats of a training program to teach how to extinguish different office-related fires. Formats vary in their levels of immersion (Imm) and/or interaction (Int): immersive VR (high Imm and Int), 360° video (high Imm, low Int), desktop simulation (Int, low Imm), desktop video (low Imm, no Int) and paper-based material (no Imm, no Int). Their performance in terms of knowledge acquisition and sustained motivation have been measured via both quantitative (answers accuracy, reaction time, questionnaires) and qualitative (interviews) methods. Furthermore, a fifteen-day follow-up has been run to verify the long-term efficacy of the training. Results show that immersion and interaction are important variables in training and learning, highlighting when and how it is recommended to invest in virtual systems for emergency training.

1727 - INNOVATIVE WORK BEHAVIOURS OF ENTREPRENEURS: THE ROLE OF RESILIENCE AND SATISFACTION WITH LIFE

Carolin Palmer (1) - Annabelle Jaouen (2) - Katherine Gundolf (2) - Beate Cesinger (3) - Mickaël Geraudel (4)

Justus Liebig University Giessen, Department of Psychological Assessment, Giessen, Germany (1) - Montpellier Business School, Montpellier, France (2) - New Design University, St. Pölten, Austria (3) - University of Luxembourg, Luxembourg, Luxembourg (4)

PURPOSE. Opportunity exploration is at the core of entrepreneurship definition (Short et al., 2009) and requires innovative work behaviours (IWB) (De Jong & Den Hartog, 2010). Therefore the psychological antecedents of IWB of entrepreneurs are of great interest for entrepreneurship as well as for I/O psychology research.

Methodology. IWB (Janssen, 2000) and its postulated predictors resilience (Campbell-Sills & Stein, 2010) and SWL (Diener et al., 1985) are assessed via an online survey with a sample of 325 French entrepreneurs, controlling for seniority, number of employees, education, salary, sex, and age.

Results. Though a substantial overlap of the two predictors, direct effects on IWB have been found for resilience as well as SWL. Furthermore, company size is significantly related to IWB ($\beta = .15$). All other controls are of no significance in the prediction of IWB of entrepreneurs. Differential findings for IWB's three sub-dimensions (idea generation, idea promotion, idea realisation) are reported.

Limitations. Findings might be limited to French region. Further research should focus on longitudinal data, other-ratings and behavioural data.

Research/Practical Implications. Individual well-being is related to IWB of entrepreneurs. Combining quite stable concepts, such as SWL, with the trainable ability to cope immediately with (job) stressors (resilience) explains a crucial performance behaviour of entrepreneurs, that is IWB.

Originality/Value. Considering well-being supports current research interest in the well being of entrepreneurs. Moreover, these findings provide a starting point for entrepreneurship health-education.

1736 - UNDERSTANDING AND RE-DESIGNING THE WORKPLACE THROUGH STRUCTURED VIDEO-ANALYSIS

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Customized digital systems have the potential to make the unfolding of working tasks easier and more efficient by shaping employees' sequence of actions. However, often such systems are customized without carefully considering the very characteristics of the workplace, resulting in tasks of higher complexity for operators. Structured video-analysis allows to investigate working practices in place without interfering with the usual routines, and it enables the detailed description of the context where actions are performed. In this work we examined a validation laboratory of a large multinational company, where home appliances are tested before being launched on the market. Our aim was to inform the redesign of the customized system that is currently used to manage and track the validation process. To this end, we video-recorded an entire working day using multiple cameras. The videos were systematically analyzed using a computer-supported software to code the frequency and duration of specific actions. Furthermore, qualitative aspects were considered (e.g., the tools employed). Combining quantitative and qualitative data from the video-analysis, we identified the most critical operations (e.g., characterized by frequent interruptions or slow-downs). Our findings indicate that the actual version of the system forces employees to make redundant operations (e.g., taking personal notes regarding machine specifics and then type them into the system) and does not efficiently notify them about the need to intervene on a machine (e.g., alarms notification). Based on these results, we propose new design recommendations.

1737 - IT'S ALL IN YOUR HAND(PHONE)S: THE EFFECTS OF INDIVIDUAL PERCEPTION OF JOB CONNECTEDNESS ON WELL-BEING

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Purpose

Modern advances in communication technologies allow endless possibilities for knowledge workers. However, scholarly works have had mixed results with regards to this phenomenon, which we term job connectedness. Grounded in the job demands-resources theory, we postulated that job connectedness is related to different levels of well-being and performance based on individual perceptions of whether ICT devices are a job resource or a job demand.

Design/Methodology

Experience sampling methodology was conducted with full-time employees ($n=194$) in Singapore, where participants responded to online surveys three times a day over the course of a week. Multilevel modeling was used to analyze data.

Results

Results showed that when individuals psychologically appreciated job connectedness as a job resource, they experienced higher job satisfaction ($\beta=.177$, $p<.05$), lower burnout ($\beta=-.224$, $p<.05$), and higher job performance ($\beta=.152$, $p<.05$). Engagement in job connectedness itself did not have an impact on well-being and performance. However, interaction terms became significant when psychological appreciation of ICT devices as a job resource was added to the models.

Limitations

It is plausible that individuals who engaged in very high levels of job connectedness or who were generally disconnected tended not to provide responses.

Research/Practical Implications

The findings suggest that psychological factors remain important in understanding the mixed responses towards job connectedness. On days where job connectedness was perceived as a job resource, individuals tended to flourish.

Originality/Value

This research aims to complement previous studies by (a) identifying a boundary condition for the effects of connectedness on well-being and (b) taking a multi-level perspective and examining dynamic within-individual processes.

1738 - CONSTRUCTION AND VALIDATION OF A PROFESSIONAL STRESSORS INDEX (PSI) FOR REGULATED OCCUPATIONS AMONG QUEBEC LAWYERS

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Purpose: Additional studies are needed to bridge the gap between the diversity of socioprofessional demands in the knowledge economy and the dominant explanatory models of occupational stress. This is particularly true regarding the demands influencing psychological distress among regulated professions (engineers, lawyers, etc.) since the tools available to measure such distress do not address the impact of the specific demands induced by professional structures. Current studies thus underestimate the level of psychological distress in these professions and capture very little of the phenomenon. This paper presents the validation of a 9-item self-report scale (Professional Stressors Index-PSI) for the study of psychological distress in regulated professions. **Methodology:** Items were constructed through qualitative exploratory interviews conducted with Quebec lawyers (N=24). The constructed scale was tested (N=44) and retested (N=2126) among Quebec lawyers. **Results:** The error term in this new formative measurement model shows a good coverage of the construct domain by the proposed indicators. **Research/practical implications:** These results point to specific stressors associated with the exercise of a regulated profession with a view to identifying organizational and professional mechanisms that could help professionals face the challenges associated with psychological distress. **Limitations:** The proposed scale needs to be validated for other professions and in other countries to confirm the relevance of these stressors in different contexts. **Originality:** Creating and validating this scale among a large sample of regulated professionals has helped bridge the knowledge gap regarding the specific demands to which lawyers are exposed and that lead to psychological distress at work.

1747 - MOTIVATION AND PROACTIVITY AT WORK: EXISTENCE OF RECIPROCAL RELATIONSHIP

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Purpose

Previous proactive research has predominately measured proactivity construct as an outcome of motivations and positive affect. It is although argued that these relationships between motivation and positive affect with proactive behaviour can be reciprocal, still this discussion remains ambiguous, since no study as far as known has tested these in practice. Thus, in this study, several motivational factors including both intrinsic and extrinsic motivational resources and positive affect have been linked to a range of proactive behaviours at work. The proposed relationships were grounded on social exchange, self-determination, and affective events theories.

Design/Methodology

In order to test the proposed reciprocal relationships, a longitudinal study was conducted over 5 weeks (online-questionnaire), measuring the constructs every week from 76 professional workers working in IT (information technology) field. A total of 380 observations have been recorded and used for data analyses.

Results

Dynamic reciprocal relationships are observed between motivational resources with proactive behaviour based on multilevel structural model with time-lagged effects.

Limitations

A potential bias due to self-measured scale for proactive behaviour, although there was no statistical sign for common method variance.

Research/Practical Implications

Organisations may consider the importance of both intrinsic and extrinsic motivations on employees' actions at work and may put an effort to enhance such resources for positive outcomes, specifically for proactive behaviour.

Originality/Value

Reciprocal relationship was needed to have better understanding of the cause and effect relationships between the motivations and proactive behaviour. To the best of knowledge, no study has investigated these reciprocal effects with a variety of motivational resources thus far.

1751 - TIME-WISE PROACTIVE BEHAVIOUR: COMPARISON OF COMPLEX VERSUS ROUTINE WORK CONTEXTS

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Purpose

Today organisations are likely to treat proactive behaviour as an essential role requirement, employees with a proactive orientation, and communicating to employees that proactive behaviour is valued and important. However, still many employees do not take charge of issues related to change processes in the workplace. It is argued that individuals are more likely to engage in such behaviours when they have a complex job rather than routine work, because complexity brings more information circling which enables them to see what is needed. However, this discussion still remains unclear, since no study as far as known has considered such discussions in practice. Thus, this study explores if proactive behaviour is varied by characteristics of the job (complex versus routine), and moreover, explores the time wise variation, since proactive behaviour is not a stable.

Design/Methodology

To test the proposed effects, a longitudinal weekly study was conducted over 12 weeks, measuring the proactivity constructs every week from 41 professional workers who works in complex jobs (project planning) and 44 blue collar workers who works in routine jobs (such as delivery and stationary duties). In the beginning of the study and at the week 6, job complexity was rated.

Results

According to the repeated measure analysis based on the mixed model, proactive behaviour varied over the time (within-subjects). Moreover, this variation was significantly differed by two groups: those who has complex jobs and those who has routine jobs (between-subjects).

Limitations

In this study, proactive behaviour was measured with self-rated questionnaire which may bring a potential inflation. However, such threat was not identified according to the statistical tests used.

Research/Practical Implications

Organisations may encourage employees to deal with relatively complex tasks and provide more opportunities to use their own initiative to deal with complex tasks at work, such as through job enrichment and empowerment.

Originality/Value

This study adds to our understanding of the complex nature of jobs are able to bring more opportunities for proactive behaviour compare to the less complex routine jobs.

1752 - CROSSING THE RUBICON - FORMATION OF ENTREPRENEURIAL INTENTION IN HIGHER EDUCATION

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Purpose: Research-based entrepreneurship is a crucial innovation driver. This contribution highlights how academic's intentions to form spin-offs are encouraged by awareness-rising patterns and support within a university ecosystem.

The study draws on the 'entrepreneurial university' (EU), as well as on the 'theory of action', according to which academics go through a process of constructing an entrepreneurial intention. This includes a preactional and a volitional stage: the first stage represent general and hypothetical needs. Meanwhile the second one encompass stages of spin-off formation with more specific needs. We will analyze the relation between the university ecosystem and the Rubicon-Index, also integrating gender.

Methodology: We tailored a nationwide survey to determine what hinders or facilitates entrepreneurship in different stages of intention formation. Using the notion of the EU, a questionnaire is designed for (pre-) founders ($N = 7300$) at Swiss Universities (UAS) in 2018. Mean scores of gestation action will be reported to reconstruct a Rubicon-Index using SEM in R.

Results: outline strengths and weaknesses of spin-off promotion in higher education as interplay between intentional processes and context factors. They will highlight patterns, characteristics and "best practices" of spin-off promotion.

Limitations: low response rate, lack of longitudinal data relate to spin-off promotion.

Practical Implications: Results enable targeted and personalized spin-off support in higher education.

Originality: For the first time, conditions of potentially positive effects of institutional mechanisms on different phases of formation of entrepreneurial intention will be systematically investigated.

1753 - YOU CAN'T WIN: POWER AND ACHIEVEMENT VALUES AND EMPLOYEE BURNOUT

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Purpose:

Lack of value congruence between organization and employee is considered to be a central predictor of burnout. But does the relation between values and burnout depend not just on whether your values fit those of the organization you work for, but also which values are adhered to? Motivation research has shown that competitive achievement motivation predicts emotional exhaustion and power seeking is associated with depersonalization.

We hypothesized that the more employees see their supervisor, workgroup, organization and profession as characterized by self-enhancing values of power and achievement, the more they will experience burnout.

Design/Methodology

Four studies were carried out with employees from a range of nationalities and professions. Participants assessed perceived supervisor, workgroup, organizational and professional values as well as their own, then reported levels of burnout. Polynomial regression analyses were used to analyze data.

Results

Results indicate that the more employees perceive that their organizations, their supervisors their workgroup and their profession to be characterized by values of power and achievement the more they report experiencing emotional exhaustion at work. In addition, lack of congruence between employee and their supervisor/group in these self-enhancing values also predicts emotional exhaustion.

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, in predicting emotional exhaustion, the type of value mismatch as well as with which aspect of the organization the mismatch is experienced, may matter as much as whether values are seen to be congruent or not.

Key words: Value congruence, power, achievement, burnout

**1756 - EMPLOYEES' EXPERIENCES OF PAY-RELATED JUSTICE AND SUPERVISORS' ENACTED JUSTICE:
IMPLICATIONS OF PERCEPTUAL CONGRUENCE FOR WORK-RELATED ATTITUDES AND BEHAVIOR**

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Purpose: Individualized pay-setting, where pay raises are based on job performance, are used in many organizations. Research suggests that employees' justice perceptions are important for pay to have beneficial outcomes. It can also be expected that the level of agreement between employee and supervisor regarding the fairness of the pay-setting process may have similar positive effects. The aim of this study was to investigate how congruence in pay justice perceptions between supervisor and employee relates to employees' work-related attitudes and behaviour.

Methodology: An online questionnaire was administered to all white-collar employees (N=744) and their pay-setting supervisors (N=188) of an industrial enterprise in Sweden, which had recently implemented a more individualized pay-setting system. The matched data was analysed using polynomial regression analysis.

Results: Preliminary results of the polynomial regression analyses show that employee experiences of pay-related justice related to more positive work-related attitudes, a lower inclination to leave the organization, and better job performance. The preliminary findings also indicate a tendency for more favourable outcomes among employees who experienced higher fairness congruence with their supervisor.

Limitations: The cross-sectional design does not allow for causal inferences. The study needs replication among other occupational groups, in other sectors, and in different countries.

Implications: The results highlight the importance of a transparent pay-setting process, which is perceived as fair by both supervisors and employees.

Originality/Value: While supervisors' enacted justice has been highlighted in research on organizational justice, there is a lack of research on the congruence between supervisors and employees regarding pay-related justice perceptions.

1760 - PERSONALITY AND SICKNESS ABSENCE: THE MODERATING ROLE OF GENDER, AGE AND SUPERVISOR SUPPORT

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OsloMet - Oslo Metropolitan University, SVA, NOVA, Oslo, Norway (1) - University of Oslo, Department of Psychology, Oslo, Norway (2)

Personality and sickness absence: The moderating role of gender, age and supervisor support

Purpose: The present study examines whether personality is associated with physician-certified sickness absence, and if the relationship between sickness absence and personality is affected by gender, age and supervisor support.

Design: We used cross-sectional survey data assessing the Big Five personality traits from a large sample of currently healthy Norwegians in the labor force aged 18–62 years ($N = 4,653$). Survey data were linked to register data on sickness absence for four years after the survey year.

Results: Results show neuroticism and agreeableness to be positively associated with subsequent sickness absence. When controlling for a variety of covariates, only agreeableness remained significantly associated with sickness absence. Interaction analyses demonstrated that gender moderated the relationship between openness and sickness absence, and that the negative relationship between conscientiousness and sickness absence increases with increasing age.

Limitations: Register data did not provide detailed information on diagnoses or reasons for sickness absence.

Research Implications: The results indicate that it could be useful to tailor interventions that target individuals with high agreeableness scores to reduce long-term sickness absence.

Originality: Several studies suggest that personality traits are associated with absenteeism, but studies examining the prospective relationship between personality and register-based sickness absence in a large survey sample are scarce.

1764 - DIVERSITY RESPONSIVENESS IN HEALTH SERVICES. COMPARING LOCAL HEALTH POLICIES IN A SAMPLE OF ITALIAN REGIONS

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PURPOSE. Evidence of inequities in migrants' health has demanded for the reorientation of health policies to provide diversity responsive and equitable health services. Diversity responsiveness, defined as a set of congruent behaviours, attitudes and policies to work effectively in cross-cultural situations, requires interventions at individual, organizational and system levels. However, organizational practices remain heterogeneously implemented in Italian health services. This study aims to explore how health policies address inequities in migrants' utilization of health services and to compare different perspectives in local policies construction and their implementation, considering drivers, facilitators and barriers. **METHODOLOGY.** A qualitative methodology was used. A policy document analysis of the current regional health plans was conducted in three Italian Regions, selected for their high foreign population incidence rate. Interviews to 18 key stakeholders (in health systems and civil associations) were analysed through a thematic analysis. **RESULTS.** Findings show different concepts of equity for migrants' health, and the role of contextual factors in affecting the organizational implementation of diversity responsiveness practices. Relevant differences concern the focus paid to organizational commitment practices and the participatory ones. **LIMITATION.** The study allowed us to obtain preliminary results, that should be further examined with a wider sample. **PRACTICAL IMPLICATIONS.** Results provide a clearer insight about the conditions that foster equitable health services, by showing areas of improvement in reducing the implementation gap faced by organizations confronted with highly differentiated population. **VALUE.** The study contributes to understand barriers and drivers in supporting diversity responsiveness and health equity for migrants, using a multilevel framework.

1766 - IS THE BEST POSSIBLE SELF INTERVENTION ABLE TO ENHANCE STATE PSYCAP? A RANDOMIZED CONTROLLED TRIAL

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✓ Purpose

Psychological capital (PsyCap) has been widely investigated in different contexts. However, most studies tend to be correlational nature. This study aims to manipulate PsyCap in an experimental setting by using the best possible self (BPS) intervention. Furthermore, it aims to explore whether a higher degree of PsyCap enhances creative performance.

✓ Design/Methodology /Approach/Intervention

Participants took part in an online pretest (N=171) which measured trait PsyCap as well as other variables (e.g. core self-evaluations). One week after completing the pretest participants were invited to another measurement and randomly distributed to either BPS (n=78) or the control condition (n=93). Both groups had to do a 15-minutes online writing assignment followed by the manipulation check. Finally participants performed at a creative performance test.

✓ Results

Analysis of covariates will be conducted in order to examine whether PsyCap is significantly higher in the BPS condition compared to the control group. Furthermore, we will test whether participants in the BPS condition show significantly better results in the creative performance task compared to the control group.

✓ Limitations

A limitation of experimental studies is the potential restriction of external validity.

Hence, generalizability may be a problem. Especially the creative task might be perceived as artificial.

✓ Research/Practical Implications

A successful experimental manipulation would facilitate studies which are interested in causality. Moreover, it could be used practically in order to enhance PsyCap as a daily intervention.

✓ Originality/Value

This study is the first to manipulate PsyCap not only in an experimental setting but also in a randomized controlled trial.

1769 - LEADER EMPOWERMENT BEHAVIOR AND JOB ATTITUDES: TESTING THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

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Shahid Beheshti University of Medical Science, Public health and safety, Tehran, Iran (Islamic Republic Of) - (1) University of Clermont Auvergne, Psychology, Clermont, France(2)

Background: The first aim of this study was to investigate the association between leader empowerment behavior and job attitudes. The second aim was to test the mediating role of psychological empowerment.

Methods: The sample consisted of 230 health care who were working in a large Iranian public hospital. Participants were recruited by random sampling method and completed scales on leader empowerment behavior, psychological empowerment, affective commitment, and job satisfaction. Structural equation model through AMOS-21 and SPSS-21 software along with Bootstrap method was used for data analysis.

Results: Findings indicated that there is a significant association between leader empowerment behavior and job attitudes. Further analyses also showed that the association between leader empowerment behavior and job attitudes can be mediated by psychological empowerment

Conclusion: The result of this study provides insights for health managers to know how influence workers job attitudes which will ultimately lead to higher employee performance. So, for increasing job satisfaction and commitment among health workers, familiarizing managers with empowerment behaviour concepts would be useful.

Keywords: leader empowerment behaviour, psychological empowerment, job satisfaction, affective commitment

1770 - VISUALIZING ONE MILLION APPLIED PSYCHOLOGY FINDINGS

Frank Bosco (1) - James Field (2) - Fred Oswald (3) - Krista Uggerslev (4)

Virginia Commonwealth University, Management, Richmond, United States (1) - West Virginia University, Management, Morgantown, United States (2) - Rice University, Psychology, Houston, United States (3) - Northern Alberta Institute of Technology, Management, Edmonton, Canada (4)

The metaBUS project maintains the largest collection of hand-curated applied psychology research findings and contains over 1,100,000 correlations from over 14,000 published articles. The findings are extracted from articles using a semi-automated approach and then hand-classified by experts according to a variety of criteria (e.g., a branching taxonomy of constructs studied). This resource is freely available (see <http://metabus.org>) and is used by psychologists around the world. In our oral presentation, we propose to (1) provide a brief overview of the project and tutorial on how to use the metaBUS platform to facilitate research efforts, and (2) provide a variety of advanced visualizations that summarize contents of this massive database. As examples, we will provide advanced visualizations of database field distributions (e.g., sample size; response rate; coefficient alpha; country of origin) in the form frequency plots, density plots, heat maps, and others. Further, we will provide large-scale visualizations of the frequency and effect size magnitude of thousands of bivariate relationships simultaneously (e.g., arc diagrams depicting thousands of meta-analytic estimates). We aim to interest the audience using this massive collection of expert-coded research findings by shedding light on our research landscape using fun and interesting visualizations.

1772 - ADHD AND THE WORKPLACE; DOES THE RESEARCH AND ONLINE ADVICE ADD UP? A CRITICAL EXAMINATION OF SYSTEMATIC REVIEW FINDINGS AND DIGITAL DATA

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Purpose

Attention Deficit Hyperactivity Disorder (ADHD) is a neurodevelopmental condition estimated to affect 3.5% of employees globally. Challenges at work include frequent lateness and missing deadlines, resulting in poor productivity. In addition, issues with stigma surround the diagnosis of ADHD resulting in many adults seeking workplace advice online. Despite the documented challenges, organisational research addressing support is limited. Therefore, the aim of the study was to critically examine research and online support for adults with ADHD at work with the intention to bridge the gap between research and practice.

Methodology

The present study consists of two parts, the first part is a systematic review of 150 interventions aimed at supporting adults with ADHD across a range of disciplines, including, educational, pharmaceutical and organisational. The second part uses thematic analysis to identify themes in 27 publicly available online articles used to support adults with ADHD at work. These findings are then compared.

Results

Findings suggest that research into adults with ADHD in the workplace needs to focus on psychosocial interventions to support online advice from practitioners and encourage evidence-based practice.

Limitations

Limitations include the lack of research in the field and the complexity of analysing digital data.

Research and practical implications

The study concludes by suggesting potential reasonable adjustments for adults with ADHD that incorporate research findings and online help-seeking ideas. Such adjustments include the individual, task and environment.

Originality and value

Thus far, no interventions documented in the literature that address ADHD involve the workplace despite the breadth of advice online.

1773 - EXAMINATION OF THE RELATIONSHIPS BETWEEN ORGANIZATIONAL CLIMATE, ORGANIZATIONAL COMMITMENT, AND CONSTRUCTIVE ORGANIZATIONAL DEVIANCE

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Université de Bordeaux, Bordeaux, France (1)

Purpose

An important part of research about constructive deviant behavior is about the definition of the concept. This study focuses on its antecedents and identifies the role of perceived organizational climate (POC) as an antecedent of constructive deviant behavior (CDB).

We examine the relationship between organizational climate formalization oriented and organizational goals oriented (Patterson et al., 2005) and CDB (Galperin, 2012). We suggest that the organizational climate will have a negative relationship with CDB and that affective organizational commitment moderates this relationship.

Design/Methodology

The survey is based on self-reported data, using POC (perceived formalization and organizational goal oriented), CDB (organizational dimension)(Galperin, 2012), and organizational affective commitment (Lapointe & Vandenberghe, 2018) measures. The sample ($N = 734$) is from private aeronautic organization, with 81% male, an average age of 46,64 ($SD = 10$) and organizational tenure of 20.48 ($SD = 11$).

Results

Moderation analyses were used to test the hypotheses. The results support the role of climate as antecedents of CDWB. Organizational commitment inhibits this negative relationship.

Limitations

The cross-sectional, self-report nature of the study increases the likelihood of common method bias.

Research/Practical Implications

These results identify the role of organizational climate as antecedents of CDWB, implies new axe of research and for practice.

Originality/Value

This study is one of the first to identified POC as an antecedent of CDB. It seems that individuals are more likely to produce CDB when they perceived it as formal.

1774 - PERSONAL RESOURCES, PERCEIVED EMPLOYABILITY AND OCCUPATIONAL OUTCOMES: A STUDY AMONG NEET

Chiara Consiglio (1) - Laura Borgogni (1) - Pietro Menatta (1) - Andrea Zullo (1)

Sapienza, University of Rome, Psychology, Rome, Italy (1)

Purpose. The current labor market is characterized by the growing phenomena of NEET ("Not in Education, Employment or Training") which in Italy involves more than 2 million young people. The "Youth Guarantee" Program is designed to bring closer to the labor market NEET between 15 and 29 years old and reduce unemployment. This study emphasizes the positive role played by perceived employability, the individual perception of his/her possibilities of obtaining a job (Vanhercke et al., 2014). Perceived employability is hypothesized to mediate the relationship between positivity (Caprara et al., 2010), as a personal resource, and employment status. The antecedents of the effectiveness of the Program were also analyzed.

Methodology. 317 people, who had participated in Youth Guarantee during the last year, were involved in the research. SEM were used to test the hypothesized relationships among the variables, controlling also the effect of demographic characteristics and previous work experiences.

Results. The mediating role of perceived employability between positivity and employment status was supported. Moreover, social support from the placement office and perceived employability were related to the effectiveness of the Program.

Limitations. The study is cross-sectional and the sample is not representative of the NEET population at the national level.

Originality/Value. This study underlines the contribution of positivity and perceived employability to employment status, as an objective occupational outcome. From a practical point of view, it highlights the importance of increasing perceived employability and to enhance the support from the placement office, in order to promote employment opportunities and program effectiveness.

1777 - EMOTIONAL DISSONANCE IN WORKPLACES: DIFFERENCES BETWEEN JOBS AND PERCEIVED WELL-BEING

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Purpose. According with a recent EU-OSHA research, among the sources of major stress on workplaces there is some connected to emotional regulation, such as "having to deal with difficult customers, patients, pupils, etc. (58%). Hochschild (1983) called emotional labour the process by which employees manage their emotions to meet organizationally mandated emotional display rules or norms concerning. When an employee must express an emotion he or she does not feel, is lead to emotional dissonance, that affect well-being (Sheldon et al., 1997). The aim of this work is to explore how the emotional dissonance affect the personal well-being in a sample of italian workers differentiated by sector, and the mediating role of the perceived organizational resources.

Methodology. To assess work demands, resources, and outcomes we used the italian version of Questionnaire on Experience and Assessment of Work (QEEW, van Veldhoven & Broersen, 1999; Pace et. al., 2010); to assess the emotional dissonance we used a scale originally developed by Brotheridge and Lee (2003); to assess psychological strain we used the General Health Questionnaire (GHQ-12, Goldberg and Williams, 1988). We collected 371 subjects from many different companies (public/state-owned companies and private companies, representing different economic sectors and productive). We conducted multiple regression and mediation analyses.

Results and conclusions. We found that scales connected with emotional labour and emotional dissonance were connected with psycological strain measures in different ways, depending on the level of contact with customers, patients, or pupils. The mediation of personal and organizational resources has a different role, depending on how workers have to deal with "difficult" people.

Limitations. The cross-sectional nature of this research.

Research/Practical Implications. Future research directions are discussed in order to advance our understanding about solutions that minimize the connection between emotional dissonance and strain.

1778 - YOUNG PEOPLE'S HEALTH LITERACY AND THE UPTAKE OF AN NHS APP: A QUANTITATIVE STUDY OF USERS

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PURPOSE: Young-people are increasingly using apps to source information about health. The purpose of the study to examine how the use of a new clinically approved NHS app by young people enabled them to access high quality health information and whether if it had a positive impact on their health behavior.

DESIGN: Using the Integrated Behavioural Model and Theory of Planned Behaviour, along with using an online survey tool (Qualtrics) with adapted established scales, a survey was carried using a sample of 137 participants. Measuring 'intention to act' as an effect of using the app was used as a means of predicting future behaviour change with multiple regression analysis applied.

RESULTS: Based on survey results and using frequency analyses to address two research questions, the study established that the majority of participants had increased their knowledge base and had high levels of trust in the information they had received. The study found that, (i) higher levels of trust in the app, (ii) feeling informed by the app, and (iii) believing that it will be difficult to have control over their health behaviour, all predicted a stronger likelihood of enacting positive health behaviours (Intention to Act). We establish that having greater trust in the app is likely to facilitate a positive relationship between attitudes towards behaviour change and intention to act.

LIMITATIONS: Strict causality could be established given the use of a cross-sectional design and a restrictive sample size. Future longitudinal studies are recommended to establish better causation.

IMPLICATIONS: Based on an examination of what are strong predictors of intentions to act and subsequent future behaviour change, it is likely that such a health app can make a positive difference to people's health behaviours. Particularly, in that young people will act on the information engaged with in a way likely to improve/support positive health behaviours.

ORIGINALITY/VALUE: This is a unique quantitative study to demonstrate how the use of a free public health app when actively adopted by young people can optimize health literacy behaviour.

1783 - PSYCHOLOGICAL NEEDS AT WORK AND GENERAL LIFE SATISFACTION, AND THE MEDIATING ROLE OF JOB SATISFACTION

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Introduction: The use of function titles such as “Chief Happiness officer” makes people think that employers can affect the general happiness of their employees. But is that really so? If so, can employers influence the happiness of their employees with SDT?

Aim of the study: This study explores the relationship between Basic Psychological Needs at Work (BPNW) and general life satisfaction, via Job Satisfaction and takes the differences between types of work (self-employed, private sector, public sector) into account.

Methodology: A database of 3770 Belgians was applied. The BPNW were measured using a six-item BPNSNF (Basic Psychological Needs Satisfaction and Needs Frustration) inventory. General life satisfaction was measured using the Cantril Ladder. A one item question was applied for Job Satisfaction (scale from 0 to 10).

Three analyses were conducted among the different types of work. First, a linear regression between the BPNW and Job Satisfaction was conducted. In a second analysis, BPNW and Job Satisfaction were considered as independent variables in a linear regression analysis with the Cantril Ladder as dependent variable. Finally the sobel test assessed whether the relation between the BPNW and the Cantril Ladder is mediated by Job Satisfaction.

Results: Our analyses show that, regardless of the type of work, the BPNW are directly and positively related to Job Satisfaction (B between 1.19 and 1.50, $p < 0.001$) and general life satisfaction (B between 0.13 and 0.41, $p < 0.05$). The sobel tests indicate that the relationship between BPNW and general life satisfaction is mediated by Job Satisfaction. The latter two variables are also positively related with each other (B between 0.32 and 0.35, $p < 0.001$). Preliminary results indicate that the general life satisfaction of self-employed workers seems to be more affected by their job satisfaction than other types of workers.

1784 - STRATEGIC ORIENTATIONS AND TEAM EFFECTIVENESS IN HIGH-TECH COMPANIES IN BULGARIA

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Abstract: The purpose of the article is to reveal what are the factors for team effectiveness and which are the leading strategic orientations in the high tech companies in Bulgaria. A new Scale for team effectiveness is developed and four factors are identified – team processes, team results, team commitment and shared mental models. By applying the Scale of Henri Hakala (2011) for strategic orientations, five types of strategic orientations (customer, technology, learning, entrepreneurship orientations and organizational performance) are studied. The sample consists of 494 people who work on different positions in software companies in Bulgaria. Results show that the most important factor for team effectiveness is team processes and interaction and the predominant strategic orientation is the learning orientation. It turns out that in order to improve team effectiveness in tech organizations the learning orientation (and its implication such as knowledge sharing and knowledge transfer) is the key element. The Team effectiveness model can be applied in different organizations especially from the high tech industry to measure the teamwork and effectiveness. The implications from the study are valuable for managers at all levels and team leaders when working with teams and when trying to improve their effectiveness. HR professionals and consultants also can use the scale and take into consideration the results from the study when planning training programs for employees at all levels.

Key words: team effectiveness, strategic orientations, management, high-tech, software

1785 - THE IMPORTANCE OF LMX LEADERSHIP IN PREDICTING POSITIVE AND NEGATIVE ORGANIZATIONAL OUTCOMES: THE MEDIATING EFFECT OF JOB-RELATED EMOTIONS

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Purpose

Leader-member exchange leadership (LMX) constitute an inspirational and dyadic form of leadership. In the present paper an overarching research model will be investigated, applying altruism as an organisational resource outcome measure, whereas counterproductive work behaviour acts as a demand outcome measure (cf. the well-known demand resource model). We will investigate if LMX also may have a link through job-related emotions in predicting altruism and counterproductive behaviour.

Method

A group of 351 Italian adult workers took part in the study. The sample was recruited from different companies (mean age 46.2 years, 50.4 % males). The outcome measures utilised were a 16 items scale on Counterproductive work behaviour from Barbaranelli et al. (2013), a six items scale on altruism, selected from Podsakoff (1990), whereas LMX was captured by a seven items scale (Graen & Uhl-Bien, 1995). Job-related affective well-being scale, with 15 positive and 15 negative emotional items, were taken from Katwyk et al. (2000).

Results

A model that fitted the data well is presented. LMX had a stronger association with counterproductive work behaviour, as compared with altruism. Some of the interconnections were mediated through positive and negative job-related emotions. These associations may reflect that the emotional aspect constitutes an essential part of LMX leadership as well.

Practical implications/ Value

The LMX perspective demonstrates the importance of having a dyadic perspective on leadership. Leadership issues taking place within the dyads involving leaders and their immediate subordinates may have positive as well as negative organisational impacts depending on the quality of the relationship.

1789 - THE MEDIATING ROLE OF TEAM WORK ENGAGEMENT BETWEEN TEAM PSYCHOLOGICAL SAFETY AND TEAM OUTCOMES

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Purpose: To study the mediating role of team work engagement between team psychological safety and team outcomes.

Design: The study employed cross sectional design. The data were collected through survey from 115 knowledge workers embedded into 23 teams. $Rwg(j)$ and $ICC(1)$ and $ICC(2)$ were calculated to justify the aggregation of individual data to team level.

Results: The study found that team work engagement mediated the relationship between team psychological safety and perceived team performance and satisfaction with team membership.

Limitations: The cross sectional research design and the smaller sample size are the limitations of the study.

Research/Practical Implication: The study extends our knowledge about relatively new construct of team work engagement in predicting team outcomes. The managers can harness engagement at the team level by providing psychologically safe environment where team members can express their ideas and opinion without the fear of being judged or ridiculed. This in turn has the positive impact on team outcomes.

Originality: The positive impact of team psychological safety on team on engagement is sparsely studied in team effectiveness literature. Moreover, the relationship between team work engagement and team outcomes hasn't been explored much. The study bridges this gap.

1790 - A COMPARISON OF THREE IMPORTANT JOB ATTITUDES ACROSS FOLLOWERSHIP STYLES

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Purpose: This study aims to compare three key job attitudes of job satisfaction, organizational commitment and job involvement across four different types of organizational followers (containing passive, conformist, pragmatist, and exemplary ones). **Method:** To collect data and test the hypotheses, 320 employees using stratified random sampling method from an Iranian Oil and Gas company were recruited. Participants filled scales on Kelley's followership styles, job satisfaction, organizational commitment and job involvement. **Results:** The results of multivariate and ANOVA tests showed a significant difference between these three job attitudes across four different followership styles. In addition, Scheffe's test revealed that exemplary followers reported the highest job satisfaction and affective commitment compared to other types of followers. **Practical Implication:** this study suggests organizations to pay a more specific attention to different followership styles if they intend to select and train employees who will be more committed to organizational goals. **Limitations:** The cross-sectional research design of this study may prevent us to generalize our findings. **Originality:** Organizations by selecting particular followers might be able to predict the job satisfaction and the organizational commitment of their future employees.

Keywords: followership styles, job satisfaction, affective commitment, job involvement

1794 - THE ROLE OF TOP MANAGERS IN SHAPING IDEOLOGICAL PSYCHOLOGICAL CONTRACTS: A PROPOSED FRAMEWORK AND RESEARCH AGENDA

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Purpose:

There is a lack of knowledge on how ideological psychological contracts (iPCs) are formed. It is important to understand how iPCs are formed as this can help organizations create realistic beliefs about the inducements they offer. As important figureheads, it is proposed that top managers shape employee perceptions of iPCs.

Approach:

In this conceptual paper, a framework is presented which focuses on the factors that affect top manager behavior that is relevant to iPCs and how this behavior in turn shapes employee perceptions of organizational ideological obligations. Signaling and social identity theory are used to explain the mechanisms.

Results:

It is proposed that factors at the societal (external pressures), organizational (organization type), relational (PC between top manager and board) and individual level (top manager values) affect a top manager's behavior, which in turn shapes employee perceptions of iPCs.

Limitations:

Although top managers are key in shaping iPCs, not all organizational representatives involved in shaping iPCs are considered.

Implications:

Recommendations for examining trickle-down effects to understand how top managers embed iPCs within the organization are presented.

Originality:

We take a unique approach by examining how the behavior of distal contract makers (i.e., top managers) shapes iPCs. We not only consider the behavior of these contract makers, but we take a step back to also consider how factors such as industry type and PC between top manager and board affect top manager behavior. Hence, we suggest iPCs are embedded in a broader organizational context and are interdependent on factors that affect top manager behavior.

1796 - HELPFUL BEHAVIORS OF MIDDLE MANAGERS IN DIFFERENT PHASES OF AN AGILE TRANSFORMATION

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Purpose:

This study aimed to explore how managers can help employees transform to an agile way of working in different phases of the change process.

Design:

A theoretical sample of employee-manager dyads (8 employees, 8 managers) involved in multiple phases of the transformation from an insider perspective was selected. The interviews focused on perceived manager behavior and employee needs and stages of individual change.

Results:

Employees' needs changed during different phases of the transformation and during these stages different manager behavior was perceived helpful. In the beginning, steering behavior addressed the need for external and identified motivation. The tipping point occurred when employees fulfilled their need for competence and wanted to increase their need for autonomy. At this point, too much steering was perceived as hindering, while sounding behavior was considered helpful.

Limitations:

Retrospective accounts were used to explore behavior in the initial phase of transformation, yet steps were taken to improve the accuracy of these accounts.

Implications:

According to popular management press, agile management should employ a hands-off approach in which managers take a step back when agile is introduced. In contrast, to stimulate agile behavior at the onset, our results showed that steering behavior was perceived as helpful and effective.

Originality:

By focusing on manager behavior in different phases of an agile transformation, this study answers a call for more research on exploring differences in manager behavior in multiple phases of change. By focusing on individual, micro level change, this study gives a more fine-grained understanding of helpful manager behavior in an agile transformation.

1797 - A DAILY DIARY STUDY OF WITHIN- AND BETWEEN-PERSON EFFECTS OF TRAIT MINDFULNESS AS A PERSONAL RESOURCE AT WORK: REVEALING “HIDDEN” INTERACTIONS

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Purpose: This study investigated influence of trait mindfulness as a personal resource on dynamic patterns of job burnout and work engagement unfolding over five days. Many previous daily-diary studies have reported within-person results only; to extend this research, we adopted a dual process perspective of the expanded JD-R model (Bakker & Demerouti, 2014; 2017) and used multilevel modelling to disentangle episodic (within-) and chronic (between-person) effects.

Design: A 5-day diary study with 1083 measurement occasions nested in 144 employees of various UK-based organisations

Results: Trait mindfulness (FFMQ total) did not moderate within-person reactivity to stressful work episodes: regardless of trait mindfulness, high demand-low control work episodes were associated with higher burnout and lower work engagement. However, trait mindfulness moderated the between-person effects. Specifically, mindfulness prevented burnout in employees exposed to high demand-low control working conditions. A more complex pattern of results emerged with respect to work engagement. Mindfulness boosted work engagement in low demand-high control working conditions but was negatively associated with work engagement in low demand-low control conditions.

Limitations: Mindfulness was measured as a trait; it was not manipulated or measured as a state.

Research/Practical Implications: Different patterns of results found for within- and between-person level of analysis. Cultivation of mindfulness may be useful for preventing employee burnout. However, it may be less useful for buffering the impact of job stressors on work engagement.

Originality/Value: This is the first study to report both within- and between-person results for trait mindfulness as a moderating personal resource within the JD-R model.

1800 - EMPLOYABILITY FOR TATTOOED JOB SEEKERS: THE DOUBLE POINT OF VIEW OF RECRUITERS AND CANDIDATES

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Purpose The present research aims at deepen the influence of body art in the selection process. In details, we considered tattoos as a specific kind of body art and their relation with prejudice. According to previous studies (Timming et al., 2015; Baumann et al., 2016) tattoos can significantly affect the interview process and future work life.

Methodology We implemented a triangulated methodology conducting a series of focus group interviews with a sample of tattooed job seekers; in addition, a sample of 200 students in economics and psychology, who could probably become recruiters in the next future, were invited to fill in a questionnaire where they were asked to evaluate a job candidate resume.

Results As we hypothesized, there is a significant difference in the self-perception of job candidates: those with big and visible tattoos have often a sort of dissonance in showing or covering their body art. On the side of future recruiters, the results suggest that visible body art can potentially be a real impediment to employment, even if this effect is reduced for job applicants seeking non-customer-facing roles.

Limitations Limitations of our study are related to the little sample that inhibits the generalization of our results and to the self-reported measures.

Practical implications Some relevant implications concern the tattoos' social perception in the workplace.

Originality The originality of the present study resides in the still partly unexplored job candidates' point of view concerning the selection process in relation to body art expression.

Keywords: tattoo, job interview, job candidate, selection, prejudice.

1801 - QUANTITATIVE JOB INSECURITY AND WELL-BEING: DO HINDRANCE AND CHALLENGE APPRAISALS MEDIATE THIS ASSOCIATION?

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The aim of this study is to determine the extent to which cognitive appraisals of job insecurity may mediate the link between job insecurity and well-being among employees. According to cognitive appraisal theory, the two cognitive appraisals of job insecurity, hindrance vs. challenge appraisals, were integrated into a conceptual model and examined as the mediators of job insecurity-wellbeing association. Well-being related outcomes were job satisfaction and emotional exhaustion. Hypotheses were tested using a total sample of 306 hospital staff. Respondents from diverse departments of this hospital were recruited and completed scales on quantitative job insecurity, hindrance vs. challenge appraisals of job insecurity, job satisfaction, and emotional exhaustion. Results indicated that hindrance appraisals of job insecurity mediated the association between job insecurity and emotional exhaustion. Challenge appraisals did not mediate the job insecurity-well-being association. In all, only one out of four mediation paths was found significant. As a result, employees hindered by job insecurity are more likely to be emotionally exhausted by perceived job insecurity.

Keywords: job insecurity; well-being; hindrance appraisals; challenge appraisals; job satisfaction; emotional exhaustion

1803 - DEVELOPMENT OF A 5-ITEM SCALE MEASURING 'MOTIVATION TO WORK' IN THE GERMAN WORKING POPULATION

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Purpose. According to a recent framework, we tried to establish the construct "motivation to work" (MTW), the motivation to enter into a work arrangement or to remain there in higher working age. This may be relevant in the retirement process and predictive for retirement timing. Past large-scale studies that aimed at measuring this motivation (or its proxies) had varying conceptual clarity and success. We developed a short measure indicating the strength of MTW.

Methodology. We used data from (1) an online survey ($N = 107$) and (2) the german lidA-cohort study (www.lida-studie.de) ($N = 3,371$) to examine reliability, factor structure and associations of the scale with selected variables among older workers.

Results. (1) Using exploratory factor analysis, we identified a 5-item scale with suitable psychometric properties. (2) Confirmatory factor analysis supported the previously obtained one-factor solution, with metric invariance holding across both sexes. Reliability was $\alpha = .73$. The scale showed a medium association with desired retirement age. Other criteria also correlated as expected.

Limitations. As a trade-off for broad item content the homogeneity of the scale ($= .36$) was on the lower bounds of the recommended range. The data is representative only for German age cohorts born 1959 or 1965. Results were obtained with a cross-sectional design.

Research/Practical Implications. It seems fruitful to distinguish MTW from general work motivation. The scale is especially applicable in large-scale retirement studies due to its high economy.

Originality/Value. We established a new construct and introduced a direct, content-free, economic measure to avoid indirect ad hoc operationalizations.

Disclosure of interest: None declared.

Keywords: motivation to work, work motivation, older worker, retirement

1804 - EUROPEAN LEADERSHIP MODEL: MYTH, REALITY OR NECESSITY

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The research and management practice have shown that traditional leadership models do not satisfy the requirements of the constant changes in modern organizations. This situation urgently calls for new scientific approaches that meet modern challenges. Fast economic development of Asian countries has already brought to life intensive discussions about eastern type of leadership. For many centuries Europe has provided the World with excellent models of leadership. Now when there is an urgent need for promoting effective leadership in Europe, scientists and management experts should do their best to consolidate the long-term experience and achievements. A new leadership concept, opening wide research and applied opportunities is suggested. Empirically validated, new three dimensional leadership model facilitates to better organizational activities helping organizations to achieve synergy and gain the most ambitious goals. Traditionally two basic factors determining effective leader's behavior have been outlined: task-orientation and concern for people (Blake & Mouton, 1963; 1985). The suggested leadership model includes additional value/cultural orientation factor, comprising basic values extracted from corporate codexes and corporate culture of leading companies. These values are trust, fairness, responsibility, openness and commitment. The value/cultural orientation factor indicates how leader's values match values of ideal corporate culture. A new typology of leadership styles takes in consideration not only personality and behavioral characteristics of leadership, but the specific aspects of corporate culture and power distribution in organization as well. On the basis of the model a new three level (individual-group-organization) program of organizational development and training is elaborated and successfully used in organizations in Germany, Austria, Bulgaria, Poland and Russia.

1809 - WHY DOES IT MATTER TO BUILD FAMILY SUPPORTIVE ORGANIZATIONS : EXPLORING HARD AND SOFT OUTCOMES

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There has been a growing debate among scholars and practitioners on the relationship between working conditions and the balance of work and family demands. Despite accumulated evidence of the positive effects for both organizations and individuals of building family supportive working environments, there is still an ongoing debate about the mechanisms by which organizations can influence that type of contexts.

This study seeks to deepen the understanding of human resource practices as facilitators or inhibitors of work family balance. In addition, the relationship between those practices and positive organizational values and managers' family supporting attitudes are analyzed as antecedents of "family supportive organizations". Furthermore, the study considers two types of organizational consequences, hard – fulfilment of family projects and soft – intention to quit and employee engagement.

The data for this study were collected from a sample of 1156 individuals working for six major companies in Portugal. Our sample is diverse in terms of gender, age, and family status. The research model and hypotheses were tested using Structured Equation Modelling (SEM).

The results indicate that HR practices have positive and significant effects on the formation of family supportive organizations. Furthermore, both positive organizational values and managers' family supporting attitudes have incremental effects. Moreover, the degree on which organizations are perceived as family supportive demonstrated to be associated to both hard and soft outcomes.

This study advances our understanding of the antecedents of building family supportive organizations as well as individual and organizational outcomes. The paper discusses limitations and avenues for future research.

Keywords: family supportive organizations, HR practices, positive organizational values, psychological climate, work family balance

1812 - UNDERSTANDING THE INFLUENCE OF ORGANIZATIONAL ONBOARDING PRACTICES ON PERCEIVED PERSON-ENVIRONMENT FIT BY A DUAL MEDIATION PROCESS – NEWCOMERS' KNOWLEDGE AND AFFECT

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This study aims to deepen the extant theoretical and empirical knowledge on the mechanisms by which organizations succeed in promoting effective adaptation of their newcomers. The most common stream in the literature adopts a cognitive perspective which assumes adaptation occurs mainly through knowledge acquisition, namely, about the job, work group and organization. On the contrary, a largely overlooked perspective concerns the importance of newcomers' affective reactions during this transition phase. So, our study integrates both variables in order to understand their mutual influence on a critical organizational outcome, i.e., person – environment (P-E) fit.

The data for this study were collected from a sample of 240 individuals who have recently begun a new job, i.e., starting date one to three months from data collection. To reduce risks of common method variance we did it in two moments. The research model and hypotheses were tested using Structured Equation Modelling (SEM).

The results indicate that onboarding practices have positive and significant direct and indirect effects on P-E fit, and also that there is a double partial mediation mechanism through newcomers' knowledge and affective reactions. Moreover, affective reactions demonstrated to be associated to newcomers' knowledge acquisition.

This study advances our understanding of the mechanisms through which onboarding practices can positively influence newcomers' compatibility to the job, work group and organization. It is also relevant its contribution to understand the synergistic effect of knowledge and affect in the promotion of effective newcomers' adjustment. The paper discusses limitations and avenues for future research.

Keywords: onboarding practices, employee adjustment, affective reactions; perceived P-E fit

1815 - INVESTIGATING THE PRO-ENVIRONMENTAL INITIATIVES OF TURKISH COMPANIES

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The pro-environmental initiatives of companies in Turkey were investigated. Turkey is considered as highly vulnerable to climate change and Turkish organizations are the largest contributors to the emissions of the country. We sampled the top 75 companies in Turkey, recorded and categorized their green initiatives using a categorization developed by Ones et al. (2014). Results showed that Turkish companies had more saving focused initiatives than initiatives that are focused on transforming. Furthermore, positive association between the number of initiatives and financial performance of the companies (i.e., sales) was found ($r = .44$, $p < .01$). These findings are consistent with research showing that companies in Turkey are more focused on energy saving initiatives and less focused on creating long-term strategies for sustainability (CDP, 2016).

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1816 - UNDERSTANDING THE ROLE OF LEADERS IN STIMULATING EMPLOYEE INNOVATIVE WORK BEHAVIOR AND TASK PERFORMANCE

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Previous research of individual innovative work behavior (IWB) is scarce with effects of supervisor's IWB on employee IWB and task performance. We address this gap by proposing that leader identification, employee innovative behavior and employee engagement play an important role in the relationship between supervisor's innovative behavior and employee task performance. The study develops and tests a model of the mechanisms linking supervisor's innovative work behavior and employee task performance using a sample of 165 supervisor and employee dyads from an organization based in Croatia. Results of moderated-mediation analyses provided support for our hypotheses, demonstrating that supervisor's innovative work behavior was positively related to employee task performance, mediated by employee innovative behavior. Furthermore, leader identification was found to moderate the relationship between supervisor's innovative work behavior and employee innovative behavior. At the same time, the relationship between employee innovative behavior and task performance was moderated by their work engagement. The main limitations of our study are related to reduced generalizability due to small sample size, and the cross-sectional nature of the collected data, which requires caution when making causal inferences. However, findings of the study offer new insights for understanding the role of leaders in stimulating employee IWB and task performance.

1826 - COGNITIVE AND RISK-TAKING OUTCOMES OF STRENGTHS USE AND FLOW AT WORK

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Purpose:

It has been proposed that using one's strengths at work can lead to flow. However, this has not been empirically tested yet. The present study uses a diary approach to examine the momentary strength use-flow association. In addition, it is tested whether strength use and/or flow can positively affect objective cognitive performance and decision making (i.e., risk taking).

Design:

On five consecutive workdays and twice a day, participants had to fill in their strength use and flow during the previous hour. Subsequently they conducted two computer tasks measuring cognitive performance (i.e., the Stroop Task) and risk taking (i.e., balloon risk task).

Results:

We found that strength use positively related to flow. Higher experienced flow was associated with more risk taking and this effect was moderated by negative affect. Stronger flow states were associated with poorer performance in the Stroop task.

Limitations:

Most of the participants were young white collar workers (average age 28.0) in China, which may limit generalizations.

Implications:

People can be encouraged to use their strengths at work because this will foster their flow experience.

Values:

This is the very first study to test the momentary relationships between strength-use and flow while also using objective cognitive/decision making outcomes. Theoretically, the study contributes to insight in the cognitive and behavioral characteristics of strength use and flow.

1831 - "CAN WE PLEASE HAVE OUR SAY?": CONSIDERING THE EFFORT-REWARD IMBALANCE (ERI) AND THE JOB DEMANDS-RESOURCES (JD-R) MODELS THROUGH TWO NOVEL QUALITATIVE STUDIES

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Content: While the ERI and JD-R work-stress models have been applied in hundreds of quantitative studies (with employees and the future workforce [i.e., students]), qualitative studies, which may provide nuanced/individualised perspectives, are rare/non-existent.

Methodology: A thematic analysis (based on these two work-stress models) will be discussed, using 330 responses from an open-ended item (representing students from 15 disciplines/40 universities). Additionally, results from a naturalistic qualitative study, which analysed students' ERI- and JDR-related posts from ~200 Facebook groups (e.g., university-clubs), will be discussed.

Results: The qualitative data corroborate the existing quantitative research (e.g., links between the work-stress models and outcomes including burnout and withdrawal intentions). Additionally, the qualitative data supports/expands the two theories (e.g., by discussing the models' different 'reward' and 'demand' components). Furthermore, the qualitative comments uniquely demonstrate how organisations may prevent/minimise employees' and students' work-stress based on these models (e.g., through gamification/badging).

Limitations: To supplement these text-based investigations, interview/focus-group research is required. Additionally, while these student-based results likely generalise to workplaces, studies with employees are needed for validation. Nonetheless, the qualitative comments will also be used to highlight the merits of organisational-psychology research focused on students (e.g., by demonstrating that students' experiences with work-stress influence their future-oriented motivation and wellbeing when entering the workforce).

Originality/Implications: This study addresses the scarcity of qualitative research based on the ERI and JD-R models. Ultimately, this research has helped provide more nuanced understandings in this field, and may inform future qualitative/quantitative research (with substantive benefits for employees and the future workforce [i.e., students]).

1832 - CHARACTER STRENGTHS USE AND PERFORMANCE: A POSITIVE PSYCHOLOGY GOAL-SETTING EXPERIMENT

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Character strengths are universally valued human qualities that instill a sense of fulfilment in individuals when expressed (Peterson & Seligman, 2004). The opportunity to use and apply signature strengths at work, which are individuals top-rated character strengths, is linked to better work performance (Littman-Ovadia, Lavy, & Boiman-Meshita, 2016). However, Rust, Diessner, and Reade (2009) found that individuals who work on developing their under-utilized character strengths reported more positive emotions and less distress. From a human resource standpoint, developing weaknesses is valuable because while employees are hired based on their strengths, weaknesses in their work may hinder promotion or lead to termination (Kaiser, 2009). Therefore, other uses of character strengths aside from solely signature strengths should be considered in evaluating character strength-based interventions at work.

In the current study, we piloted a character strengths goal-setting experiment with undergraduate students recruited from a 100-level psychology course at a university in New Zealand. Participants completed a character strength assessment at the beginning of the semester and were randomly assigned to be either in the condition of (1) developing their three signature strengths, (2) developing one top and two under-utilized character strengths, or (3) randomly assigned character strengths (control group). The intervention carried over four weeks during lab times, during which participants were coached weekly by researchers to set three SMART goals around their character strength condition. At the end of the semester, participants' final grades for the lab course will be collected, and an ANOVA will be conducted to test for group differences in final grades across the character strength conditions. This study is novel in that it uses a randomly assigned character strengths condition as a general goal-setting control group. Implication for academic practices and character strengths goal-setting interventions at work will be discussed.

1835 - ASSESSING THE MAIN-, MODERATING-, AND MEDIATORY-EFFECTS OF OVERCOMMITMENT (WITHIN SIEGRIST'S EFFORT-REWARD IMBALANCE MODEL)

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Purpose: Siegrist's (1996) work-stress theory (the effort-reward imbalance [ERI] model) consistently predicts work/health-related outcomes for staff/students in educational settings. However, the model's third component ('overcommitment'—an intrinsic inability to withdraw from work) has been largely neglected. While some studies have found that overcommitment independently predicts work/health outcomes, and exacerbates the ERI-outcome relationship, results remain equivocal. Additionally, a mediation-model (whereby overcommitment predicts ERI, which in turn predicts outcomes) warrants consideration for the first time.

Methodology: Survey responses from 2,451 students (representing 40 universities/15 disciplines) were analysed through Hayes' PROCESS-macro. Many outcomes were measured to provide nuanced/novel results (e.g., life stress; exhaustion; cynicism; dropout intentions; depressive symptoms).

Results: Significant overcommitment main-effects were identified for all outcomes (except cynicism) and, counter to hypotheses, overcommitment acted as a 'protective' buffer/moderator in the relationships between ERI with dropout intentions and academic stress (all $p < .001$). As hypothesised, mediatory relationships were also demonstrated with all outcomes (average 95% CI [.26,.33]), and additional data/analyses will be presented (qualitative comments relating to overcommitment; predictors of overcommitment; and an overcommitment cut-off score).

Limitations: Due to the cross-sectional data, causal-mediatory pathways cannot be substantiated. Furthermore, while using a student-based sample is inherently valuable (as positive educational trajectories develop better-equipped employees for future workplaces), and while findings likely generalise to employees, workplace validation is required.

Originality/Implications: This research focuses on the often-neglected ERI component; expands on the limited student-based ERI-work; helps clarify existing/discrepant findings with employees; provides initial/novel support for mediation pathways; and offers substantive benefits for diverse student/staff groups.

1838 - THE APPLICABILITY OF WORK-STRESS MODELS FOR EDUCATION STAFF AND THE FUTURE WORKFORCE: A SYSTEMATIC AND META-ANALYTIC REVIEW

Cameron Williams (1) - Mark Larsen (1)

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Purpose: While the effort-reward-imbalance (ERI) and job-demands-resources (JD-R) theories appear to predict the wellbeing and performance/motivation of two ‘high-risk’ groups (education-staff and students), results remain discrepant. Therefore, a synthesis of existing research is required to better understand stress-related outcomes in these populations.

Methodology: This review systematically analysed peer-reviewed research linking the ERI- and JDR-models to education-staff and students (following PRISMA-guidelines). Ultimately, articles were identified through PsycInfo/ProQuest/Scopus/ScienceDirect (with additional reference-list searches). Alongside meta-analytic/quantitative data (random-effects models with publication-bias tests), ‘qualitative’ appraisal/critique will be presented (e.g., research-gaps, practical-implications).

Results: Results support the moderate-strong predictive power of work-stress models with education-staff and students’ health- and work-related outcomes. This predictive power has generally been demonstrated with a few commonly-measured outcomes (e.g., burnout, depressive-symptoms), but also with some novel variables (e.g., drug/cigarette-use). Furthermore, significant meta-analytic moderators exist (e.g., outcome-type), and the models’ different facets (e.g., ‘efforts’, ‘rewards’) demonstrate unique main-effects. Lastly, multiple individual-differences (e.g., PsyCap) buffer/exacerbate, or mediate, the stress/strain-outcome relationships; however, results remain mixed (thus requiring additional nuanced research).

Limitations: This review predominantly relies on cross-sectional/self-report studies, written in English. Additionally, the ERI model has generally received less attention than the JD-R model (especially with students), and further research with students is needed (given that positive educational trajectories help develop better-equipped staff for the future workforce).

Originality/Implications: This first/novel review highlights the utility of work-stress models within educational settings, and identifies areas requiring further research. Additionally, by providing guidelines for ‘best-practice’ interventions and workplace-culture, substantive benefits (relating to wellbeing/performance) are offered for staff/student groups.

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1842 - CAREER MANAGEMENT SKILLS OF UNEMPLOYED CLIENTS: A SELF-OTHER STUDY

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Purpose

The presentation describes the construction and validation of a self-report instrument to measure Career Management Skills (CMS) of unemployed clients. The underlying concept differentiates three dimensions: Job market confidence, career readiness and vocational strains. In addition, personality background variables as well as contextual support or barriers are considered.

Design/Methodology

Utilizing a self-other design, the analyses concentrate on the convergence of the CMS self-reports collected prior to a counseling session (in total N=122) with two other sources: career counselor assessment of candidate's CCR (N=122) and ratings of independent observer (N=71).

Results

Correlations of ratings belonging to corresponding dimensions range between $r=.2$ and $r=.4$. In general, the "other"-ratings show higher convergences with each other. Analyzed moderators are: type of consultation, duration of unemployment, primary topics discussed in the counseling session, change of specific CMS dimensions.

Limitations

The "other"-ratings had been collected immediately after the counseling session. Although the counselor knew the counselee from former meetings, other sources for CMS ratings (peers, relatives) would be fruitful.

Practical implications

In general, the results confirm the validity of self-reported CMS. The new instrument shows to be a suitable instrument to screen CMS to clarify improvements and to optimize the counseling process.

Originality/value

Validation study for a career counseling instrument.

1844 - THE IMPACT OF HUMOR STYLES ON TYPES OF PERFORMANCE VIA BURNOUT

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Nova School of Business and Economics, Lisbon, Portugal (1)

Purpose – To survive environmental unpredictability, organizations have to come up with innovative ways of solving problems and find creative solutions. This study focuses on the impact that subordinate humor, which serves adaptive/detrimental functions (Martin et al., 2003), has on adaptive performance (Charbonnier-Voirin et al., 2012) and work effort, mediated by burnout.

Design/Methodology – We tested our hypotheses with a sample of 145 employees from multiple organizations that completed two surveys (t_1+t_2), separated by a six-week time lag and with a sample of 698 dyads in several organizations.

Results – We found the same pattern in both studies/samples: self-defeating humor was positively related to disengagement, damaging adaptive performance (study 1) and work effort (study 2). It was also positively related to emotional exhaustion. Affiliative and self-enhancing humor were negatively related to disengagement, improving adaptive performance and work effort, while they were also negatively related to emotional exhaustion. There were no significant relation between emotional exhaustion and both adaptive performance nor work effort.

Limitations – Our mortality rate between t_1-t_2 was rather high (43%) and performance was self-rated in the first study.

Research/Practical implications – It demonstrates the importance and differential effects of subordinate humor styles for performance (both work effort and adaptive performance), providing a new behavioral tool that can be developed in the workplace.

Originality/Value – It is the first study to examine how the different types of humor can damage/enhance organizations' adaptation capacity, as measured by adaptive performance and work effort, while extending humor research in the workplace by including both its positive/negative facets.

1845 - THE ROLE OF THE FOUNDER IN FAMILY BUSINESS

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Purpose:

Despite an impressive number of studies on the culture effects of founder's leadership style, researchers and practitioners overlooked the benefits and drawbacks that the founder's shadow (set of ideas, habits, processes influenced by the founder's vision and still present in the business's daily life) might bring to second generation family businesses (Davis & Harveston, 1999; Schein, 1983). Succession is rather more than a question of assets. It is about values, social responsibility and the community (Mandl, 2008). This study aims to enlighten the long-lasting effects of the founder's shadow in leadership as well as strategic management of a family business.

Design:

We explored the nature and expression of the founder's shadow by conducting semi-structured interviews on a sample of second-generation CEO's and top management from multiple family businesses.

Results:

The founders' shadow lingers in family businesses through physical and emotional aspects. Namely, the founder's hometown community recognize the founder's vision, by giving his name to important landmarks. Additionally, the shadow may be used by employees as an anchor to resist change or as a booster for innovation.

Limitations:

Our sample is based on small and medium-sized Portuguese family businesses, which might represent a rather specific context.

Research/practical implications:

It demonstrates the importance of examining the founder's shadow, providing a new behavioral tool that can be developed in leadership and strategic management.

Originality/value:

It is the first study to conceptualize the shadow of the founder and how it can influence organizational life.

1848 - USING JOB ANALYSIS FOR WORKPLACE INCLUSION: APPLICATION OF THE JOB ACCESS MOBILE APP FOR ACCOMMODATION OF EMPLOYEES IN SMALL BUSINESSES

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Workplace inclusion of persons with disabilities can be tricky for small businesses, given their limited access to human resources expertise to assist with accommodation. The purpose of our study is to conduct a qualitative assessment—in the small business context—of the Job Access Mobile App (JAM; Kocum, Robinson, Loughlin & Brown, 2018), a web application designed to help employers and employees produce more inclusive job descriptions.

Note that research is in progress. We are conducting 12 in-depth interviews with small business employers (i.e., workplaces with fewer than 100 employees) who currently employ at least one worker with a disability. We are inquiring about participants' current disability accommodation practices, and any barriers and facilitators they have experienced in this process. We are also asking participants to use the JAM app and reflect on how (if) their current practice might be improved with its application.

Based on our queries, we expect that employers will identify financial resource barriers, but we also anticipate several creative accessibility solutions, given the sample frame includes small business employers who already accommodate individuals with disabilities. We also expect employers to provide us with novel feedback on the utility of the JAM app and practical adjustments needed for the small business setting.

Job analysis is normally used to identify competencies requisite to a particular job. The JAM app uses generic job descriptions as a starting point, allowing for context and individual tailoring, underscoring that core competencies can be demonstrated on the job in several, inclusive ways.

1992 - GOAL DIFFICULTY AND INCENTIVE EFFECTS IN MULTIPLE-GOAL SCENARIOS

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University of Minnesota (1) - University of Waterloo (2)

Purpose

Multiple demands create an impetus to efficiently allocate resources. We propose that the difficulty of the goals and the incentives associated with them play a powerful role in how multiple goals are prioritized and pursued.

Methodology

253 participants were presented with a primary and secondary task. Participants were assigned one of four goal levels for the primary task, and a 'do your best' goal for the secondary task. Further, participants were either offered an 'all or none' bonus for attaining the Primary Task goal or a 'piece-rate' incentive. For all participants, a small piece-rate incentive was offered for secondary task performance. Participants freely allocated time across the tasks.

Results

Goal level and incentive structure interactively predicted allocation and performance. With a goal-attainment bonus for the primary task, an inverted-U was observed, with greatest allocation with a moderate goal. For the piece-rate incentive, the primary task given considerable time regardless of goal difficulty. These effects were mediated by expectancy.

Limitation

Additional research is needed to generalize these findings to a broader range of tasks and contexts.

Implications

These findings demonstrate that secondary tasks can siphon resources from the primary task when its goal either has been met or cannot be met, unless the incentive structure encourages continued prioritization of the primary goal.

Originality/Value

This research addresses a need to better understand multiple goal prioritization, and the boundaries of traditional approaches to goal setting and incentives. Understanding these processes is paramount for advancing self-regulation theory and practical application.

2028 - MEASURING THE DARK TRIAD USING THE CONDITIONAL REASONING TECHNIQUE

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Purpose

Dark triad (DT) traits are linked to negative workplace outcomes, such as counterproductive workplace behavior (CWB) and leader derailment (Hogan, Hogan, & Kaiser, 2011; O'Boyle, Forsyth, Banks, & McDaniel, 2012) and thus pose risks to organizational success. However, screening for DT traits during personnel selection is uncommon because existing DT measures rely on self-report and are thus susceptible to faking (McFarland & Ryan, 2000). Therefore, the present research aims to develop a more implicit and thus less fakeable measure for DT traits based on the conditional reasoning technique.

Design

Two studies served to test our conditional reasoning DT measure. In Study 1, an online sample completed the DT measure, a CWB- and an organizational citizenship behavior scale (OCB). Study 2 used a mock selection setting in which candidates completed the DT measure and peers rated their CWB.

Results

Results from Study 1 showed correlations between our DT measure and CWB ($r = .13$ to $.29$) and OCB ($r = -.07$ to $-.24$). Based on factor loadings and reliability analyses, we reduced the number of items for Study 2. The results confirmed the positive link to CWB. Additionally, we found a characteristic correlation pattern with the HEXACO personality traits.

Limitations

In the first study, we relied on self-report measures for the criteria. Reliabilities for our measure are still expandable.

Implications

Our measure yielded promising results and might after some refinement be used for selection and research purposes.

Value

The measure represents a promising means to assess DT traits implicitly.

2029 - THE CRT-SC: DEVELOPMENT OF AN IMPLICIT INSTRUMENT TO ASSESS SELF-CONTROL

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Purpose

In recent years, organizational scholars have started to adopt implicit measures of personality and attitudes. One of these implicit instruments is the conditional reasoning test (CRT; James, 1998). In the current study, we developed a CRT to measure trait self-control (the CRT-SC), and examined the validity of this instrument for predicting contextual performance.

Design/Methodology/Approach/Intervention

In an online study ($N = 247$), we administered the CRT-SC (26 items) together with measures of personality, a persistence task, and a self-report of contextual performance.

Results

CRT-SC scores were positively correlated with scores on self-control ($r = .20$, $p < .001$), Conscientiousness ($r = .35$, $p < .001$), and personal initiative ($r = .15$, $p < .01$), and negatively correlated with counterproductive work behavior ($r = -.39$, $p < .001$) and procrastination ($r = -.29$, $p < .001$). However, CRT scores were not significantly correlated with organizational citizenship behavior ($r = .10$, $p = .11$) and a persistence task ($r = .08$, $p = .18$).

Limitations

In future research we should further improve the items. Also, future research should use other-reports and objective outcomes, and examine the cross-cultural validity of the CRT-SC.

Research/Practical Implications

The CRT-SC yields benefits in assessment due to its implicit nature, which should diminish or eliminate the possibility of faking.

Originality/Value

The present study integrates findings from the field of social and cognitive psychology, and examines its potential value for the development of a novel selection instrument.

2139 - DYNAMICS OF OCCUPATIONAL BURNOUT - RESEARCH STUDIES CONCERNING PSYCHOLOGICAL INTERVENTION AMONG EMPLOYEES FROM ARCHITECTURAL STUDIO AND IT COMPANY IN POLAND

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University of Wrocław (1)

Occupational burnout has been the scientific research subject for many years (Maslach, Leiter, 2001, 2010, 2014, Santinello, 2014). Psychological literature brings a lot of research concerning the predictors of this phenomenon and proposals for organizational and individual support. A certain research gap is associated with the measurement of dynamics of burnout, especially in the context of psychological interventions dedicated to particular professional groups. Taking into account studies of Golembiewski (1996), Cherniss (1992), Leiter (2014, 2018) it's possible to specify the course of individual burnout symptoms, however the significance of specific psychological interventions dedicated to selected professional groups is still not empirically documented. The author will present the results of a longitudinal study carried out in Poland on a group of employees performing professional work closely related to innovation and the creativity of the proposed solutions. The level of occupational burn out in the group of 25 architects and 30 IT programmers and developers of fintech projects in IT was tested at the beginning of the research project. A complex intervention was carried out in the group of architects, including a series of soft trainings (40 hours of workshops) concerning communication, team building, solving interpersonal conflicts and coping with stress. The scope of the intervention based on a qualitative study of training needs in both target groups. After a period of 8 weeks from the end of the intervention, a change of the professional burnout operationalized with the Maslach Burnout Inventory - General Survey is planned, as well as re-measurement in the group of IT specialists who will not be supported by training activities. Despite the initially similar level of burnout of employees in both groups, the author assumes a reduction in the level of emotional freeing, cynicism and an increase in the sense of personal achievement in the group covered by the intervention. Due to the fact of work in progress with the implementation of the intervention program, the results of comparison between both group will be presented during the conference.

2140 - CONFLICT AND STRESS DYNAMICS IN STARTUP TOP-TEAMS

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Purpose. Startups development and growth is one of the Europe's Priorities. However, about 50% of new European businesses fail during their first five years; conflicts between founders and effects of work stress being identified as two of the top reasons for this failure. The aim of this work is to elaborate on typologies of conflicts specifically characteristic for start-ups and to analyze their dynamic as related to stress, coping and health.

Design/Methodology/Approach/Intervention. This study has a mixed design: we conducted interviews with 18 startup founders/experts, followed by concept mapping, multidimensional scaling, and cluster analysis. Also, we carried out multilevel SEM on a diary data from 86 start-up founders.

Results. The results indicate four types of conflicts specific to the context of startups, regarding: money, norms, teamwork, and vision. These dimensions of conflicts in startups relate in time with stress, and different indicators of well-being.

Limitations. Self-report was used to measure conflicts and stress levels.

Research/Practical Implications. The results can contribute to create guidelines for startups on how to prevent and effectively deal with stress and conflicts, take early preventive actions to avoid startup's failure, and to promote founders' well-being and health and start-ups' success.

Originality/Value. This work adds knowledge about conflicts and stress dynamics in start-ups that is practically nonexistent. It addresses a timely issue of start-ups' entrepreneurial success, making this work relevant for European economy.

2141 - WHAT DO STARTING MOTIVES SAY ABOUT SOLO SELF-EMPLOYED WORKERS?

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Purpose. The central aim of this paper is to increase our understanding of the different types of solo self-employed workers based upon their start-up motive(s) and to advance knowledge on the effects of entrepreneurial motivations on proactive behaviors related to their career. To achieve this aim, we identified subgroups and investigated whether they differed in terms of their engagement in proactive career self-management behaviors, such as skill and knowledge development, networking, hiring and collaborating with fellow entrepreneurs, and hybrid entrepreneurship.

Design/Methodology. We applied a person-centered approach using Latent Class Analysis on the Dutch Self-employed Working Conditions Survey (2015) including 3602 solo self-employed workers.

Results. We identified six subgroups of solo self-employed workers based on their start-up motives and found that they differed in their levels of engagement in proactive career self-management behaviors. Especially solo self-employed workers pushed by necessity tend to be more vulnerable because of their desire for paid employment but not succeeding the attainment of actual hybrid entrepreneurship as a career self-management behavior, due to a lack of employment opportunities.

Limitations. Due to the cross-sectional design, we could not examine whether start-up motives and its relationship with career self-management behaviors are stable over time.

Research/Practical Implications. With the knowledge generated in this study, institutions may develop more effective tailor-made policy-interventions to enable solo self-employed workers to reduce failure and sustain their business.

Originality/Value. The results will advance knowledge on the heterogeneity among solo self-employed workers and their career self-management behaviors using a person-centered approach (i.e. Latent Class Analysis).

2145 - TRAINEE SOCIODEMOGRAPHIC AND FUNCTIONAL CHARACTERISTICS AS ANTECEDENTS ON ABANDON, DROPOUT AND PERSISTENCE IN WEB-BASED LEADERSHIP TRAINING PROGRAM

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The objective is to verify the relationship between trainee characteristics and their permanence in a web-based leadership training program. The study used secondary data from a large Brazilian public organization to pair trainee characteristics with their participation in each training module. Trainee sociodemographic and functional characteristics were obtained from a corporative information system and abandon, dropout and persistence rates from a web-based educational environment. A multinomial logistic regression was performed. Among those enrolled ($n = 1,832$), 51.4% didn't even started the designed educational activities (abandon), 15.1% escaped after experiencing some stage of the course (dropout), and only 33.5% fully concluded it (persistence). In the comparison between persistence and dropout, the chance of evading the course was higher among those with an average level of schooling (OR: 1.79 - 95% CI: 1.05-3.03). Comparing persistence and abandonment, the probability of leaving the course was higher not only among those with medium education level (OR: 2.68 - 95% CI: 1.79-4.00) but also among those with higher education level (OR: 1.99-IC95%: 1.34-2.96), compared to those with only a graduate degree. Dropout was also more likely among formal leaders (OR: 1.60-IC95%: 1.19-2.15), compared to potential successors, among those with the longest service (OR: 1.02-IC95% : 1.00-1.04) and among women (OR: 1.26 -95% CI: 1.05-1.58). This study helped to understand the distinction between trainee characteristics that are related, as antecedents, to the abandon, dropout and persistence in a web-based leadership training program. Limitations are the use of only secondary data and sociodemographic and functional trainee variables.

2146 - “MASTERING YOUR EMPLOYABILITY”: THE EFFECTIVENESS OF A CAREER COURSE INTERVENTION FOR POSTGRADUATE BUSINESS STUDENTS TRANSITIONING TO THE WORLD OF WORK

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University of Limerick, Ireland, 2Rider University, USA, Limerick, Ireland (1) - University of Limerick, Ireland (2) - Rider University, USA (3)

Purpose – To maximize employment rates of graduates and support students in their transition to working life, many third-level institutions provide career services and interventions to their students. Drawing on behavioral learning theory, the theory of planned behavior, and social cognitive theory, this study evaluates the effectiveness of one such intervention on the job search behavior of postgraduate business students.

Design – The intervention, entitled “Mastering Your Employability” involved two courses that were incorporated into the core curriculum of several Master’s level business degree programs. Using a quasi-experimental design, 55 postgraduate business students completed a pre- and post-intervention survey; 50 students who had not completed the intervention served as a control group.

Results – Supporting the effectiveness of the intervention, paired sample t-tests, independent sample t-tests, and regression analyses showed that it had a positive effect on career exploration (both self and environmental), job search clarity, preparatory job search behavior, active job search behavior, and job search effort.

Limitations – While several attempts were made to maximize the response rate of both groups, the necessity to match pre- and post-intervention survey responses meant several participants who only completed one survey were excluded from the analysis.

Implications – This study has implications for research on graduate employability and more specifically on the role of personality and interventions. It also has practical implications for third-level institutions as it shows the importance of incorporating career interventions into the core curriculum.

Originality – There has been limited research on the effectiveness of core versus optional career services/interventions.

2147 - EFFECTIVENESS OF A LEADERSHIP WEB-BASED TRAINING PROGRAM ON TRAINING TRANSFER, REGARDING PSYCHOSOCIAL SUPPORT AND ITS DESIGN, DELIVERY AND IMPLEMENTATION CHARACTERISTICS

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The objective is to estimate the effectiveness of a web-based leadership development training program regarding the transfer of training and the influence of its associated psychosocial support in the context of a large brazilian public organization, according to some characteristics of training design, delivery and implementation. The sample had 214 respondents. Data were collected by self-assessment survey with two brazilian scales: Training Transfer and Training Transfer Psychosocial Support. A linear regression was used to analyze the data. The trainees sample was predominantly males (56.4%), mean age of 43 years and complete upper level education (80.2%). The training is virtual, short-term and voluntary (66.3%), management and business content, time-spaced sessions, contain single source feedback, information-based method and comprised a training needs analysis. Considering a 5-point scale, the learning transfer is average to high (mean 3.563; $sd=0.678$) with Cronbach Alpha = 0.928 and KMO = 0.938 (sig. <0.05); and support medium to low (mean 2.907; $sd=0.84604$) with Cronbach alpha = 0.941 and KMO = 0.924 (sig. <0.05). Mean correlation ($r = 0.555$, sig. <0.05) and adjusted R² of 0.304 (sig. <0.05). This study helped to understand the influence of psychosocial support on the transfer of web-based leadership development training to work, considering its design, delivery and implementation characteristics. The perception of support and transfer of training may imply that both trained leaders and their subordinates benefited from such intervention. This study was limited to the use only of self-report as a source of data about effectiveness.

2148 - EXAMINING THE ROLE OF CAREER COMPETENCIES AND PERCEIVED INSTITUTIONAL SUPPORT IN ENHANCING ACADEMIC PERFORMANCE AND GRADUATE EMPLOYABILITY

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Purpose – Graduate employability literature proposes that young adults should build their employability already during their studies. In this study, we apply Job-Demands Resources theory in an educational setting and examine whether career competencies and perceived institutional support impacts student academic performance and their employability before entering the labor market.

Design – Three-wave data were collected among Dutch university graduates at the start of the Master's program (T1), six months into the Master's program (T2), and at time of graduation (T3). We measured career competencies and perceived institutional support (T1), and study engagement and employability (T2). Objective indicators of academic performance (i.e., GPA and ECTs) were obtained via university records (T3).

Results – Findings show that career competencies (i.e., career resource) and perceived institutional support (i.e., organizational resource) were positively related to employability and study engagement, and subsequently employability was positively related to GPA at time of graduation. Employability mediated the relationship between career competencies and GPA, such that those students who developed career competencies at the start of the Master's program, were more employable six months later and obtained higher GPA's.

Limitations – We focused only on graduate students from an economics and business faculty.

Implications – Our findings show that students' academic performance can be enhanced by developing career competencies and employability during the study career.

Originality – This is one of the first studies to examine the role of employability during the school-to-work transition using longitudinal data including objective outcomes.

2489 - TEAM LEADER COMMUNICATION AND COORDINATION BEHAVIOR IN FIREFIGHTER TEAMS AND ITS INFLUENCE ON THE TEAM PERFORMANCE

Marta Juhasz - Veronika Klara Takacs

Purpose:

Our research aim was to build an observation system to evaluate the firefighter teams' coordination and communication behaviour under various workloads, since we wanted to understand their adaptation behaviour, especially in light of their leaders' competencies. This observation or evaluation system can help their managers to apply a new development and training methods in the future.

Research design and methodology:

We worked out simulated scenarios for firefighter teams. We registered 6 firefighter teams and then we analysed the video recordings. By using a bottom up way, with "naked eye" technique we built our observation system. Then we evaluated the team leaders' competencies and the whole teams' performance with experts.

Results:

Based on the video recording we identified the following team leaders' competencies: giving direction, situational awareness, stress management, communication, decision-making, safety-attitude. And to evaluate the whole team performance we determined these behaviour markers: success of problem solving, team motivation, coordination, cooperation and safety-attitude.

We found many correlation coefficients between team leader' competencies and the team performance that confirm the role of the leader in the team's success and in the team adaptation.

Value:

The value of the research is that it highlights the relationship between team leaders' competencies and their influence on the teams' performance under various workload conditions.

Limitations:

Subjective assessment of experts and other personality perception distortions.

Research/Practical Implications:

Development of team leaders' competency training program in high risk environment.

2490 - ATTENDANCE ATTITUDES: A LATENT PROFILE ANALYSIS

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Purpose

Research has gathered increasing knowledge regarding causes explaining presenteeism, such as constraints on absenteeism and work- and person-related factors. However, a person-centered approach regarding individuals' attendance attitude is currently missing. This study aims at studying attendance attitudes from a person-centered approach.

Design/Methodology

Using questionnaires, two random samples of 11.835 members of the Danish work force and a birth cohort study of app. 2.000 young people born in 1983 in a rural county in Denmark were collected. We employ a latent profile analysis (Mplus).

Results

We plan to provide insights to the understanding of individual attendance attitudes, and contribute to the understanding of absenteeism and presenteeism. Individuals could be allocated to different profiles, which will then be related to other variables of interest. For example, we expect individuals in a high legitimate profile to show higher sickness absenteeism and lower sickness presenteeism.

Limitations

Due to the cross-sectional character of the data the causal inference is impossible. In addition, the generalizability is limited because of the sample characteristics.

Research/Practical Implications

Using a person-centered approach might improve understanding of the complexity of attendance. Thereby, we might be able to provide evidence for unexpected findings, such as the role of support in the formation of presenteeism.

Originality/Value

This study is the first to consider latent profiles in the field of presenteeism, especially when considering attendance attitudes. By highlighting the heterogeneity of individuals regarding the latent construct of attendance attitudes, it contributes to a deeper understanding of individual differences in attendance behavior.

2606 - Relations between acquisition support and transfer of learning support and competence

mastery related to the use of the Electronic Information System (SEI).

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Universidade de Brasília⁽¹⁾

Purpose ✓ This research aimed to identify the relationships between the learning support (in their stages of acquisition and transfer) and the competence mastery relating to use of the Electronic Information System (SEI).

Design/Methodology/Approach/Intervention ✓ The instrument contained information regarding the scale of competence mastery concerning the use of SEI and also items related to both types of support: acquisition support and transfer of learning support. Through survey research, a questionnaire was applied in two Brazilian public organizations. After collecting data, the survey had 337 total responses. Descriptive and exploratory analyses were carried out, in addition to multivariate techniques such as factor analysis and Kendall's-tau correlation.

Results ✓ Exploratory and Confirmatory Factor Analyses, respectively, allowed to present evidence of validity of the two scales tested. Among the results arising from the analysis of correlation, it was possible to check moderate positive and significant associations between factors of acquisition and transfer support. The findings also showed that the factors related to acquisition and transfer support are weakly correlated with the factors regarding the competence mastery concerning the use of SEI.

Limitations ✓ The absence of additional data such as surveys of satisfaction and acceptance of technologies related to the use of SEI.

Research/Practical Implications ✓ Other organizations can make use of the scales presented, obtaining an important diagnosis about how individuals dominate such competencies, and so identifying support offered (material and psychosocial) for the mastery of these competences.

Originality/Value ✓ That is an important input for identifying aspects that influence learning by empirically demonstrating these relations.

POSTER PRESENTATIONS

21 - THE THEORY AND MEASUREMENT OF CORE SELF-EVALUATIONS: A RELIABILITY

GENERALIZATION ANALYSIS

Jisoo Ock⁽¹⁾ - Samuel McAbee⁽²⁾ - Seydahmet Ercan⁽³⁾ - Ting (Amy) Xiao⁽⁴⁾ - Frederick Oswald⁽⁴⁾

Nanyang Technological University, Psychology, Singapore, Singapore⁽¹⁾ - Bowling Green State University, Psychology, Bowling Green, United States⁽²⁾ - Bülent Ecevit Üniversitesi, Psychology, Zonguldak, Turkey⁽³⁾ - Rice University, Psychology, Houston, United States⁽⁴⁾

ABSTRACT

Purpose

The current study conducted a reliability generalization analysis for alpha reliability coefficients on the measures of core self-evaluations (CSE). Although reliability is a sample-specific property, there needs to be some assurance that the measures produce reliable scores across samples and situations. This is critical for accurate estimation and interpretation of the observed relationships between CSE and criterion constructs of interest (e.g., job satisfaction).

Design/Methodology

Analyses of our study effects were conducted using Schmidt and Hunter's (2015) meta-analytic methods.

Results

We found acceptable levels of reliability across measures ($\mu_{\alpha} = .83$, $\tau = .06$); however, inter-item correlations were higher for direct measures ($r_{MIC} = .29$) than for indirect measures ($r_{MIC} = .12$).

Limitations

Alpha coefficients in the primary studies may have been inflated by common method variance. Additionally, alpha coefficients and inter-item correlations may have been influenced by measurement-specific factors that render them less comparable.

Research/Practical implications

The multidimensionality in the composite of individual CSE trait measures suggests that alpha may be an underestimate of reliability. Thus, it may be desirable to model CSE as a latent factor with trait effects indicators, and estimating the ratio of the proportion of variance in scale scores accounted for by the higher-order construct.

Originality/Value

The focus on criterion-related validity evidence for CSE has been accompanied by relatively less attention to the reliability and internal properties of its measurement. Thus, we believe that it is

timely for meta-analytic evidence on psychometric reliability and associated study characteristics to inform the properties of CSE measures.

22 - ORGANISATIONAL CAREER INSTRUMENTALITY, CAREER ADAPTABILITY AND THRIVING AT WORK: BOUNDARY EFFECTS OF LIFE STAGE

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ABSTRACT

Purpose

The paper explores the direct and indirect links between the three positive organisational behaviour concepts of organisational career instrumentality, career adaptability and thriving at work within the boundary conditions of clients' life stage (age).

Research design, approach, and method

A cross-sectional survey design was utilised to collect via LinkedIn primary data from a sample of ($N = 606$) white (56%) and black (44%) and male (54%) and female (46%) professional people (mean age = 37; $SD = 11.08$) employed across the globe (South Africa: 76%; Europe: 19%; Africa: 3%; Eastern countries: 2%). The Organisational career instrumentality scale (OCI: Coetzee, 2018); Career adaptability scale (Savickas & Porfeli, 2012) and Thriving at work scale (Porath et al., 2012) were utilised as measures. Moderated-mediation regression-based analysis was performed.

Results

Organisational career instrumentality positively explains thriving at work through career adaptability for the 30s transition candidates (25 to 39 years). The interaction effect between low organisational career instrumentality and age in explaining low thriving at work was significantly stronger for this age group when compared with the mid-life aspirants (40 – 56 years).

Practical/managerial implications

Supportive career development practices for the 30s transition candidates (young talent) may help them thrive at work with a sense of momentum and progress in their careers.

Contribution/value-add

This study contributed to positive organisational behaviour and demonstrates that the nature and meaning of career goals with the concomitant career adaptability attitudes and behaviours may differ at various life stages.

**27 - HOW DO WE TAKE CARE OF THE CAREGIVERS? SOURCES OF SOCIAL SUPPORT AND BURNOUT
AMONG DISABILITY SUPPORT PROVIDERS**

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ABSTRACT

The purpose of this quantitative correlational research study was to determine if and to what extent formal social support and informal social support are correlated with the three dimensions of burnout among disability support workers in Missouri. The job demands-resources theoretical foundation provided the basis from which to measure the five variables in a non-probability convenience sample of 100 adult, full-time, disability support workers in Missouri. An online survey hosted by SurveyMonkey was used to collect anonymous data from the participants using three valid, reliable instruments: the MSPSS measured informal social support, the SPOS measured formal social support, and the three subscales of the MBI-HSS measured emotional exhaustion, depersonalization, and personal accomplishment. This data was then analyzed using SPSS. Informal social support and formal social support were moderately, positively correlated with the personal accomplishment dimension of burnout; $r(98) = .31$, $p = .002$; $r(98) = .4$, $p < .001$ respectively. Informal social support and formal social support were significantly negatively correlated with the depersonalization dimension of burnout; $r(98) = -.35$, $p < .001$; $r(98) = -.54$, $p < .001$. Informal and formal social support were also significantly negatively correlated with the emotional exhaustion dimension of burnout; $r = -.21$, $p = .035$; $r = -.71$, $p < .001$. Formal social support explained more than half of the variation in emotional exhaustion scores among the sample ($R^2 = .5041$). These findings are significant as they extend the JD-R literature to include sources of job-related resources inside and outside of the formal employment organization, and provide key insights into correlates of burnout in an understudied population.

Keywords: burnout, JD-R theory, disability support workers, social support

41 - THE DAILY SHOT OF CAFFEINE – BURN-OUT AND SUBSTANCE (MIS)USE AMONG NURSES

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ABSTRACT

Purpose

High work pressure and occupational burnout in the nursing profession have been investigated intensively. However, there are currently no reliable studies addressing the consumption of psychoactive compounds by nursing staff.

Methodology

127 graduate nurses completed questionnaires on demographic data, stress response (Stressverarbeitungsfragebogen) risk of burn-out (MBI-D), use of psychoactive compounds (WHO-ASSIST V3, use of caffeine) and caffeine dependency. Statistical analysis included an analysis of Pearson's correlation, multivariate analysis of variance and linear regression modeling. Lastly, the study examined differences in the severity of burnout, caffeine consumption and dependency in correlation with age, field of work and mode of employment.

Results

Nursing staff more frequently experienced personal fulfillment and emotional exhaustion. Caffeine dependency and personal fulfillment increase with elevating age and duration of employment. 65.4% of the nursing staff showed symptoms of caffeine dependency (about 30% in the general population). Furthermore, a tendency of heightened emotional exhaustion with increasing age could be observed.. Primarily, legal psychoactive drugs such as alcohol and tobacco were consumed – matching the general population. Furthermore, a correlation between alcohol consumption and burnout symptoms could be observed

Limitations

Small sample size and possible reservations filling in the form concerning the consumption of psychoactive substances

Practical implications

Substance (mis)use (especially alcohol but also caffeine with its often-neglected negative consequences) should be considered as a target for health related interventions especially when co-occurring with symptoms of burn-out.

43 - SUBJECTIVE NATURE OF ORGANIZATIONAL EFFICACY: A CASE STUDY

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ABSTRACT

Purpose

Investigation of employees' perception of organizational efficacy in order to find criteria which need to be improved.

Design/Methodology/Approach

The data were collected in a Russian plant after its acquisition by one Italian company. In that period the company faced many external and internal problems and the management was interested to investigate what was needed to be improved. Sixty seven employees from all departments excluding production participated in this study. They filled in a questionnaire of competing values approach about their perception of different aspects of organizational functioning.

Results

The employees and the top management had different perception of organizational functioning and emphasized different things as important for the company: the employees perceived goal-setting and information management as criteria which were needed to be improved while the top management believed that they needed to work on HR development and cohesion among employees. The agreement between employees and top management was found only for criteria of adaptability and control which both parties evaluated negatively. The present study exposed subjective nature of organizational efficacy: managers and employees perceive organizational functioning in a different manner.

Limitations

The results have not been compared to objective criteria of organizational functioning.

Research/Practical Implications

Not always top management sees the problems in organizational functioning in the same way as employees do. Employees' perception of organizational efficacy determines how much effort they invest in their work, therefore managers need to assess and develop a sense of organizational efficacy. The present study provides a simple way of such assessment.

44 - THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND ORGANIZATIONAL OUTCOMES

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ABSTRACT

Although job characteristics have been found to increase performance at work and reduce employees' intentions to quit (e.g., Allan et al., 2018; Humphrey et al., 2007), the evidence for the processes by which job design impacts organizational outcomes is scarce (Shantz et al., 2013). The purpose of this study was to examine the mediating role of work engagement on the relationship between a more comprehensive set of job characteristics than that included in Hackman and Oldham's (1980) Job Characteristics Model and three facets of work performance (in-role, extra-role, and creative performance) as well as employees' turnover intentions. Data were obtained via an online survey of 142 employees in an IT company based in Romania. The results revealed that employees who held jobs that offer high levels of autonomy, task significance, and social support enacted more in-role behaviors as a result of higher work engagement. Through increased work engagement, job characteristics as autonomy, task significance, and information processing positively influenced employees' extra-role performance, whereas social support negatively impacted their intentions to quit. Finally, task variety, problem solving, and information processing positively influenced creative performance through work engagement. Our results indicate that the way jobs are designed has the potential to foster employees' engagement at work and, as a consequence, increases their performance and decreases the willingness to leave the organization. Despite its cross sectional nature, our study shed light on which job characteristics are relevant for increasing work engagement, and how these characteristics can improve, through engagement, different facets of performance.

45 - HOW POOR LEADERSHIP AFFECTS EMPLOYEE STRAIN: THE MEDIATING ROLE OF NEGATIVE SOCIAL CLIMATE

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ABSTRACT

Purpose

According to Schaufeli's (2015) work on the role of leadership in the Job Demands-Resources model, leadership plays a crucial role in managing the allocation and impact of job demands and job resources on their followers. Research on this indirect pathway is currently scarce.

Building on Self-Determination Theory we conceptualize poor leadership as neither inspiring, nor strengthening or connecting and thus increasing employees experience of high job demands and lacking resources (i.e. a negative social climate), which in turn profoundly impacts symptoms of job strain.

Method

N = 740 employees from a large organization in the Telecommunications & IT Services sector responded to the Salutogenetic Work Design Questionnaire (SALSA) measuring poor leadership and negative social climate. Additionally, perceived emotional and cognitive strain symptoms were measured using the irritation scale.

Results

Structural Equation Modeling revealed a full mediation of negative social climate between poor leadership and cognitive irritation and a partial mediation between poor leadership and emotional irritation.

Limitations

All variables were based on self-reports and cross-sectional data don't allow firm conclusions about causality. Future three wave longitudinal studies may improve our design and provide more valid findings about the hypothesized mediation patterns.

Implications

Poor leaders influence and shape followers' job experience directly and indirectly. Practitioners should be aware of how poor leadership creates work contexts in which employees suffer from strain.

Value

The present study advances our understanding of the underlying psychological mechanisms that explain the destructiveness of poor leadership in organizations.

46 - SELF-EFFICACY AND CWBS: PERCEPTIONS OF ETHICAL MISCONDUCT AS A MEDIATOR

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ABSTRACT

Purpose

Counterproductive work behaviors are an ongoing concern for organizations. The purpose of this study was to examine generalized self-efficacy (GSE) and perceptions of ethical misconduct (PEM) to better understand underlying antecedents of counterproductive work behaviors (CWBS).

Methodology

Usable data was obtained from 190 participants who completed online measures assessing GSE, PEM and CWBS.

Results

CWBS were measured with two subscales, interpersonal and organizational deviance. Hayes' procedure to analyze mediation revealed that (1) GSE significantly predicted PEM, $\beta = -.322$, $p < .01$; (2) PEM significantly predicted interpersonal CWBS, $\beta = .657$, $p < .01$; and (3) there was an indirect effect of GSE on interpersonal CWBS through PEM, effect = $-.212$, 95% CI [-.34, -.12]. Similarly, (1) GSE significantly predicted PEM, $\beta = -.322$, $p < .01$; (2) PEM significantly predicted organizational CWBS, $\beta = .647$, $p < .01$; and (3) there was a significant indirect effect of GSE on organizational CWBS through PEM, effect = $-.208$, 95% CI [-.33, -.11].

Limitations

This study relied on an undergraduate sample. Future research should examine workers in an applied setting.

Research/Practical Implications

Organizations may want to support self-efficacy boosting tactics within training, recognizing its effect on PEM and CWBS. Organizations may benefit in hiring employees with higher levels of GSE to reduce employees' tendencies towards CWBS.

Originality/Value

While previous research links CWBS to GSE and PEM, this study was the first to propose and demonstrate that perceptions of ethical misconduct mediates the relationship between self-efficacy and counterproductive work behaviors.

**47 - ANCIENT VIRTUES IN MODERN ORGANIZATIONS:
CAUSES CONSEQUENCES AND CONTINGENCIES OF COURAGE IN THE WORKPLACE**

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ABSTRACT

Purpose

Although courage has generally been understood as a powerful virtue, research to establish it as a psychological construct is in its infancy. We examined courage in organizations against the backdrop of positive psychology with a design in the Grounded Theory tradition that connects Positive Organizational Behavior and Positive Organizational Scholarship.

Method

The sample consists of organizations that define courage in their mission statement and organizations without such a definition. It includes employees and executives, exploring workplace courage on the macro as well as the micro level. Eleven organizations and 23 participants contributed to the interview study.

Results

Applying Glaser's theoretical coding, specifically the C-family, we propose that courage arises from a decisional conflict in three major domains: the self, social interaction, and performance. It is located on a continuum between apathy and foolhardiness and can take on reactive, proactive, or autonomous forms. Whether and to what extent courage manifests, is a dynamic process contingent upon organizational structure, culture, and communication climate as well as individual cognitive-affective personality systems.

Limitations

The model depicts the complexity of the phenomenon, rather than details of its individual components. It goes beyond pre-defined categories and prevailing definitions.

Implications

Modern organizations are characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). Courage is crucial in such an environment and can be systematically fostered across the whole human resource management cycle.

Value

The study advances theory building on courage in the workplace and highlights its potential to be measured, developed and managed for more effective work performance.

49 - TRAINING MANAGERS IN LEADERSHIP COACHING: POSSIBILITIES, APPLICATION & THE WAY FORWARD

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ABSTRACT

Purpose

Organisations are not always preparing their managers for the use of a coaching skill and managers can be left alone with nothing other than the instruction ‘to coach’. This study investigates if managers have coaching skills and whether they can increase their level in a short time frame.

Methodology

Participants of a leadership coaching course (N=98) filled in a survey about their demographics, coaching experience and perception pre- and post-training. Participants were asked to engage in a five minute, video-taped coaching conversations pre-and-post training. These video conversations were evaluated by peers as well professional coaches (N=18), resulting in 906 evaluations.

Results

Managers have an awareness of the importance of coaching skills and believe that coaching skills can be learned. Even during a short training course (15 hours), managers can improve their coaching skills markedly (verified by self, peers & experts). Managers and peers however are overestimating the level of their current coaching skills.

Limitations

This study focused on the coach perspective, future research should follow up on the coachee perspective.

Implications

Organisations should not assume that every manager has the necessary level of coaching skills. Investment in training courses, even in short-term programs could be beneficial to give managers an overview of the approach and ensure a company aligned understanding of coaching.

Originality/Value

This study contributes to the body of knowledge in leadership coaching, shedding light on how leaders learn how to coach and including evaluations by coaching experts.

54 - A DOUBLE-EDGED SWORD? PUBLIC SERVICE MOTIVATION'S MODERATING EFFECT ON GENERATION Y AND PERCEIVED INCORRUPTIBILITY IN THE PUBLIC SERVICE

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ABSTRACT

This paper argues that the persistent existence of public service motivation (PSM) as a dynamic construct will depend on the extent to which successive generations of public service employees hold that PSM encourages ethical perceptions and behavior. Given the unique characteristics ascribed to Generation Yers and their ethical perceptions, coupled with the increasing retirement rate among Baby Boomers, it is becoming more important for public administration organizations to evaluate how this cohort's unique characteristics interact with PSM to impact ethical perceptions of what is ethical or unethical conduct. This paper empirically examined the moderating effects of generational cohorts of Generation Y on the relationships between the constructs of PSM and perceived incorruptibility by drawing on a sample of 671 public employees across Israeli government agencies. The article finds different effects of generational cohorts of Generation Y on the relationships between PSM and varying levels of ethical perceptions.

59 - GENDER AND CHARISMATIC LEADERSHIP; A CASE STUDY ON THE ROLES OF HEAD OF DEPARTMENT IN UNIVERSITY.

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ABSTRACT

Background

The charismatic leadership construct has been explored and debated for the last few decades, and previous research has indicated a link between charismatic leadership and employee outcomes. Additionally, a large body of literature has been devoted to examining gender issues in leadership. However, what the literature has not done thus far is to investigate the potential differences between male and female leaders who employ a charismatic leadership style. This study aimed to address this gap.

Method

Charismatic leadership was measured in a sample of 217 subordinate staff in a university located in Songkhla Province, Southern Thailand through the use of an online questionnaire. Respondents were asked to assess how frequently their department heads engaged in behaviors or demonstrated attributes indicative of a charismatic leadership style. Each behavior or attribute was rated on a 5-point frequency scale ranging from not at all to frequently and responses were then analyzed using means, standard deviation and t-test.

Results

The results revealed that both male and female leaders employed a charismatic leadership style at a level defined as *sometimes*. The results showed that female leaders (mean = 2.35) had a higher level of charismatic leadership than male leaders (mean = 1.99). Male and female leaders had a significantly different level ($t=2.591$, $p<.05$).

Conclusion

The results suggest that gender may be a critical, yet previously overlooked, variable worthy of closer examination in future studies of charismatic leadership and its efficacy.

71 - DOES TRAIT MINDFULNESS HELP WORKING COLLEGE STUDENTS? THE MEDIATING ROLE OF WORK MEANING AND WORK-SCHOOL ENRICHMENT

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ABSTRACT

Working while attending school is now a way of life for most undergraduate students (Perna, 2010) but only a small body of literature focuses on how students balance academics and employment. In the current study, we examined how trait mindfulness, or the ability to be present in the moment through attention and awareness (Brown & Ryan, 2003), may provide benefits to working college students. In particular, we investigated two underlying mechanisms that may explain the potential benefits of trait mindfulness on work outcomes, specifically, the role of work meaning and work-school enrichment. In a survey of 128 employed college students, we found evidence for a serial multiple mediation model of work meaning and work-school enrichment in the relationship between mindfulness and work outcomes (i.e., job satisfaction, emotional exhaustion, turnover intentions). Even though our data were correlational in nature and based on a single source, our research is among the first to answer a call from Steger and Ekman (2016) to examine the interplay between mindfulness and meaning for those engaged in stressful work. Practically speaking, organizations and universities may wish to provide mindfulness training to students as this may result in greater work meaning, work-school enrichment, and ultimately better work outcomes. In addition, students and universities should look for ways to cultivate purposeful work for college students. To our knowledge, this is the first study to explore how trait mindfulness translates into positive results for working students.

72 - WORK ENGAGEMENT AS THE STARTING POINT TO ENHANCE NURSES' WORK ABILITY AND TO IMPROVE ORGANIZATIONAL STABILITY: TESTING A MODEL.

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ABSTRACT

Purpose

The purpose of this study is to test the impact of work engagement on work ability and to define the correlation with job satisfaction and turnover intention. Work ability and engagement are pivotal concepts in explaining nurses' well-being, job satisfaction and turnover intention. The correlation between them is unclear and a comprehensive model could be useful.

Design

Cross-sectional

Method

This study involved 1024 nurses. The response rate was 70.7%. Path analysis was performed to test the research model, both in the whole sample and in the age-categories (<45yy and ≥45yy).

Results

The comprehensive model was validated. Fit indexes were RMSEA=0.058 (CI90%=0.037-0.081), CFI=0.976, TLI=0.956. Work engagement (vigor and dedication) predicted work ability and work ability predicted job satisfaction and it decreased turnover intention. Absorption was not significantly correlated with work ability. Correlations had different age-dependent patterns.

Limitations

The cross-sectional design allowed recruitment of nurses at work: so nurses off-duty were not involved, which could have resulted in different patterns of work engagement and work ability.

Research/practical implications

According to theory, work engagement could have detrimental consequences for employees. Previous research did not confirm this. This study confirmed the counterintuitive effect of work engagement and could be used as support to healthcare managers in tailoring organizational strategies through different motivational patterns.

Originality/value

This study highlighted how work engagement can contribute to enhanced work ability. Findings are theoretically counterintuitive and can be used to tailor strategies for different age-categories. This study validated a model to promote nurses' work ability and organizational stability.

75 - VERBAL EXPRESSION OF EMOTIONS AND PREFERENCES OF CUSTOMERS

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⁽¹⁾

ABSTRACT

Purpose

The awareness of brand equity is reflected in its strength and number of positive and negative associations. The present study aimed at creation of the diagnostic tool that would enable assessment of attitudes, and intentions about a brand customers have.

Methodology

Four categories of products and the products linked to those categories were selected with the help of competent judges. The following sets were selected: **sweets** – cakes chocolate; **alcohol** - vodka, beer; **motorization** - car, motorcycle, and **home electronics** – television set, mobile phone. A questionnaire revealing associations and emotional attitudes of the participants was presented to 96 extramural students. The structure of associations was evaluated with the method of continued associations.

Results

A list of associations and their dominance scores was created on the basis of obtained data. Preliminary data revealed that motorization (4.9) and home electronics (5) have got the highest mean scores. At the same time, a car (5.3) and a mobile phone (5) proved to rise the highest emotions. The next step will be calculation of the inter-object affinity index computed by summing dominance scores across overlapping elements and across stimuli.

Limitations

The study comprised students who are a special group, therefore, the results need to be confirmed with the data obtained from other social groups.

Practical Implications

The evaluation of emotional attitudes of customers enables creating efficient marketing strategies.

Value

The perception that a consumer holds about a brand directly results in either positive or negative effects.

77 - WORK ENVIRONMENT AND EMOTIONAL INTELLIGENCE, BURNOUT AND STRESS COPING IN NURSES

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ABSTRACT

Purpose

The research focuses on the questions if nurses working in various health care facilities present different abilities of emotional adaptation to the work environment, if they differ in feeling job burnout, and what strategies of stress coping they tend to use.

Methodology

Questionnaire of Emotional Intelligence ((NTE), Link Burnout Questionnaire (LBQ), and Coping Inventory for Stressful Situations (CISS). The study comprised 104 nurses from various health care facilities located within 7 voivodships. Three groups were distinguished: depending on the type of work: general and specialized medical care as well as taking care of patients with life-threatening illnesses. Statistical analysis was performed with IBM SPSS Statistic 24.

Results

Intergroup analyses revealed differences in emotional intelligence index depending upon the type and place of work. Nurses working in wards which treat people with life-threatening illnesses showed lower levels of sensibility and compassion as well as lower interest in their own and others emotional states. Most frequent was task-orienting style but clear cut differences occurred in emotion-oriented style. Interestingly, the level of job burnout was low.

Limitations

The total group consisted of three smaller ones which means that further research on bigger samples should be performed.

Practical Implications

The study showed a need of providing psychological support for nurses working at wards treating patients with life-threatening illnesses.

Value

The study indicated that research on work environment requires use of a number of tool to get real picture of the situation.

89 - VALIDATION OF A DIGITAL DIVERGENT THINKING TASK

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ABSTRACT

Purpose

Creativity is seen as an important 21st century skill, which makes its accurate assessment crucial for recruiters. Although divergent thinking (DT) tasks are well-researched measures of creativity, they are time-consuming due to their scoring methods. Therefore the purpose of this study was to validate a fully digital DT task, the Divergent Thinking Task (DTT).

Design

Three studies were conducted using student samples ($N = 66\text{-}76$), assessment data ($N = 168\text{-}226$) and a sample of working people ($N = 100$). Content, discriminant, convergent and predictive validity were evaluated in these studies.

Results

Study 1 showed weak but significant correlations between the DTT fluency scores and other DT measures and between the DTT originality scores and self-report creativity tests. In Study 3, a hierarchical regression showed that the DTT shows incremental validity over general intelligence in the prediction of academic grades. This prediction could mainly be attributed to the fluency scores, with little additional information coming from the originality score. Data collection and analyses for other parts of the studies are ongoing.

Limitations

Results are partly based on samples of convenience or student samples reducing the generalizability of the findings.

Practical implications

Preliminary analyses show the DTT to be a valid measure of divergent thinking that can be used to make real-life predictions.

Originality/value

The DTT is one of the first fully digital DT tests validated specifically for use in recruiting. The automated scoring procedure makes creativity testing more accessible and usable for both scientists and practitioners.

94 - LEADERSHIP BEHAVIORAL FLEXIBILITY: A DOUBLE EDGE SWORD FOR LEADERS

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ABSTRACT

Purpose

Managers deal with many employees who differ in how they want to be interacted with. We argue that managers need to take into account these individual differences when interacting with employees in order to be perceived in a positive way. To do so, they need to express leadership behavioral flexibility (LBF). In two studies, we tested whether LBF is perceived positively.

Design/Methodology

Participants watched two videos of the same leader interacting separately with two employees. We manipulated whether (1) the two employees preferred the same or different leadership styles, (2) the participants had information about the employees' preferences, and (3) the leader expressed the same leadership style or changed his leadership style between the two employees. Then, participant answered questions assessing how they perceived the leader.

Results

Leaders expressing LBF were perceived in a more positive way than the ones expressing only participative or only directive leadership when participants knew the employees' preferences. However, when participants did not know the employees' preferences, leaders expressing only participative leadership were perceived more positively than the ones expressing LBF or only directive leadership.

Limitations

Participants were not involved in the interaction and rated the leader from an external point of view.

Research/Practical implications

Changing behaviour between employees can sometimes be perceived negatively. Leaders who adapt their behaviour according to their employees should ensure that all their team members know why they change their behaviour while interacting with different members of the team.

Originality/Value

First studies investigating how LBF is perceived.

96 - ANALYSIS OF SUPPORTING ELEMENTS BASED ON BANDURA'S SELF-EFFICACY THEORY WHICH CAN INFLUENCE WOMEN IN ACHIEVING EXECUTIVE POSITIONS IN CORPORATIONS

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Purpose

Although the proportion of women in management continues to increase, women are still underrepresented in management positions worldwide. Since previous studies have shown that career self-efficacy expectations can influence career advancement and support women in achieving a leadership position, factors that are positively related to women's career self-efficacy expectations are examined.

Design/Methodology

An online survey was used to investigate and compare the career self-efficacy expectations of female executives ($n = 125$) and female employees ($n = 44$). The participants' career self-efficacy was measured using the Occupational Self-Efficacy Scale by Schyns and von Collani (2002).

Results

Findings reveal that female executives have significantly higher career self-efficacy expectations than female employees. Moreover, it was found that women's career self-efficacy beliefs are positively related to the corporate level of their workplace. A significant positive relationship was found between women's career self-efficacy expectations and several constructs, for example, internal attribution of professional success, external attribution of professional failure, and the observation of successful female executives.

Limitations

The two target groups had different group sizes.

Practical Implications

Organisations that want to increase their proportion of women in management can take various measures, such as increasing the visibility and accessibility of successful female managers.

Originality/Value

While several studies have been published on women's self-efficacy beliefs in a professional context, this is the first study to focus on factors positively related to women's career self-efficacy expectations. It is a valuable resource for companies that want to sustainably increase their proportion of female managers.

104 - WHAT DO YOU OWN IF YOU HAVE NOTHING? PSYCHOLOGICAL OWNERSHIP IN THE ARMY

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ABSTRACT

The concept of ownership has many different facets. It can be individual, collective, legal or psychological, it can be directed towards material, immaterial targets and even people. The purpose of this study is to explore psychological and material possessions in a dematerialized environment. This study is based on 83 semi-structured interviews and their content analysis. It delivers three main important theoretical contributions to the field of psychological ownership studies. The first represents a *categorization of material, virtual objects and people* and their influence on team spirit. The second proposes an extension of the psychological ownership theory and carries the title "*wandering psychological ownership*". It implies that some organizational targets become more important than others in certain situations. The third contribution extends the "dark side" of ownership and treats "*reversed ownership*" which means that individuals have the impression being owed by the organization and not *vice versa*. The main limitation of our study consists in the difficulty of generalizing some of the results due to the particularities of semi-closed military environment. However, we are able to draw numerous managerial implications from this research concerning the management of working space; creation of cohesiveness through experiences as well as the possibility for managers to choose the target of ownership of their employees and use the "*wandering psychological ownership*" concept to reinforce it. Hence, we contribute to the growing body of psychological ownership research, that mainly studies its antecedents and consequences, by investigating its yet unexplored facets.

Keywords: Psychological ownership, dematerialization, military environment

**110 - PECULIARITY RELATIONSHIPS OF NOVELTY SEEKERS, RIGID CONTROL, AND HARDY PROFILES
ON NURSES' BURNOUT**

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ABSTRACT

To confirm the occurrence of different hardness profiles in nurses using a person-centered approach and to assess their differential relationships between stressors and strains. Nurses experience high levels of psychosocial stressors. Hardiness may help offset these and reduce burnout. In most of this research a variable-centered approach (e.g., regression, SEM) has been used to address the additive and interactive effects of hardiness dimensions on stressors and strains. A cross-sectional survey was carried out among nurses in five hospitals. Hardiness, stressors as antecedents of burnout, burnout, and consequences of burnout were measured. For the profile identification, data were analyzed by k-means cluster analysis and MANOVA.

Three profiles were identified, consisting of individuals who scored: (1) average on commitment and control, and high on challenge, classified as the novelty seeker profile, (2) average on commitment and challenge, and high on control, labeled as the rigid control profile, and (3) high on all hardiness dimensions, classified as the hardy profile. Importantly, this result reveals that non-hardy nurses do not form a homogenous group. The identified profiles revealed different burnout processes, and concomitantly different stressor and strain experiences.

Nurses with a hardy profile showed the lowest levels of burnout and consequences; for the other two profiles, nurses with the novelty seeker profile were more likely to experience burnout than nurses with a rigid control profile.

115 - DEVELOPING A TAXONOMY OF EMPLOYEE STATES IN RESPONSE TO CHANGE AT WORK

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ABSTRACT

Purpose

This paper evaluates the organizational change literature to identify, review and synthesize the many typologies of employees' responses to change at work, with the aim of developing a unifying taxonomy. Such a taxonomy provides a person-centric tool for understanding change responses.

Method

We conducted a search for theoretically- and empirically-derived typologies of employee response to change across the organizational psychology, change management and information technology disciplines. These typologies were integrated to develop a taxonomy of responses to change at work.

Results

The literature search identified 17 typologies and taxonomies; a spectrum of employee states in response to change at work is presented from the analysis and amalgamation of these typologies.

Limitations

While a thorough search was conducted, other taxonomies and typologies may exist. Validation studies are required to investigate the identified profiles and moderators.

Research/Practical Implications

A taxonomy of employee states in response to change at work provides a valuable resource for practitioners and researchers. Our overall aim is to encourage adoption of a human-centric perspective on responses to change at work, extending beyond the traditional management perspectives found in concepts of resistance or acceptance of change. More specifically, for practitioners, the taxonomy may have utility for interpreting employee behavior in organizations in response to change. For researchers, it may open up new perspectives on change at work.

Originality

While different typologies of employee reactions to change proliferate, our taxonomy is the first (to the best of our knowledge) that unifies these response profiles into a coherent, overarching taxonomy.

141 - FROM HIERARCHICAL TO EGALITARIAN: THE EFFECT OF TASK INTERDEPENDENCE ON EMERGING HIERARCHY STEEPNESS AND GROUP PERFORMANCE

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ABSTRACT

Purpose

Task type affects how group members interact with each other. We investigate how task type affects the hierarchy formation within groups and how task type affects the link between group characteristics (e.g., their hierarchical organization) and group outcomes.

Design

Participants formed same-gender 3-person groups. They were randomly assigned to receive either individual or group speaking time feedback and were either confronted with solving a high procedurally interdependent or a low procedurally interdependent task.

Results

Task type affected how steep a hierarchy emerged; confirming our hypothesis, high procedurally interdependent tasks lead to steeper emerging hierarchies. However, group performance was unaffected by hierarchy steepness for both the high and the low interdependent task. Exploratory analysis indicated that group performed better if the competent members were perceived as more dominant.

Limitations

The tasks used were not only different in terms of interdependence; they were also different in terms of difficulty. Future research on the effect of task structure might want to uncounfound task structure and task difficulty.

Practical Implications

Hierarchy steepness does not seem to play a role in higher group performance. It is much more important to ensure that the group acquires high task competence, and the most competent member is entrusted with the leadership position.

Value

This study highlights the importance of taking into account task type when trying to understand how group members interact and what makes them perform well.

153 - TURNING THE MIRROR INSIDE: EMPLOYMENT RELATIONS OF CASUAL TEACHERS IN HIGHER EDUCATION SECTOR WITH SPECIAL REFERENCE TO WEST BENGAL

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ABSTRACT

Purpose

Expansion, excellence, and equity in the area of higher education sectors have been the three key terms since the last decade in the central policies of India. In the present study, we have explored the employment terms of multiple categories of casual teachers employed in the higher education sector of West Bengal. It also analyses the way government policies have undergone changes with changes in the political scenario.

Design

This qualitative research is based on the findings from semi-structured interviews. It has also analyzed several sources of secondary data; namely government orders, court judgments and media reports.

Results

The findings show that unfair treatments towards casual teachers are quite common and deeply rooted in the academic system. The employment terms have a rippling effect on other aspects of lives of casual teachers.

Limitation

The study is based on the cross sectional primary data which might limit the extended view of the problem.

Implications

The broader objective of government speaks volume to bridge the gaps of inequality. But in practice, the policies are drafted in a lackadaisical manner. This study attempts to highlight the loopholes in the policies.

Original Value

Only a handful of studies have considered the issue from multiple perspectives; taking into account macro factors such as political environment as well as micro factors such as experiences of marginalization on an individual level.

157 - EMPLOYER BRAND: SIGNALING VALUE TO EMPLOYEES

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ABSTRACT

The functions of an employer brand are to attract potential employees to a firm and to engage actual employees in its strategy. Previous research has strictly focused on the effects of employee-based brand equity in potential employees. The purpose of the present study was to investigate whether the perception of employee-based brand equity would affect current employees to engage in their work. Drawing from both signaling and social identity theory, this research proposed that employee-based brand equity would convey certain values to employees, thereby intrinsically motivating them to become psychologically engaged in their work. It was also proposed that the relationship would be dependent on whether the employees perceive congruency between their own values and their employer's values. Participants working for Canada's top 100 employers of 2017 were surveyed. We anticipate to receive over 300 responses from participating companies. Employee-based brand equity, motivation, engagement, person-organization fit and all other relevant variables (e.g., control variables, demographic variables) were measured using an online survey. Analyses will be available by the end of 2018. Although this study will demonstrate relationships between the above variables, reverse causation issues are a limitation. However, this study contributes to employer brand theory by demonstrating the generalizability of employee-based brand equity onto actual employees. It is suggested that practitioners should equally place employer brand efforts towards actual employees, to gain from its wide array of benefits. The originality of this research is demonstrated through the construct of motivation as a pathway between employee-based brand equity and employee engagement.

158 - MEAN GIRLS IN THE LEGAL WORKPLACE

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ABSTRACT

Purpose of the Study

To use quantitative survey methodology to explore whether Mean Girl treatment of women by other women in the legal workplace is associated with greater workplace incivility and lower levels of job satisfaction.

Design

This study employed a cross-sectional design.

Methods

Participants

Participants were legal professional women ($N = 129$) from across the USA ($M=45$, $SD=11$ years of age), including female associates, partners, paralegals, and administrative staff from law firms, legal corporations, governmental agencies, and legal nonprofit organizations in the USA.

Approach

This study utilized a quantitative descriptive/correlational approach using data acquired through an online survey.

Intervention

This quantitative descriptive/correlational study included no intervention.

Results

Perpetrating and receiving workplace incivility (direct and indirect aggression) were each significantly correlated each other and with lower job satisfaction. The greater the workplace incivility, the lower the job satisfaction.

Limitations

This study was limited to female legal workers in the USA. This study was limited by the lack of turnover intention measures and by the design, which did not include anti-incivility interventions or long-term follow-up.

Research/Practical Implications

Female-to-female workplace incivility and relational aggression diminish a women's job satisfaction, which may potentially decrease productivity and increase turnover. Interventions towards prevention of Mean Girl relational aggression are obligatory.

Originality/Value

This study of female legal professionals demonstrated how Mean Girl behavior is associated with workplace incivility and lower levels of job satisfaction. Combined, the findings of this novel study highlight the detrimental effect of Mean Girl behavior in the legal workplace.

163 - IS VUCA MORE THAN A BUZZWORD? SOME INITIAL EMPIRICAL EVIDENCE ON THE MEASUREMENT OF VUCA AND ITS RELATION TO EMPLOYEE WELL-BEING.

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ABSTRACT

Purpose

Volatility, Uncertainty, Complexity, and Ambiguity have found their way into international business vernacular as suitable descriptors of the modern business world. However, this construct is little understood as psychological construct that could affect employee motivation and health. We have therefore attempted to (1) adequately assess employees' perception of VUCA, and (2) investigate its relationship with employee outcomes (i.e. employee engagement and irritation).

Design

We collected a sample of 173 working adults in Germany who answered an assessment (25 Items) designed to assess Volatility (operationalized as frequency of change), uncertainty, complexity (operationalized as task variety, job complexity, and skill variety), and ambiguity. Principal component analysis showed good fit for a 4-factor model as proposed. We further analyzed the factors' relations to three facets of employee engagement (vigor, dedication, and absorption) and two facets of irritation (cognitive and emotional).

Results

Uncertainty showed to be significantly related to cognitive and emotional irritation. Job complexity had a negative relationship to dedication, while increasing cognitive and emotional irritation. However, task variety was positively associated with all three facets of employee engagement and decreased emotional irritation.

Limitations

Cross-sectional design.

Implications/Value

The analysis showed that VUCA can be psychometrically assessed and some facets may be involved in employee well-being. Interestingly, while volatility, uncertainty, and ambiguity showed tenets of "typical" hindrance stressors, complexity showed the more complicated relationships typical of challenge stressors (by being associated with both positive and negative well-being outcomes). VUCA's association with employee outcomes seems more complex than merely hindering.

170 - PSYCHOLOGICAL CONTRACT DIFFERENCES BETWEEN CHINESE AND BELGIAN EMPLOYEES

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ABSTRACT

Purpose

The majority of the psychological contract research uses Western samples and overlooks the impact of cultural differences. This study theorizes and qualitatively examines whether differences in cultural values between Chinese and Belgian employees result in differences in psychological contract content.

Design/Approach

In total, 41 interviewees from China and Belgium were interviewed through a mixed-methods design, meaning that respondents filled out a survey of cultural values in addition to being interviewed.

Results

The findings show that it is important to measure cultural values at the individual level, rather than using country-level averages. Four major themes describing Belgian employees' psychological contracts correspond to balanced contracts, while finding compromises between these elements: Job commitment & Work-life balance, Stability & Self-Achievement, Support & Cooperation, and Self-Direction & Belongingness. Three themes emerged for Chinese employees' psychological contracts are characterized by mixed contracts aligning with the ideology of 'Utilitarianistic Guanxi': steady security, hierarchy, and interpersonal relationship.

Limitations

The psychological contract research is not necessarily a perspective of individual and employees.

Research/Practical implications

First, the findings provide a basis for future research that could investigate the process and outcomes of balanced contract and mixed contract breach and fulfillment of Belgium and China. Second, employers need to be aware of the finding obligations that employees might perceive.

Originality/Value

The study provides new theoretical insights on how cultural values of Belgium and China can have different and similar contents on the psychological contract. It also stresses the importance for global organizations to manage the expatriate employees' psychological contract.

171 - THE KEY LEADERSHIP ELEMENTS OF SUCCESSFUL ORGANISATIONAL CHANGE: AN AUSTRALIAN PERSPECTIVE

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Purpose: To identify how leadership can contribute to successful organisational change—including service integration, mergers and acquisitions, and joint ventures—and use these insights to develop a leadership competency framework to assist leaders navigating change.

Methodology: In two separate studies, Australian leaders and leadership experts were interviewed (Study 1, $n = 7$; Study 2, $n = 15$), to garner their perspectives on the key leadership elements of successful organisational change. The experts' insights were analysed utilising content analysis techniques, and overarching themes were combined with themes from literature reviews to formulate a leadership competency framework.

Results: The perspectives of leadership experts aligned with themes from the literature reviews. The key leadership elements of successful organisational change were: (1) a strategic perspective; (2) a commitment to (and ability to clearly articulate) the case for change; (3) exemplary communication and relationship management skills, including the ability to engage in challenging conversations regarding change; (4) an open and accessible management style; and (5) personal attributes including integrity, self-management skills, and a sense of perspective. The leadership competency framework is outlined.

Limitations: The study obtains the opinions of leaders and leadership experts, rather than focusing on the effectiveness of the leadership elements.

Research/Practical Implications: This research adds to the body of knowledge regarding the leadership of change. The leadership competency framework is intended to be of practical use, as it describes specific behaviours that contribute to the effective leadership of change.

Originality/Value: This paper contributes to the under-researched area of leadership in service integration (an emerging form of organisational change).

178 - CULTURAL DIFFERENCES IN THE PERCEPTION OF STRESS

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Purpose

Stress can have severe consequences for organizations' human and economic capital. To identify classic and "new" stressors emerging from work 4.0 in organizations, a questionnaire based on a theoretical model by Reif, Spieß & Berger (2018) was developed and tested in four countries.

Design/Methodology/Approach/Intervention

The questionnaire included 123 items on stressors (task, working conditions and workflow, team climate and cooperation, roles and responsibilities, attitudes and behaviors, organizational climate and communication), resources (control and clarity, leadership and social support), negative outcomes (illness and strain) and positive outcomes (engagement and satisfaction). 856 employees participated in the survey. We applied ANOVA to compare countries.

Results

The factor 'country' explained a significant part of the variance of most stressors and resources. The countries did not significantly differ regarding negative and positive outcomes.

Limitations

Future research should test and validate the questionnaire in further countries and consider branch-specific differences.

Research/Practical Implications

Differences in the evaluation of stressors and resources and in the relationship between stressors/resources and outcomes across countries show that stress related interventions and resource trainings need to consider cultural backgrounds.

Originality/Value

We offer a new categorization of stressors and resources, building on previous research and stress models but also consider new stressors related to digitalization. Results can help to derive practical interventions to manage stressors and to develop resources.

181 - ACT AT WORK: IMPROVING WORKERS DEPRESSION AND STRESS LEVELS WITHIN A SPANISH INTENSIVE CARE UNIT.

Luis Manuel Blanco-Donoso ⁽¹⁾ - Carlos García-Rubio ⁽¹⁾ - Eva Garrosa ⁽¹⁾ - Bernardo Moreno-Jiménez ⁽¹⁾
- María Luisa Rodríguez de la Pinta ⁽²⁾

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Abstract

Purpose: The objective of this study was to determine if a brief psychological intervention based on the Acceptance and Commitment Therapy (ACT) was able to improve the levels of depression, anxiety and stress of a group of professionals who perform their work in a highly stressful environment: a medical Intensive Care Unit. **Methods:** The study involved 21 health care professionals from a Spanish hospital (13 in the quasi-experimental group and 8 in the wait-list control group). Questionnaires were administered before and after the intervention to assess psychological flexibility, depression, anxiety and stress. The intervention was based on a standardized format and was developed in three face-to-face sessions. **Results:** the ANCOVA showed that the experimental group decreased levels of depression ($F = 6.98, p < .05$) and stress ($F = 5.95, p < .05$) significantly compared to the group on waiting list, not being thus in the case of anxiety ($F = 1.33, p > .05$) and psychological flexibility ($F = .004, p > .05$). One month after the participants attending the training, those who completed the follow-up measures showed a significant change in their stress levels ($t = 2.38, p < .05$), but not in the rest of the variables. **Discussion:** Enhancing the psychological flexibility of workers could be an interesting objective for promotion of mental health within health organizations. ACT offers a framework to do so. However, it is necessary to continue deepening on the mechanisms that can account for the changes observed within this type of intervention.

182 - SELF-INITIATED EXPATRIATES: FROM INTENTION TO ACTION

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Purpose

Prior research on self-initiated expatriates (SIE) focused on the intention to self-expatriate. However, scholars have been stressing the need to address the “intention-implementation” gap, to understand what explains SIE behavior (Presbitero & Quita, 2017). Our study aims to evaluate the influence of variables known for affecting SIE intention in the emergence of SIE behavior. We explore the effect of demographics (age and gender), human capital (pre-international experience and educational level), personality (openness to experience and extraversion), the reasons to expatriate (career and adventure) and environment (GDP per capita and employer attractiveness), in the predicting SIE behavior.

Design/Methodology/Approach/Intervention

Data was collected through an online questionnaire. Our final sample is composed by 284 individuals: 166 with the intention to work abroad, and 118 who were in a SIE assignment at the time of the study.

Results

The results from logistic regression suggest that a SIE is a graduate individual ($B=.89$, $SE=.31$, $p<.01$) with greater openness to experience ($B=.44$, $SE=.21$, $p <.05$) and driven by career reasons ($B=.43$, $SE=.22$, $p<.05$)

Limitations

Because our study is cross-sectional we cannot infer causality.

Research/Practical Implications

We provide evidence about the predictive power of well-studied variables in real self-initiated behavior and offer practical insights to career counselors in universities to develop more effective interventions (e.g., career focus) with students that have the intention to work abroad.

Originality/Value

We are one of the few studies to explore actual SIE behavior.

184 - DO POSITIVE APPROACH AND ACHIEVEMENT EMOTIONS HAVE THE SAME IMPACT ON THE INTENTION TO ACT AND ON THE BEHAVIOURAL INTEGRATION OF FEEDBACK?

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Abstract:

Purpose

Positive emotions lead to a better acceptance of feedback in a competency assessment context (Bell & Arthur, 2008). Thereby, we theorize candidates will have a higher intention to act on feedback and behavioural integration of feedback when experiencing positive emotions. Positive emotions can be separated in two categories; approach (ApE) and achievement emotions (AcE; Tran, 2004). We hypothesize that ApE, which motivate people to acquire new skills (Garcia-Prieto and al., 2005), will be more strongly correlated with the intention to act and the behavioural integration of feedback than AcE, that bring stagnation and complacency (Tran, 2004).

Design/Methodology/Approach/Intervention

Participants (N=150) answered three self-reported questionnaires measuring emotions experienced during a real feedback in a competency assessment context, intention to act on feedback and behavioural integration (behavioural changes and developmental activities; Boudrias et al., 2014).

Results

When controlling for age and gender, ApE are associated with intention ($\beta=.46$), behavioural changes ($\beta=.35$), and developmental activities ($\beta=.22$) as are AcE (respectively $\beta=.21$; $\beta=.15$; $\beta=.02$). Betas above .20 are significant. As expected, the correlation is stronger between ApE and intention ($z=3.68$, $p<.05$), behavioural changes ($z=2.88$, $p<.05$) and developmental activities ($z=2.92$, $p<.05$) than AcE.

Limitations

Self-reports raise concerns about common method variance.

Research/Practical Implications

This study demonstrated the importance of ApE during a feedback rather than AcE to optimize the intention to act and the behavioural integration of feedback. Psychologists can be more aware of how they shape their message to avoid or generate certain emotions.

Originality/Value

To our knowledge, ApE and AcE haven't been studied in a feedback context.

188 - OVERCOMING OCCUPATIONAL BARRIERS TO PHYSICAL ACTIVITY AND WELL-BEING WITH FREE Pedometer Applications

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Abstract

Purpose: Given, first, the damaging influence that sedentariness has on health; second, the pervasiveness of physical inactivity; third, the stress buffering benefits of physical activity breaks for employees; and, fourth, the increasing prevalence of smartphone use worldwide, pedometer applications were explored as a means to increase employee physical activity.

Design/Methodology/Approach/Intervention: Fifteen employees completed a week-long pedometer application-based walking intervention. Participants then described their experiences with the application; its behavioural, well-being-related and occupational consequences; and the influence that their workplace has on their daily activity. **Results:** Thematic analysis of the data indicated that application use predominantly supported physical activity. Five psychological mechanisms were identified as underlying this perceived effect including increased physical activity awareness. Among some participants, physical activity facilitated the recuperation of psychological resources, and psychological detachment from work, which was described as benefitting well-being and work performance. Operating in a work-life imbalanced organisational culture and supervisors' avoidance of work breaks were perceived as barriers to physical activity. **Limitations:** The findings are limited by the subjective nature of the data and the small sample size.

Research/Practical Implications: The findings suggest how, practically, employees may be protected from the damaging effects of occupational sedentariness through use of a free, simple, accessible tool. **Originality/Value:** To the best of the authors' knowledge, prior to this study, the usefulness of smartphone pedometer applications in supporting physical activity has only been explored, in-depth, with a patient sample.

190 - COMMON METHOD BIAS: TIME TO THINK OF ABANDONING THE MYTH?

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Abstract

Common Method Variance (CMV), and its potential consequence Common Method Bias (CMB) that refers to meaningful distortion of relationship estimates, has received immense attention over the past three decades. It is a recurrent theme in the evaluation of research that utilizes same-respondent or single source data. In the past decade a substantial amount of meta-analytic, narrative review and simulation studies have emerged on CMV and CMV that allows us to reach an informed conclusion about the seriousness of the danger CMV imposes (in other terms the probability of CMB in a study). The purpose of the present work was to evaluate that evidence. The findings of summative and simulation studies that tested directly for the effects of CMV suggest that though CMV is a real phenomenon, the danger of CMB is extremely low and practically limited to the possibility of type II error. The findings of summative and simulation studies that evaluated remedial or *post hoc* methods – methods developed especially in order to detect and correct for the effects of CMB – leads to essentially the same conclusion. Furthermore, it appears that *post hoc* methods are becoming increasingly sophisticated and resource demanding but without any commensurate improvement in their reliability. Overall, therefore, available evidence suggests that CMB is rarely if ever a possibility. This leads to the dilemma of whether we should continue looking for evidence or whether we should seriously start thinking of leaving the “myth” behind.

Keywords: Common method variance; common method bias; *post hoc* techniques; evidence; simulations; reviews

**191 - THE MODERATING ROLE OF EMOTION MANAGEMENT IN THE RELATIONSHIP BETWEEN
MOBBING AND BURNOUT**

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The purpose of the first study is to contribute to the literature by investigating the moderator role of emotion management (emotion regulation and emotional intelligence) in the relationship between mobbing and burnout by collecting data from participants who work in a service industry occupation (220 nurses) with using survey. In addition, consistent with the discussions about employees who have a non-service occupation may also experience burnout, the second study was conducted to replicate the first study by collecting data from a non-service occupation (220 engineers). Both in study 1 and study 2, emotional intelligence moderates the relationship between mobbing and burnout but the effect was not in the hypothesized direction; it did not buffer the effects of mobbing on burnout. Furthermore, the dimensions of emotion regulation did not moderate the relationship between mobbing and the burnout dimensions, with one exception. Expressive suppression moderated the relationship between mobbing and reduced personal accomplishment in study 1. In study 2, in terms of levels of burnout, engineers did not differ from nurses who need high levels of face-to-face interactions in the workplace. Besides the all the positive effects and consequences of emotional intelligence, the dark side of emotional intelligence should be investigated. Further studies are needed to understand the conditions, that makes highly emotionally intelligent employees more vulnerable to certain stress conditions. Despite the contributions to the field, the study has many possible limitations such as detecting the role of cognitive reappraisal and expressive suppression, longitudinal studies are needed to derive antecedent-consequence associations.

192 - EXPERIENCING AN ESTEEM BOOST FROM BEING UNCIVIL IN THE WORKPLACE: A DOMINANCE INTERPERSONAL MOTIVE PERSPECTIVE

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Title

Experiencing an Esteem Boost from Being Uncivil to Coworkers: A Dominance Interpersonal Motive Perspective

Purpose

Past research often suggested that people feel bad after treating others poorly. We challenge this and argue that being uncivil to coworkers might unexpectedly boost the self-esteem of highly dominant employees during work hours because they derive self-worth from having autocracy and control over others.

Method

One hundred and eleven full-time employees completed two surveys per day for ten work days.

Results

Results from multilevel modeling showed that employees with high (vs. low) trait dominance motive were more likely to enact incivility on days when they experienced low midday self-esteem due to poor goal progress. Their end-of-day self-esteem and goal progress for the second half of the day improved significantly from midday after being uncivil as compared to employees with low trait dominance motive.

Limitations

We did not measure other recovery behaviors (e.g., taking respites or loafing), so we are unable to address when employees might turn to interpersonal behaviors or other behaviors during work hours to restore their self-esteem.

Implications

We showed that employees, specifically the highly dominant ones, may feel an esteem boost from being uncivil to others. Managers who have highly dominant employees should encourage them to regain self-worth through instrumental, task-related actions rather than incivility toward their peers.

Originality/Value

We uncovered a paradoxically adaptive outcome of antisocial behaviors for the esteem of highly dominant employees. Our use of an implicit measure for state self-esteem was also a novel design that helped to overcome socially desirable responses in research involving antisocial behaviors.

195 - WHAT MAKES US CHOOSE INEFFICIENT ADS?

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Purpose. The aim of the present study was to investigate the perceptions of differently worded and illustrated public service announcements (PSAs) of varying actual effectiveness and to test whether lay individuals are capable of intuitively choosing effective versions of PSAs. This research was funded by a grant (No. S-MIP-17-134) from the Research Council of Lithuania.

Methodology. 480 individuals participated in the first experiment. Participants were asked to consider a randomly selected PSA (1 out of 6 possible variants). The first experiment was a 3x2 design: three possible appeals, presented with or without an accompanying image. The second experiment tested whether an amusing visual stimulus affect the ranking of PSAs in a pretend scenario of buying a PSA for the city; a total of 120 individuals participated in the experiment.

Results. An amusing image increases the subjective evaluation of a PSA regardless of how the appeal is worded; the effect is the least pronounced for negatively worded PSAs. When no accompanying image is presented, negative appeals are most often chosen as the best option; when an engaging image is presented next to the appeal – individuals tend to choose emotionally neutral appeals. Lay individuals did not tend to favor effective variants of PSAs.

Limitations. The design of the study did not allow for longer and more varied measures.

Research and practical implications. Lay individuals are bad intuitive judges of PSA effectiveness. More research should be carried out on what subjective factors drive the continued use of ineffective PSAs.

Originality and value. This study contributes to the understanding of PSA effectiveness and creation.

200 - CULTURE OF PREVENTION IN SMALL AND MICRO ENTERPRISES: ASSESSMENT AND DEVELOPMENT

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Tremblay & Badri (2018) underline that objective indicators of SME's safety and health-management and -success are insufficient. Therefore, this study aims at identifying ways of measuring and developing a culture of prevention (CoP, conceptualized in accordance to Schein (1985), Elke (2000) and Cooper (2016)) within the context of small and micro enterprises.

Data collection (n=11 companies of the forestry industry in Germany) included semi-structured interviews, questionnaires and on-site inspections and thus combined objective and subjective sources. This information was aggregated into 13 empirically derived dimensions along four levels: Person, Organisation, Technology, External Situation. With regard to the development of the CoP, survey-feedback and face-to-face dialogues were used to initiate a process of reflection and planning within the companies. Evaluations with regard to this process was based on the CIPP model (Stufflebeam, 1971) and Sense of Coherence (Antonovsky, 1983).

Results show that most companies present developed CoP regarding accident prevention but lack of evolved values regarding health prevention and systematic approaches to manage OSH. Within company-specific hierarchies of values, "preventive values" are located within the last third. Managers experienced the process of developing a CoP as comprehensible, meaningful and manageable. Managers and employees derived 1-5 ($\emptyset = 3$) interventions.

Due to the small sample-size, the results are not generalizable. Besides, the design does not contain a control group.

This study offers a way to analyze and support small and micro companies' CoP. It is essential to focus on the enterprises' unique needs and resources in order to gain the management's commitment.

201 - NATURE VS. NURTURE: THE INFLUENCE OF PERSONALITY AND INTERNATIONAL EXPERIENCE ON THE DEVELOPMENT OF CULTURAL INTELLIGENCE IN INTERNATIONAL MANAGERS

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Purpose: Cultural intelligence is considered to be an important cross-cultural competence for international managers. To understand whether cultural intelligence is nature, nurture, or the result of both, the present study simultaneously examines personality and various international experiences for their impact on cultural intelligence.

Design/Methodology /Approach/Intervention: A survey method with data collected from 223 international executives and graduate business students in China and Ireland.

Results: Cultural intelligence is derived from both nature and nurture factors in that personality traits and international experience factors both contribute to cultural intelligence; and the degree of international experience partially mediates the relationship between personality and cultural intelligence. Additionally, a significant increase in the degree of international experience leads to only a slight enhancement in cultural intelligence overall. This phenomenon is termed as *International Experience Inelasticity of Cultural Intelligence*.

Limitations: Cross-sectional survey design that is measured by self-report psychometric instruments. **Research/Practical Implications:** The findings provide evidence that cultural intelligence is both about nature and nurture, and the mediation effect of international experience on the relationship between personality and cultural intelligence. The findings also have strong implications for the selection and development of international managers and leaders.

Originality/Value: (1) The first empirical study to test the influence of personality and international experience simultaneously on CQ. (2) The study extends the conceptualization and operationalization of international experience construct. Length, amount, and frequency-based dimensions were considered for the measurement of international experience. (3) Introduce the term *International Experience Inelasticity of Cultural Intelligence*.

**205 - INTERPERSONAL SKILLS: CLARIFYING A PROLIFERATED CONSTRUCT SPACE AND PROPOSING
A THEORETICAL FRAMEWORK**

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Over the last 100 years, a vast amount of research on interpersonal skills has been conducted. Unfortunately, the literature that has emerged is disjointed, siloed, and chaotic; the literature is not moving forward in a systematic way, and few recommendations for implementing that research can be made in applied contexts. Two key problems underlie this literature. First, dozens of constructs have been proposed and investigated within the literature, with little attempt to ensure that they are distinct. Thus, it is very likely that construct redundancy exists in this research domain. Second, there is no theoretically-grounded framework into which these constructs and research findings can be integrated. These limitations violate the scientific principle of parsimony and prevent the literature from moving forward. Our research is directed toward bringing order and clarity to this chaotic research domain through two objectives: (1) address the issue of construct proliferation/redundancy, and (2) establish a framework into which the key constructs can be structured. Working from the notion that most people can identify people they believe are particularly socially skilled, our qualitative study proceeds to ask people to talk about what it is that other individuals do that leads them to identify the other individual as highly socially skilled. Through these conversations and rigorous grounded theory analyses, we are able to identify the foundations for a taxonomy of social performance, but will also better understand how individuals define, interpret, understand, and use interpersonal skills in everyday interactions.

208 - ALL IS GOOD, SO LET'S NOT SPEAK UP: LEADER'S POSITIVE EMOTIONAL DISPLAY INHIBITS EMPLOYEE'S PROHIBITIVE VOICE

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Purpose

Employees may engage in voice by offering ideas to improve the organization (i.e., promotive voice) or expressing concerns about objectionable issues (i.e., prohibitive voice) (Liang, Farh, & Farh, 2012). Extant research suggested that when leaders display positive mood, it creates psychological safety that promotes employee voice (Liu, Song, Li, & Liao, 2017). We challenge this by contending that a leader's display of positive emotions may reduce employees' focus on preventing negative outcomes (i.e., state avoid regulatory focus), thus reducing prohibitive voice (despite the presence of questionable organization issues).

Method

We conducted an experiment on 182 undergraduates in a US university. Participants imagined themselves as employees, and we manipulated leader's emotional display in a vignette. Participants rated their state regulatory focus and wrote an email to share their thoughts related to the organization with the leader (out of a pool of promotive and prohibitive voice options).

Results

When leaders display high (vs. low) positive emotions, employees become less focused on avoiding undesirable conditions (i.e., lower state avoid regulatory focus), and are less likely to voice concerns about questionable organization issues.

Limitations

The vignette experiment study may not generalize to the real world.

Implications

We showed that a positive emotional context constructed by a leader may lead employees to censor their concerns about existing problems in the organization. This may trigger distal negative consequences because problems do not get identified and rectified timely.

Originality/Value

We demonstrated a counterintuitive negative impact of leader positive emotions on employees' prohibitive voice.

References

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211 - TAPPING THE FULL POTENTIAL: HOW LEADERS ENERGIZE PEOPLE BY COMMUNICATION

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ABSTRACT

Purpose. It's assumed that leaders can boost the motivation of employees by their communication and language skills (Van Quaquebeke & Felps, 2018, Carton, 2018). Theory in the field of strategic human capital and the field of organizational behavior (OB) is built to examine constructs and processes behind this assumption (Ployart, 2015). However, insights and evidence on the effectiveness of these social tactics is equivocal. The purpose of our study is to discover leadership practices that enhance the motivation, engagement, performance and ultimately the value creation of employees.

Design. To understand how leaders can tap the full potential of employees, we reviewed management literature, analyzed the communication between employees and their managers, and detected relational evidence on leadership practices and leadership effectiveness in terms of tapping the full potential of the people they were leading.

Results. We found that communication creates followership. Effective leaders are architects of energetic work processes by providing a structural blueprint that maps the connections between employees' everyday work and the organization's ultimate aspiration. Furthermore, effective leaders have motivational power by using inspirational language, asking open questions, and understand when and how to listen.

Relevance. The results of this study are very relevant and useful for leaders and organizations. A broader behavioral perspective on corporate governance could unravel communication and language as part of the corporate culture and tone at the top.

213 - PERCEIVED SOCIAL LEGITIMACY OF ENTRE-TAINMENT AND ENTREPRENEURIAL INTENTION

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Purpose

The media helps to create a discourse on entrepreneurship that conveys values and images ascribed to entrepreneurship. In this sense, the media can promote entrepreneurial practices and encourage entrepreneurship in the society. The aim of this study is to analyze the influence on entrepreneurial intention of: (a) the social legitimacy attached to entre-tainment (i.e., media that stage entrepreneurship for entertainment purposes), and (b) the skills which individuals believe they ascertain when watching entre-tainment. Drawing on the theory of planned behavior, this influence is tested both directly and indirectly through the three components posited by this theory (i.e., attitudes toward entrepreneurship, subjective norms, and entrepreneurial self-efficacy).

Design/Methodology

In a cross-sectional study, a sample of 320 Spanish participants (65.6 % female, 19-75 years old) filled out an online questionnaire.

Results

The results of partial least squares structural modeling revealed that positive attitudes and entrepreneurial self-efficacy mediated the social legitimacy – entrepreneurial intention and skills - entrepreneurial intention relationships, although subjective norms were not significant.

Limitations

Main limitations of this study relate to cross-sectional design and self-report measures.

Research/Practical Implications

Television programs and other formats are both attractive and pedagogical tools that can foster entrepreneurship within the general public. They can be also included in entrepreneurship education. Additionally, diverse types of entrepreneurs as role models should be displayed.

Originality/Value

While previous empirical evidence has indicated a direct link between these variables and entrepreneurial intention, the study of social legitimacy and perceived skills may benefit from considering a robust theoretical framework like the TPB.

Keywords: entrepreneurial intention, entre-tainment, theory of planned behavior, social legitimacy, perceived skills

214 - NEGATIVE WORKPLACE GOSSIP AND COUNTERPRODUCTIVE WORK BEHAVIORS: THE ROLE OF SOCIAL MEDIA AS MODERATOR AND HARDINESS AS MEDIATOR

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Despite, gossiping is one of the most pervasive activities within the organizations, yet, few studies analyze that workplace negative gossip can cause harm to individuals and organizations. The present work begins to address this gap by empirically examining that how negative workplace gossip affects counterproductive work behaviors. Further, we enhance understanding of negative workplace gossip on counterproductive work behaviors by examining the mediating role of individual's hardiness and moderating role of social media.

Using multi-source data from supervisor-supervisee dyadic working in energy of Pakistan, we find that there is positive relationship between gossip and counterproductive work behaviors. Moreover, social media moderated the relationship between gossip and counterproductive work behaviors, and that this relationship mediated by the hardiness.

We contribute to examine the relationship between negative workplace gossip and counterproductive work behaviors. We also introduce an important construct such as social media that helps in improving our understanding of the process (hardiness) through which negative workplace gossip affects counterproductive work behaviors. We also contribute to the gossip's literature and outline a boundary condition to enhance our understanding of what factors mitigate or exacerbate gossip's effects. Our results support to the notion that social media plays an important role in predicting gossip's effects on counterproductive work behaviors. Since, social media can enhance the negative effects of workplace gossip, the managers must establish a mechanism in which they can monitor the excessive use of social media during working hours. Manager should arrange ethical trainings and educate employees about potentially harmful effects on targets.

218 - THE CONSEQUENCES OF INSUFFICIENT ABUSIVE SUPERVISION

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Organizational researchers have recently begun exploring the multilevel nature of abusive supervision in the workplace (Farh & Chen, 2014; Peng, Schaubroeck, & Li, 2014). However, these studies have produced mixed results, unaccounted for under a single, unifying framework. Addressing incongruencies, we develop a theoretical model based in the social-evaluative threat literature to provide a comprehensive rationale for previous and current findings. We test this model with a time-lagged survey (Study 1) establishing external validity and a vignette experiment (Study 2) establishing internal validity. Study 1 suggests that employees with high social-evaluative concerns (SECs) feel ashamed when receiving incongruent abusive supervision in comparison to coworkers, which in turn increases their intentions to leave their organization. Study 2 demonstrates that receiving abusive supervision incongruent with that received by coworkers, triggers in employees SECs. As their SECs increase, so do their feelings of shame and turnover intentions. Together, our studies' findings dispute the widespread view that abusive supervision has solely negative effects on employees (Tepper, Moss, Lockhart, & Carr, 2007) and indicate that 1) employees prefer supervisory treatment congruent with that of their coworkers, even if it entails abuse, and 2) incongruent supervisory treatment, even if preferential, is associated with greater turnover intentions. Although the external validity of our results is limited because participants were recruited solely in the United States, we nonetheless assert that perceptions of incongruent abusive supervision between employees and their coworkers generate in them social-evaluative concerns which spur experiences of shame and desires to leave their organization.

219 - MOVING THROUGH GRIEF: SUPPORTING THE BEREAVEMENT PROCESS AT WORK

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Purpose:

Despite its' significant impact, grief has attracted relatively little attention in the organizational literature. With increasing frequency, younger generations are being left to care for, support, and grieve an aging population. These demographic realities suggest grief management and response will become an increasingly important workplace topic. This paper shines a light on grief as experienced and managed in workplaces, offering suggestions to help organizations address suffering effectively and compassionately.

Design / Methodology:

This paper provides a conceptual review of extant literature on grief, as experienced in work contexts. The multi-faceted nature of grief is explored, as are its' individual and organizational outcomes. Finally, building on research from multiple domains, implications for HR policy and practice are discussed.

Results:

A literature review suggests specific strategies individuals, peers, and workplaces can take to help alleviate suffering. These include helping employees build their own resilience, providing training in various interpersonal skills (e.g., facilitating difficult conversations, boosting emotional intelligence), and taking large-scale steps to create supportive organizational cultures.

Limitations:

This paper provides a comprehensive multi-disciplinary review of the grief management literature. More research is needed to empirically test the propositions presented.

Implications:

Grief is a universal human experience and yet not all organizations help people manage grief effectively. Managing grief ineffectively, or worse, ignoring it completely, has a series of detrimental effects. As such, this work has important value to HR practitioner and scholars.

Originality / Value:

The paper provides an original, up-to-date, and broad-based review of the grief-related research.

221 - WHY DO INDIVIDUALS JOIN THE MILITARY? REFINEMENT AND VALIDATION OF THE REASONS FOR JOINING SCALE

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Purpose

The Reasons for Joining Scale is intended to measure prospective recruits' reasons for joining the military. Despite its wide use within the Canadian Armed Forces, a strong theoretical underpinning of the scale is lacking, and limited research has examined its psychometric properties. As such, this study focuses on refining and validating the Reasons for Joining Scale.

Methodology

A sequential approach with four independent samples was used to refine the Reason for Joining Scale and consisted of a) qualitative analysis, b) exploratory factor analyses, c) confirmatory factor analyses, and d) predictive validity analyses.

Results

In study 1, seven additional items were added to the original 16-item scale based on qualitative analyses and a review of the literature. In study 2, exploratory factor analyses were conducted and 18 items were found to uniquely load onto four dimensions of motivation for joining the military: 1) internal self-interest motivators, such as self-fulfilment, adventure, and personal growth; 2) altruistic motivators, such as helping others, and serving the country; 3) external self-interest motivators, such as monetary benefits, and educational gains; and 4) family history. In Study 3, the 4-factor model was supported by confirmatory factor analyses. In Study 4, preliminary results supported the refined scale's ability to predict positive and negative adjustment to the military.

Limitations

The use of a cross-sectional design and self-report measures are limitations of this research.

Implications

The investigation of what attracts or motivates individuals to join the military has implications for the development of military recruitment campaigns.

222 - FACTORS GENERATING PSYCHOLOGICAL DISTRESS AMONG MANAGEMENT SCHOOL INTERNS

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Purpose

Work-related stress is a growing phenomenon of modern societies that degrades workers' psychological health. Although an internship is a potentially stressful transition from school to work, stress among interns is rarely examined. This is particularly true with respect to management school interns, even though internships are commonly used in these institutions and acclaimed by organizations. In this context, we seek to 1) determine whether internships generate stress and psychological distress among management students; 2) analyze the stressors they face; and 3) identify the stress coping strategies they use.

Methodology

Using an inductive analytical approach, this research was conducted in a Canadian management school. Interviews ($N=19$) were conducted with interns, internship supervisors, and internship coordinators.

Results

Organizational (e.g., degree of autonomy) and individual factors (e.g., work-life balance) were identified as stressors but perceived as challenges rather than hindrances to well-being, with social support playing a key role in this evaluation. Also, interns tend to adopt proactive strategies and impression management to reduce the effects of stress. Thus, although generating stress, internships tend to foster a state of well-being.

Limitations

The exploratory and inductive nature of our design prevents us from generalizing our results to other populations.

Implications

Our findings highlight the importance for organizations to provide interns with a supportive and stimulating environment to promote interns' psychological well-being.

Originality/Value

This study is one of the first to examine stress among management schools interns and to integrate several perspectives in order to obtain a global understanding of the phenomenon.

233 - HOW JOB CRAFTING, CREATIVITY, PERSONALITY, AND JOB AUTONOMY INTERACT TO INFLUENCE SUBJECTIVE WELL-BEING AMONG NURSES IN LEBANON

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Tilburg University, Department of Culture Studies, Tilburg, Netherlands ⁽¹⁾ - *Tilburg University, Department of Social Psychology, Tilburg, Netherlands* ⁽²⁾ - *American University of Beirut, Suliman S. Olayan School of Business and Evidence-based Healthcare Management Unit, Beirut, Lebanon* ⁽³⁾ - *Tilburg University, Department of Social Psychology, Tilburg, Lebanon* ⁽⁴⁾

Purpose: Our study explores how job crafting mediates the relationship between creativity, job autonomy, and certain personality facets on the one hand and subjective wellbeing on the other hand among nurses. We propose that job crafting might fully mediate the relationship between some of the antecedents and subjective well-being while partially mediate that relationship with other antecedents.

Methodology: We collected data from 547 nurses across several hospitals in Lebanon.

Results: Using structural equation modeling (SEM), we found that nurses who have high levels of job autonomy, conscientiousness, and agreeableness tend to job craft more and have higher levels of subjective wellbeing. We also found that job crafting partially mediates the relationship between creativity and subjective well-being.

Limitations: Our study was limited by the use of a cross-sectional design which prohibited our examination of causal relationships between the variables, as well as, our potential inability to recruit nurses who are overworked and on the verge of burnt-out.

Implications: Our study suggests that a strong link exists between job crafting and subjective wellbeing, which is an aspect that the nursing profession can capitalize on. Employers can also foster a work environment that provides employees with some freedom to choose the way they want to perform their tasks. Our research adds creativity as an antecedent in the general theoretical model of job crafting proposed by Rudolph, Katz, Lavigne, and Zacher (2017) and provides the first empirical evidence to support its addition. Our study also provided evidence to solidify the relationship between work-related factors and life-related outcomes.

235 - ALIGNING INTERVIEW STRUCTURE & GOALS, SCIENCE & PRACTICE

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Purpose

Unlike a written aptitude or personality test, the employment interview affords versatility in style and content (Posthuma, 2002). Thus, we propose the first interview structure model to integrate supplementary forms of fit assessment (values, goals, interests) alongside traditionally assessed complementary fit factors (knowledge, skills, abilities), and to account for recruitment behaviors alongside selection behaviors.

Approach

Strategic interview behaviors are proposed to vary along two continua (axes) regulating their function and impact on conversation. The recruitment-selection axis designates the chief decision-maker and the relational-transactional (i.e., supplementary-complementary fit) axis designates the criteria for judgment. We propose (1) a given behavior serves each axis pole to the detriment of its opposite, and (2) interviews strategically focused toward one end of each axis (i.e., those comprised of functionally consistent behaviors) better serve their intended function.

Results

A systematic review to test these propositions is underway. An initial pool across three databases yielded 6,127 articles; the first phase of coding reduced this to 1,183 articles.

Limitations

Assessment of interpersonal compatibility factors raises the potential for biased judgment and discrimination. The systematic review will shed light on this issue.

Research/Practical Implications

The proposed framework substantially increases the scope of interview research, and in turn, informed practice.

Originality/Value

The proposed framework accounts for interview behaviours in relation to a broader range of interview goals. Each relationship is proposed in relation to a testable proposition. Thus, the interview may accomplish more goals than existing frameworks purport, and retain its integrity as a staffing device.

240 - MANAGEMENT'S PERCEPTION OF TELEWORKING

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The research investigated what management thinks of teleworking, its benefits and challenges, how does it compare to the managing of on-site workers, improvements that can be made and what and how they learned to manage teleworkers. Three focus groups were done with a total of 24, predominantly immediate, managers of teleworkers from two Brazilian public organizations with different teleworking norms. The participants' answers were transcribed by the researchers and submitted to Bardin's (2011) content analysis. Results show productivity and self-management capacity for teleworkers as common benefits and immediate communication and goal setting as common difficulties. It is noted a difference in between the organizations of how teleworking is perceived. In one of them, the preoccupation with the teleworkers' life quality and their integration with the on-site team stands out. In the other, it's the rise of performance and the parametrization of individual productivity. Both organizations regard that the dynamic with the on-site team is more prepared to deal with unpredicted situations due to the direct communication and team's availability. The managers also report the need for training of competences related to teleworking, stating that their learning happened with the practice. One of the study's limitation was the presence of managers of different hierarchies, which made it difficult the consensus about teleworking. The results evidences the need to train managers in mediated communication skills and goal setting. Future studies are needed to comprehend how the managing of hybrid teams works, which could improve telework in organizations.

241 - THE IMPASSE OF HUMAN-ALGORITHM DECISION-MAKING: A REVIEW AND A WAY FORWARD

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Purpose: Despite abundant literature theorizing societal implications of algorithmic decision-making, little is known about the conditions that lead to the acceptance or rejection of the algorithmically-generated insights upon which individuals and organizations increasingly rely. *Algorithm aversion*—the reluctance of human forecasters to use superior but imperfect algorithms—embodies this obstacle for human-algorithm decision-making systems. This paper reviews the topic of algorithm aversion and follows its conceptual trail across disciplines, synthesizing established knowledge, and making practical suggestions for human-algorithm interaction design and research.

Methodology: A systematic literature review was conducted through eight interdisciplinary databases. Thirty-one journal articles were analyzed; making note of the focal agents addressed (*human, algorithm, and environment*), underlying decision-making theory, and methodologies employed.

Results: A majority of research focuses on the human agent and assumes a traditional rational theory of decision-making. Antecedents to algorithm aversion are presented in five themes to inform future research and practice: misguided performance expectations, lack of decision control, lack of incentivization, ignoring intuitive processes, and conflicting concepts of rationality.

Limitations: Only published, peer-reviewed, academic journal articles from 2008 to 2018 were considered.

Implications: Integrating nonrational decision-making theory presents an opportunity for meshing decision processes upstream for more participatory, less confrontational human-algorithm systems—simultaneously satisfying human psychological needs and maintaining statistical rigor in decision-making. Methodologically, knowledge of algorithmic decision-making is disadvantaged by a lack of field research and overly-abundant monodisciplinary conceptual ideations.

Originality/Value: The illusion of the impossible-to-comprehend algorithm is deconstructed, and actionable solutions for synergistic human-algorithm decision-making are proposed to enable human participation in a data-driven society.

242 - THE NEGATIVE EFFECT OF THE WORKERS' EMOTIONAL DYSREGULATION IN THE DAILY RELATIONSHIPS BETWEEN WORKPLACE INCIVILITY AND WELL-BEING AT HOME: A CROSS-LEVEL STUDY.

Luis Manuel Blanco-Donoso ⁽¹⁾ - Alberto Amutio ⁽²⁾ - Bernardo Moreno-Jiménez ⁽¹⁾ - María del Carmen Yeo Ayala ⁽³⁾ - Daniel Hermosilla ⁽⁴⁾ - Eva Garrosa ⁽¹⁾

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Abstract

Purpose: The aims of this study were twofold: firstly, to explore whether the effects of experiencing workplace incivility during work-time could explain the daily levels of nurses' well-being at home from a within-person perspective, and secondly, to analyze if that relationship could be moderated by the nurses' levels of emotional dysregulation. **Methods:** This is a multilevel study with diary methodology. The study was carried out in 18 primary health-care centres belonging to Spain. 94 nurses completed a general questionnaire and 54 of them a diary booklet over 5 consecutive working days in two different moments, immediately after work and at bedtime. **Results:** there were significant intra-individual fluctuations in workplace incivility throughout days. Moreover, emotional dysregulation significantly moderated the within-person workplace incivility-well-being associations. Specifically, emotional dysregulation showed to amplify the negative impact of workplace incivility on daily levels of fatigue, in such a way that those nurses with higher levels of emotional dysregulation showed higher levels of fatigue at home at night on those days that had experienced incivility at work. In the case of positive affect, emotional dysregulation showed also to boost the negative impact of the incivility, in such a way that those nurses with higher levels of emotional dysregulation presented lower levels of positive affect at night at home on those days that they had experienced incivility at work. **Conclusion:** the presence of difficulties in emotional regulation among nurses can increase the negative effects of daily workplace incivility on their health and well-being.

244 - TYPOLOGY OF INTERNET'S PROFESSIONAL USE IN AND OUTSIDE WORK: CONSEQUENCES ON WORK ENGAGEMENT, THE RELATIONSHIP TO THE INTERNET AND WORK-HOME INTERFACE

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Many studies have analysed the uses of ICT for work, with some focusing on use at the office (e.g. Chesley, 2014) and others on use outside the traditional workplace and workday (e.g. Fenner & Renn, 2010). However, there is little research encompassing all work uses of ICTs, both in and out of the office, or on their respective effects. Thus, the present study aims to: a) explore the links between intensity, places and time periods of using the Internet for work; b) examine whether Internet uses for work affect work engagement, problematic Internet use, and perceived impact of work on personal life.

An empirical study was conducted based on a questionnaire survey of 502 managerial professionals. We measured their use of the Internet for business purposes during working hours at and outside of the standard workday/workplace; their work engagement (Schaufeli *et al.*, 2006); their relationship to the Internet (Khazaal *et al.*, 2008); and the perceived impact of work on their personal lives (Wagena & Geurts, 2000).

Four categories of Internet use for work were identified (Cluster analyses). They differed with respect to intensity, places (at standard workplace, at home, travelling), and time periods (during a typical workday, a day off or vacation) dedicated to Internet use.

ANCOVA reveal that the daily intensity of Internet use for work and the increased number of places and time periods associated with uses diminish managers' dedication and vigour at work, favour problematic Internet behaviour, and foster the permeability between work life and personal life.

248 - WHY CUSTOMERS DO (NOT) TRUST THEIR BANK

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-Oral Presentation-

Purpose: In banking services trust is crucial to any relational exchange situation; trust reduces the perceived risk of service outcome. The purpose of this study is to investigate the reasons for low trust in banks.

Methodology: 544 street interviews were conducted, structured to document the interviewees' level of trust toward Israeli banks. The answers were analyzed using a qualitative method.

Results: A 62.86% majority of the 544 respondents stated that they do not trust banks. The main concerns of those who do not trust their bank can be aggregated into three issues: misuse of customer funds, unequal power between banks and customers, and bank-customer relations. Three main reasons were also revealed where respondents' trust their bank: the necessity of using bank services, one's own experience, and quality of service. We utilized Mayer *et al.*'s 1995 model to analyze the reasons for respondents' level of trust. The bank's competence on one hand to provide financial services is perceived as a reason to trust. By contrast, trust as a key element in exchange relationships is harmed when customers are exposed to behaviors that are incompatible with benevolence and integrity.

Limitations: Data has been gleaned from only one country, and the results may not be generalizable to other countries and across cultures.

Research/Practical Implications: Banking service providers may differentiate between the reasons for high and low trust in banks, and address the determinants of low trust.

Originality/Value: This study explores various aspects of low trust in banks during 'normal times'.

**250 - WHO'S RESPONSIBLE? EXAMINING THE INFLUENCE OF WORKER PROSOCIAL TENDENCIES
AND CSR PERCEPTIONS ON PRO(ANTI)SOCIAL BEHAVIORS**

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Purpose: This study utilized CSR perceptions, along with the influence of proactive personality and felt responsibility, to predict worker's tendencies to engage in behaviors consistent with the "spirit" of CSR (e.g., helpful behaviors directed at non-organizational third-parties at work and beyond), and to refrain from anti-social behaviors at work.

Design: We surveyed a sample of workers at a company with an active corporate social responsibility (CSR) program to examine the relationship between proactive personality, feelings of responsibility, and CSR perceptions on several pro- and anti-social behaviors.

Results: Our findings revealed that employees' perceptions of their company's CSR moderated the link between personality and feelings of responsibility and pro- and anti-social behaviors. When CSR perceptions were low, personality was the best predictor of pro(anti)-social behaviors, whereas higher perceptions obscured the link. Implications for CSR communication are introduced.

Implications: We interpret this finding within a trait activation framework, suggesting that individuals' perceptions of their company's tendencies toward CSR act as an indicator of (un)acceptable behavior.

Limitations: These results are cross-sectional in nature and thus cannot speak to the causal relationship between personality and the reported pro/anti-social behaviors. The reported behaviors are also self-reported, and thus may be subject to social desirability effects.

Value: Corporate social responsibility (CSR) is often seen as a sign of organizational "good behavior, but is less frequently recognized as an indicator of behavioral expectations at work. This study is the first to utilize a trait activation model suggesting environmental influences borne of CSR on individual pro-social tendencies.

257 - THE SPILLOVER OF HELPING BEHAVIORS IN THE WORKPLACE ON SUPPORT AND WELL-BEING

AT HOME

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Purpose. The current study proposes and tests a model that explicates how helping behaviors (i.e., OCB-I) in the workplace influence support provision and satisfaction at home on a daily basis.

Design/Methodology. We adopted experience-sampling methodology with two daily surveys over a two-week period. Our sample consisted of 81 couples from China. We measured self-rated OCB-I in the workplace (at work) and self-rated life and relationship satisfaction (at home). We also assessed spouse-rated helping behaviors at home.

Results. Controlling for positive affect, we found a positive indirect effect of OCB-I on life satisfaction (95% CI [.05, .24]) and relationship satisfaction (95% CI [.06, .33]) via support provision at home (spouse-rated). That is, employees who engaged in OCB-I in the workplace during the day were more likely to provide support to their spouses at home in the evening, which subsequently led to higher life satisfaction and relationship satisfaction.

Limitations. In addition to a small sample size, it may be more objective to ask colleagues to assess participants' OCB-Is.

Research/Practical Implications. Our results shed light on an underlying mechanism through which helping behaviors in the workplace can result in higher well-being at the end of the day, and provide a counterweight to the ego depletion hypothesis, which suggests that helping behaviors might lead to work-family conflict.

Originality/Value. This paper presents a model that explains the mechanism through which helping behaviors at work can enhance one's daily well-being.

265 - CAN PERSONALITY PREDICT WORK ENGAGED EMPLOYEES?

A CASE STUDY AMONG NURSES OF A PUBLIC SECTOR HOSPITAL

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NAVAL HOSPITAL OF CRETE, CHANIA, Greece⁽¹⁾

This study examines whether work engagement can be predicted by personality characteristics, in a particular workplace. The positive state of work engagement has been shown to differ between various professions with different demands and characteristics (Inceoglu and Warr, 2011), and its possible link with employees' individual personality traits has been investigated by a considerable amount of studies, but research has reported mixed findings.

Thus, it is hypothesized that agreeableness, openness to experience, extraversion and conscientiousness will be positively and significantly related to work engagement (Hypothesis 1), whereas neuroticism will be negatively and significantly related to it (Hypothesis 2).

Data was collected from 76 nurses of a particular public hospital. Work engagement was measured with UWES-17 (Schaufeli and Bakker, 2003) and personality characteristics with the TPQue questionnaire (Tsaousis, 1999). Results of linear stepwise multiple regression analysis partly supported H1 (conscientiousness and openness to experience were found to predict work engagement, whereas agreeableness and extraversion were not), and did not support H2.

The results of this study add to the existing literature by trying to shed light to the potential relationship between personality characteristics and work engagement. The fact that this study concerned only a particular workplace (health; nursing) can be considered as a limitation, and thus, the results cannot be generalized. From a practical point of view, the particular findings could assist human resources managers in job selection, in order to maximize positive organizational behaviors.

**274 - PLEASE, HANDLE WITH CARE – HOW CAN THE JOB CHARACTERISTICS MODEL BE USED TO
IMPROVE WORKING CONDITIONS OF PROFESSIONAL TRUCK DRIVERS?**

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Germany* ⁽¹⁾

For several years, the transportation industry has been concerned about a severe shortage of professional truck drivers. In particular, employers in the EU logistics sector are having a hard time recruiting long-haul truck drivers. A comprehensive body of EU and national regulations governs the sector that affects the costs to transportation companies as well as the labour supply. Studies investigating the reasons found that staffing shortage is mainly due to poor working conditions, stress, and strains resulting from psychological and physiological job demands. Consequences are decreases in drivers' job satisfaction, health, and ability to work. Relatively low salaries are a further cause for a high fluctuation among drivers, occupational changes, and a lack of young drivers. Taken together, these conditions make professional truck drivers a "scarce commodity" in the logistics industry.

The aim of the current study was to investigate how the Job Characteristics Model (Hackmann & Oldham, 1976) can be applied to improve working conditions of long distance drivers and thus improve their work motivation, job satisfaction, and reduce fluctuation in this professional group. We used an adaption of the German version of the Job Diagnostic Survey (Schmidt, Kleinbeck, Ottmann & Seidel, 1985) to interview 50 professional truck drivers. Results revealed significant differences in core job characteristics between participants. Motivation Potentials Scores correlated significantly with job satisfaction, and job performance, even if individual growth need strength was controlled. Both outcomes could be predicted by the perception of core job characteristics. Further, satisfaction with the work itself best predicted overall job satisfaction. Implications for theory are discussed and recommendations for actions for employers deduced.

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Schmidt, K.-H., Kleinbeck, U., Ottmann, W. & Seidel, B. (1985). Ein Verfahren zur Diagnose von Arbeitsinhalten: Der Job Diagnostic Survey (JDS). *Psychologie und Praxis, Zeitschrift für Arbeits- und Organisationspsychologie*, 29, 162-172.

283 - FLEXIBLE ACTION REGULATION IN CAREER TRANSITIONS: A CONCEPTUAL MODEL

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Purpose: Career transitions are processes that refer to changes from one occupational state or role to another. We develop and present a theoretical framework on flexible action regulation in career transitions which aims to better understand the dynamics of proactive and adaptive behaviors in transition processes as well as how the flexible use of these behaviors relates to changes in well-being. We define proactive behavior, in line with the action-regulation theory, as being an internally driven goal engagement and action to initiate a change in the environment; adaptive behavior is defined as an action that indicates goal adjustment or disengagement in response to externally-initiated changes.

Approach: We integrate knowledge from different literatures to argue that the interplay of proactive and adaptive behaviors relates to individual well-being over time. Moreover, we specify the processes and individual differences in the interactions of proactive and adaptive behaviors to explain the effects of proactive and adaptive behavior changes on the outcomes of well-being.

Practical Implications: Our approach has some practical implications for individuals facing career transitions and for employment centers, organizations, and educational institutions to support people to effectively manage career transitions by engaging in proactive and adaptive behaviors and to develop interventions to promote well-being.

Originality/Value: Our approach extends fragmented extant work on proactive and adaptive behaviors, and combines an action regulation and resource-based perspective with literature on career transitions.

284 - DEVELOPMENT AND VALIDATION OF THE GLOBAL WELL-BEING AT WORK INVENTORY® (GWWI®)

Richard Thompson ⁽¹⁾ - Emily Johnson ⁽²⁾ - Nancy Schaubhut ⁽³⁾ - Martin Boult ⁽⁴⁾

CPP, Inc., Research, Sunnyvale, United States ⁽¹⁾ - *St. Cloud State University and CPP, St. Cloud, United States* ⁽²⁾ - *CPP, Inc., Minneapolis, United States* ⁽³⁾ - *CPP, Asia Pacific, Melbourne, Australia* ⁽⁴⁾

Purpose

Well-being is a topic of growing interest in positive psychology, and for people in general. Well-being is distinct from happiness. A number of measures of general well-being have been developed derived from Seligman's work. The present study presents the measurement properties of a well-being instrument developed for use in the workplace, intended to provide organizations with a means of measuring the well-being of their workforce using a reliable and valid instrument.

Design

Three different surveys were conducted globally on three separate occasions (May-June of 2016, 2017, 2018). Over 3,000 people completed each of the surveys on each occasion. The surveys included the items comprising the GWWI® along with different criterion measures. The GWWI® assessment was examined for reliability (Cronbach's alpha, test-retest) and evidence of construct validity (exploratory and confirmatory factor analysis) along with criterion related validity.

Results

The analyses demonstrate that the GWWI has sound measurement properties, consistent with other measures of general well-being. The internal consistency reliabilities of the measures range from .81 to .93. The exploratory and confirmatory factor analysis demonstrate reasonable construct validity consistent with the structure found in other measures of well-being. Correlations with other criterion measures were consistent with what would be expected.

Limitations

The study is reliant on self-report data.

Research/Practical Implications

The research demonstrates that workplace well-being can be accurately measured using the same assessment across countries, occupations, and age groups.

Originality/Value

There has been limited research in the area of workplace well-being. This research provides a tool for further study.

288 - PERSONALITY, WORK AND LIFE SATISFACTION: MEDIATING ROLE OF JOB CRAFTING

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Personality, work and life satisfaction: mediating role of job crafting

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Purpose: Job crafting is defined as the self-initiated changes that employees make in their own job demands and job resources to attain and/or optimize their personal /work goals. The study aimed to investigate association between job crafting, personality variables (conscientiousness and agreeableness), work and life satisfaction, and to verify the job crafting mediating mechanism between personality and work and life satisfaction.

Design/Methodology: Hypotheses around the objectives were tested on a group of 174 employed respondents, using self-reported scales.

Results: The results have shown a strong link between the two dimensions of job crafting (increasing structural job resources, increasing challenging job demands), conscientiousness and both work and life satisfaction. Interaction between increasing social job resources, decreasing hindering job demands (Job Crafting) and agreeableness have not been identified as significant. Furthermore, the full mediating effect of job crafting (increasing structural job resources, increasing challenging job demands) on the relation between conscientiousness and work satisfaction, and a partial mediating effect of job crafting (increasing structural job resources) on the relation between conscientiousness and life satisfaction have been demonstrated.

Practical implications: The received results indicate, that increasing job resources, e.g. work autonomy, learning and development possibilities, interesting, challenging projects play for conscientious employees an important role in increasing their work and life satisfaction, and provide useful implications for organizational practice.

Limitations: Limitations of the study, mainly limited number of participants, measurement context effects of the self-reported scales have been discussed.

The research was supported by Slovak Research Agency VEGA: 1/0273/18

289 - YOU NEED AN EXCUSE: SUCCESSFUL WOMEN ARE LET OFF THE HOOK IF THEIR SUCCESS IS NOT LINKED TO AMBITION

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Successful women in male gender-typed fields face a double bind. On one hand, they are seen as incompetent due to a perceived lack of fit between what a woman is like and what a successful person should be like (Eagly & Karau, 2001). On the other hand, when women have proven their competence beyond doubt they are seen as less likable due to a perceived lack of communalism (Heilman & Okimoto, 2007). The current studies examine the notion that when women end up in their positions due to factors other than personal ambition they might be let off the hook. In study 1 participants read a story about an employee (man vs. woman) in a male gender-typed company, who achieved their success either through goal-directed choices and ambition or as a product of circumstances. Results indicated that a woman who actively strived for success in a male gender-typed field is less liked than a woman who did not, and less liked than a man in the same condition, $F(1,85) = 8.38, p = .003$. Study 2 focused on a leader of a STEM project. Results were marginally significant ($F(1,131) = 3.08, p = .08$), but were in line with our hypothesis that a woman who put herself forward to be a project leader was less liked and more derogated than a woman who was assigned to be a project leader, or a man in the same condition. Overall, these findings suggest that while women are penalized for success in traditionally masculine positions, this does not happen when they arrive at their positions due to circumstances.

297 - AFFECTIVE AND IMPORTANCE GOAL HIERARCHY INCONGRUENCE: EFFECTS ON GOAL PROCESSES

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Purpose: To extends literature on affect and goal importance within goal hierarchies. Specifically, how differences, or incongruence between the direction and levels of affect and importance between subordinate and superordinate goals influence goal attainment speed and task performance, with goal commitment mediating the effect. **Method:** Participants completed two surveys, one week apart. Goal affect and importance were measured at both time one and time two, with goal processes being measured at time two. **Results:** Foremost, the affectivity level (both positive and negative) of the subordinate goal is highly correlated with their respective affectivity level of the superordinate goal. This was also present with the trait affectivity, which ultimately indicates minimal to no incongruence between affectivity of superordinate goals, subordinate goals, and trait. However, initial results still supported some of our hypotheses, with affective and importance incongruence predicting subordinate goal speed ($p < .05$). **Limitations:** Participants may have had a lack of understanding of the directions, as reflected by a range of goal types. Due to a small final sample size of 113, analyses controlling for goal types were unable to be performed. **Implications:** Our study can add to a new understanding of how affect and importance interact within goal hierarchies, and provide organizations with a new target to implement interventions towards, in order to increase employee efficiency. **Originality:** This is the first study to our knowledge which looks at an incongruence between goal hierarchies, specifically with regards to the affectivity and importance attached to goals within the hierarchy.

**298 - HOW FEAR OF FAILURE LEADS TO UNETHICAL BEHAVIOR DURING GOAL STRIVING: THE
MODERATING ROLE OF CONSCIENTIOUSNESS AND MORAL IDENTITY**

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Despite numerous previous studies exploring predictors of unethical behavior at work, the mechanism through which fear of failure could lead to unethical behavior remains unknown. This study fills the gap in literature through analyzing how perceived failure results into unethical behavior during goal striving. Ego depletion plays a mediating role in this relationship. Furthermore, conscientiousness buffers the negative impact of perceived goal failure on ego-depletion on one side while moral identity moderates the relationship between ego-depletion and employee's unethical behavior. Supporting previous literature, memories of past failure are also correlated with current fear of failure.

Preliminary findings of the data collected from sales professionals working in the United States supported the linkages among fear of failure, ego depletion, conscientiousness, moral identity, memories and unethical behavior.

On research side, the study contributes to the literature by exploring dynamics of goal striving in resource preservation perspective. While in practical area, it justifies the importance of interventions to enhance conscientiousness and moral identity as well as to promote ethical awareness at workplace to reduce employees' unethical behavior.

Despite many strengths, this study has some limitations like data collected on two time points only. Future studies can test these relationships on more time points to explore reciprocity and multiple sources can be incorporated for measuring unethical behavior instead of relying on self-report.

**299 - ANTECEDENTS OF STATE MINDFULNESS: AN EXPLORATORY STUDY WITH ACADEMIC
PROFESSIONALS IN NEW ZEALAND**

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Purpose: In simplest terms, mindfulness is a state of being present in a particular way. In the organisations, the employee's state of mindfulness can provide workplace benefits in terms of employee's well-being, relationships, and performance. Although the literature on mindfulness has focused on the workplace benefits but relatively limited is known about the individual and work related factors that might facilitate or hinder the state of mindfulness. In other words, it is not clear how specific context can impact the state mindfulness of employees. The purpose of this study is to explore the individual context to identify the factors associated with the state mindfulness of employees.

Research Design: The study adopts a phenomenological approach as a research strategy to understand the influence of context on the mindfulness from the perspectives and experiences of individuals in the workplace. The study intends to interview 30 professionals including faculty and staff of different Universities in New Zealand. The academic professionals will have a diversity of mindfulness experiences in terms of training and/or practice of mindfulness meditation at the workplace. The interview data will be analyzed using thematic analysis.

Implications: The findings of the study will expand literature on the context of mindfulness by underlining the individual and organisational factors that might impact the employee's state of mindfulness. Practically, the study may benefit the organisational leaders to foster the state mindfulness of employees by incorporating the favourable and impeding the unfavourable contextual factors in order to obtain workplace benefits.

301 - THE REFLECTION OF SPECIFIC TYPES OF LEADERSHIP (TRANSFORMATIONAL, PSEUDO-TRANSFORMATIONAL AND LAISSEZ-FAIRE) IN ENGAGEMENT, TRUST AND INNOVATION OF EMPLOYEES (VIGNETTE METHOD)

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(slovak Republic)* ⁽¹⁾

Purpose: The impact of transformational leadership on the working attitudes is well explored. However, the impact of its “darker side” – pseudo-transformational leadership is still not getting enough scientific attention. The purpose of the study was to examine the differences in the reflection of the selected leadership styles (transformational, pseudo-transformational and laissez-faire leadership) in attitudes (engagement, trust) and behaviour (innovation) of employees.

Design / Methodology: Vignettes have been used to manipulate transformational, pseudo-transformational, and laissez-faire leadership styles in the between-subject experiment on 140 employees. Work attitudes (engagement, trust) and behaviour (innovative) have been measured by self-reported scales.

Results: Employees' engagement, trust and innovation have proved to be the highest in condition of transformational leadership. In case of pseudo-transformational leadership, participants perceived the lowest level of engagement, trust and innovation. The differences between the selected leadership styles were statistically significant with the large effect size in all investigated attitudes and behaviour.

Limitations: Limited number of participants, the use of self-reported scales.

Research / Practical implications: The results suggested that the unethical form of transformational leadership (pseudo-transformational leadership) influenced the employees' engagement, trust and innovation significantly more negatively than laissez-faire leadership or transformational leadership. That type of leadership, therefore, had appeared to be detrimental in building trust, engagement and innovation of employees.

Originality / Value: We consider the added value of conducted research in contribution to the testing of the leadership concept (transformational, pseudo-transformational and laissez-faire leadership) and application of the unusual (vignette) experimental research approach. The obtained results could be useful in selection, evaluation and development processes.

The research was supported by Slovak Research Agency VEGA: 1/0273/18

304 - TESTING A THEORETICAL MODEL: PSYCHOLOGICAL RESILIENCE AS A MEDIATOR

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Purpose

Mindfulness research has risen greatly over the past several years. Rees, Breen, Cusack, and Hegney (2015) proposed a model of mindfulness and workplace resilience. The model suggests that the relationship between interpersonal factors (mindfulness, self-efficacy, & coping) and psychology adjustment is mediated by psychological resilience. Additionally, neuroticism is suggested as a moderator. The purpose of this study was to empirically test their model.

Methodology

Participants were 127 undergraduates from a Southeastern U.S. university. Participants completed measures assessing generalized self-efficacy, coping, neuroticism, resilience, mindfulness, and stress.

Results

We tested the proposed model using Preacher and Hayes' (2012) models 4 and 8. We found partial support for the proposed model. Specifically, a) neuroticism was not supported as a moderator; and b) resilience mediated the relationships between self-efficacy and stress, active coping and stress, and mindfulness and stress.

Limitations

This study is limited by a small sample size of students. Future research should seek to acquire a larger sample.

Research/Practical Implications

We empirically tested Rees et al.'s (2015) model of resilience and found evidence demonstrating at least partial support for the model. This provides evidence favoring the use of mindfulness-based practices.

Originality/Value

Our study is unique in its examination of the relationships between interpersonal factors, resilience, and health outcomes among students, a population that experiences high levels of stress.

**314 - THE RELATIVE EFFECTIVENESS OF THREE TYPES OF FAMILY-RESOURCES ON WOMEN'S
WORK-FAMILY CONFLICT AND BURNOUT**

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Purpose: To examine the role of resources gained from the family in women's work-family conflict (WFC) and burnout. The perceived gain of three family resources were tested: Personal-empowerment (PE), instrumental and emotional supports (IES), and energy conservation (EC). Two dimensions of WFC were examined, namely, work-interferes-family (WIF), and family-interferes-work (FIW).

Methodology: A sample of 200 mothers of young children, most working in a full-time position, completed the following questionnaires: a work-family conflict measure, a burnout measure, the gain of resources in the family, and background information on work and family.

Results: Structural equation modeling analysis indicated that available resources reduced the conflict, which in turn diminished burnout. Specifically, the linkage between PE and burnout was mediated by both WIF ($\beta = -.14$) and FIW ($\beta = -.11$), and the linkage between EC and burnout was mediated by FIW ($\beta = -.12$). IES did not have any significant effects.

Limitations:

The proposed model suggests causal relationships, although a cross-sectional design was used.

The homogeneous composition of the sample may limit generalizability.

Research Implications:

The most significant contribution to burnout and WFC alleviation among young women is by PE, as it increases resilience to various forms of stress. EC decreases burnout only through the alleviation of FIW. IES did not have any effects on WIF, FIW, or burnout.

Originality/Value:

The current study is the first to evaluate the effectiveness of family-resource types that foster women's careers and their perseverance in the organization.

The findings have important implications for individual and organizational counseling.

319 - THE MEDIATING EFFECT OF MENTAL FATIGUE IN THE RELATIONSHIP BETWEEN NEUROTICISM AND INSOMNIA AMONG NORWEGIAN SHIFT WORKERS

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Purpose: This study examined the mediating effect of mental fatigue in the relationship between neuroticism and insomnia among Norwegian shift workers. The relationship between neuroticism and insomnia is well established, but the inclusion of mediating variables, e.g. mental fatigue, can help clarify the underlying mechanisms behind this association.

Design and methods: The participants were recruited from shift workers employed in health care, social services and education in a municipality in Norway. The online questionnaire was distributed in January 2013, and contained measures for demographic and background information, personality, insomnia and mental fatigue. The total sample size in the present study consisted of 295 shift workers. Covariance-based structural equation modelling (CB-SEM) was performed to examine the direct and indirect effect between the concepts.

Results: Both mental fatigue ($\beta = .39$) and neuroticism ($\beta = .27$) had a moderately strong positive relation to insomnia when controlling for gender ($\beta = -.07$), birth year ($\beta = -.01$), weekly work hours ($\beta = .09$) and children living at home ($\beta = .05$). In addition, neuroticism also had a strong positive relation to mental fatigue ($\beta = .53$). The model explained 33% of the variance in insomnia. Further, mental fatigue partially mediated the relationship between neuroticism and insomnia, and accounted for 44% of the effect neuroticism had on insomnia.

Limitations: Ideally, the sample size when conducting mediating analyses in SEM should be closer to 450. However, since both direct and indirect effects were significant at $p < .001$, the results indicate that mental fatigue is an important mediator in the relationship between neuroticism and insomnia.

Implications: The findings indicate that measures aimed at reducing sleep problems among shift workers should be personalized, and that prevention and treatment of fatigue can have a positive effect on sleep. Future research are encouraged to explore other mediating factors in larger samples.

Originality: This study has demonstrated the importance of examining mediating effects when investigating precursors to insomnia among shift workers and in the general population. A work and sleep induced variable as mental fatigue can help explain how certain personality traits are associated with insomnia.

331 - THE ROLE OF CONSCIENTIOUSNESS AND JOB EXHAUSTION: A LONGITUDINAL STUDY OF FINNISH EMPLOYEES

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Purpose

We study the consequences of (mis)fit between one's level of trait conscientiousness and the extent to which one's job contains personally challenging achievement goals and requires exerting effort toward mastering tasks. Drawing on the idea that person-environment fit is positively related to a wide range of wellbeing and performance outcomes (Kristof-Brown et al., 2005), we expect misfit to relate positively to job exhaustion. Moreover, since employees gravitate toward jobs that fit their personality (Wille & De Fruyt, 2014), we expect people with a misfit will change to jobs that are more in line with their personality.

Design

Data are from a longitudinal study on Finnish employees ($N=396$; see Pulkkinen & Kokko, 2017). Conscientiousness and job exhaustion were assessed at ages 42 and 50 and coupled with objective O*NET data measuring the achievement/effort level of the job (based on job titles).

Results

Regression analysis at age 42 (but not 50) revealed that the achievement/effort level of the job was positively related to job exhaustion for people low, but not for people high on trait conscientiousness; suggesting that people low on conscientiousness suffer from jobs that are too demanding. Contrary to our expectations, misfit at 42 was unrelated to change in the achievement/effort level of the job between 42 and 50.

Limitations

These were mid-career employees. More changes might be expected with employees who are at the beginning of their career.

Implications

This study shows the importance of the fit between one's personality and the content of one's job.

**340 - GO THE EXTRA MILE! THE ROLE OF INTRAPRENEURIAL BEHAVIOR ON THE RELATIONSHIP
BETWEEN ENVIRONMENTAL ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF PURCHASERS ON
CIRCULAR PURCHASING.**

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Purpose: First, we analyze six behavioral dimensions of individual entrepreneurship to construct an entrepreneurship scale. Second, we apply the scale and test the mediating role of entrepreneurship between organizational citizenship behavior towards the environment (OCBE) and circular purchasing.

Design/Methodology: Data was collected by an online survey among 124 purchasers working in non-profit and profit organizations in the Netherlands and Belgium.

Results: We found that five dimensions (innovativeness, risk-taking, opportunity recognition and internal and external networking) relate to a second-order construct of entrepreneurship. We found that OCBE was positively related to entrepreneurship. However entrepreneurial behavior of purchasers did not relate to the outcome variable circular purchasing. Also, there was a moderating effect of type of function on the relationship between OCBE and circular purchasing.

Limitations. The study focusses on purchasers. The generalizability of this study is therefore limited.

Research/Practical Implications. This research sheds a light on the behavioral dimensions of individual entrepreneurship and shows that networking and opportunity recognition is just as important as the more commonly used behavioral dimensions (innovativeness, proactiveness and risk-taking). This newly constructed scale was also used to investigate the role of OCBE on entrepreneurship and circular purchasing. The results are used to facilitate organizations to determine and stimulate entrepreneurship of their employees and increase sustainability-related actions.

Originality/Value. We combine the dispersed literature on entrepreneurship and construct and test a scale that besides innovativeness, proactiveness, risk-taking also include opportunity recognition and networking. We also connect the entrepreneurship and sustainability literature.

343 - ETHICAL LEADERSHIP, PEER ETHICAL BEHAVIOUR AND FOLLOWER MORAL IDENTIFICATION:

A TEST OF THE ‘TRICKLE-DOWN’ MODEL OF ETHICAL LEADERSHIP DEVELOPMENT

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Abstract

Purpose: Our research seeks to further clarify when and why ethical leadership influences follower ethical behaviour. Specifically, we hypothesise that follower moral organisational identification – or an individual’s normative concern for membership with ethical organizations – mediates the positive relationship between manager ethical leadership and follower ethical behaviour, and this is heightened when peer co-worker ethical behaviour is also high. In short, we argue that a follower’s normative desire to work for ethical organizations is, at least in part, a function of their current leader’s and co-workers’ ethical behaviour and, in turn, explains their own ethical behaviour.

Design/Methodology: To test our hypotheses, we are collecting multisource (line managers/followers) survey data from Malaysian organizations. Our multilevel data will be analysed using Mplus.

Results and Limitations: Data collection will be completed by November 2018.

Research/Practical Implications: For research, we provide a more complete test of social learning theory, and the ‘trickle-down’ model of ethical leadership development, by presenting moral organisational identification as a new explanatory lens for the transfer of ethical/moral values between leaders and their followers. Moreover, we introduce peer co-worker ethical behaviour as a boundary condition of these effects. For organizations and practitioners, our research not only confirms the importance of line managers in transferring values, but provides new insight into when and how this transfer happens.

Originality: We provide additional research examining why and when ethical leaders influence their followers’ ethical behaviour, giving research and practice a more detailed understanding of the transfer of ethical/moral values within organizations.

351 - CULTURAL INTELLIGENCE IN TEAMS: HOW DOES IT IMPACT TEAM PERFORMANCE?

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Purpose: The goal of the present study is to provide insight into the underlying mechanisms impacting the relationship between cultural intelligence (the capability to function effectively in intercultural contexts) and team performance. We investigate the positive influence of cultural intelligence on team performance and analyze the mediating role of team processes (action and transition) and of team emergent states in multicultural teams.

Methodology: Sixty-one members comprising 20 different multicultural teams from various organizations completed an online questionnaire. We assessed the four factors of cultural intelligence (motivational, metacognitive, cognitive, and behavioral), action (goal specification, strategy formulation) and transition (coordination) team processes, as well as affective team emergent states (mutual trust, collective efficacy, team cohesion). Analyses were conducted on the team-level; all estimates (ICCs, rwgs) implied acceptable levels of agreement.

Results: Affective team emergent states mediated the positive relationship between average cultural intelligence in teams and team performance. Findings further demonstrated that average cultural intelligence in teams was positively related to both action and transition process; however, team processes did not play a mediating role in the cultural intelligence-performance relationship.

Limitations: Common-source bias; self-report measures.

Research/Practical Implications: We reflect the importance of cultural intelligence on teamwork within organizations and suggest incorporating it in team development and team training interventions to overcome challenges related to cultural diversity.

Originality/Value: We incorporated team psychological mechanisms when investigating cultural intelligence in multicultural teams and provided first findings with regard to the mediating mechanisms influencing the positive relationship between cultural intelligence in teams and team performance.

354 - LIFTING THE FOG: QUALITATIVE AND QUANTITATIVE REVIEW OF THE EMPIRICAL RESEARCH ON MEANING OF WORK

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Purpose:

We qualitatively and quantitatively reviewed the body of empirical research on meaning of work, offering a comprehensive theoretical and empirical framework regarding its sources and consequences.

Design/ Methodology/ Approach/ Intervention:

The literature scan resulted in a total of 78 included studies that reported correlations of meaning of work with either desirable or undesirable sources or consequences of meaning of work. For 27 variable clusters, random-effects meta-analyses and post-hoc moderator-analyses using mixed-effect meta-regression models were conducted.

Results:

Seven variable clusters could not be assigned to either represent a source or consequence. For the remaining 27 clusters, all estimated average effect sizes can be at least considered to be small, are in accordance with the expected direction of effect, and statistically significantly differ from zero. Post-hoc moderator-analyses could explain the large amount of residual heterogeneity found in most clusters to some extent.

Limitations:

The remaining residual heterogeneity as well as the small amount of high quality studies in some clusters limits the interpretability and informational value of the results.

Research/ Practical Implications:

Future research should focus on high quality studies providing sufficient study information. Also, a classification system to qualitatively organize sources and consequences of meaning of work and a focus on organizational consequences is needed.

Originality/ Value:

The present study presents the first overview of the research field of meaning of work since Rosso et al. (2010) and revealed important sources and antecedents of meaning of work leading to a better understanding of its processes for practitioners and organizations.

**357 - EXAMINING THE IMPACT OF UNCIVIL SUBORDINATES ON LEADER WELL-BEING: NEEDS
FRUSTRATION IN MALE AND FEMALE LEADERS**

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Abstract

Purpose: We investigated whether subordinate incivility impacts leader well-being, whether this relationship is mediated by relatedness and competence needs frustration (Baard, Deci, & Ryan, 2004), and whether these mediation effects are stronger for females than for males.

Methodology: We utilized a between-subjects ($N = 109$) experimental manipulation of subordinate (in)civility. Undergraduate students were assigned to a leadership role based on a fictitious test battery, in a simulation to understand subordinate-supervisor interactions over email.

Results: Subordinate incivility decreased leader well-being via lower positive affect for both genders and increased the negative affect of male leaders. The relationship between subordinate incivility and leader well-being was mediated by relatedness needs frustration for both genders. However, male, but not female, leaders treated uncivilly experienced greater competence needs frustration leading to poorer well-being.

Limitations: We used an undergraduate sample and therefore the results may not be generalizable to working leaders. Further, we studied only a single encounter of incivility.

Research and Practical Implications: Our research suggests that leaders are impacted by disrespectful subordinate behaviour, and that gender is a variable worthy of consideration in understanding reactions to uncivil subordinates. Our research highlights the importance of an organization's investment in leader well-being by fostering respectful relationships with subordinates.

Originality/Value: As the majority of the existing research exploring subordinate incivility is correlational (e.g., DeSouza & Fansler, 2003), we provide causal evidence of the impacts of disrespectful subordinate behaviour on leader well-being, and also highlight that needs frustration variables may be useful in understanding reactions to mistreatment.

361 - AGILE CULTURE, EMPLOYEE CHANGE SELF-EFFICACY, AND OPENNESS TO CHANGE

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Purpose: Organizational change is constant. Contemporary organisations need to be nimble, agile, collaborative, focused, continually improving and strategically aligned in order to remain competitive. However, such constructs have been the subject of very little construct validation. The research aimed to test a model showing how an agile culture directly and indirectly influences employee openness to change.

Design/Methodology: On-line survey data were collected from 772 professional staff working in a large Australian university. Survey items were adapted from previously published measures or developed for the purposes of the research. Participation was voluntary, responses were confidential, and the study was approved by a university ethics committee.

Results: CFA supported the convergent and discriminant validity and higher order modelling of four agile factors: innovative-nimble, collaborative, continually improving, and strategically aligned. The higher order factor was directly associated with openness to change and indirectly associated with openness to change through employee change self-efficacy. The model explained 28% of the variance in employee openness to change.

Limitations: Despite the large sample and rigorous analytic approach the study had a cross-sectional design.

Practical Implications: Validated culture diagnostics will enable organizations to measure and track the extent to which their culture is agile and supports openness to change.

Originality/Value: The study offers up a set of measures that will help organisations reliably measure and benchmark their levels of innovation, collaboration, strategic focus and continual improvement. The results also highlight the importance of organisations ensuring employees have sufficient, training, skills and self-confidence to deal with on-going change.

362 - DISABILITY AND RETURN-TO-WORK OUTCOMES: THE MEDIATING ROLE OF LEADER-MEMBER EXCHANGE

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Purpose. Two independent studies examined the mediating role of leader-member exchange (LMX) in the relationship between employee disability and return-to-work outcomes (presenteeism, job accommodation, performance, job satisfaction, and resilience).

Methodology. Data were obtained from employees with musculoskeletal disabilities (Study 1, $N = 264$) and leaders who had supervised employees with musculoskeletal disabilities in the past two years (Study 2, $N = 224$). Participants in both studies were recruited through an online portal, Mechanical Turk. The survey data for both studies were analyzed using hierarchical multiple regression analysis.

Results. Study 1 demonstrated that higher perceptions of disability severity were negatively related to LMX, and LMX mediated the relationship between disability severity and resilience, presenteeism, and job satisfaction. Study 2 revealed that LMX was positively associated with job accommodation and performance evaluations for employees with disabilities.

Limitations. First, cross-sectional data do not allow conclusions regarding causality. Second, although we assessed the proposed model from two different perspectives, the studies were independent and did not allow to test the implications of congruence with regard to perceptions of disability and LMX. Finally, this research examined the effects of musculoskeletal disabilities. There are other types of disability that might yield different effects.

Implications. Understanding antecedents and consequences of LMX is crucial for both supervisors and employees. Our research demonstrated that high quality LMX was related to return-to-work outcomes for employees with disabilities.

Originality/Value. This research examined the return-to-work outcomes providing strong empirical support for these relationships and extending both LMX and disability management research.

**369 - BELIEFS ABOUT PHYSICIAN'S OPINIONS REGARDING RETURN TO WORK VOLITION AND
ABILITY PREDICTS PATIENTS' RETURN TO WORK EXPECTANCY**

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Abstract:

Purpose: To cross-sectionally investigate if the beliefs patients with pain has about their physician's opinion regarding both their ability and volition to return to work (RTW) predicts their RTW expectancy.

Methodology: The sample comprised 205 participants (83.9 % women; $M_{age} = 47.24$ years, $SD = 9.66$) on full-time sick-leave that had lasted less than 10 years.

Results: Hierarchical logistic regression showed that a positive expectation to RTW within a year (0 = *Unchanged*, 1 = *Work more*) was significantly associated with the beliefs about physician's evaluation of one's ability ($OR = 1.44$, 95 % $CI = 1.13, 1.83$, $p < 0.01$) and volition ($OR = 1.42$, 95 % $CI = 1.11, 1.83$, $p < 0.01$) to RTW, even when other variables independently associated with RTW expectancy was accounted for (i.e. age, pain duration, sick-leave duration, prevalence of a musculoskeletal or genitourinary disease). Beyond beliefs, only age made a significant contribution in our final model ($OR = 0.94$, 95 % $CI = 0.90, 0.98$, $p < 0.01$).

Limitations: The sample predominantly comprised women. Due to a cross-sectional design, longitudinal prediction was not possible.

Research/Practical implications: Beliefs about physician's opinion may be an important predictor of prospective studies of actual RTW rates, of which RTW expectancy is strongly predictive. Rehabilitation might be facilitated if healthcare professionals address and affirm patients' ability and volition to RTW, regardless of the patients' pain characteristics and duration of their current sick-leave episode.

Originality/Value: The study is one of few accounting for various pain characteristics (origin, duration).

377 - LEADERSHIP DECISION-MAKING STYLES AND SENIORITY LEVEL IN ORGANIZATIONAL STRUCTURE - CONCLUSIONS FROM THE POLISH VALIDATION STUDY OF THE LJI-2 (LEADERSHIP JUDGEMENT INDICATOR)

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Objective:

Validity is a fundamental issue in psychological test development as it supports the meaningfulness of test results and advocates the usefulness of the inferences drawn from test results. This is especially important in the recruitment and development setting. Therefore, the main objective of this study was to evaluate validity of the Polish adaptation of *LJI-2* in organizational context. One of our interests in this study was to examine how test results differ among managerial staff at subsequent levels of organization structure.

Methodology:

A group of 405 Polish managers representing organizations of diversified size and business profile completed the Polish adaptation of *LJI-2*. Following good practice, every person taking part in the study received written feedback about his/her results.

Managers were later manually assigned to one of the groups reflecting their seniority level in the organization structure, considering company size. Average results in *LJI-2* scales were compared between the groups using analysis of variance.

Results:

As expected, more senior managers obtained higher scores in *LJI-2*. However, a distinct score pattern was observed for managers working in public and private sector.

No statistically significant differences with respect to gender or type of industry were observed - this might suggest lack of testing bias.

All results will be presented and discussed in detail on the poster also in relation to the results reported in the similar studies from different countries.

Practical Implications:

Our study shows that Polish adaptation of the *LJI-2* has high standing psychometric validity. This suggests usefulness of *LJI-2* in improving outcomes in both recruitment and development settings.

**390 - QUALITY OF LEADERSHIP AND PRESENTEEISM IN HEALTH PROFESSIONS EDUCATION AND
RESEARCH: A TEST OF A RECOVERY-BASED PROCESS MODEL WITH COGNITIVE IRRITATION AND
IMPAIRED SLEEP AS MEDIATORS**

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Purpose

Research on corporate health management needs to explore why leadership problems (LP) correspond to more frequent presenteeism (PRES) in employees. This study tests recovery after work as an underlying process with cognitive irritation (COGIRR) and sleep problems (SP) as simultaneous mediators and explores three mediation pathways (path one: LP → COGIRR → PRES; path two: LP → SP → PRES; and path three: LP → COGIRR → SP → PRES).

Design/Methodology

Out of 293 employees of a university's school of health professions in Switzerland 211 completed the questionnaires (90 % women, 56 % professors and lecturers). LP was assessed with the leadership quality scale of the Copenhagen Psychosocial Questionnaire, COGIRR with a standardized irritation scale, SP with a validated single item, and PRES with the Work Productivity and Activity Impairment questionnaire. PROCESS macro for SPSS, model 6 and bootstrapping were used to analyze indirect paths.

Results

LP and PRES were found to be positively related ($r(211) = .22, p < .01$).

No significant results for path one and two were yielded. The third mediation path LP → COGIRR → SP → PRES was positive and significantly differed from zero ($B = 0.83, CI95 = 0.33$

to 1.69). Results confirmed a recovery-based mediation model to fit with empirical self-report data.

Limitation

Bias from common source variance may have boosted correlations. Preferably, the mediation should have been tested on longitudinal data.

Implications

Occupational health interventions should improve leadership quality to promote recovery after work in order to increase health and productivity by reduced presenteeism.

Originality

Research on leadership has hardly ever focused on sleep of employees.

399 - DARK TRIAD PERSONALITY AND LEADERSHIP: IF IT COULD BE A RIGHT MATCH FOR GREATER GOOD?

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Typically, scientists and practitioners debate on the positive characteristics of a leader who will lead organization to the highest financial and social results. However, the latest research emphasizes the interest in the dark side of leader's personality (Furtner et al., 2017).

Purpose: The main purpose of the quasi-experiment was to analyze if hypothetical leaders with dark triad personality could be evaluated as transformational ones.

Methodology: 157 participants took part in quasi-experiment. They were asked to read one of four scenarios (2x2 design: manipulation of gender (male or female leader) and expression of dark triad traits (high or low)) and to evaluate leadership of a hypothetical leader (Global Transformational Leadership scale, Carless et al., 2000). Participants also filled in the questionnaire (SD3, Jones, Paulhus, 2014) about their personality.

Results: Results showed that hypothetical leaders with highly expressed dark triad traits were evaluated as less transformational. This tendency hadn't changed even when gender of hypothetical leader and evaluator as well as dark triad personality traits of evaluator were included into the analysis.

Limitations: The majority of respondents (82 percent) were females and the mean of age was 25 years. Therefore, further research should include more diverse sample.

Research/ practical implications: The focus on leader's dark traits and leadership could broaden our understanding and can be utilized in leader development.

Originality/ value: The research combines the dark side of a leader with a "good" form of leadership - transformational leadership and questions if this relationship is always negative.

410 - HUMAN FACTORS ISSUES IN HELICOPTER LANDING ON SHIPS

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1. Purpose

The present project aims to investigate most relevant human factors issues of the helicopter landing task on naval units. Such task can be cognitively complex for pilots and several accidents have been associated with helicopter operations in the military. Most of them are associated with spatial disorientation due to low visibility and insufficient situation awareness (Smith, 2006; EASA, 2017). The study ultimately aims at gathering evidence-based recommendation for landing aid systems' development.

2. Design/Methodology /Approach/Intervention

We interviewed 10 helicopter pilots to extract information about the cognitive demands and skills required for landing on a ship. Applied Cognitive Task Analysis has been used as it allows the interviewer to represent the information in a format that will translate more directly into applied products, such as improved training scenarios or interface recommendations.

3. Results

Helicopter pilots identified perceptual skills including cues and patterns needed in the landing phase. They also reported how they detect and compensate for misleading information. Task saturation and poor layout of cockpit instruments can preclude effective multitasking or noticing anomalies. Novices tended to get fixated on some tasks or instruments resulting in failing to self-monitor or losing situational awareness. Cross deck, hovering and touchdown phases are associated with high workloads due to head-down movement and communication's issues with crew.

4. Research/Practical Implications

Results of the interviews could aid in developing innovative human-machine interfaces for visual landing aids, delivering an ergonomic, user-centered system that can reduce pilots' and operators' workload and increase overall situational awareness.

5. Originality/Value

Few studies focused on assessing human factors in such situation, with a specific intent to produce evidence-based recommendation for future products development.

411 - DISPLAYING VULNERABILITY IN THE WORKPLACE

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Displaying Vulnerability in the Workplace

The popular press hypes the display of vulnerability when it comes to maneuvering oneself in the workplace (Brown, 2015 ; Cabane, 2012). Leaders especially, are urged to display their vulnerable side, as this would make them come across as more humane, and allows them to connect with their employees on an emotional level, thereby spurring authentic relationships as well as creativity in the workplace (Ito & Bligh, 2017). Thus, being able to display vulnerability in the workplace is now often propagated as a strength rather than a weakness (Brown, 2015). Even so, people are especially at work generally reluctant to display their vulnerability (Lee, 1997; Rosenfeld, 1979). Indeed, while displaying vulnerability may potentially have positive effects, research suggests doing so is not without risk (Caughlin, Afifi, Carpenter-Theune, & Miller, 2005). For example, displaying vulnerability can lead to negative evaluations, rejection, and alienation from the actor, and such compromise one's career (Caughlin et al., 2005; Gromet & Pronin, 2009). To reconcile these stark contrasts, we develop a conceptual process model in which we explain how, why, and when displaying vulnerability in the workplace, which we define as intentionally exposing oneself to the possibility of being harmed either professionally or personally, and which includes deliberately displaying one's insecurities, failures, weaknesses, shortcomings, emotions, and unpopular opinions in the workplace, is advantageous versus disadvantageous for actors, observers, and their relationship.

418 - WORKPLACE BULLYING AND RECOVERY FROM WORK: THE MEDIATING ROLE OF AFFECTIVE RUMINATION

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Workplace bullying has been identified as a chronic stressor that is associated with poor mental health outcomes (e.g., emotional exhaustion; Nielsen & Einarsen, 2012) for targeted employees by depleting their psychological resources (Einarsen, Hoel & Cooper, 2003). Although research to date has illustrated the professional consequences of workplace bullying (e.g., disengagement, turnover intention; Hoel & Cooper, 2000), little is known regarding its effects on individual functioning during non-work time (e.g., the need for recovery from work) as well as the psychological mechanisms underlying the negative effects of bullying. Nonetheless, exposure to workplace bullying engenders a considerable and sustained investment of emotional and cognitive resources that may give rise to affective rumination (i.e., intrusive and recurrent thoughts about work-related experiences; Pravettoni et al. 2007) and thus hinders employee recovery during non-work time (i.e., inability to replenish one's energy after work). To this end, this study ($n = 250$ employees) examines the mediating role of affective rumination in the relationship between exposure to workplace bullying and employee recovery from work. Results from hierarchical regression analyses showed that workplace bullying positively predicts affective rumination, and that affective rumination explains the negative relationship between workplace bullying and employee recovery from work. These results suggest that exposure to bullying behaviors drives recurrent thoughts about work-related experiences. These intrusive thoughts harm employees' mental health (e.g., fatigue, irritability), which in turn impedes psychological resources replenishment and thwarts employee recovery from work. The theoretical and practical implications of the results will be discussed.

420 - DOES FEEDBACK INCREASE DECISION AID USE IN PERSONNEL SELECTION?

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Purpose

When making hiring decisions, decision aids can help managers make optimal decisions. Unfortunately, individuals often make decisions based on clinical judgment (e.g., intuition or heuristics) rather than superior statistical methods (Highhouse, 2008). The purpose of this study was to examine whether the effect of feedback regarding a selection decision's accuracy would impact the use of a decision aid.

Design/Methodology

Participants were 521 hiring professionals who made a series of 20 hiring decisions. Participants were presented with applicant scores on cognitive ability, conscientiousness, and an interview. Participants were provided with a decision aid for each decision. Participants were randomly assigned to receive feedback about their accuracy, feedback about the decision aid's accuracy, feedback about their accuracy *and* the decision aid's accuracy, or no feedback.

Results

Repeated measures logistic and linear regressions revealed (1) a main effect of individual feedback on decision aid use, (2) no significant main effect of feedback about the decision aid on its use, (3) decision aid use decreased over time, and (4) no significant interactions between individual feedback, decision aid feedback, or time.

Limitations

In real selection decisions people often have access to more information than provided in this study.

Research/Practical Implications

This study demonstrates that providing people with feedback about their own (in)accuracy may increase their usage of decision aids, leading to better hiring decisions.

Originality/Value

Our research is unique and of value in that we answer calls to empirically test the effect of feedback on decision aid use.

433 - PRACTICING FOR COGNITIVE TESTS: IS COMPUTERIZED ADAPTIVE TESTING THE ANSWER?

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Abstract

Purpose: Practicing for cognitive ability tests generally leads to higher IQ-scores, while this does not reflect true increases in general intelligence [g]. This *practice effect* is most likely caused by candidates learning test-specific strategies during practice. Learning depends on an individual's available working memory capacity; in computerized adaptive tests [CAT] items continuously match the ability level of the participant, which requires more working memory resources than fixed items [FIT] that are not person-tailored. Thus, CATs may prevent learning during practice. Therefore, we predict a weaker practice effect when CATs are administered, as compared to FITs. Furthermore, given that participants with higher g and higher need for cognition learn more easily, we expect a stronger practice effect for this group.

Design: 200 participants from a research panel are randomly assigned to one of 2 (practice/non-practice) \times 2 (CAT/FIT) conditions. Hypotheses will be tested based on differences in effect sizes between the groups.

Results: At the time of submission of this abstract, data are still being collected.

Limitations: Data are not acquired in a true high stakes situation.

Research/practical implications: This study will investigate whether CATs may be the solution to the problem of the practice effect. This will eventually enhance the validity of test scores obtained and thus it will also lead to better selection decisions in practice.

Originality/value: To our knowledge, this is the first study to investigate the effects of practicing on CAT's compared to FITs.

434 - SEVERITY OF ERROR CONSEQUENCES AND ITS EFFECT ON LEARNING FROM ERRORS

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Purpose

Individuals and organizations can learn from error. However, little is known which error attributes make learning from error more or less likely. We argue that otherwise identical errors lead to more learning if consequences associated with the error are severe rather than mild. A better understanding of these attributes contributes to a better exploitation of the rich information inherent in errors.

Methodology

We experimentally tested our assumption by prompting participants to react to error scenarios that reflect situations typical for employees at work (N = 121).

Results

As expected, severity of error consequences increased learning both in terms of subjectively experienced learning (self-reports) and in terms of correctly recalled scenarios. Regarding subjectively experienced learning, this pattern was reversed for individuals high in trait negative affectivity, who learned more from errors with mild consequences.

Discussion

We assume that individuals high in trait negative affectivity experience increased threat from errors with severe consequences and therefore respond defensively, which in turn decreases learning.

Limitations

Participants were asked to respond to described errors and error consequences. Participants might react differently to errors they have actually made.

Research/Practical Implications

As more learning occurs from errors with severe consequences, even though the error itself and its informational value are the same, organizations should support learning from errors with mild consequences. Thereby, organizations fully exploit the learning potential inherent in errors.

Originality/Value

The present research experimentally confirms previous correlational studies and highlights the importance of investigating attributes of errors, error consequences, and personal factors.

435 - STUDENT ORGANIZATIONS AS A SOURCE OF EMPLOYABILITY SKILLS: COMPARISON OF PERCEPTIONS OF MEMBERS OF STUDENT ORGANIZATIONS AND RECRUITERS IN ESTONIA

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Purpose. The aim of this research was to compare the perceived transferable employability skills of Members of Estonian student organizations with Recruiters ones an entry level job position after graduation.

Design/Methology. The questionnaire based on Rateau (2011), Lichtenstein, Thorme, Cutforth & Tombari (2011) and Schwarzer & Jerusalem (1995) was carried out. The list included 38 employability skills divided into 7 subscales. The students had to evaluate in what extent they had developed the skills as members of a student organization. The recruiters had to evaluate in what extent they believed a student could develop those skills as a member of Student Organization, and to what extent they believed those skills were important in the Estonian labour market. The samples were made up of 180 members of student organizations and of 108 recruiters from Estonian companies.

Results. Recruiters evaluated the extent of almost all employability skills development in student organizations significantly higher than students themselves, except Teamwork skills. Non-academic organizations members evaluated significantly higher Problem Solving, Teamwork and Individual Strengths skills than academic organizations members. The significant positive correlations were found between the development of Individual Strengths skills and Teamwork; and between the development of Individual Strength skills and Self-Efficacy.

Limitations. The recruiters had difficulties to think about a Junior Specialist position. Availability heuristic could have had an effect.

Practical Implications. Universities and companies have the opportunity to use the information provided here to their advantage.

Originality/Value. Comparison of results of two groups; practical outcome for labour market.

438 - BULLYING, MIR-146A GENOTYPE AND INSOMNIA

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Abstract

Objectives: Several lines of evidence show that exposure to negative acts results in depression and anxiety among those that are targeted. However, the association between negative acts and sleep problems is limited. In the present study we examined the association between exposure to negative behavior, distress, miR-146a genotype and insomnia.

Methods: The study was based on a nationally representative survey of 1179 Norwegian employees drawn from the Norwegian Central Employee Register by Statistics Norway. Exposure to bullying in the workplace was measured with the 9-item version of Negative Acts Questionnaire – Revised (NAQ-R) inventory. Insomnia was assessed with three items reflecting problems with sleep onset, maintenance of sleep and early morning awakening. Genotyping with regard to miR-146a rs2910164 was carried out using Taqman assay. Age and sex were included as covariates.

Results: The data revealed that the relationship between distress and insomnia induced by exposure to negative behavior was significantly stronger for individuals with the miR-146a genotype GG than for other individuals.

Conclusion: The present data demonstrated that the miR-146a rs2910164 genotype GG strengthened the association between bullying-induced distress and insomnia.

Key terms: polymorphism; psychosocial; insomnia; rs2910164

**443 - ANCHOR AND ENDOWMENT REVISITED: A STUDY ON PRICE NEGOTIATION BASED ON THE
REALITY TV SHOW “BARES FÜR RARES”**

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The present study replicated some of the most robust findings of behavioral economics concerning anchor and endowment effects in a face-to-face negotiation setting on the basis of the German reality TV show “Bares für Rares”. There, six participants per episode negotiate with traders about the price of a rare and/or antique item. In total, 600 negotiations were analyzed using a specifically developed coding scheme. Per negotiation, 98 variables were coded to investigate (reversed) anchor effects and endowment effects. To our knowledge, this is the first study to integrate these effects in a face-to-face non-dyadic negotiation setting. The importance of the first offer as an anchor was replicated. The strength of the anchor varied depending on the degree of uncertainty concerning the specific negotiation. The results also substantiate a reversed anchor effect: There is a significant partial mediation, confirming that a low first offer leads to a high final offer if reduced entrance barriers lead to a high number of bids or active traders. Furthermore, people who value their item higher or bought it themselves sell it for a higher price. Nonetheless, the results concerning endowment effects remained weak due to the nature of the study: Since the participants entered the show willing to sell, this might weaken the endowment effect. To conclude, this is the first study integrating these effects in a face-to-face non-dyadic negotiation setting with a broad-ranged sample. In future research, moderators should be further investigated. Also, the role of interactivity, expertise, gender and age, should be explored.

455 - LEADERSHIP SELF-EFFICACY AND INTENTION OF MANAGERIAL CAREER: THE IMPACTS OF GENDER IDENTITY AMONG GRADUATE STUDENTS

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Gender identity is a major factor founding occupational self-efficacy and career intentions construction (Betz & Hackett, 1981; Bandura, 1997; Vontron & Lagabrielle, 2012). Transformational style leadership, coupled with feminine stereotypical abilities, appears to be valued in contemporary organizational settings beyond transactional leadership, stereotyped as masculine leadership (Avolio et al., 2009; Gang et al., 2011) and the perceived incongruity of women in supervisory positions (Eagly & Karau, 2002) is currently being questioned (Koenig et al., 2011; Vinkenburg et al., 2011; Ryan et al., 2011). These stereotypical beliefs and processes that result would be an opportunity for increased access by women to managerial positions (Kark, Waismel-Manor & Shamir, 2012).

The study analyses the intention to quickly access, at the end of the academic career, a position of team supervisor among 355 future graduates (189 women and 166 men) completing a Bachelor's degree or a Master in management, trade or engineering and likely to integrate, upon graduation within a few months, a managerial job.

The research model examines the combined effects of dimensions of gender identity (constructs of masculinity and femininity considered in the Bem Sex Role Inventory) and of self-efficacy in transformational and transactional leadership (the Multifactor Leadership Questionnaire was adapted to measure **these 2 dimensions**) on the firmness of the declared intention. The results obtained by causal analysis indicate direct effects of masculinity and femininity constructs on intention, with effects mediated by self-efficacy dimensions in transactional and transformational leadership.

466 - "I'M A WORKING FATHER, AND I'VE JUST HAD A BABY": THE ROLE OF WORK-FAMILY CONFLICT IN DEPRESSIVE SYMPTOMS

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Purpose:

Fathers of young children can experience difficulties in balancing work with the new role in the family. According to the Job Demands-Resources model and the theoretical framework of work-family conflict, work characteristics and work-family conflict can influence employees' well-being. This research aimed to examine whether job characteristics, particularly time demands (flexitime, working overtime, working in shifts) have an indirect effect on fathers' depression symptoms through time-based, strain-based, and behaviour-based work-family conflict.

Design/Methodology:

The sample consisted of 155 working fathers of infants. The following instruments were administered online: Edinburgh Postnatal Depression Scale, Multidimensional Measure of Work-Family Conflict, and General data questionnaire to collect demographic data and information about work characteristics. We conducted a mediation analysis using Mplus 8.1.

Results

The results indicate that both flexitime and working overtime have an indirect effect on fathers' depression symptoms but only through strain-based work-family conflict. Those fathers who have less flexibility and work overtime have higher levels of strain-based work-family conflict and consequently more depressive symptoms. This relationship was not confirmed for working in shifts.

Limitations:

Study is based on self-reported data from a cross-sectional study.

Research/Practical Implications:

These findings indicate that working fathers of infants would benefit if organisations offered more flexibility in time management. Special emphasis should be given to reducing strain-based work-family interference.

Originality/Value:

This study contributes to the scarce research of working fathers with infants and possible work-related risk factors that can contribute to the mental health of fathers.

Keywords: fathers, work characteristics, work-family conflict, depression symptoms

**468 - STUDENTS' LOCUS OF CONTROL AND CONCERNS ABOUT COMPLETION OF SCHOOLING:
DOES CAREER ADAPTABILITY PLAY A ROLE?**

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Purpose

According to career construction theory (Savickas, 2005), career adaptability is an important psychosocial resource in a period of transitions, such as from school to work. Previous research has shown the importance of students' locus of control, as well as career adaptability for a number of career outcomes. However, there is a lack of research on students' career concerns. The present study examined whether the locus of control has direct and/or indirect effects, via career adaptability, on different aspects of concerns about the completion of schooling.

Design/Methodology:

We conducted an online study among 192 university students in Croatia who were in their final years of study. The students completed Rotter's Locus of Control Scale, Career Adaptabilities Scale, and Concerns about Completion of Schooling Questionnaire. We conducted a mediation analysis using Mplus 8.1.

Results

The students who express a more external locus of control are more concerned about their employment, acquired knowledge and skills, and adapting to the future work environment (significant direct effects). However, the locus of control has an indirect effect, through career adaptability, only on the concern about adapting to a future work environment.

Limitations:

The study was based on the cross-sectional data.

Research/Practical Implications:

These findings suggest that fostering adaptability resources can be beneficial for those individuals who have an external locus of control especially when focusing on the concerns they have regarding their future work-place.

Originality/Value:

The study provides a contribution to the research of career adaptability by filling in the gap in research on students' concerns in a period of transition to work.

Keywords: career adaptability, locus of control, concerns, completion of schooling

476 - VALIDATION OF THE CPC-12 USING BAYESIAN STRUCTURAL EQUATION MODELING

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Purpose

This study examines the validity of the proposed factorial structure of the German version of the Psychological Capital Questionnaire (PCQ) and the newly constructed Compound PsyCap Scale (CPC-12) through Bayesian structural equation modeling (BSEM).

Design/Methodology/Approach/Intervention

To test factorial structures, this study made use of three datasets with N1= 321, N2=202 and N3 = 872. We calculated BSEM using the routine implemented in MPlus. The starting values of two MCMC chains were altered to ensure meaningfully converged estimations.

Results

The results speak in favor of the assumptions that the PCQ does not reach an acceptable fit despite small prior cross-loadings between items of different factors used in BSEM, and that the CPC will reach acceptable fit in all BSEM. However, the CPC-12 did not reach acceptable fit in a multi-group BSEM across all datasets due to issues with a specific item.

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

The results demonstrate the heterogeneity of the resilience construct. Further research should attempt to develop a clearer definition of this construct and its measurement.

Originality/Value

BSEM was used in this study as a mathematically more advanced approach to overcome theoretical limitations of standard CFA. Most importantly in comparison, CFA assumes completely independent clusters of items in multi-dimensional scales.

**481 - BECOMING REAL WITH ONESELF - RESULTS OF AN INTERVENTION PILOT PROGRAM ON
TEACHER BURNOUT**

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Burnout is a widely known phenomenon among employees in education. Teachers with burnout are not able to communicate joy of life to their students, thus our purpose with an intervention program was to renew teachers' view on life, eliminate burnout syndrome and increase their well-being. In our design we applied two hour-long workshops weekly for six weeks supplemented with at-home tasks, applying the techniques of self-compassion. Five teachers participated in our program. We measured their burnout level, self-esteem, coping strategies, self-compassion, and well-being before and after the six week-long course. As the result of the Renewal program, teachers' self-compassion raised and they became more aware of their over-identification with emotions and self-judgment. Although burnout syndrome is a slowly changing phenomenon, four of the five participants showed decrease in all burnout dimensions in the follow-up measurement. Among coping strategies, stress control appeared stronger and self-punishment and acting on emotions became less severe among the participants. Although participants' level of self-esteem has been diminished slightly, their level of well-being raised considerably. The qualitative design of our research does not allow to make general conclusions, however the uniqueness of our research is that it implies that by becoming self-compassionate, one becomes more aware of one's negative emotions simultaneously, thus one's self-esteem may decline, however, this „becoming real process” enables one to feel higher well-being generally, and diminish burnout. Our program with improvements can be applied in schools for teachers in the future in order to eliminate burnout syndrome among them.

**483 - PSYCHOLOGICAL DETACHMENT AND WORK-RELATED RUMINATION DURING NON-WORK TIME.
A SYSTEMATIC REVIEW.**

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Purpose. This systematic review aims to give an overview of empirical research on what sort of consequences psychological detachment and work-related rumination might have on teachers in comparison to other employees. In detail, we examined which predictors might be helpful or detrimental in detaching from work during non-work time.

Methodology. A systematic literature search in PsycInfo and Web of Science revealed 18 peer-reviewed publications focusing on the topic at hand.

Results. Research indicates that low levels of psychological detachment or high level of work-related rumination during non-work time predict poor well-being (e.g. chronic and acute fatigue, low sleep quality). While job-related variables (e.g. higher job involvement, job demands like time pressure) were associated with lower psychological detachment, person-related variables like serenity and recovery-related self-efficacy were related to higher psychological detachment. Overall, interventions can lead to higher levels of psychological detachment and lower levels of work-related rumination.

Limitations. There is only a thin database comparing teachers to other samples concerning psychological detachment and its outcomes, which limits generalization of the results.

Research Implications. Since psychological detachment appears to be crucial in occupations in which home office is an integral part of the work, it is important to further examine the effect of difficulties of separation of work–non-work boundaries on psychological detachment and its effect on well-being.

Originality/Value. This review goes beyond prior research by focusing on a sample that is prototypical for an occupation in which employees use their home as part of their workplace. Differences between occupations are discussed.

485 - THE MODELLING OF ACTION KNOWLEDGE FROM FRAGMENTED AND HETEROGENEOUS RAW DATA BY INCREMENTAL REFINEMENT IN A DEDUCTIVE DATABASE SYSTEM

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Purpose. The aim of this method is to enable the modelling of action knowledge from fragmented and heterogeneous raw data. It has been developed for the detailed analysis and reconstruction of long-term processes like ERP-implementation.

Approach & Results. The method can transfer differently collected information about procedures into a standard format using content analysis. This allows managing the rules in DDBASE, a deductive database system. The system supports both the graphical representation and automated reasoning, so that conclusions are linked and contradictions are detected. Through continuous extension of the rule base an overall model can be extended and validated across methodologically different studies.

Limitations. The compatibility of this approach with the usual inference-statistical analysis is not yet formulated. As a result, there are yet no conventions regarding the evaluation of results.

Research Implications. The use and further development of this method for the modeling of complex work systems is promising. There are many fields where the exact role of human thought and action in the context of complex organizational and technical processes can be described much more detailed by using the extended data base generated by this method.

Value. The described approach opens up new possibilities for process studies in the areas of change management, project management and control of complex work systems. Models can be created that include a broader spectrum of findings, using information from heterogeneous data sources and successively including issues that later become relevant in the course of the investigation.

491 - DEVELOPMENT OF AN AGILE TEAM ASSESSMENT

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Purpose:

We developed the Agile Team Assessment (ATA) to provide established teams a self-assessment of agility along the higher-order factors of *Trust*, *Clear Direction*, *Self-Organization*, and *Learning*. According to atrain's research, agile teams are built on these four factors: strong trust together with clear direction enables teams to respond to the environment by being self-organized and able to learn quickly. Teams develop by improving all four dimensions, which in turn fortify each other.

Design/Methodology

ATA Version 1.0 consists of 63 5-point Likert-scale items in English, plus 2 qualitative items. Version 1.0 was completed by 39 different teams (N=314 employees) at organizations in Europe, Africa, and Asia. Statistical analyses included descriptive, internal consistency, correlational, and principal component.

Results

The internal consistency of the four factors was supported. Correlation and principal component analysis showed strong support for the *Trust* factor, good support for the *Clear Direction* factor, and partial support for the *Learning* and *Self-Organization* factors. To improve the alignment of the ATA with the theoretical model, some items were revised/removed/replaced. ATA Version 2.0 consists of 64 5-point Likert-scale items, plus 2 qualitative items.

Limitations

The ATA is used with teams as part of their development process, but we do not have data such as team performance or progress after ATA use for criterion-related analysis.

Originality/Value

The ATA is a useful tool in team development interventions, to (1) find factor-level trends among team members, (2) identify key areas of (dis)agreement among team members, and (3) start conversations that lead to meaningful action plans and change.

494 - ALTRUISM IN ORGANIZATIONS: CONDITIONS FOR CARING AT WORK

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Purpose

Organizations with highest degrees of altruistic behaviours are often found to outcompete their rivals. Appreciating only scant knowledge on the processes associated with Altruism in Organizations (AiO), this research explores how engagement in this type of behaviour is influenced.

Methodology

Three in-depth qualitative case studies involving 47 dyadic interviews with 94 individuals were conducted to meet the study's objective.

Results

AiO was found to be facilitated and inhibited by a number of factors that could be considered at individual, team, and organizational levels. Whereas organizational characteristics had the biggest impact on AiO, the relative strength of these influencing factors was context-dependent.

Limitations

Although it was not the intention of this research, questions could be raised about the scientific generalisation of the findings to other organizations, industries, or regions. Future research should test the findings of this study in larger scale samples and in different contexts.

Implications

The results of this research allowed for an introduction of a model of AiO. It extends the limited understanding of when people engage in AiO and points out to key factors that have not been previously associated with it (such as situational empathy). Recommendations are made as to how, by introducing subtle and/or more significant changes in their environments, organizations may actively influence the levels of AiO.

Value

Directly responding to the challenges of increasingly interdependent organizational forms, this research challenges scholars' tendency to assume that workplace helping is predominantly driven by reciprocity and assists practitioners in their efforts to create altruistic environments.

498 - IS PERSONALITY CHANGING OVER TIME?

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Purpose

To explore whether personality is changing over time in the managerial/professional population.

Design/Methodology

Data of 1,362,511 people, who completed the MBTI personality questionnaire online between 2007 and 2017, was analysed. Chi squared tests and ANOVAs were used to explore whether the proportion of people with different personality preferences changed year by year. A logistic regression was then used to test whether these changes in personality preferences by year could instead be explained by other factors, such as age and gender.

Results

Results showed that the percentage of people reporting preferences for Introversion, Sensing, Feeling and Judging increased year by year from 2007 to 2017. A logistic regression was then done to identify factors predicting personality differences. Results showed that year was a predictor of personality type, though not as large a predictor as gender, geographic region and employment status.

Limitations

The sample principally comprises managers and professionals so is likely most relevant for individuals working in organisations. Other factors, not measured in this study, may also affect personality changes.

Research/Practical Implications

If the personality of workers is changing, does this mean communication style, organisational culture and behaviour must change too? Further research could explore whether people's behaviour is changing over time; personality preferences might remain stable and innate even if the way they are expressed is changing due to culture shifts.

Originality/Value

This study involves a large sample of over 1 million people, spanning a period of years.

Author

Nikhita Dost, OPP Ltd

499 - ENGAGEMENT AND VIGOR AT WORK: A SYSTEMATIC REVIEW ABOUT ITS HEALTH IMPLICATIONS

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Abstract

Introduction: Occupational psychology emphasizes the analysis of variables promoting workers' health. Work is a place of social integration, with personal, psychosocial and work variables existing as the main health factors (García, 2004). From this approach, engagement is included as a positive and persistent affective-motivational state in employees, characterized by vigor, dedication and absorption (Schaufeli et al., 2002a; Schaufeli et al., 2002b); and vigor, considered an affect that mediates the relationship between resources, behaviors and attitudes related to psychological functioning and health characterized by physical strength, emotional energy and cognitive liveliness (Shirom, 2003, 2011).

Objective: To explore the relationships and implications of engagement and vigor in workers' health.

Method: We conducted a systematic review. In the absence of a review protocol in PROSPERO, a revision was made following the PRISMA statement. The databases consulted were Pubmed, PsycArticles and PsycInfo; and academic google for gray literature. No date restrictions were applied. As key words: vigor and engagement, together with terms related to general, physical and psychological health, symptoms of psychological illnesses and health-related behaviors.

Results: A total of 7328 studies (6939: 94.69% engagement; 389 vigor) were related to health concepts. Subsequently, they were screened by title and abstract by 2 reviewers to increase reliability.

Conclusions: The revised articles show that vigor has a greater involvement in health than engagement. Thus, the design of vigor promotion measures is recommended, within the framework of occupational health.

Key words: Engagement, vigor at work, health

508 - DEVELOPING CIVILITY: GREAT LITTLE THINGS THAT MATTER

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PURPOSE - To present a civility intervention and its results, taking into account the challenges that the organization faced.

DESIGN/ METHODOLOGY/ APPROACH/ INTERVENTION - The person-centered intervention was inspired on CREW (Osatuke et al, 2013) and the Gordon model (Gordon, 1980), consisting of 12 biweekly sessions. Nine participants were interviewed post intervention. The data (in-depth interviews circa 50 min.) were analyzed with MaxQda.

RESULTS – as positive results, participants reported higher self-consciousness on their communication style; higher active listening skills, conflict management skills and empathy (both in organizational and in personal life); **as challenges**: irregular attendance, dependent on shift workload level and schedule and role reassignment (due to ministerial and subsequent organizational change); compatibility between training schedule and specific services; restraint due to leader presence. These results seem to indicate higher civility (and lower incivility) on a personal level.

LIMITATIONS – Interviewees had a variety of attendance and roles.

RESEARCH PRACTICAL IMPLICATION – Even in uncontrollable adverse conditions (national context) and with restriction policies, a growing workload and lack of resources (human and material), civility interventions can have a positive impact on civility behaviors, both in work and personal contexts.

ORIGINALITY/ VALUE – To share the importance of providing interventions to enhance the quality of interpersonal relationships at work, even in highly adverse conditions. Although somewhat limited, the possible results can be of importance for these professionals.

511 - REVISITING THE GENETIC CORRELATION OF JOB SATISFACTION AND PERSONALITY

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Abstract

In this study, we provide a replication of past work (Ilies & Judge, 2003) that examines the extent to which the correlation between personality and job satisfaction is genetic using updated behavioral genetic statistical modeling, namely multivariate Cholesky decomposition. Ilies and Judge (2003) found high genetic correlation between five factor model (FFM) traits and job satisfaction, but that this genetic correlation is largely explained by affectivity. In order to isolate additive genetic vs. environmental factors, we conducted multivariate AE Cholesky decomposition within a structural equation modeling framework using twin data. Our models confirm that positive and negative affect explain the personality-job satisfaction correlation through additive genetic factors. Results indicate an even stronger genetic correlation between job satisfaction and affect than previous work (Ilies & Judge, 2003), and that affect explains nearly all the genetic overlap between personality and job satisfaction. Genetics account for 45% of the phenotypic covariation of positive affect and job satisfaction and 55% of the covariation of negative affect and job satisfaction. At a theoretical level, results call to question the path by which personality operates in workplace settings. At a practical level, they suggest a genetically predetermined point of job satisfaction. Future research should investigate the extent to which genetics explains changes in persons' general affectivity over time, and also consider the influence of cultural context on the extent of these genetic relations. This research contributes a novel analytical method to the field while also supporting the movement for replication in the scientific community.

515 - CONSCIENTIOUSNESS AND PERFORMANCE - REGULATORY FOCUS AS A MODERATOR OF CURVILINEARITY

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Abstract

Although researchers traditionally assumed a linear relationship between conscientiousness and job performance criteria, recent findings suggest extremely high levels of conscientiousness can lead to non-optimal performance. To better explain this relationship, we build on Regulatory Focus Theory, which identifies two self-regulatory systems: *prevention focus*, concerned with safety, responsibility, and obligation; and *promotion focus*, concerned with accomplishments, hopes, and aspirations. We suggest regulatory focus moderates the curvilinear relationship between conscientiousness and task performance, such that a prevention focus will hinder performance at extremely high levels of conscientiousness. In an online experiment, participants were primed with prevention or promotion focus before completing a measure of task performance, which we operationalize using a Transportation Security Administration job simulation task. Participants viewed x-ray images of luggage and quickly decided whether they were compliant with regulations. Findings support our hypothesis that experimentally induced regulatory focus moderates the functional relationship between conscientiousness and workplace performance as expected, but also that conscientiousness was unrelated to performance in the promotion focus prime, with high mean performance. Practically, findings suggest the potential for developing promotion-focus training that obviates the importance of conscientiousness, particularly in jobs requiring high vigilance and error detection, such as security, manufacturing, and transportation. One limitation to be addressed by future research is our lack of identification of the mechanism by which prevention focus decreases performance for highly conscientious workers, such as stress. This research blends personality and motivational research to add further clarity to the personality-performance relation using experimental methods.

**517 - SEX ROLE THEORY AND PERSONALITY: SEX DIFFERENCES IN PERSONALITY-INCOME
RELATIONSHIPS**

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Abstract

Although researchers continue to further explore the relationship between personality and job performance, there has been relatively little research about whether curvilinear relationships exist between personality and indicators of “occupational success” and their dependence on gender. The purpose of our current study is to explore differential personality-salary relationships by gender. Drawing from sex-role theory and past research (Judge et al., 2012), we made the general hypothesis that workers’ sex differentially predicts reported income. To answer our research question, we conducted five hierarchical quadratic regression tests for males and females separately (a total of 10 regression models) using the Midlife Development in the United States survey (MIDUS 3), a nationally representative data set ($n= 2,732$). Only one non-linear effect was found for the trait of agreeableness in female workers which suggests women either high or low in agreeableness made less than women with moderate levels of the trait, whereas for men the relation was linear and positive. However, results also suggest that female workers were “rewarded” more for higher levels of emotional stability and male workers were “rewarded” more for conscientiousness. Our study contributes to the gender pay gap literature through exploration of potential systemic bias and gender prejudice. Although we controlled for age in our analyses, we did not investigate the potential influences of socioeconomic status and industry regarding these relationships. Future analyses should take these variables into account. We suggest I-O psychologists continue to investigate inherent attitudes surrounding gender differences and their potential influence on performance ratings and subsequent compensation.

518 - EVALUATION OF FIRE SERVICE COMMAND UNIT TRAININGS - VALIDATION OF THE FIRE-SCALE

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Purpose – The Feedback Instrument for Rescue Forces Education (FIRE; Schulte & Thielsch, 2018) is a measure created for the evaluation of trainings for future operational firefighter leaders (e.g., group and platoon leaders). The present study's purpose is to validate the instrument for tactical and strategic leader trainings, in particular Command Unit Trainings.

Design/Methodology - The FIRE Scale is slightly amended for the Command Unit and data is collected in several Command Unit Trainings. In an ongoing study, data of $n = 250$ Command Unit members are collected to test the underling structure. Hereby we use confirmatory factor analysis and examine validity using scales form existing evaluation instruments for teaching evaluation.

Results – Preliminary results show a moderate fit for the postulated six-dimensional structure (*trainer's behavior, structure, overextension, competence, transfer*) reflecting training process and outcome. The result pattern suggests high validity for the adapted measure; associations with corresponding scales display mostly large effects.

Limitations – The FIRE is tested for Command Unit Trainings in Germany limiting the interpretation to this country. Thus, further research and other language versions are highly welcome.

Research/Practical Implications – Command Units are indispensable for public safety and for rescue forces in general. Hence, providing a valid tool for evaluating Command Unit Trainings might thereby provide an evaluation instrument for various types of educations in public safety areas.

Value – Directing the attention to rescue services education leads us to a field where a highly qualitative training does not only influence one organization, but rather the society and the population itself.

519 - FOR THE GREATER GOOD: DOES VISION COMMUNICATON FOSTER UNETHICAL BEHAVIOR?

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Abstract

Purpose: This research investigates the link between leader vision communication and follower's unethical behavior. Many real world examples suggest that leader vision communication might induce followers to take actions that serve the realization of the vision, but are misaligned with common standards of ethical behavior. In other words, unsavory means may sometimes be accepted in the service of a greater good. Moreover, loss framing may provide the strongest incentive for individuals to act. We propose that people will engage in more unethical behavior when they are exposed to visionary, as opposed to non-visionary, communication and that loss framing of the vision will have a stronger impact than gain framing.

Design/Methodology: We conducted a computer-based experiment with 231 university students in four experimental groups. Participants received either a visionary video message from a leader in a loss-, gain-, or mixed-frame or a non-visionary video message, all advocating the protection of an endangered species. Afterwards, participants were provided with an opportunity to resort to unethical behavior, namely cheating in a competition, to benefit this noble cause.

Results: We found that visionary communication led to more unethical behavior than non-visionary communication, whereas the framing of the vision resulted in no significant difference.

Limitations: Further research should investigate mediation and moderation effects and ascertain the external validity of our findings.

Practical Implications/Originality Value: Results show that a leader's vision advocating a good cause can also cause followers to resort to unethical means.

520 - THE RELATIONSHIP BETWEEN CONFLICTS AND WORKPLACE BULLYING IN PORTUGUESE'S HIGHER EDUCATION

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SOCIUS / University of Lisbon, SOCIUS, Lisboa, Portugal ⁽¹⁾

Purpose

This study was carried out in Portuguese higher education and tries to shed light about the relationship between the occurrence and management of conflicts and workplace bullying (WB). Previous research has identified conflict as an antecedent of WB, both on a theoretical and empirical level (Leyman, 1996; Einarsen, 1999; Vartia, 2001; Hauge et al, 2007). From previous studies we know that active strategies by targets are likely to further the WB escalatory process, being passive strategies most successfully used by victims of bullying; also "fighting" has been proven to relate positively with WB and "problem-solving" negatively with its occurrence (Bailien et al, 2009). Zapf and Gross (2001) have found that victims didn't use a single strategy but often change it during the course of the bullying process.

Methods

Our sample was made up of 1182 participants from the main universities all over Portugal. Drawing on previous research we expect a positive relationship between the occurrence of conflicts and bullying; additionally, we hypothesize a negative relationship between problem-solving, "yielding" and bullying and a positive one for "avoiding" and "fighting". To test these hypotheses we used hierarchical regression.

Results

The positive association between the occurrence of conflicts and bullying was confirmed as well as the assumed association between workplace bullying and conflicts for "problem-solving" and "yielding". We found no statistically significant association between the occurrence of bullying and "avoiding"; the association between workplace bullying and "fighting" was also proven to be not significant.

Conclusions

Despite the study is limited to high education in Portugal, the results can be used as a contribution to the design of intervention policies in the field of workplace bullying and specific support programs for individuals, to help them managing the process in case of being targets of bullying behaviors. Given that bullying has been understood as an escalating conflict, individuals can learn how to manage the process if they are given the appropriate support and training on conflicts managing at work.

Originality / Value

Research about Workplace bullying is scarce in Portugal; hence the study has a real contribution to the existing research, in a sector where there is no previous research in this field.

**528 - PERSONALITY FACTORS AS LEADERSHIP STYLE ANTECEDENTS IN SPECIAL INTERVENTION
POLICE UNITS**

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The research related to leadership and personality is growing, since personality was found to be a predictor of various outcomes in professional settings. The importance of personality factors is prevalent in weak situations, where individuals feel free to express their own personality. This is the case of RIOT units, where the unknown and ambiguity are daily constraints. The objectives were: describing leadership style within RIOT units; differentiating the personality profiles of leaders and subordinates; explaining leader behavior by personality factors. 92 leaders completed LBDQ-XII (Stogdill, 1964) and NEO PI-R (Costa & McCrae, 2008). 73 subordinates completed NEO PI-R. The LBDQ scales were factor analyzed; the personality profiles of leaders, subordinates and general population were compared; regression analysis was used to explain the leadership styles through personality factors. The results showed that leadership behaviours are oriented toward organizing in uncertainty conditions, followed by production emphasis and people orientation. The profiles of leaders and subordinates differ on extraversion, agreeableness and conscientiousness. Regression analysis indicates that the first two factors of leadership behavior were explained by conscientiousness, while the third-by agreeableness. Study limits refer to the limited number of participants but still covering the entire population of leaders in Romanian RIOT units and a significant number of subordinates. Using self-describing questionnaires is usually seen as a limitation. These findings are useful in explaining leadership behaviours and in refining selection procedures. The predictors are confirming previous studies showing the role of conscientiousness, but it also brings into the light the niche trait of agreeableness.

542 - STRESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: BENEFICIAL ROLE OF RECOVERY AFTER WORK

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Purpose: Previous studies have demonstrated beneficial effects of after work recovery experiences (primarily psychological detachment) for employees' well-being, job performance, work engagement etc. This study aims at extending the research on the role of different recovery dimensions in stressful circumstances focusing on a specific outcome - organizational citizenship behavior (OCB). The aim of the study is to explore the role of recovery experiences in the relationship between stress and OCB.

Design/Methodology: 708 French employees of different professions (83% women; average age 31.6) completed the Perceived Stress Scale (PSS-10), OCB scale (OCB-24) and Recovery Experiences Questionnaire (REQ-16). Mediation and moderation were tested using hierarchical regression analysis in SPSS Statistics 23.

Results: In situations of increased stress, the employees with higher personal control during leisure time reported more OCB directed to others ($\beta=.11$, $p<.01$). Moreover, relaxation mediated the effects of stress on OCB directed towards the organization ($b = -.021$, $SE = .008$, 95% CI = $-.0396$, $-.0052$). Overall, the findings suggest that recovery experiences play a significant role in predicting some aspects of OCB.

Limitations: Unequal gender distribution of the sample and use of self-report measures limit the generalization of the study findings.

Research/Practical Implications: The findings provide practical implications for promoting OCB in times of increased stress by focusing on recovery activities.

Originality/Value: The role (moderating and mediating) of recovery experiences (all four studied simultaneously) in the stress-OCB relationship has not been previously explored. Insight into factors that could increase OCB and buffer the adverse effects of stress is provided.

549 - MOVING BEYOND THE BRAG SHEET: PREDICTING STUDENT OUTCOMES WITH BIODATA MEASURES

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PURPOSE: Biographical data, or biodata, provides information about one's life histories and past experiences. Such information is commonly available during academic admissions processes, and there is a scattered body of research examining how biodata predict student behaviors and outcomes. The current meta-analysis examines how different types of biodata measures—overall scores, scale scores, or individual items—predict academic grades, absenteeism, persistence, and extracurricular accomplishments.

METHODOLOGY: Data from 43 independent samples were included, consisting of 17,491 students and resulting in 83 individual predictor-criterion relationships.

RESULTS: The results indicate that biodata measures predict student outcomes substantially. Overall biodata scores correlate with grades at .45, persistence at .21, and point-hour ratio at .35. Individual biodata scales developed to measure specific dimensions of student achievement are most predictive of criteria in line with the subject domain of the scales.

IMPLICATIONS: Findings of the current study provide support for the predictive validities of biographical data inventories for student outcomes and adds justification to the employment of biodata in academic selection.

LIMITATIONS: A limitation of the present study is that the second-order sample sizes are generally small, as relationships between different types of biodata measures and different student outcomes are analyzed separately. However, by not illogically compositing unrelated biodata items for the sake of increasing power, we have kept our results interpretable and meaningful.

VALUE: While the relation between biodata and job performance has been thoroughly studied, the current study is a first effort to meta-analytically review the predictive validity of biodata measures for student outcomes.

552 - CO-WORKERS BUT NOT FRIENDS: EXPLORING TRUST AND DISTRUST IN DISTINCT CONTEXTS

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Purpose

The study investigated the relationship between trust and distrust, particularly if it was possible for both to coexist simultaneously, as well as whether different strategies in evaluation of trust exists in different relational contexts.

Methodology

The qualitative study was conducted following the principles of grounded theory. A semi-structured interview was conducted with 20 working adults from various industries. Frequency counts were utilized to determine the trust-distrust relationship patterns that emerged and intercoder reliability was measured by two independent raters.

Results

Participants conceptualized the relationship between trust and distrust mainly conforming to 3 models: antithetical, dialectical and context-dependent. Earlier stages of a relationship are described to be either antithetical or dialectical while later stages become context-dependent as they grow in complexity. For some individuals, a violation in trust does not necessarily promote immediate distrust. Instead, factors surrounding the transgressions committed will be evaluated before further decisions of trusting or distrusting are made. The dialectical model was found to be a more popular model overall, being cited particularly frequently in the workplace environment.

Limitations

The terms mistrust and distrust were used interchangeably during the interview, making it difficult to determine whether participants have nuanced understandings between the two terms.

Research/Practical Implications

The findings of the study contribute to understanding different thought patterns and strategies employed by individuals in building relationship with people in different relational contexts.

Originality/Value

Understanding the decision-making process involved in building trust and distrust allows for the promotion of healthier relational dynamics in the workplace.

553 - TRUST AND DISTRUST: OUTCOMES AND TRUST REPAIR EFFORT ACROSS RELATIONAL CONTEXTS

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Sunway University, Psychology, Bandar Sunway, Petaling Jaya, Malaysia⁽¹⁾

Purpose

The study explored cognitive, emotional, and behavioral outcomes of trust and distrust across relational contexts (personal and organizational). It also examined the strategies employed to repair trust, preceded by violation in trust.

Methodology

Twenty working adults participated in a semi-structured interview on their experiences of working in teams. Each interview ranged between 60-90 minutes. Data was analysed using the thematic analysis approach by two coders supervised by the principal investigator. Prevalence of themes was measured using frequency counts.

Results

Trust contributes to more positive cognitive, emotional and behavioral outcomes than distrust. Trust fosters openness, positive affect, confidence, psychological safety and cohesiveness. Distrust disrupts cohesiveness and increases skepticism, inhibition, negative affect and monitoring.

When trust was violated, participants ($n = 4$) reported trust cannot be repaired while others indicated improvement in skills ($n = 13$), open communication ($n = 6$), and understanding of the circumstances ($n = 7$) may improve their trust.

Limitations

Interviewers' and interviewees' characteristics may influence the amount and depth of data that was elicited from the interviewees.

Research/Practical Implications

Understanding the consequences of trust violations and how they can be overcome helps to promote reconciliation between co-workers and trust. Increasing trust in the work environment could be beneficial to promote healthy work relationships.

Originality/Value

This study adds to the literature on outcomes of trust and trust repair, particularly in Asian countries. By studying trust repair efforts, we were able to identify the underlying mechanism of trust-distrust relations thus giving a more holistic view of the relationship.

**555 - INVESTIGATING SEXUAL HARASSMENT AT WORK THROUGH A DOMESTIC VIOLENCE
PERSPECTIVE**

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Abstract

Sexual harassment and other forms of sexual aggression continue to be a problem in the contemporary workplace. Some argue rape and sexual harassment exist on a continuum of sexual aggression, with both stemming from similar underlying predispositions. Research into rape and other forms of domestic violence have demonstrated Envy, or the desire to have what others possess or achieve, to be a predictor of this deleterious behavior, warranting an assessment of its role in sexual aggression at work. In previous organizational studies Envy has shown both positive and negative outcomes, but little research has investigated its role in sexual harassment. Our study examined the role of Envy in sexual harassment with surveys measuring beliefs in sexual harassment myths, levels of trait Envy, and the proclivity to sexually harass. A diverse sample of working adults was recruited, providing data through an online survey tool. Results supported hypotheses the prediction that those who reported higher propensities to sexually harass would report higher levels of Envy, specifically Malicious Envy. Interestingly, the method of assessment of Envy determined its relationship with the likelihood to harass, with Benign Envy showing the inverse, and less harassment. Although the importance of sexual harassment myths was not supported in the current study, further research should explore how manipulated levels of envy may correspond to the acceptance of myths. Organizations leaders may also benefit from a more nuanced understanding of what sorts of motivational techniques may spark malicious forms of envy, and higher proclivities toward sexual aggression.

561 - THE DARK TRIAD OF PERSONALITY: CONSTRUCT VALIDATION OF A STRUCTURED INTERVIEW TO MEASURE NARCISSISM, MACHIAVELLIANISM AND SUBCLINICAL PSYCHOPATHY

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Purpose

So far, there are several approaches of measuring the Dark Triad traits, but still all of them are personality questionnaires with at least questionable usability for applied contexts such as Human Resource Management.

The purpose of the study is the development of a structured interview with the aim of measuring the Dark Triad in a rather qualitative way that increases social validity for the respondents.

Design/Methodology/Approach/Intervention

In the present study, 15 executives from the telecommunications industry were interviewed on their personal evaluation of management success and derailment. Afterwards, their personality traits of the Dark Triad were measured with the help of the Short Dark Triad Scale. Subsequently, the data from qualitative and quantitative research were examined for correlations using the mixed-method approach.

Results

The results of the mixed-method approach showed a statistically significant correlation between the Short Dark Triad Scale and the ratings for narcissism, Machiavellianism and subclinical psychopathy in the Dark Triad interview.

Limitations

Replicating the results in a bigger sample and a deeper investigation of the criterion-related validity as well as an integration of multiple raters can provide more confidence in our results.

Research/Practical Implications

Structured interviews allow the measurement of personality traits in a more convenient way especially in personnel selection and development processes. Identifying subclinical traits in leadership candidates can, e.g. prevent management derailment.

Originality/Value

The present study advances the measurement methods of the Dark Triad.

567 - MEASURING PERCEPTION OF EMPLOYER BRAND: DEVELOPMENT OF A MOBILE GAME

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Purpose

This project aims to develop a mobile game based on ranking of groups of adjectives to measure employees' perception of their employers' branding.

Methodology

53 participants listed the adjectives representing their current employer and also the most preferred and the least preferred employer in their minds, in an open-ended format. The adjectives derived in Study 1 were later shared with other participants ($n = 110$) in several organisations in a traditional Likert style format, and the participants were asked to rate the degree to which each adjective represents their current employers. Validation study for the final set of adjectives and the technical development of the mobile game are in progress.

Results

After item elimination and factor analysis, the final set of adjectives were representing seven different facets of perception of employer branding, and the number of adjectives corresponding to each dimension ranged from 3 to 7. Organization-specific clustering analyses revealed different employee profiles within each company.

Limitations

The evaluation of adjectives will be via forced ranking at the game and it may lead to difficulties for participants' evaluation.

Implications

This project is primarily targeting practice, by developing an alternative to traditional measurement styles employed for measuring employer branding, but it can be used for scientific purposes as well.

Originality

Use of the principles of gamification in the workplace is gaining impetus, and this project is expected to contribute to the measurement of employer branding perceptions.

570 - PERCEPTION OF GENDER EQUALITY STATEMENTS: EXPLICIT MENTION OF NON-BINARY GENDER IDENTITIES AS A STRATEGY FOR CREATING A MORE INCLUSIVE ORGANIZATION IMAGE

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Lund University, Department of Psychology, Lund, Sweden ⁽¹⁾ - *University of Gothenburg, Department of Psychology, Gothenburg, Sweden* ⁽²⁾ - *Stockholm University, Department of Psychology, Stockholm, Sweden* ⁽³⁾

Perception of gender equality statements: explicit mention of non-binary gender identities as a strategy for creating a more inclusive organization image

Authors:

Amanda Klysing (Lund University), Anna Lindqvist (Lund University), Emma Renström (University of Gothenburg), Marie Gustafsson Sendén (Södertörn University)

Purpose: Many organizations include gender equality policy statements in their information material. Our aim was to explore if different types of equality statements influence organization appeal and estimates of organization diversity.

Design: We tested three types of equality statements in a between-groups design ($N = 424$): (1) *gender-balance* (equality between women and men), (2) *gender-blind* (equality regardless of gender), (3) *inclusive-gender* (equality between women, men and individuals with a non-binary or other gender identity). Dependent variables were organization appeal, estimated organization equity and estimated diversity within the organization.

Results: For organization appeal and organization equity, no differences were found between conditions. General diversity within the organization was rated as significantly higher in the inclusive-gender condition compared to the gender-balance condition. No other between-group comparison was significant.

Limitations: Potential positive effects of an inclusive gender equality statement for individuals with a non-binary gender identity could not be assessed due to lack of participants.

Implications: Gender equality statements which explicitly include individuals of all gender identities (i.e., does not treat gender as a binary variable) seem to be received similarly to the other types of equality statements tested, with the exception of higher estimated diversity compared to a gender-balance statement. Results support the use of inclusive gender equality statements since they are inclusive of a larger number of individuals and do not differ from a gender-blind statement.

Originality: This is the first study investigating the impact of different types of gender equality statements which include gender identities other than women and men.

**574 - COPING WITH DAILY BOREDOM: EXPLORING THE RELATIONSHIPS OF JOB BOREDOM,
COUNTERPRODUCTIVE WORK BEHAVIOR, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND TRAIT
CONSCIENTIOUSNESS**

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- **Purpose:** Although job boredom is experienced by more than half of the workforce on a daily basis, scientific research on the construct itself and its potential outcomes is scarce. In the present study we examined whether daily changes in job boredom are associated with daily fluctuations in Counterproductive Work Behavior (CWB) and Organizational Citizenship Behavior (OCB), and whether individual differences in trait conscientiousness moderated these relationships.
- **Design:** Our hypotheses were tested using a daily diary study taking place over the course of 10 working days (N = 580 daily observations).
- **Results:** Multilevel Poisson regression analyses revealed that job boredom was positively linked with CWB and negatively with OCB; however, contrary to our expectations, trait conscientiousness did not moderate these relationships.
- **Limitations:** All measures were self-reported.
- **Practical Implications:** The finding that job boredom influences employee's performance-related behaviors demonstrates that both employees and organizations might benefit from designing jobs in a way that they do not trigger high levels of job boredom.
- **Originality/Value:** In this paper, we integrate the episodic within-person and the stable between-person approach to the study of emotions, performance and personality.

580 - HOW DO STEREOTYPES OF SEXUALITY AND GENDER INFLUENCE LGBT CAREER CONSTRUCTION?

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Purpose

Stereotypes of minorities contribute to workplace inequality by creating biased negative evaluations of individual's performance, resulting in discriminatory action. However, the impact of stereotypes also extends to vocational decisions based upon perception of career barriers. Despite facing many unique career challenges, such as concealment and high levels of discrimination, the role of stereotypes on lesbian, gay, bisexual and transgender (LGBT) individuals' career decisions is yet to be explored. This poster outlines an approach to exploring the role of stereotypes on the career construction of LGBT individuals.

Approach

The poster demonstrates the way in which the combination of visual timelines and narrative interviews allow for exploration of the interaction between development of sexual or gender identity and career choices, and the role of gendered stereotypes in this relationship.

Results

The poster will present an example of the seldom-used visual timeline, and how this method has provided novel insight into the role of stereotypes on LGBT careers.

Limitations

The use of workplace LGBT networks for participant recruitment may limit the sample to those who disclose their LGBT identity at work.

Research/Practical Implications

In addition to utilising a novel approach to study experiences of LGBT individuals, the research contributes to organisational and educational practice by highlighting when career decisions are most impacted by stereotypes.

Originality/Value

The research includes bisexual and transgender participants who are seldom included in such research. Additionally, an intersectionally sensitive approach is used to observe unique experiences of individuals within the LGBT community, and across a range of organisations.

**582 - MANAGERS' PERSPECTIVE ON THE PROMOTION OF MENTAL HEALTH AT THE HOSPITAL:
RESULTS OF A QUALITATIVE INTERVIEW STUDY.**

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Purpose: Research indicates that the active support by management is essential for the sustaining implementation of workplace health promotion measures. However, little is known about managers' perceptions of such health promotion measures. Based on Ajzen's theory of planned behavior, our qualitative study explores the attitudes, perceived organizational norms and behavioral control of managers regarding the promotion of mental health at work.

Method: Semi-standardised interviews with N=36 middle managers (head physicians, senior physicians and head nurses) were carried out in one German hospital. A software aided approach according to Mayring's qualitative content analysis was applied. The reliability of the coding system was acceptable (Cohen's $\kappa > .65$).

Results: We observed that the majority of managers were aware of the importance of mental health at work. They reported a high variability of the perceived organizational norms in relation to mental health promotion. Moreover, the nursing and medical managers differed with regard to perceived behavioral control to implement mental health promotion measures.

Limitations: We can't rule out the presence of selection bias, since we do not know if only previously sensitized managers participated.

Implications: Our results may contribute to a better involvement of managers in the development and implementation of mental health promotion measures for hospitals. For the sustainable implementation of such measures, it seems to be important that health-related organizational norms are defined by top-level clinic management and communicated to the middle management.

Originality: This study contributes to a better understanding of managers' perspectives on mental health issues based on established theory.

588 - WHICH OBJECTIVELY MEASURED INTERVENTIONS DESIGNED TO DISRUPT SITTING TIME AND INCREASE PHYSICAL ACTIVITY IN THE WORKPLACE ARE EFFECTIVE IN THE MEDIUM TO LONG TERM?: A META-ANALYSIS

Anthony Thompson⁽¹⁾ - Christine Grant⁽¹⁾ - Gemma Pearce⁽¹⁾ - Valerie Cox⁽¹⁾ - Angela Hands⁽¹⁾

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Abstract

The current study will aim to systematically review the extant literature on objectively measured interventions designed to disrupt sedentary behaviour and increase physical activity within the workplace over the medium to long term. The study will extract data relating to objectively measured outcomes such as time spent sitting and pedometer step counts, which, if amenable, will be synthesised using a random-effects meta-analytical computation. A systematic search of several academic databases including; PsycInfo, SportDiscus and Academic Search Complete will be conducted to find relevant literature to review. Keywords and subject headings, which are pertinent to the research question, will be used to search the academic databases. Search results will be imported into EndNote for screening and data extraction on the included studies will be input onto an Excel spreadsheet. Meta-analysis will be conducted using an appropriate statistical software package. It is hoped that the results of the study will shed light on which interventions are most efficacious at disrupting workplace sedentary behaviour and increasing levels of physical activity in employees. The study will explore objectively measured interventions over the medium to long term in order to provide a more rigorous understanding of how to influence sustainable behaviour change in these areas.

**594 - TEACHING STAFF'S AMBIGUITY INTOLERANCE: RELATIONSHIP WITH
ORGANIZATIONAL TENSION**

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The **purpose** of the investigation is to find out the levels of educational organization staff's ambiguity intolerance and its relationship with the organizational tension.

The content of intolerance has been analyzed by S. Budner, N. M. Lipetska, O. V. Petrunko and others. However, some aspects of ambiguity intolerance in the context of organizations have not been the subject of psychological studies yet.

Design. The study was conducted using *Tolerance for Ambiguity Scale* (S. Budner) and *Index of Job-Related Tensions in Organizations* (R. L. Kahn, D. M. Wolfe, modified by L. M. Karamushka and K. V. Tereshchenko) on a sample of 508 secondary school headteachers and teaching staff in the central regions of Ukraine.

Results. It was found that the majority of the respondents (94.1%) had the average intolerance index. High and low intolerance indices were found in a small number of the respondents (3.2% and 2.7% respectively).

We discovered positive correlations between the levels of teachers' ambiguity intolerance and five types of organizational tension related to the organization of work ($p<0.001$), teachers' professional qualifications, certifications and career ($p<0.001$), organizational change-making ($p<0.01$), the teaching staff-managers interaction ($p<0.001$), teachers' occupational health ($p<0.01$), as well as the organizational tension index ($p<0.01$).

Limitations were related to the sample, which included only the educational organization employees.

Practical Implications. The obtained findings may be helpful for reducing organizational tension in educational organizations.

Originality. The investigation of staff's ambiguity tolerance relationship with the organizational tension in Ukrainian schools was done for the first time.

597 - WHAT KIND OF PEOPLE COMMIT CYBER-RELATED COUNTERPRODUCTIVE WORK BEHAVIORS?

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What Kind of People Commit Cyber-Related Counterproductive Work Behaviors?

It is well established that counterproductive work behaviors (CWB) account for significant costs for organizations and their citizens. However, classic measures of CWB (e.g., Spector, 2010) do not include CWB related to modern technologies. Mercado (2017) presented a multi-factored measure of so-called cyber-CWB focused on negative behaviors in the modern digitalized work contexts (e.g., cyberloafing, adult Internet use during working hours, and spreading negative information about the organization on the Internet). Early findings suggested similar relationships to personality as for classic CWB. Later, Mercado (in press) presented a 12-items short version of the cyber-CWB, namely, the Abbreviated Cyber-CWB scale. The items used were those with the highest factor loadings on the respective factors in the full cyber-CWB measure. Here, we tested a Swedish translation of the Abbreviated Cyber-CWB scale. Specifically, we investigated the psychometric properties and its relationships to the bright and the dark side of personality. 118 participants completed the short cyber-CWB, *cut-e's* personality test *shapes* (*cut-e*, 2017) measuring the bright side of personality, and the short Dark Triad (Paulhus & Jones, 2014) measuring the dark side of personality. Results showed that overall cyber-CWB could be predicted using either the bright side of personality or the dark side, with incremental validity using both. However, the frequency of participants reporting having conducted cyber-CWB was very low for most of the behaviors, causing restriction of range in the criterion. The cause of the very low frequencies is unclear; some possible causes and their implications are discussed.

**600 - FACTORS RELATED TO STAY AT WORK AMONG EMPLOYEES WITH COMMON MENTAL
HEALTH PROBLEMS: A SYSTEMATIC REVIEW.**

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Purpose: Common mental health problems (CMHP) in the workplace and their effect on long term disability, absenteeism and productivity loss are a growing concern among organizations and policymakers. CMHP are the leading cause of sickness absence in the western world with one-sixth of the working age population that suffers at any one time from CMHP and a lifetime risk of at least two in five. Therefore, there is a strong argument for more research emphasis on addressing CMHP in preventative strategies to stay at work rather than just reactive strategies. There is remarkably limited evidence about the concept 'Stay at work' among employees with CMHP and the role of the employer. Insight in enabling and impeding factors is needed to provide useful advice towards employers being responsible for interventions on workplace health and (inter)national policies. The aim of this literature review is to create a robust overview of current knowledge regarding factors that enable employees with common mental disorders to stay at work.

Methods: a systematic literature search in seven electronic databases is conducted in august 2018.

Results: 1855 titles are screened independently by two researchers on title, abstract and full text. The reviewers used an independent narrative synthesis to understand factors with regard to the individual, job design, team, employer and society. Preliminary results are expected by the end of 2018.

Key words: workplace, stay at work, common mental health disorders, employees, review,

604 - GLOBAL TRENDS IN DEVICE USAGE FOR ONLINE PSYCHOMETRIC ASSESSMENTS

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The use of online psychometric assessments is becoming ever prominent in employee selection today. The rapid growth of technology means that now more than ever international borders and physical distance are little impediment to companies looking to recruit from a diverse, worldwide applicant pool. Job seekers use the internet to search for and apply to jobs and increasingly, companies are assessing candidates via the internet too. As with many other online services, occupational assessment tools have had to become mobile to continue to keep pace with what consumers, both clients and candidates, expect. Mobile-first recruitment has the potential to facilitate inclusivity through accessibility, but the current landscape is largely unstudied and under documented. Technology trends suggest that mobile device usage will only increase, and authors consistently note the importance of investigating device-type effects in the burgeoning field of unproctored internet-based testing, yet empirical evidence of the current usage is limited (Illingworth et al., 2015). This presentation paints the global map of mobile assessment, identifying current trends in device usage for psychometric assessments around the world. We explore regional differences in the use of mobile devices for completing unproctored occupational assessments with data obtained from millions of applicants from over 40 different countries. Implications for organisations and psychometricians using online psychometric assessments are discussed and future directions for academics and practitioners are proposed.

Reference

Illingworth, A.J., Morelli, N.A., Scott, J.C. et al. J Bus Psychol (2015) 30: 325.
<https://doi.org/10.1007/s10869-014-9363-8>

618 - THE PARADOX OF POLITENESS: CONSIDERING THE CURVILINEAR EFFECTS OF AGREEABLENESS AT WORK

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Due to its positive interpersonal nature, agreeableness – the Big Five personality trait embodying trusting, courteous, and tender-hearted characteristics (Costa & McCrae, 1992) – is expected to have largely beneficial effects on worker performance. Although researchers have largely assumed personality-performance relationships are linear, emerging research on the “too-much-of-a-good-thing” effect (Pierce & Aguinis, 2013) highlights the possibility that there can be deleterious outcomes for those who are extremely disagreeable or extremely agreeable.

As such, the current study tests for curvilinear relationships between agreeableness and self-reported task performance, contextual performance, and career success among a sample of 1,164 workers in the United States, leveraging advances in item response theory methodology (i.e., ideal-point scoring) to build an ideal point measure of agreeableness and its facets for more accurate detection of curvilinear relationships. In doing so, we aim to better understand the agreeableness-performance link and elucidate outcomes associated with different levels of the trait.

Results suggest a linear relationship between agreeableness and performance, such that greater agreeableness is positive for performance. However, results also reveal curvilinear relationships between agreeableness and career success indicators, such that those at more moderate levels of agreeableness are most favorably rewarded in pay and career advancement. These findings have implications for personnel selection decisions (e.g., disagreeableness as a “select-out” criterion) and call attention to unjust pay and promotion gaps. Albeit cross-sectional, this research underscores the importance of considering curvilinear relationships in the role of agreeableness at work and highlight a paradox between performance and reward at higher levels of agreeableness.

**620 - PSYCHOLOGICAL CAPITAL DISCRIMINATING FOUR PROFILES OF ORIENTATIONS TO
HAPPINESS: A CONFIGURATIONAL APPROACH**

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Purpose: Traditional psychological research has differentiated two complementary orientations to happiness: hedonia and eudaimonia. Accordingly, people who pursue both orientations at a high level live a *full life*, whereas people who do not follow either orientation live an *empty life*. Between these two extreme profiles, there can be a combination of the two orientations, leading to two other profiles, i.e., *hedonic life* or *eudaimonic life*. Previous studies have shown that these individual values have as predictors, personality traits; however we still know little about whether this also applies for the psychological capital. This study aims to identify these four profiles and to analyze whether psychological capital (i.e., resilience, self-efficacy, optimism, and hope) helps to characterize each of them.

Methodology: Sample is composed by 1647 Spanish employees. Data were analysed through cluster and discriminant analysis using SPSS Statistics software.

Results: Results suggests the existence of the four profiles. Moreover, discriminant analyses show that gender, educational level (as control variables), self-efficacy, and resilience are key variables in characterizing the profiles.

Limitations: The cross-sectional design prevents to establish causal relations.

Value: This study makes two important contributions: a) it offers a systematic analysis through the application of a configurational output variable, and b) it analyzes the relationship between orientations to happiness and a relatively malleable construct (trait-like), that is, psychological capital.

622 - BIASED INFORMATION ACQUISITION AFTER GROUP DISCUSSIONS

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Authors: Andreas Mojzisch & Stefan Schulz-Hardt

Purpose: Previous research shows that, when acquiring new information after discussion, groups consisting of members with the same decision preferences exhibit a stronger confirmation bias than groups consisting of a minority and a majority faction (Schulz-Hardt et al., 2000). However, it is unclear whether this effect is due to (a) majority members showing a more balanced information search than members of consent groups, (b) minority members showing a particularly strong confirmation bias which counteracts the bias of majority members or (c) both (a) and (b).

Design: To pit these hypotheses against each other, we conducted two experiments in which we formed consent and dissent groups by either composing groups of individuals with the same choice preferences or with a minority and a majority faction. After discussion, group members had the opportunity to acquire additional information. For each member, half of the information was in favor of his or her preferred choice alternative and the other half was in favor of the opposite alternative.

Results: Majority members conducted an almost balanced information search whereas minority members who had resisted the majority influence exhibited a strong confirmation bias. However, if the minority members converted to the majority position, they searched for information in favor of the majority position.

Limitations: Since we used ad-hoc groups, future research should test whether our results can be generalized to teams with a shared working history.

Originality/Value: Our results contribute to a better understanding of the mechanisms underlying the effect of prediscussion dissent on biased information search.

630 - ARE GENDER AND LEADERSHIP STEREOTYPES SHAPING THE WAY WE APPRAISE OTHERS' PERFORMANCE? AN EXAMINATION OF GENDER BIAS IN 180-DEGREE FEEDBACK

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University of Sheffield / Pearn Kandola, Institute of Work Psychology, Sheffield, United Kingdom ⁽¹⁾ -
University of Sheffield, Sheffield, United Kingdom ⁽²⁾

Abstract

Females are often subject to bias and face challenges in the workplace that portray them as less effective leaders than men. Although research has explored gender differences in success, likeability and leadership, there is little contemporary research on gender bias in performance feedback. The present study was designed to explore differences in male and female 180-degree feedback evaluations of 160 employees in a UK national insurance company. Template analysis was used to analyse qualitative responses to three feedback questions with the goal of understanding how gender and leadership stereotypes may be shaping performance feedback.

Data generated by the 180-degree feedback reports revealed substantial negative bias towards females portraying them as less effective leaders than males. Female and male participants were ascribed leadership attributes based on their gender with women receiving more negative attributes, most often for traits not associated with the agentic stereotype of a successful leader. However, findings did reveal a novel encouragement of a more androgynous style of leadership (incorporating both feminine and masculine attributes) towards both male and female employees that may in the future, help females and their associated communal qualities be more positively evaluated. Recommendations to reduce bias are made that include organisations using performance systems that are more objective and the use of behaviour anchors.

Limitations arose due to the data being 180-degree in nature and the gender of the individuals who gave performance comments unknown.

633 - LEADERSHIP STYLE AND EMPLOYEE WELL-BEING: THE MODERATING ROLE OF MINDFULNESS

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Leadership style and employee well-being: The moderating role of mindfulness

Purpose: We investigated whether employee mindfulness moderates the relationship between leadership style employee well-being. We hypothesize that employee mindfulness boosts the positive relationship between transformational leadership and employee well-being, and buffers the negative relationship between abusive supervision and employee well-being.

Methodology: The model was tested using a time-lagged (two months apart) survey of 246 employees (controlling for baseline well-being) in a wide range of industries.

Results: We found that employee mindfulness boosted the positive relationship between transformational leadership and employee well-being. Contrary to our hypothesis, we found that employee mindfulness intensified, rather than buffered, the relationship between abusive supervision and employee well-being.

Limitations: Trait mindfulness was measured (i.e. there was no mindfulness intervention), self-report data

Research/Practical Implications: This study suggests that employee mindfulness may improve well-being only under certain conditions (i.e. having a transformational leader) and that there may be situations where mindfulness may be harmful to one's own well-being. This study demonstrates one potential 'dark side' of mindfulness at work. Future research should aim to further investigate these findings experimentally and longitudinally.

Originality/value: Very few studies have examined boundary conditions that might support or negate leadership's impact on employee-well-being. Furthermore, this is the first study to our knowledge to demonstrate the dark side of mindfulness in the context of abusive supervision.

634 - THE ASSOCIATION BETWEEN SUBJECTIVE PERCEPTION OF INCOME AND WELL-BEING FOR WOMEN: THE MODERATING EFFECT OF AGE.

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The financial status has already been positively associated with men's well-being (Oskrochi & al., 2018). Interestingly, this association for women is not clear yet. Moreover, in the study of Danigelis & Mc Intosh (2001) age has been shown to influence the relation between monetary resources and gender. The purpose of the present study is to examine the moderating effect of age on the association between women's subjective perception of income and their well-being.

A sample of 641 women completed an online questionnaire assessing their subjective perception of income, age and well-being. Correlational analysis and the macro Process (Hayes, 2012) were used to analyse the results

Results show that subjective perception of income was positively associated with the global score of well-being ($r=.12$, $p<.01$) as well as with the subscale purpose in life ($r=.20$, $p<.01$). Moderation analysis also reveals a significant interaction between subjective perception of income and age, indicating that as women get older, the association between subjective income and purpose in life becomes higher.

Our study was limited by its cross-sectional design and should be replicated with a longitudinal design in order to examine the evolution of the conceptions about income and purpose in life as the person ages.

Our results clarify the link between income and well-being for women, as well as the influence of age in this relation.

The results indicate that for older women the perception of income has a greater influence on their sense of purpose in life than for younger women.

641 - A META-ANALYSIS ON THE ROLE OF NATIONAL CONTEXT FOR THE RELATIONSHIP BETWEEN RESOURCES AND WORK-HOME ENRICHMENT

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Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany ⁽¹⁾

A Meta-Analysis on the Role of National Context for the Relationship Between Resources and Work–Home Enrichment

Purpose:

Contextual resources in the work and home domains are antecedents of work–home enrichment processes. However, little is known about national differences in these relationships. In a meta-analytic review, we test a model of macro-level boundary conditions for resource-driven cross-domain enrichment. We draw on boundary theory and identity theory to test the moderating role of national culture and structure indicators.

Approach:

Seventy-six studies with 82 subsamples were included in the meta-regressions with robust variance estimation. National context indicators related to culture and structure were imputed and examined as moderators.

Results:

Our findings revealed that diffusion/specificity, work centrality, high unemployment rates, and low social justice strengthened the relationship between work resources and work-to-home enrichment, while collectivism/individualism, humane orientation, family centrality, and trade union density did not have moderating effects. No moderation effects of national context indicators were found for the relationship between home resources and home-to-work enrichment.

Limitations:

Primary studies included in this meta-analysis focused predominantly on work resources using samples from western countries. A large share of variance could not be explained, pointing towards additional moderators.

Research/Practical Implications:

This study contributes to a more holistic understanding of the work-home interface. It helps extend the knowledge of researchers, organizations and policy makers on the boundary conditions under which the provision of contextual resources at work can particularly enhance work-home enrichment.

Originality/Value:

In times of globalization and multinational organizations, we provide unique meta-analytic evidence for the role of national culture and structure in the relationship of resources and work–home enrichment.

645 - NEVER OFF DUTY? – EXTENDED AVAILABILITY AND THE ROLE OF SUPERVISORS AS WORK LIFE-FRIENDLY ROLE MODELS

Jana Biemelt⁽¹⁾ - Nicole Deci⁽¹⁾ - Christiane Stempel⁽¹⁾ - Jan Dettmers⁽¹⁾

Medical School Hamburg, Psychology, Hamburg, Germany⁽¹⁾

Purpose. Research shows that extended work availability is a double-edged sword. From an employer's standpoint, there are various benefits if employees are accessible to supervisors, colleagues or customers outside their regular workplaces and working hours. However, if extended availability is not properly organized, it is associated with impaired well-being. Here, supervisors are key figures that influence subordinates' health through direct interactions as well as through the management and allocation of resources. Thus, we assume that supervisors' role modelling regarding life-domain-balance moderates the relationship between extended availability and well-being as well as performance.

Design/Methodology. We asked participants twice (interval: 7-11 months) to fill in an online-questionnaire about their availability requirements and their supervisors' role modelling regarding life-domain balance. Additional, participants indicated their well-being and their performance.

Results. Longitudinal analyses revealed that low work-life-friendly role modelling strengthened the relationship between extended availability requirements and impaired well-being as well as reduced performance. The findings support theoretical assumptions that ascribe the supervisor a central role in the relationship between extended availability requirements and subordinates' health.

Limitations. All variables were self-reported and therefore might be confounded by common method variance.

Research/Practical Implications. By focusing on the central role of the supervisor, the results offer a good starting point for interventions regarding availability requirements.

Originality/Value. New conditions at the work-life interface require looking at factors that utilise its benefits and buffer its detrimental effects to establish a healthy work environment.

651 - GENDER ROLES AND PERCEPTIONS OF LEADERSHIP IN A VIRTUAL REALITY ENVIRONMENT

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✓ Purpose

VR offers a fully immersive, realistic, and interactive experience. Given today's dispersed workforce from globalization, VR and technological connection is more prevalent. However, research evaluating virtual interactions in VR is scarce. The purpose of this study was to evaluate leaders/subordinates in VR, specifically perceptions of leaders under different conditions (i.e., leadership style, leader gender).

✓ Design/Methodology/Approach/Intervention

Participants were teams of 3 with 1 confederate posing as the leader. Leader was either a female or male and used either agentic communication (assertive, controlling, confident) or communal communication (affectionate, interpersonally sensitive, concerned for others' welfare).

✓ Results

Given our prediction that leadership gender would be socially expected to communicate using specific styles (male being agentic, female being communal), our results were promising and provided evidence that will be discussed in detail. We will review group-level differences in responses to outcomes of perceived leader integrity, ambivalent sexism, team trust, team cohesion, and perceived value.

✓ Limitations

Further testing needed using a larger, generalizable sample. Participant familiarity in VR may have impacted performance.

✓ Research/Practical Implications

The promising findings establish the need for more research. Due to increased demands in the workplace that require proficiency with the latest technology, it is imperative we evaluate workplace interactions in virtual environments.

✓ Originality/Value

To our knowledge, this was the first study to attempt to measure the effects of gender roles and perceptions of leadership in a VR environment.

653 - THE EFFECT OF POSITIVE PSYCHOLOGICAL CAPITAL ON TEAM DIMENSIONS

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Psychological capital (PsyCap), defined as positive psychological state of hope, efficacy, resilience and optimism, has been extensively researched regarding its positive individual level outcomes (Luthans, Avolio, Avey, Norman, 2007; Newman, Ucbasaran, Zhu, Hirst, 2014). However, research on multi-level effects of individual PsyCap on team level outcomes remains scarce (Meyers, van Workom, Bakker, 2013; Walumbwa, Peterson, Avolio, Hartnell, 2010). Based on upper echelon view, which suggests that leaders influence various team process dimensions (Hambrick, 2007; Marks, Mathieu, Zaccaro, 2001), this study focuses on the effect of leaders' PsyCap on three team dimensions of cohesion, value congruence and autonomy.

The purpose is to identify team dimensions as underlying mechanism, mediating the positive effect of individual PsyCap on organizational outcomes.

This study is based on a national sample of entrepreneurs, from which 177 qualified responses were gathered via an empirical online survey. Validated scales were used for PsyCap (Luthans et al., 2007) and team dimensions (cohesion: Sethi, Smith, Park, 2001; value congruence: Jung, Avolio, 2000; autonomy: Amabile, Conti, Coon, Lazenby, Herron, 1996).

We expect results to prove a positive mediating effect of the three team dimensions on the relationship between individual PsyCap and organizational performance, thereby proving multi-level application of PsyCap.

Preliminary results seem promising, even though the study is limited to a narrow sample of social entrepreneurs and lacks dyadic data.

Our study substantially contributes first to the understanding of mechanisms through which PsyCap influences work outcomes and thereby answers research calls to examine its dependence on team-level variables (Newman et al., 2014). Second it provides theoretical support for PsyCap on different levels of analysis and creates practical value to practitioners by increasing understanding of how PsyCap will enhance single team dimensions.

The value of our study is to introduce PsyCap as important antecedent to promote cohesion, value congruence and ultimately team performance.

Word count (excl. title, authors and citations⁴): 250

⁴ Reference list upon request

661 - EMOTIONAL AGENCY IN ORGANIZATIONAL CHANGE

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Emotional agency in organizational change

Although research on emotions in workplaces has expanded, there is still no comprehensive understanding of through which kinds of mechanisms and processes emotions affect in organizations and how the constructive emotions can be supported. Challenged by this, this research project aims to develop and study new kind of *emotion intervention*, which can enhance both employees' and leaders' work performance and well-being at work. The purpose of the intervention is to support emotional agency which refers to the kind of actions that takes advantage of perceiving and understanding the meaning of emotions at work. Furthermore, the project aims to gain new knowledge how emotional agency can support organizations in change. The intervention is implemented in two organizations representing health care and real estate services. The intervention consists of six workshops during six months period covering topics of how to i) strengthen awareness of emotions, ii) understand the power of emotions, iii) deal with negative and support positive emotions, iv) develop emotional skills, and v) collaboratively build the emotional climate of the organization. The research is being conducted within a mixed method framework utilizing various data collection methods (e.g. emotional agency questionnaire, observations, field notes, video-recordings, interviews, and documents). Longitudinal ethnographic strategy is used in studying the processes and the mechanisms of the changes. The project will produce innovative theorising on emotional agency at work in organizational change. It will also provide empirical evidence concerning mechanisms and processes for enhancing emotional agency in various organisational settings undergoing organizational transformations.

**666 - DOES ORGANISATIONAL FAIRNESS INFLUENCE EMPLOYEE BEHAVIOUR THROUGH
ENHANCING SOCIAL IDENTITY OR SOCIAL EXCHANGE EFFECTS?**

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Abstract

Purpose

This study draws upon social identity theory and social exchange theory and examines the two as competing routes for explaining the relationship between procedural justice and work engagement, and ultimately discretionary effort.

Methodology

Self-completion paper surveys were administered to fire service employees in the UK (347 surveys returned; 58.6% response rate). The measures were procedural justice (Colquitt, 2001), perceived organisational support (POS) (Snape & Redman, 2010), organisational pride (Blader & Tyler, 2009), engagement (Rich, LePine & Crawford, 2010) and voice behaviour (Van Dyne & LePine, 1998).

Results

Path analysis in Mplus 8 was employed to examine the indirect effects between procedural justice and voice behaviour (through POS, organisational pride and engagement). Procedural justice was positively related to engagement, and engagement was positively related to voice behaviour. The indirect effect of *a*) organisational pride and *b*) POS between procedural justice and engagement were significant. The results provided support for the hypotheses.

Limitations

Common-method data was collected as self-report surveys were used. An additional limitation of using self-report survey is a concern regarding causality.

Implications

The results add to practitioner knowledge of the importance of organisational justice and contribute to existing theory in justice literature; including social identity and social exchange theory.

Originality

This study contributes to the procedural justice literature by testing a previously unexamined competing model. Drawing upon social exchange and social identity theory, we demonstrate that POS and pride mediate the relationship between procedural justice and engagement, and that their competing impacts are not significantly different.

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669 - THE DARK TRIAD AND ITS EFFECT ON ENTREPRENEURIAL PASSION AND VENTURE PERFORMANCE

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Entrepreneurial passion (EP) research is constantly growing (Baron et al., 2012; Cardon et al., 2012; Cardon et al., 2013; Cardon et al. 2015; Cardon et al. 2017; Davis et al., 2017; Gielnik et al, 2017; Foo et al., 2009)⁵. However, scholars are still unclear about factors influencing the three dimensions of EP: inventing, founding, developing (Cardon et al., 2012; Murnieks et al., 2014). Moreover, the relationship of EP and venture performance needs further evidence (Mueller et al., 2017; Stenholm & Renko, 2016).

While entrepreneurial research exists on the effect of positive character traits on passion (e.g. Rauch & Frese, 2007) as well as other contingencies and outcomes (Engelen et al., 2015; Haynes et al., 2015; Hayward et al., 2006), negative character traits remain largely unexplored (Anderson, Potočnik, & Zhou, 2014; Miller, 2014; Smith et al., 2017).

Therefore, we aim to investigate the relationship between the dark triad (DT, narcissism, psychopathy, machiavellianism) and EP as well as the link between the three dimensions of EP on venture performance.

We conduct an empirical online study on entrepreneurs. Data gathering will commence in November 2018 and will be finished by January 2019. Based on our past research, we are confident to base our analysis on a sample of over 200 entrepreneurs. The questionnaire draws on established measures (DT: Jones & Paulhus, 2014; EP: Cardon et al., 2013; Firm performance: Vorhies & Morgan, 2004).

We aim to find empirical results on the nine hypotheses describing the relationships between the three dark triad traits and the three dimensions of EP. We hypothesize positive relationships between narcissism and all three EP dimensions and negative ones for psychopathy and machiavellianism towards the EP dimensions. Furthermore, we expect EP to foster firm performance.

Given our research setup, the study will neither be longitudinal, nor will it be cross-cultural.

The expected results contribute to the EP literature by identifying further antecedents as well as outcomes of EP. Furthermore, we enrich the research on personality models by examining potential contingencies and outcomes of the DT character traits.

Word count (excl. title, authors and citations): 246

⁵ Reference list upon request

670 - HUMOR AND DEATH WORK: THE SENSE OF HUMOR IN FUNERAL INDUSTRY OPERATORS

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ABSTRACT

Purpose: Humor in work environments is a field of interest of the scientific community for several years. The purpose of this study is to investigate the presence of humor and its use to negotiate work experiences by workers in a professional context still under-researched as the funeral industry.

Methods: This two-years-project includes a qualitative research design and research tools used are semi-structured interviews and focus groups. Participants involved hold manager, supervisor and operator positions in four funeral industry sectors: morgue, cemetery, funeral services and crematorium services.

Results: Preliminary results show a consistent use of humor by the interviewed subjects. It emerges how workers use it primarily as a means of relieving stress and distancing from emotionally disturbing work experiences.

Limitations: The sample used is a convenience sample. The number of people reached is quite small so far due to the difficulty encountered by the researchers in identifying and reaching the subjects.

Practical implications: This study results may contribute to the use of humor in working contexts comprehension, especially in those contexts where workers are more exposed to high emotional experiences such as workers who daily deal with death and grief.

Originality: The peculiarity of this research concerns the studied work context, scarcely investigated from literature so far.

Keywords: Humor, funeral industry, death work, coping strategies.

**674 - HETEROGENEITY OF EMPLOYEES BASED ON ATTITUDES, BEHAVIOR AND INTERNAL
ATTACHMENT MODELS**

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Purpose: The aim of every organization is to maximize employee's motivation and work involvement to reach higher output. Emotional bond between individuals and organization is essential/crucial for committed employees exhibiting high level of discretionary behavior. Our study is based on theoretical conception confirmed in previous researches as important for high level of organizational and work involvement: Organizational citizenship behavior, Organizational commitment, Leader – Member Exchange and the internal working attachment models. The aim of this study was to explore heterogeneity of employees, consisting on differences on individual level in variables positively contributing to emotional bonds to organization and prosocial work behavior.

Sample and methods: Research sample consisted of 222 respondents employed in diverse types of organizations in Slovakia. Battery of questionnaire measuring Organizational citizenship behavior (OCB), Affective and Normative commitment to organization (AC, NC), Leader – Member Exchange, (LMX), work autonomy, personality components represented by avoidance and anxiety attachment dimension have been applied.

Results: We utilized K – Means cluster analysis to explore different sub – groups of employees. Based on the results, three cluster solution was the most parsimonious: 1. High positive organizational concern, with high rate of OCB, AC, NC, LMX, and work autonomy 2. Indifferent organizational concern, with mean OCB level, significantly low NC, mean work autonomy, significantly low anxiety attachment dimension. 3. Withdrawn/passive organizational concern, low OCB, low work autonomy, high avoidance and anxiety in attachment dimensions. Limitations of the study such as sample size, measurement context and self – report measures are discussed.

The research was supported by Slovak Research Agency VEGA: 1/0273/18

677 - THE EFFECT OF FAMILY WORK-LIFE CONFLICT ON THE QUALITY OF WORKING LIFE AND RESILIENCE OF TURKISH CITY COUNCIL WORKERS

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Purpose – The concept of the Quality of Working Life (QoWL) and the resilience of Turkish City Council workers was explored. The research considered the extent to which family work-life conflict affected the perceived resilience and wellbeing of employees.

Methodology – In this study, semi-structured focus group interviews were conducted. 42 people formed six groups and the subsequent interviews were recorded and transcribed. Data were transcribed verbatim, analysed and validated in Turkish. Data were coded line by line using an inductive approach.

Result – Six main QoWL themes affecting the resilience of Turkish employees were identified: Job-related demands and stress at work, career satisfaction, organisational commitment and employee engagement, managerial support, work-life interface, and relationships at work. Overall, workers with better interpersonal relationships, awareness of social support systems and control over their work-life balance, expressed feeling less family-work conflict and greater wellbeing.

Limitations – Due to the demographics structure of the company more male employees (67%) were interviewed than female employees (33%).

Research/Practical implications – This study suggests that the QoWL of Turkish employees City Council is closely interconnected with the time they spend with their families. Organisations must ensure that employees get a sufficient amount of institutional support along with personal and family support to achieve higher perceived QoWL and resilience.

Originality/value – This paper is one of the first qualitative papers investigating the QoWL and work-family conflict of workers together in a Turkish setting. The importance of work-family balance on the wellbeing of Turkish employees should be noted when developing organisational commitment interventions.

682 - ADAPTING TO SURVIVE IN THE NEW WORLD OF WORK: IS ADAPTABILITY THE NEW CONSCIENTIOUSNESS?

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⁽²⁾ - *Sova Assessment, Consulting Services, London, United Kingdom* ⁽³⁾

Purpose

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.” Darwin c. 1854

Traditional practitioner training and meta-analysis has taught us Conscientiousness is the highest predictor of job performance (eg. Barrick and Mount, 1991). Others have since argued that this is not the case for all job types, in which innovation or cognitive ability may take over.

A growing set of validation studies, however, is suggesting that Adaptability is the new predictor of success in the modern-day work place.

Design/Methodology /Approach

Blended assessments including situational judgement, personality and cognitive tests were developed for recruitment across different countries and industries. These were validated using line manager ratings as the measure of job performance.

Results

Results consistently show competencies and personality traits measuring aspects of Adaptability are superseding those measuring Conscientiousness in correlations with performance. In some studies, this competency correlates more strongly than cognitive tests. Conscientiousness remains a significant predictor.

Limitations

Many of these studies have graduate samples; wider exploration of job levels would be desirable.

Practical Implications and Value

These studies suggest an important addition to what managers think they need in their employees; we believe they are right. What succeeds and survives in nature is now mirrored in the workplace. The new nature of work is more people-centric, requiring agility and divergent thinking for tasks that cannot be underpinned by a logical algorithm – these can now be performed by machines. The implication of this is to align selection, development and other talent management processes with what relates to success. With adaptability joining the critical list of conscientious and intelligent, we are asking a great deal of future employees.

**699 - SAME TALK, DIFFERENT REACTION? PREDICTING EMERGENT LEADERSHIP THROUGH THE
INTERPLAY OF AGENTIC COMMUNICATION AND GENDER**

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VU Amsterdam, Amsterdam, Netherlands ⁽¹⁾ - Technical University Berlin, Berlin, Germany ⁽²⁾ - Jacobs University Bremen, Bremen, Germany ⁽³⁾

Abstract

Purpose

Research has differentiated between communal (i.e., strive for group harmony) and agentic (i.e., strive for power) behaviors to explain gender differences in emergent leadership (i.e., the ascription of informal leadership responsibilities among team members). However, existing conceptualizations of communal and agentic behaviors have overlooked that behaviors within both categories can be further categorized into task- and relations-oriented functions. We develop a taxonomy of task- and relations-oriented communal and agentic behaviors and propose interaction effects between gender and these different types of behaviors.

Design/Methodology

We used a behavioral observation approach to code the meeting interactions of 200 members of 37 self-managed teams. Emergent leadership was measured using a round-robin design.

Results

Descriptive statistics indicated no gender differences in the overall amount of task- and relations-oriented communal and agentic behaviors and in emergent leadership. Zooming into the different types of behaviors, we found an interaction effect between gender and agentic behavior, such that agentic task-oriented agentic behaviors were positively associated with emergent leadership for men, while these behaviors decreased the likelihood of emerging as leaders for women.

Limitations

Future research should use a longitudinal design to capture changes over time.

Implications

We make a conceptual contribution to the gender literature and add to the discursive leadership literature. The findings are useful for the training of self-managed teams and for sensitizing people responsible for leader selection.

Originality/Value

This research is the first to apply an interaction coding approach for studying specific types of communal and agentic behaviors in team meetings.

700 - GENDER, HIERARCHIES AND LEADERSHIP – ORGANIZATIONAL STRUCTURES PREFERENCE OF FEMALE EMPLOYEES

Sofia Schlamp⁽¹⁾ - Richard Ronay⁽²⁾ - Mark Van Vugt⁽¹⁾

VU Amsterdam, Amsterdam, Netherlands⁽¹⁾ - University of Amsterdam, Amsterdam, Netherlands⁽²⁾

Abstract

Purpose

Worldwide there is an underrepresentation of women in top leadership roles. We propose *the glass pyramid* hypothesis, the idea that aspects of women's versus men's psychology are less aligned with the hierarchical structures that are common to organizational contexts. Tall hierarchical organizations, characterized by competition and inequality, deter women from applying to and being selected for leadership roles. On the other hand, organizations with flatter hierarchies, characterized by equality and cooperation, are a more conducive environment for women to achieve leadership roles.

Design/Methodology

In Study 1, participants ($N=200$) completed a survey assessing their preferences for flat and tall hierarchical organizations. In Study 2, participants ($N=221$) were presented with job advertisements for leader/follower roles in tall versus flat organizations and indicated their application intentions.

Results

Although both genders expressed stronger preference for flat compared to tall hierarchies, women's aversion to tall hierarchies was stronger than that of men's. Furthermore, compared to women, men were significantly more likely to apply to leadership roles in tall hierarchical organizations.

Limitations

Future research should further test the *glass pyramid* phenomenon, and clarify the consequences of tall hierarchical organizations on women's career paths.

Implications

We provide new insights into the causes for a low number of women in top leadership positions. Our findings also have practical implications – to encourage managers to question whether their organizational structure is equally conducive for all employees.

Originality/Value

This research is the first to analyze the impact of the hierarchical structure on the representation of women in leadership positions.

705 - WORK ENGAGEMENT AND (UN)ETHICAL BEHAVIOR: A MORAL LICENSING PERSPECTIVE

Janet A. Boekhorst⁽¹⁾

University of Waterloo, Waterloo, Canada⁽¹⁾

Purpose

This research demonstrates that highly engaged employees can be motivated to enact *both* ethical and unethical behavior.

Design/Methodology/Approach/Intervention

Drawing upon moral licensing theory, I present a conceptual model that demonstrates work engagement can be a double-edged sword, such that engaged employees are critical in fostering more ethical behaviors, but these actions can result in unintended consequences.

Results

The conceptual analysis demonstrates that while highly engaged employees are more apt to enact ethical behavior, these ethical actions can result two processes (i.e., moral credits and moral credentials) that morally license engaged employees to enact both constructive and destructive unethical behaviors, especially when these employees are risk-takers.

Limitations

This research focuses on the cognitive underpinnings of the work engagement and (un)ethical behavior relationship, but does not account for non-cognitive mediators.

Research/Practical Implications

Managers should foster greater levels of work engagement by supporting employees (e.g., provide job resources, limit job demands). Managers ought to role model ethical conduct on a daily basis. HR policies and practices must clearly communicate the unacceptability of destructive unethical conduct through various mediums (e.g., onboarding, training).

Originality/Value

This research highlights the double-edged sword of work engagement (i.e., highly engaged employees are critical in terms of fostering ethical behavior, but doing so can make these employees feel morally licensed to engage in unethical behavior). Moreover, unethical behavior is differentiated into *constructive* and *destructive unethical behavior* to better understand the positive and negative implications associated with unethical actions.

706 - IS WORKPLACE FUN REALLY FUN FOR EVERYONE?: AN APPRAISAL AND SELF-DETERMINATION PERSPECTIVE

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University of Waterloo⁽¹⁾ - *York University, Toronto, Canada*⁽²⁾

Purpose

This research addresses the lack of consensus related to the effects of workplace fun by demonstrating that fun activities can result in *both* positive and negative employee outcomes.

Design/Methodology/Approach/Intervention

Drawing upon appraisal and self-determination theories, we posit that fun activities can differentially influence employee well-being and performance depending upon how employees appraise workplace fun.

Results

The conceptual analysis demonstrates that fun activities can elicit both positive or negative emotions, but this effect is moderated by the extent to which employees are intrinsically or extrinsically motivated. Moreover, intrinsically motivated employees achieve better social-focused outcomes, whereas extrinsically motivated employees achieve stronger task-focused outcomes.

Limitations

We draw upon the emotion and motivation literatures to explain the differential effects of workplace fun, but we do not examine all potential mediators that could explain the workplace fun and employee outcomes relationship.

Research/Practical Implications

Managers who work for companies (e.g., tech-based start-ups) where workplace fun is a cultural hallmark must understand that workplace fun does not influence employees in a universally positive manner. Therefore, managers should consider other initiatives (e.g., engaging task-focused group activities) to motivate a greater number of employees.

Originality/Value

This research addresses the contradictory effects of workplace fun by showing that it can result in two different emotional responses that uniquely influence employee well-being and performance. This research also shows why and how to manage intrinsically *and* extrinsically motivated employees in terms of workplace fun.

710 - "MY LIFE HAS BEEN EATEN BY WORK": UNINTENDED CONSEQUENCES OF EXTENDED SHIFT HOURS FOR ORGANISATIONAL OUTCOMES AND EMPLOYEE WELLBEING

Jane Suter ⁽¹⁾ - Tina Kowalski ⁽¹⁾ - Rowena Jacobs ⁽²⁾ - Martin Chalkley ⁽²⁾ - Idaira Rodriguez Santana ⁽²⁾ - Misael Anaya Montes ⁽²⁾

University of York, Management School, York, United Kingdom ⁽¹⁾ - *University of York, Centre for Health Economics, York, United Kingdom* ⁽²⁾

Purpose

To evaluate the impact of extended shift hours in a large mental health trust on employee and organisational outcomes as employees adapt and respond to change.

Methodology

- Mixed methods case study analysis
- 35 in-depth semi structured interviews 6 months post-change
- Stakeholder interviews.
- Interrupted Time Series (ITS) modelling to identify longitudinal impact
- Follow-up interviews 1 year post-change

Results

Findings highlight how changes to working hours are accompanied by unintended consequences for employees and the organisation. Our results enable us to conceptualise how individuals adapt and respond to changes in work patterns and how this can translate to negative outcomes for employee wellbeing. Interrupted Time Series analysis suggests an increase in staff absence due to 12 hour shifts. Findings revealed a rise in absence 3-4 weeks after the introduction, and that this is not a transient effect.

Limitations

Sample limited to one Health Trust and analysis of routine staffing data uses secondary data.

Research/Practical Implications

We argue that blanket policies on organisation of work may be problematic in geographically dispersed organisations and are further exacerbated by tight labour markets and an aging workforce. We discuss practical implications in relation to control, flexibility and social support relative to employee wellbeing and job strain.

Originality/Value

This research contributes to research on shiftwork and organisational change, as one of the few that combines quantitative analysis with qualitative data. We add to knowledge by contextualising our evaluation with the nuances of work conditions which are often overlooked when evaluating extended shifts.

**712 - DARK PERSONALITY TRIAD, WORK MOTIVATION AND OUTCOMES IN AN ACADEMIC
SETTING: A STUDY OF UNIVERSITY EMPLOYEES IN GERMANY AND UGANDA**

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Faculty of Psychology, Marburg, Germany⁽²⁾*

Abstract

Purpose: This study assesses the impact of the dark personality traits on work motivation and work outcomes, particularly on objective and subjective career success. The personality traits examined included three dimensions of narcissism, psychopathy, and Machiavellianism.

Methodology: The sample included 245 academic and administrative staff of selected universities in Germany and Uganda. Objective career success was measured only for academic staff using the number of publications as an indicator of success. Subjective success was measured with career satisfaction.

Results: Partial findings reveal that adaptive grandiose narcissism is positively associated with intrinsic work motivation and subjective career success. On the other hand, maladaptive grandiose narcissism is positively associated with amotivation (lack of motivation) and extrinsic motivation. In addition, vulnerable narcissism was positively associated with amotivation and extrinsic motivation but negatively related to intrinsic motivation, subjective career success, and objective career success. Psychopathy was also positively correlated with amotivation, while machiavellianism was positively related to amotivation and extrinsic motivation but negatively related to objective success. Interestingly, motivation and extrinsic motivation were both negatively related to objective and subjective success. However, findings indicate that intrinsic motivation is also only significantly related to subjective success.

A cross-cultural analysis will be applied to establish the differences between Germany (individualistic and developed country) and Uganda (collectivistic and less developed country).

Implications: The practical and theoretical implications of these findings will be discussed. Discussions of the need to focus on facet level rather than the global dark triad concepts, specifically in regard to narcissism.

Originality/ Value: The study applies the dark triad and self-determination theory in explaining career success in the academia. Thus the study contributes to the understanding of the traits and motivations that drive the behavior and success of workers in the academy.

714 - THE RELATIONSHIP BETWEEN JOB CRAFTING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MEMBERS OF NON-PROFIT ORGANIZATIONS FOR BLOOD COLLECTION

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Purpose. The impact of the Organizational Citizenship Behavior on Job Crafting is evaluated in Italy's main non-profit organization for blood collection (AVIS). These organizations are of fundamental importance in several European countries, but the studies on the OCB and JC of their volunteers are still scarce.

Design. 608 Italian AVIS volunteers (66.1% males, 33.9% females, 68.4% managers, 31.6% executives), compile the Italian version of the OCB Scale (Podsakoff et al.) and of the JC Scale (Tims et al.), adapted to the non-profit sector. A confirmatory factorial analysis of the instruments is then carried out. The incidence of the OCB on Job Crafting is assessed using structural equation models for latent variables (SEM).

Results. The factor analysis confirms the instruments structure (OCB: CFI = .81, RMSEA = .08, SRMR = .07; JC: CFI = .89, RMSEA = .09, SRMR = .07). The OCB (considered as a single factor) is a good predictor, in particular for the dimensions of Job Crafting: Increasing Structural Job Resources ($R^2 = .64$) and Increasing Challenging Job Demands ($R^2 = .69$).

Limitations. The study requires a larger sample. An investigation on the motivations behind the activities performed in these organizations will also be necessary.

Research Implications. The psychological aspects (such as OCB and JC) of volunteer engagement in such important organizations are increasingly relevant.

Originality. The present study expands our knowledge on the relationship between two central constructs which are fundamental in the running and organizational improvement of non-profit organizations devoted to blood collection.

715 - ORGANIZATIONAL AND PSYCHOLOGICAL FEATURES OF SUBJECTIVE WELL-BEING OF THE UKRAINIAN TEACHERS

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The **purpose** of the investigation is to find out the levels of teachers' well-being and their organizational and psychological characteristics.

Theoretical bases. Multi-dimensional model of psychological well-being (K.Riff). Theory of Satisfaction With Life (E.Diener, etc.). The theory of self-determination: autonomy, competence and connections with others (R.Ryan, E.Deci, etc.).

Design. The following research instruments have been used: a)The Satisfaction With Life Scale (E.Diener, etc); b)Index of psychological safety of educational environment (I.Baeva); c)Factual Autonomy Scale (P.Spector, S.Fox); d)Counterproductive Work Behaviors Scale (R.Bennet, S.Robinson) on a sample of 500 teachers of secondary school from different regions of Ukraine. The obtained data were analyzed using correlation, ANOVA (SPSS 21.0).

Results. High and fit levels of subjective well-being were found in mere 50% respondents ($M = 23.3$, $\sigma = 4.8$). At the same time female have less well-being than male ($p < 0.01$). The levels of teachers' well-being were found to positively correlate with the respondents': 1) psychological safety of their educational environment ($p < 0.01$) 2) factual autonomy ($p < 0.01$) and negatively correlate with their: 3) length of professional service ($p < 0.01$); 4) counterproductive work behaviors ($p < 0.01$).

Limitations were related to the sample, which included only the secondary school teachers.

Practical Implications. The investigation findings can be used in to elevate subjective well-being Ukrainian teachers' by means of special training courses based on the technology of psychological training of teachers which was developed and successfully tested by author.

Originality. The investigation of organizational and psychological features of subjective well-being of the Ukrainian teachers was done for the first time.

719 - HEADHUNTING: TOWARD A THEORY OF ATTRACTING AND HIRING EMPLOYED WORKERS

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University of Calgary, Psychology, CALGARY, Canada ⁽¹⁾

Headhunting: A Theory of Attracting and Hiring Employed Workers

While employers are often engaged in activities to increase the volume of active job seekers to vacant positions they are often missing a critical source of individuals which are the high-coveted top performers at competitor organizations who are not actively seeking new positions. Despite decades of research on finding and attracting employees, scholars have not addressed the controversial need to target specific employees from other organizations in order to find the best workers. Accordingly, there is no existing theory developed to examine the psychology of hiring currently employed workers. In this poster, we outline a comprehensive theory of headhunting which draws from recruitment literature pertaining to definition of market and candidate source effects as it relates to factors that influence voluntary career change and subsequent turnover. Beginning with grounded theory based on interviews with professional recruiters our proposed theory draws on literature from decision making, turnover models, organizational commitment, attitudes and persuasion, and individual differences on how to source and attract employed workers from competing employers. A testable model examining antecedents, processes and consequences of employee headhunting is developed and hypotheses related to specific aspects of the theory is presented.

**729 - WORKING FOR THE GREATER GOOD: A COMPREHENSIVE REVIEW OF EX-OFFENDERS AT
WORK**

Hock-Peng Sin⁽¹⁾ - Ajay Ponnappalli⁽¹⁾ - Chen Wang⁽¹⁾

Florida International University, Global Leadership and Management, Miami, United States⁽¹⁾

Purpose:

Experts agree that seeking steady employment is crucial for ex-offenders' successful reentry into society. While there has been an abundance of research on this topic from multiple disciplines, not much attention has been paid by work and organizational psychology scholars. In fact, applied psychology and management scholars have contributed only 3% to this literature (Figure 1). First, we highlight key insights from a comprehensive literature review. Next, we identify research gaps and pose research questions that are both practically and theoretically important.

Design/Methodology:

Using *employment* as a root keyword, other search terms like *ex-offender*, *ex-criminal*, and *criminal record* were used to identify relevant articles in all the major databases (PsycInfo, Google Scholar, etc.), resulting in 519 articles from 27 disciplines.

Results:

The articles were first organized into groups of related disciplines, and then aligned with major HR functions based on findings (Table 1). Finally, dominant themes within each HR function were identified to assess and address gaps in the literature. The proposed research questions seek to: a) explicate the generalizability of existing theories, and b) how unique characteristics of ex-offenders could broaden and enrich existing theories.

Research/Practical Implications and Originality/Value:

There is much to be learned about this vulnerable (yet often not perceived as such) population. Addressing these would not only promote hiring them but would also aid with their transition to becoming effective employees, reclaiming their identities, and becoming contributing members of society. That is truly working for the greater good.

Table 1

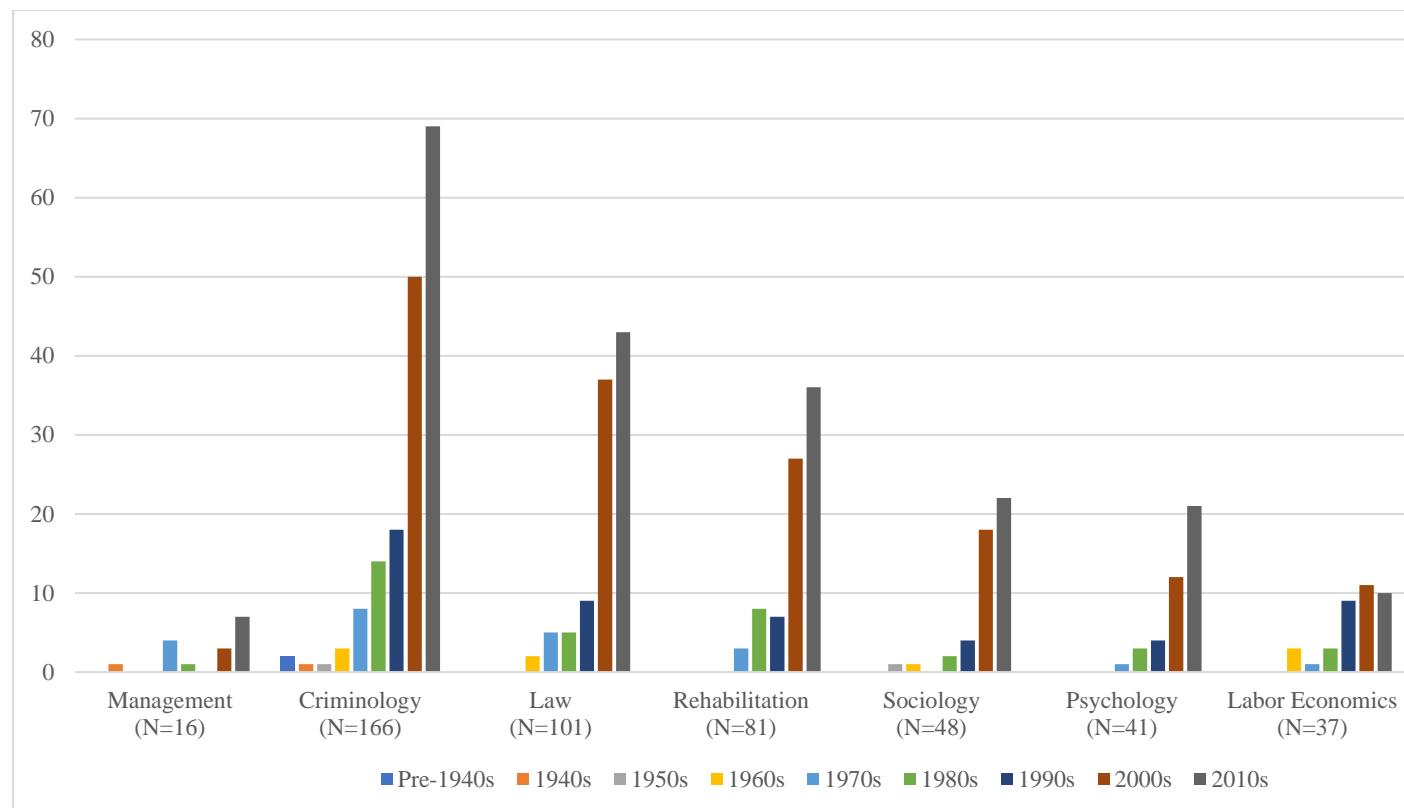
Distribution of articles by Domain, Stage, and HR function

Domain Name	Employment Life-cycle Stages and HR Functions Within								Total	
	Attraction		Selection	Inclusion		Retention				
	Recruitment	Job Search	Selection	Socialization	Employee Relations	Compensation	Training & Development	Well-being		
Applied Psych	✓(2)	✓(1)	✓(9)	✓(1)	✓(1)		✓(2)		16	
Criminology	✓(3)	✓(16)	✓(01)			✓(7)	✓(19)	✓(20)	166	
Law	✓(7)	✓(12)	✓(7)	✓(7)	✓(1)	✓(2)		✓(2)	101	
Rehabilitation		✓(31)	✓(3)	✓(2)		✓(4)	✓(26)	✓(5)	81	
Sociology	✓(1)	✓(9)	✓(2)			✓(7)		✓(11)	48	
Psychology	✓(7)	✓(7)	✓(1)	✓(1)			✓(11)	✓(5)	41	
Labor Economics	✓(1)	✓(2)	✓(2)		✓(1)	✓(12)			37	
Public Administration	✓(3)	✓(9)				✓(3)	✓(3)	✓(1)	29	
Total	13	73	286	4	3	35	61	44	519	

Note: Numbers in parentheses represent the number of studies by domain in each HR function.

Figure 1

Number of peer-reviewed articles by domain, published through 2017 (N=519)



Note. Journals that are not listed on JCR were categorized based on the journals' descriptions (e.g. Journal of Offender Rehabilitation was categorized in domain Rehabilitation)

**731 - LINKING EMPOWERING LEADERSHIP AND REPATRIATE KNOWLEDGE TRANSFER:
UNDERSTANDING MECHANISMS AND BOUNDARY CONDITIONS**

Jana Iserhot ⁽¹⁾ - Anne Burmeister ⁽²⁾ - Joyce Osland ⁽³⁾ - Jürgen Deller ⁽¹⁾

Leuphana University Lüneburg, Lüneburg, Germany ⁽¹⁾ - *University of Bern, Bern, Switzerland* ⁽²⁾ - *San José State University, San José, United States* ⁽³⁾

Purpose:

The knowledge of repatriates represents a valuable resource for multinational companies (MNCs). However, we have yet to understand how leaders facilitate the transfer of repatriate knowledge upon their return to the domestic work unit. This study employs social information processing theory to understand the effect of empowering leadership on repatriate knowledge transfer (RKT).

Approach:

We test our hypotheses with a moderated mediation regression model using multi-source data from 101 repatriates and domestic employees working in German MNCs.

Results:

We found that empowering leadership was indirectly associated with RKT via the repatriates' perceived ability of domestic employees, but not via repatriates' perceived benevolence of domestic coworkers. Second, our results indicated that the positive effect of empowering leaders on ability and benevolence was stronger when repatriate agreeableness was high.

Limitations:

By limiting our sample to MNCs on the German market, we cannot provide insights into how the concept of empowering leadership would affect RKT in other countries or cultures.

Research/ Practical Implications:

However, our findings deliver a more integrated analysis of the characteristics and their influence of the three most important actors during repatriate knowledge transfer (i.e., leaders, domestic employees, repatriates). In the context of practical implications, we suggest that organizations should highlight the important role of empowering leaders for RKT.

Originality/ Value:

In specifying the relevance of empowering leaders as a situational input for RKT, and the mechanisms and boundary conditions of their effect, we advance research on the antecedents of cross-border knowledge transfer via international assignees in multinational companies.

735 - MAKING SENSE OF THE NOISE: THE PH³ FRAMEWORK AS AN ORGANISATIONAL DIAGNOSTIC AND PRIORITISATION APPROACH TO DRIVE WORK ENGAGEMENT

Dieter Veldsman⁽¹⁾ - Cecile Benade⁽¹⁾ - Derek van der Schyff⁽¹⁾ - Ninette van Aarde⁽¹⁾

MMI Holdings, Human Capital, Pretoria, South Africa⁽¹⁾

The VUCA world of work has challenged organisations to re-evaluate their approach towards building sustainable talent practices. High levels of disengagement, a workforce devoid of purpose and people processes lacking meaning characterises the current way of work. Amidst this landscape, organisations are striving for people effectiveness as a source of competitive advantage to ensure the future of the enterprise.

The case study reflects on the use of a people effectiveness framework (PH³) in a financial services organisation (n=17 300) within South Africa over a period of 12 months. The PH³ was utilised during an organisational turnaround strategy as a prioritisation and decision-making framework to diagnose, measure and monitor people effectiveness focus areas as a method to drive work engagement. The case study provides insights into how the levers of meaningful work design, targeted employee experience, holistic wellness practices, storytelling and performance excellence was utilised to enable a highly engaging work environment.

The case study is limited to a single organisation in the financial services sector and further exploration is required regarding the applicability of the framework in terms of generalisability to other research settings. The PH³ has proven to be a useful framework to guide organisational development interventions and priorities during times of change and as such is presented as a useable framework for people practitioners aiming to drive work engagement in knowledge economy organisations.

740 - WHAT HAPPENS TO THE THWARTED AND WORRIED LEADER?:

A GOAL BLOCKAGE – IRRITATION MODEL OF ABUSIVE SUPERVISION

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Purpose

The aim is to propose and test a model which improves our understanding of how and why leader's goal blockage perception is related with abusive supervision. Moreover, we seek to understand what the role of leaders' worries about their leadership roles (WAL) and leaders' social problem-solving skills (SPSS) are in this relationship.

Design/Methodology

Data were collected from 190 participants [60% male, $M_{age}=41$ ($SD=11,28$); $M_{Job Tenure}=8$ years ($SD=6,48$)] employed in managerial roles through Mechanical Turk (MTurk; Amazon, 2014).

Results

The results showed that leaders' goal blockage perception is significantly associated with higher abusive supervision through leaders' irritation. Also, higher WAL intensified the relationship between goal blockage and abusive supervision and, leaders' higher SPSS attenuates the relationship between leaders' irritation and abusive supervision.

Limitations

Data were provided from a single source, which raises concerns of common method bias. Also, self-reports of intentions/history of abusive supervision may be biased due to social desirability concerns.

Research/Practical Implications

This study aims to contribute to the literature by examining leaders' perception of a contextual factor threatening the essence of the leadership role, which is goal attainment (House & Shamir, 1993), as an antecedent of abusive supervision by taking an actor- centric perspective rather framing abusive supervision only as a leader's response to adverse contextual factors. Also, these findings are practically important in that they provide suggestions on how to minimize abusive supervision in organizations.

Originality/Value

To our knowledge, this is the first study which empirically tests the 'goal blockage' in leadership literature.

742 - A STRUCTURAL EQUATION MODEL OF THE RELATIONSHIP AMONG THE DIMENSIONS OF LEADER BEHAVIOURS AND ORGANISATIONAL CITIZENSHIP BEHAVIOURS

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Abstract

Understanding and predicting human behaviours especially in work contexts is a challenging task. Many of the constructs used to explain these behaviours are multi-dimensional and therefore require in-depth analysis of the complex relationships that exist among them. To this end, the current study structurally analyzed the relationship among the dimensions of leader behaviours and organisational citizenship behaviours. The study employed an ex post facto design and systematic random sampling technique. The participants included 359 non-managerial employees from 17 service-oriented organisations in Lagos State. The theoretical background for this research model is the social exchange theory. Seven hypotheses were raised and tested using structural equation modelling and confirmatory factor analysis. The result revealed that leader behaviours of initiating structure and consideration significantly influenced organisational involvement, dutifulness and interpersonal relationship dimensions of organisational citizenship behaviours. Also, the dimensions of leader behaviours and organisational citizenship behaviours were confirmed as representative measures of the latent variables. This study concluded that both the initiating structure and consideration dimensions of leader behaviours promote employees' demonstration of citizenship behaviours. It was therefore recommended that managers cultivate a combination of these dimensions of leader behaviours in order to foster team spirit within the work groups which will ultimately result in the demonstration of organisational citizenship behaviours.

Key Words: Leader, Behaviour, Initiating Structure, Consideration, Dutifulness, Interpersonal Relationship, Involvement, Organisational, Citizenship, Employees, Lagos.

746 - HOW OBJECTIFIERS GAIN POWER IN THE WORKPLACE

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Purpose: Drawing upon system justification theory, we posit that subordinates high (versus low) in power distance are more likely to justify their supervisors' objectifying behavior. Such justification is more defined in prescriptive terms (i.e., the powerful *ought to* objectify employees) than descriptive ones (i.e., the powerful *typically* objectify employees). Furthermore, because of this prescriptive justification, high power distance subordinates are willing to afford power to their supervisors who objectify employees.

Design: A survey was conducted among 122 supervisor-subordinate dyads working in the Netherlands. Specifically, supervisors filled out the objectification scale, while subordinates completed power distance, descriptive and prescriptive justification, and power affordance scales.

Results: Supervisor objectification and subordinate power distance interacted in such way that particularly when power distance was high, supervisor objectification predicted greater power affordance via prescriptive justification, but not via descriptive justification.

Limitations: Because objectification and power distance were measured in our study, it is not possible to establish causality from it. That is, it is unknown if objectification and power distance drove the differences in power affordance.

Research implications: Despite the fact that objectification often has profound negative impacts on the victims, we found that objectification could have a positive effect on perpetrators. In the workplace where subordinates have high power distance, supervisors who objectify subordinates are more likely to gain power than their non-objectifying counterparts.

Originality: This research offers a new perspective on objectification by exploring its relationship with power affordance. Making a differentiation between descriptive and prescriptive justification also advances our understanding of system justification theory.

**748 - COMMERCIAL ORGANIZATION STAFF'S CUSTOMER ORIENTATION AND ITS RELATION
WITH CHARACTERISTICS OF ORGANIZATION**

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Purpose. To find out the levels of commercial organization staffs' customer orientation and analyze its relationship with the organizational characteristics.

Design. The investigation was conducted on a sample of 292 commercial organization staff in Kyiv using *Company Customer Orientation* (F. Nerlinger), *Organizational Development* (W. Siegert, L. Lang). The investigation was based on F. Nerlinger's concept of customer orientation and W. Siegert and L. Lange's concept of organizational development.

Results.

1. Only 27.0% of commercial organization staff had high customer orientation.
2. Commercial organization staff's customer orientation had positive statistically significant relationship with organizational maturity ($p < 0.001$) and negative relationship with organizational development difficulties ($p < 0.001$).
3. Commercial organization staff's customer orientation was higher in trade organizations than in industrial ones ($p < 0.01$) and in private organizations than in public ones ($p < 0.01$). The number of staff in commercial organizations had different relationships with staff's customer orientation: the greater was the number of staff in commercial organizations, the poorer were the customer orientation standards ($p < 0.01$) but the better was staff's customer orientation training ($p < 0.01$). It was also found that commercial organizations' age did not have statistically significant relationship with staff's customer orientation.

Limitations. The sample was limited to commercial organizations from the capital of Ukraine.

Practical implications. The obtained results may be useful for introducing client orientation into commercial organizations.

Originality. The research is one of the first to study the impact of organizational characteristics on commercial organization customer orientation on a Ukrainian sample.

**749 - UNVEILING THE RELATIONSHIP BETWEEN POST-TRAUMATIC STRESS AND JOB SATISFACTION:
THE MODERATING ROLE OF EXPOSURE TO ROBBERY**

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European University of Rome, Roma, Italy ⁽³⁾

Abstract

Purpose – Research has disregarded the boundary conditions of the effects of post-traumatic stress symptoms (PTSS) at work. This study aims to address this issue by examining the moderating impact of exposure to robbery on the relationship between PTSS and job satisfaction. Drawing on the conservation of resources (COR) theory, we hypothesize that when a traumatic event is experienced collectively, the victims affected by PTSS will be more likely to access group-related resources that enable them to cognitively reframe the adverse event and, thereby, experience enhanced job satisfaction.

Design/Methodology/Approach/Intervention – We conducted a two-wave, time-lagged study on 140 employees from a national bank in Italy to test our hypotheses.

Results – Consistent with our predictions, moderated regression analysis results indicated that exposure to robbery moderated the relationship between PTSS and job satisfaction, such that job satisfaction significantly improved in the case of shared (versus isolated) exposure.

Limitations – The self-report nature of our studies raises issues of common method variance.

Research/Practical implications – Our findings clarify the conditions under which PTSS following a bank robbery could be a driver of job satisfaction. This research also enhances our understanding of the resource gains associated with exposure to traumatic events, highlighting the shared nature of the trauma as a key condition upon which people can access the resources necessary to achieve such gains.

Originality/Value – Unlike prior research documenting the detrimental impact of PTSS on job satisfaction, our study is the first to show that PTSS might positively affect job satisfaction when the trauma is experienced collectively.

751 - THE COST OF EMOTIONAL LABOR

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Purpose : Emotional labor - or the performance of various forms of emotion work guided by imperatives of work organizations, in the context of paid employment (Hochschild, 1979, 1983) - is an important topic in the health care environment (Mann, 2005). People who work in this field, need to regulate their emotions for the sake of the service they offer (Bondarenko et al., 2017). Despite some evidence suggesting a link between emotional labor and negative psychological consequences for workers (i.e., stress, burnout, diminished self-esteem) within the healthcare environment (Mann, 2005), no study has explore the relationship between emotional labor and use of medication for anxiety, depression, or sleep deprivation (behavioral consequences).

Methodology : We tested our hypotheses on a sample of 2350 Quebec workers in the health-care services, using binary logistic regressions in SPSS.

Results : Results supported a positive relation between emotional labor and use of three types of medication (anxiety, depression and sleep deprivation), while controlling for other major work conditions: decision latitude and time pressure.

Limitations : The cross-sectional nature of these data preclude a direct assessment of causal direction.

Research implications : These results imply that people who work in health care are at risks of living emotional labor as a very stressful demand that can do harm to their mental health, and their behavior of taking medication.

Originality/value : To our knowledge, the study is the first to highlight this negative type of consequence of emotional labor, in this type of sample.

753 - SYSTEMIC LEADERSHIP: CONSTRUCT CLARIFICATION AND DEVELOPMENT OF A MULTIDIMENSIONAL MEASURE

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Purpose

Although the systemic approach to the leadership concept seems to fit well into our modern complex and dynamic work environment, only little research has been conducted to define and assess systemic leadership. In this study we therefore developed and assessed criterion validity of the multidimensional systemic leadership inventory (SLI, Sülzenbrück & Externbrink, 2017).

Methodology

We conducted two cross-sectional survey among managers and employees of various organizations (N = 143 and N = 150).

Results

We found a robust five-factor structure of the SLI, comprising systemic thinking, self-knowledge, solution-oriented communication, creating meaning and delegation. Regarding criterion validity, a significant positive correlation of systemic leadership was found with affective commitment, while a significant negative correlation with emotional strain in occupational contexts occurred. These overall positive outcomes for employees were not undermined by negative personality traits of the employee (Machiavellianism), while strong growth need strength further enhanced positive effects on affective commitment.

Limitations

Since all variables were measured as self-reports, common method variance could limit our findings.

Practical Implications

Systemic leadership is a very promising new approach for leaders to ensure committed and less strained employees.

Value

Systemic leadership, especially in terms of a leaders' understanding of organizational and private systems influencing work behaviour of all members of an organization, is a promising novel leadership model suitable to address challenges of complex and dynamic work environments.

754 - WORKAHOLISM: THE STUDY OF WORK PASSION AND WORK ENGAGEMENT AS ANTECEDENTS AND WELLBEING AND BURNOUT AS CONSEQUENCES

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The main focus of this paper was the study of Workaholism, which is considered an addiction to work, and for that, we investigated its predictors and some of its effects, according to current investigations. On the one hand, there were analyses for some predictors, such as work passion and work engagement. On the other hand, the workaholism effects are psychological well-being and burnout. Hence, we aim to investigate the relation between workaholism, with its predictors and principal effects. A sample of 199 professionally active participants was obtained. The data was collected through a questionnaire which consisted in seven scales and demographic variables: passion at work from Vallerand and colleagues (2003); work engagement evaluated by UWES (Schaufeli, Salanova, et al., 2002); workaholism was evaluated by WorkBat from Spence & Robbins, (1992); psychological well-being by GHQ12 from Goldberg & Williams (1988); burnout by 14-item scale from Shirom & Melamed (2006).

The results emphasized the existence of the relation between predictors; the relation between all the variables considered; the contribution of workaholism and its dimension on the increased prediction on its effects such as well-being and burnout. By such, we conclude that the predictors variables demonstrate influence on workaholism, which holds relevance on its effects.

Those results have practical implications of the development of human resources strategies.

756 - WORK ANALYSIS IN ORGANIZATIONS: AN ADDITIONAL ILLUSTRATION OF THE GAP BETWEEN RESEARCH AND PRACTICE

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Work analysis is a prerequisite for most human resources processes; its importance is widely recognized (Wilson, Bennett, Gibson, & Alliger, 2012). There is however no scientific evidence on work analysis processes being actually implemented in organizations.

A qualitative exploratory study was conducted to document the work analysis processes implemented by organizations and understand the motives sustaining them. Semi-directed interviews were conducted with executives and human resource advisors in 11 Canadian organizations of various size, structure and economic sector, followed by content analysis.

Results show that the process to develop job descriptions and lists of KSO is very basic. It is mostly managers that prepare those documents, with little assistance from human resources advisors, using examples found internally or on-line. Most respondents declared their organization is using job descriptions and KSO for staffing, half for performance appraisal and only a few for compensation and training. In a third of the organizations, the work analysis process is different for managerial jobs. No clear pattern of contingent factors influencing these practices seems to emerge.

This research is the first to investigate how organizations really conduct work analysis. Its results are aligned with the literature about the gap between research and practice (Rynes, Giluk, & Brown, 2007). It opens the path for further investigation of the factors influencing the choices made by organizations, namely the processes and replacement solutions they implement in lieu of traditional work analysis.

758 - ATTITUDES AND PERCEPTIONS OF WORKPLACE NAPPING & IMPLICATIONS FOR WORK OUTCOMES

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Abstract

PURPOSE

The current study examines antecedents and outcomes of napping in the workplace. It proposed that individuals' personal attitudes towards napping, as well as their perceptions organizational support of or receptivity towards napping, are valuable and previously unexamined predictors of workplace napping.

METHODOLOGY

A preliminary measure of napping attitudes and perceptions of organizational attitudes was developed; exploratory and confirmatory factor analysis were carried out. Linear regression and zero-inflated negative binomial regression were used to examine the relationships between attitudes, perceptions, and napping behaviors.

RESULTS

Results indicated a multi-factor nature of both personal attitudes and perceptions of organizational support of napping. Results also indicated that napping attitudes were predictive of napping behaviors which, in turn, were predictive of Organizational Citizenship and Counterproductive Work Behaviors.

LIMITATIONS

The factor analysis, though shedding new light on the potential multi-factor nature of napping attitudes, is based on a somewhat small sample ($n = 156$); larger samples are needed for further validation. Future studies should also examine the causal links between variables in controlled experiment and examine the longitudinal effects.

RESEARCH/PRACTICAL IMPLICATION

These results indicate that napping attitudes and behaviors are important and potentially impactful constructs that warrant further consideration in theory, research, and practice, and may provide useful levers for mitigating the detrimental consequences of poor sleep for work outcomes.

ORIGINALITY/VALUE

This study is the first study to date examining individual attitudes towards and their perceptions of organizational support of napping and represents the first steps in a program of research examining napping at workplace.

760 - THE USE OF DIGITAL COMMUNICATION MEDIA IN CROSS-BORDER KNOWLEDGE TRANSFER PROCESSES: A COMPETITIVE ADVANTAGE FOR MULTINATIONAL COMPANIES?

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Purpose:

Multinational companies (MNCs) are facing an accelerated change in technology that could benefit communication across borders in an increasingly interconnected world. Although several studies highlight international knowledge as a key factor in achieving global opportunities, none of the existing research examines the influence of digital communication media on knowledge transfer within International Human Resource Management (IHRM).

Approach:

Since this research field is highly unexplored, we used a qualitative design to conduct 25 semi-structured interviews with IHRM senior managers from MNCs. Following a grounded theory approach, we examined how digital communication media influences IHRM and how its use facilitates or hinders knowledge transfer processes.

Results:

Different experts analyzed our categories regarding their importance for the workplace, resulting in four main and 21 sub-categories. Our results indicate that the use of digital communication media could enable IHRM experts to be more cost-efficient and flexible, in order to compete with companies using international assignments for knowledge transfer. Additionally, we identified that knowledge transfer over digital communication media is limited by specific competencies and tasks.

Limitations:

Building our concept from experts working for MNCs in Germany, we cannot present insights into other countries or cultures.

Research/ Practical Implications:

However, our study lays the foundation for future research on the use of digital communication media for cross-cultural knowledge transfer in IHRM.

Originality/ Value:

We provide an empirical categorization for the first time in this field. With this, we strive to answer if the global digitalization, in particular, the use of digital communication media, can contribute as a competitive advantage within MNCs' IHRM.

**761 - ORGANIZATIONAL AND FUNCTIONAL FACTORS IN EDUCATIONAL INSTITUTION
PRINCIPALS' INNOVATIVE POTENTIAL**

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Purpose. To measure the levels of educational institution principals' innovative potential and their relationship with the organizational and functional characteristics of educational institutions. The investigation was based on L. Karamushka's concept of psychological support for educational organizations.

Design. The investigation was conducted on a sample of 1219 secondary school principals in different regions of Ukraine in 2018 using *N. Klueva's Administration and Teaching Staff Interaction* and A. Klocho's questionnaire.

Results.

1. High innovative potential was found in 34.3% of the respondents, while 46.6% and 19.1% of the respondents had average and low innovative potentials respectively.

2. School principals' innovative potential had negative relationships with the educational institution's age ($p<0.001$), the number of teaching staff in the educational institution ($p<0.01$) and the number of students in the educational institution ($p<0.05$).

3. The principals' innovative potential was higher, the higher was the educational institution's status ($p<0.001$) and innovation potential ($p<0.01$).

4. The type and location of the educational institutions did not affect their principals' innovative potential.

Limitations. The investigation studied only the general indicator of principals' innovative potential (without analyzing its components in relation to different activities of educational institutions) and its relationship with the educational institution's organizational and functional characteristics.

Practical implications. The obtained results can be used in psychological training of educational institution principals.

Originality. This was the first research in Ukraine to focus on the relationship between the secondary educational institution principals' innovative potential and the institution's organizational and functional characteristics.

762 - PERCEIVED SOCIAL WORK SUPPORT AND JOB SATISFACTION: A STUDY IN ARGENTINIANS CABIN CREW

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Purpose: The general objective of the research was to analyze if there was a relationship between work support and job satisfaction in cabin crew members over 18 years old in Argentina.

Design/Methodology: The sample consisted of 153 participants, both gender (64.7% Female), age between 21 and 62 years ($M=35.93$; $DS=8.33$). The design was non-experimental, descriptive-correlational. Measures: sociodemographic questionnaire, Job satisfaction questionnaire from Aguirre (2014) and Spanish version of Social Support scale (Gandarillas & Vázquez, 2014; House & Wells, 1978). **Results** There is a moderate relationship between work support and job satisfaction ($r=.431$; $p<.01$). We found sociodemographic characteristics such as seniority, having another job outside the airline and the area where they perform their tasks determine differences for job satisfaction. In turn, both job satisfaction and work support, there are no significant differences according to certain sociodemographic variables of great importance such as sex, age and position held in the company. **Limitations:** Sample was collected by a non-probabilistic sampling technique and is relatively small sample size of employees. **Research/Practical Implications:** This research will be a contribution and promote psychological research in the aeronautical field, which is a growing field and that requires scientific contributions for the understanding of the psychological variables involved. The results are discussed according to the previous bibliography and future lines of research are proposed. **Originality/Value:** This study has focused on the psychological characteristics of cabin crew, such as job satisfaction and social support that are involved in reducing stress levels and improving well-being at work.

766 - COMPUTERIZED VERSUS PAPER-AND-PENCIL SIMULATIONS: AN APPLICANTS PERSPECTIVE

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Purpose

Technology impacts the selection process for both the applicant and employer. The current study investigated the differences in applicants' perceptions of completing selection assessments through a computerized method and a paper-and-pencil method.

Methodology

Useable data was collected from 123 participants who completed parallel forms of the in-basket.

Results

Each participant completed a computer and a paper-and-pencil in-basket. Order was randomly assigned. Paired sample t-tests indicated that participants perceived performance to be higher after completing the computerized in-basket ($t(129)=-1.34$, $p=.09$). While performance perceptions were higher, actual performance did not differ by administration method (Wilks' $\lambda = .99$, $F(1, 122) = .65$, $p=.42$, $\eta^2_p=.01$). Participants performance based on the dimensions of communication, critical reasoning, relationship skills and overall performance was not significantly different based on method of assessment (computer or paper-and-pencil).

Limitations

Researchers aimed to collect data from participants with low computer experience, but participants had a higher level of computer experience than anticipated.

Research/Practical Implications

Utilizing computerized assessments are advantageous for organizations. Because perceptions of performance were higher after computerized in-baskets, applicants may perceive this process as fairer than paper-and-pencil administrations. Procedural justice in selection has repeatedly found to be an important aspect of an applicants' experience (Fodchuck & Sidebotham, 2005).

Originality/Value

While previous research has assessed performance differences in computer and paper-and-pencil assessments, this study focused on the applicant perspective, specifically aimed for applicants with lower computer experience. While performance on completing the simulation on either method was not significantly different, perceptions of performance were higher after completing the computerized version.

**768 - PROFILES OF INDIVIDUAL PERFORMANCE DISTRIBUTIONS AND THEIR RELATIONSHIP WITH
INTERDEPENDENT TEAM PERFORMANCE**

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Purpose: The nature of performance distributions is a topic of current research, but has not been thoroughly studied within team contexts. In this study, we examined whether the interindividual performance profiles of teams tend more towards normal or non-normal distributions, and investigated how the nature of the distribution relates to overall team performance. **Methodology:** The sample consisted of teams and skaters from the 2014-2015 through 2017-2018 seasons of the National Hockey League (NHL). For multiple objective measures of individual performance behaviors and outcomes, we utilized the Kolmogorov-Smirnov (KS) statistic to compare the fit of each team's performance profile with a Gaussian (normal) and Paretian (non-normal) distribution. We then analyzed the degree of normality as a predictor of team performance. **Results:** Behavior-based performance data generally fit a normal distribution better than a Paretian distribution. For teams in the playoffs, however, outcome-based performance tended to fit a Paretian distribution better. $KS_{Gaussian}$ statistics (both behavior- and outcome-based) predicted playoff team performance indicating that the greater the normality of performance within a team, the better the team performed on average. **Limitations:** The findings may primarily generalize to team contexts with similar levels of interdependence and/or role differentiation. **Research/Practical Implications:** The results help to clarify the conditions and reasons for variability in how individual performance is distributed within work teams. Teams in high-pressure environments may benefit from structures that promote balanced contributions and interdependent collaboration. **Originality/Value:** By focusing on teams, this study contributes a unique perspective to the debate over the normality of performance distributions.

**779 - CREATING AN INCLUSIVE WORK CLIMATE TO EFFECTIVELY LEVERAGE WORKFORCE DIVERSITY:
A JOB DEMANDS- AND RESOURCES PERSPECTIVE**

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Purpose. Creating inclusive work environments in which individuals feel that they belong and are valued for their unique characteristics, is important for managing diverse workforces. Based on Job Demands- and Resources (JD-R) theory (Bakker & Demerouti, 2014), we examine whether job/ organizational demands and resources affect inclusion perceptions and consequently its relations with favorable individual outcomes.

Design. Data will be gathered in October 2018 using an online questionnaire that will be administered to academic and administrative staff of a technical university.

Results. We expect workplace demands (e.g. discrimination and unfair organizational procedures) to be negatively related to inclusion perceptions. Moreover, we expect inclusion perceptions to positively influence employees' well-being, performance, and behaviors (i.e. networking behavior and organizational citizenship behavior). Finally, we expect employees' diversity beliefs and the group diversity to moderate these relationships with the relationship being stronger in more diverse groups and groups with positive diversity beliefs where an inclusion approach is especially effective.

Implications. Studying diversity from the JD-R perspective, and demonstrating how work and organizational characteristics are related to perceptions of inclusion and individual outcomes offers implications regarding the underlying processes and how jobs and organizational procedures can be redesigned to foster equality and inclusion among employees.

Value. Previous work on inclusion did not integrate specific job and organizational characteristics as predictors for creating workplace inclusion. Further, our findings aim to provide evidence regarding the assumption that an inclusive climate generates beneficial outcomes.

780 - SPECIFICS OF GENERATION Z ENTRY INTO THE CZECH LABOR MARKET

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Czech Republic⁽¹⁾*

Content:

Purpose: This study is intended to investigate how the expectations and values of young people before entering the labor market correspond with their real competencies and how they perceive their chances on the labor market. By conducting this study I intend to help young people from Generation Z entering the Czech labor market more efficiently.

Design: Using a student sample, I will conduct a questionnaire survey based on the model of successful entry into the labour market developed by Mareš, Vyhlídal and Sirovátka (2002). Evaluation of own chance on the labor market will be seen through partial replication of The Theory of Random Learning (Krumboltz, 2002) and measured using 5-points Likert scale. Career-Adapt Abilities Scale (Savickas, Porfeli, 2012) will be used for depicting the working potential. Life Values Inventory based on Values-Based Theory (Brown, 2002) will be used for analyzing values. I will use linear regression for studying moderation effect of expectations and values and possible relationship with young people real competencies.

Results: *Still in progress.* The pilot study (N=1000) is scheduled for spring 2019. I would like to involve the Czech university and high school students as Generation Z involves young people born after 1995.

Limitations: The study will be administered to a student sample and used cross-sectional design, both influencing its generalizability.

Implications: The results of the study support an investigation of employability of young people in the Czech context and provide an insight into the nature of expectation and values of Czech Generation Z.

Value: The study examines the factors of entry into the Czech labor market for Generation Z in order to make the process more efficient.

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Brief Social Psychological Interventions to Reduce Leadership Gender Gap

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Purpose: Besides positive changes in terms of gender equality, women are still underrepresented in the higher echelons of management. Stereotype relevant worries have been suggested as partly responsible for this gap. Accordingly, the current study aims to explore the effectiveness of two brief social psychological interventions to reduce the perceived stereotype-threat of women in a leadership situation. **Design/Methodology/Intervention:** 159 Female college students were randomly assigned to a (1) self-affirmation intervention condition in which they are asked to select a value important to themselves and write about their relevant experiences, (2) role modelling intervention condition in which they read a letter from a female employee, and (3) a control group. Then they were given a leadership task to perform.

Results: Among participants who had no leadership experience, participants in the self-affirmation group significantly outperformed the participants in the control group in terms of leadership task performance; and participants in the role-model group had significantly higher scores than the participants in the control group in terms of leadership aspirations.

Limitations: College students served as participants in this study. A follow-up study with female employees is currently undergoing tough.

Research/Practical Implications: Findings will contribute to reduce the leadership gender gap in the workplace.

Originality/Value: The present research is the first study that adapts brief social psychological interventions that are mostly used to reduce gender gap in education, into the leadership context.

795 - PERCEIVED TRANSFORMATIONAL LEADERSHIP STYLE AND WORKAHOLISM: THE MEDIATING ROLE OF WORK MOTIVATION

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Vytautas Magnus university, Psychology, Kaunas, Lithuania⁽¹⁾

✓ Purpose

The purpose of the study was to investigate the mediating role of work motivation in the relationship between a perceived transformational leadership style and workaholism.

✓ Design/Methodology/Approach/Intervention

The study involved 250 employees working in different Lithuanian organizations. The perceived transformational leadership style was assessed with the help of Podsakoff *et al.* (1990) Transformational Leadership Inventory. Employees' workaholism was measured using 10-item Dutch Work Addiction Scale (DUWAS) by Schaufeli *et al.* (2009). Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by Tremblay *et al.* (2009) was used for the measurement of work motivation.

✓ Results

Significant positive correlation between intrinsic, extrinsic work motivation and workaholism was found. It was found a significant positive correlation between perceived high expectations of the manager and employees' workaholism. Perceived individualized consideration was related negatively to employees' workaholism. The results also showed that perceived transformational leadership and workaholism are related indirectly through work motivation types as mediators: intrinsic and extrinsic work motivation (integrated, identified and introjected regulation).

✓ Limitations

Rather small sample size and the cross-sectional nature of the study are the major limitations.

✓ Research/Practical Implications

The study integrated both the positive and negative sides of transformational leadership in order to give a full view of their roles in influencing employee-related outcomes. Managers should be introduced to the concept of the transformational leadership style and to manage their leadership in a deliberate way.

✓ Originality/Value

The study adds to the limited empirical research on the negative effect of the transformational leadership style in determining employees' health-damaging work behavior.

**797 - CLIENT-INITIATED WORKPLACE VIOLENCE: THE ROLE OF ORGANIZATIONAL RESOURCES ON
THE COPING ABILITY OF THE COWORKERS**

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Threats and violence at work are major concerns for employees in many human service sectors. While physical assaults are rather seldom, coworkers are often confronted with daily hassles like verbal abuse and personal insults which go hand with self-esteem threats. Up on the demands-resources model the present study focused the interactions of client-initiated workplace violence (type, frequency), indicators of psychological well-being and irritability as well as strategies of self-regulation and coping factors of the organizational and social setting.

Data were collected online with the self-report questionnaire "Critical Costumer Survey" which included e.g. type and frequency of client-initiated workplace violence, demands and resources (team, leadership, and organization), personal coping behavior and outcomes variables.

A sample of 467 German workers, 36,5 % men and 63,5 % women, was obtained from various branches (e. g. public administration (39 %), railway (34%), medical services (7,4%)). Interactions and moderator effects were tested by e. g. multilevel logistic regression analyses.

The results of the study underlines the importance of including the psycho-social work environment in order to improve the coworkers' coping ability as a supplement to existing violence prevention methods and interventions aimed at reducing work-related violence. Despite its value, the study had several limitations for instance the self-reported retrospective method and the sample size. Vagaries in memory or the common method bias may also alter the data.

798 - WHEN EMPLOYEES CARE ABOUT FAIR USAGE OF FWA BY THEIR CO-WORKERS: THE INTERACTION OF RELATIONSHIP NORMS AND FAIRNESS NORMS

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Purpose

The primary goal of this work is to use a social relationship framework to study differences in employees' responses to interactional fairness as revealed by their evaluations of a co-worker's flexible work arrangement (FWA) usage. Two types of employee relationships are examined: exchange and communal.

Design

We used experimental design and conducted two online studies.

Results

Results of two studies suggest that the type of employee' relationship (exchange vs. communal) moderates the effect of interactional fairness such that employees who have a communal relationship are more responsive to interactional fairness under conditions of low distributive fairness while those who have an exchange relationship are more responsive under conditions of high distributive fairness.

Limitations

More studies, such as field study, are needed to verify this effect in different contexts.

Research/Practical Implications

We bring together two distinct streams of literature: fairness and relationships in a worker–co-worker context of FWA usage to deepen our understanding of co-worker relationships. We contribute to the larger literature on fairness by providing evidence for the moderating effect of relationship types on interactional fairness. Specifically, when experiencing an unfavorable outcome, workers will respond more positively to increased interactional fairness in a communal than in an exchange relationship; in contrast, when experiencing a favorable outcome, workers will respond more positively to increased interactional fairness in an exchange than in a communal relationship.

Originality/Value

This research provides value for both academics interested in issues of fairness and for practitioners interested in issues of FWA.

**799 - RELATIONSHIP BETWEEN BUSINESS ORGANIZATION EMPLOYEES' BURNOUT
AND ORGANIZATIONAL COMMITMENT**

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Purpose. To investigate the relationship between employees' burnout and the levels of their organizational commitment.

Design. The investigation was conducted in 2017 on a sample of 209 business organization employees in the eastern regions of Ukraine using *Maslach Burnout Inventory* (adapted by N. Vodopianova) and *Employee Organizational Commitment Scale* (by D. Samoilenko).

Results. Depersonalization, reduction of personal accomplishment and burnout index had moderate negative correlations with employees' organizational commitment indicators ($p < 0.001$).

High scores on the depersonalization scale (manifested in cynical, indifferent attitudes towards work) associated with employees' low organizational commitment.

Personal accomplishment had the strongest correlation with the organizational behavior component of organizational commitment (-0.501, $p < 0.01$).

High scores on the reduction of professional accomplishment scale (manifested in the feeling of professional incompetence) associated with employees' low willingness to work for the benefit of the organization.

The investigation did not find any significant relationship between employees' emotional exhaustion and organizational commitment.

Limitations. The investigation was conducted on quite a small sample in only one region of Ukraine.

Practical implications. The findings can be used by organizational psychologists and HR-managers in shaping or improving employees' organizational behavior.

Originality. This was the first study conducted by Ukrainian researchers to investigate the impact of burnout on employees' organizational commitment and organizational behavior.

**815 - ENHANCING THE SOFT AND ENTREPRENEURIAL SKILLS OF STUDENTS:
THE CONTAMINATION LAB AT UNIVERSITY OF SALENTO CASE**

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Purpose. The labor market is characterized by insecurity, economic instability, and ongoing turbulence (Di Fabio; 2017). In this scenario, a new area of research and intervention, is exponentially growing; it is the psychology of sustainability (Di Fabio, 2016, 2017) and in terms of employability as a key for career success (Lo Presti, Pluviano; 2016).

Methodology. The aim of this study is to assess how college students are approaching the innovative learning methodology typical of the entrepreneurship education. The analysis of operational model of the “Contamination Lab” an innovative Laboratory aimed at developing an entrepreneurial mindset, creativity and innovation at University of Salento (Lecce, Italy) according to the learning strategy of the Entrepreneurship Education.

Results. The sample ($N = 30$) had a mean age of 25.20 years (ds 4.11) (men: 57%); most of them were recent graduate students (77%). There are gender differences for the perceived subjective career success (Lo Presti, Pluviano; 2016). Moreover, regression analysis indicated that career and professional success affects the perception of the labor market in T1 while in T2 this perception changes.

Limitations. A study limitation is the use of a self-reported questionnaire. Moreover, the sample was limited.

Research/Practical Implications.

The laboratory involves all the University's students with different backgrounds through an innovative extra-curricular learning program to create an entrepreneurial awareness, mindset and capability.

Originality/Value

The experience can be crucial for students, because it's part of the career practices and career interventions useful to enhance a balance between personal attitudes and global needs.

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Purpose: Previous research on team diversity and team performance focusses on objective diversity measures (i.e. gender, age, nationality, education, etc.) to identify relationships (e.g. Lauring & Villesèche 2017, Wegge et al. 2008). So far, research neglected the perception of diversity as a crucial factor. However, theory developed by Ormiston (2016) emphasizes the relevance of perceived diversity. Consequently, we need to understand the linkage of perceived team diversity and team performance.

Design/Methodology/Approach/Intervention: I performed a systematic literature review on theories and previous research about team performance, team diversity and perception of diversity to develop a conceptual model.

Results: Based on the findings from the systematic literature review, I propose an inverted U-shape relationship of team performance and perceived team diversity. The conceptual models implies that increasing the degree of perceived diversity within a team is only beneficial for team performance until a tipping point and decreases afterwards.

Limitations: This paper presents a conceptual model, further research is required to empirically test and confirm the proposed relationship.

Research/Practical Implications: The conceptual model illustrates the importance to include the perception of team diversity into future research. It provides help for practitioners to get insights into the linkage of team composition and team performance.

Originality/Value: The conceptual model takes a new point of view by considering perceived diversity as a crucial aspect. To our knowledge, this is the first paper to propose a relationship between perceived team diversity and team performance.

**826 - THE SOCIAL AND ECONOMIC BENEFITS OF DIGITALIZATION:
INSIGHTS FROM A FIELD EXPERIMENT IN THE BLUE-COLLAR WORLD**

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Purpose. The purpose of this paper is to discover opportunities digitalization holds for both companies and employees. While building on organizational support theory the authors go beyond and look at benefits stemming from signaling and from use of a digital tool.

Design/Methodology. A field experiment with Chinese blue-collar workers in a large garment factory has been carried out. After the implementation of an e-HRM tool the effects on turnover (actual and intention) and internal CSR have been analyzed.

Results. The findings of the experimental design proved that internal CSR and partially turnover intention are positively affected by the e-HRM tool. Although there were tendencies indicating a positive signaling effect, the use effect found stronger support for actual turnover, turnover intention and internal CSR.

Limitations. While the homogenous sample improves control over confounding effects, it potentially limits the generalizability of the findings. Further research is needed in other companies and cultures including other e-HRM tools to explore similarities and differences.

Practical Implications. The findings highlight the potential of e-HRM as a new instrument to improve favorable employee attitudes and behaviors. In addition, the results demonstrate that e-HRM improves perceptions of internal CSR which renders it to be not only valuable from an economic but also from a normative point of view.

Originality/Value. The study contributes to the existing literature by adding an ethical perspective on digitalization and providing empirical evidence from a field experimental and longitudinal setting. It further attempts to extend organizational support theory by examining the value stemming from signaling and from use.

832 - THE JOINT EFFECTS OF SITUATIONAL CONSTRAINTS AND BRICOLAGE ON DAILY CREATIVITY

ACROSS CONTEXTS

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Purpose

Knowledge about the determinants of creativity is of substantial relevance. However, the literature is still inconclusive as to whether constraining employees facilitates their creativity or whether providing them with more resources is beneficial in this regard. We theorize that both perspectives are true, but that they are dependent upon the individuals' personality (i.e., their tendency for bricolage) and their context (i.e., bottom of the pyramid – BoP – vs. non-BoP).

Design/Methodology/Approach/Intervention

To test our hypotheses, we collected cross-cultural experience sampling data in India and the United Kingdom and used hierarchical linear modeling (HLM) of 2,405 daily observations from 310 individuals.

Results

Our results show that situational constraints facilitate (vs. hinder) creativity for those individuals being good (vs. poor) at making do with whatever is at hand. Moreover, our study reveals that this contingent role of bricolage for situational constraints translating into daily creativity is more critical in the BoP context than in the non-BoP context.

Limitations

Our analyses are based on self-report data.

Research/Practical Implications

Integrating prior research on daily fluctuations in creativity with person-environment fit logic helps to make sense of why simply constraining individuals in their everyday work falls short when aiming at fostering creative behaviors.

Originality/Value

With our contextual comparison, we contribute to the scarce research applying an experience sampling methodology across different cultures. Therefore, we develop theory on the particular importance of considering contextual differences when conducting research in the field of creativity in general, and on constraints and bricolage in particular.

834 - (RE)PRODUCING AN ORGANIZATIONAL ELITE?: INVESTIGATING INEQUALITIES IN TALENT DECISIONS

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ABSTRACT

Purpose. Although creating an inclusive workforce is high on the agenda of many organizations, contemporary organizational practices are often exclusive in nature. An increasing amount of resources are being invested in talent management practices, which aim to differentiate the so called high potentials from the ordinary employees. The underlying rationale is that differential treatment (i.e., workforce differentiation) is deserved as it is based on an objective assessment of someone's value, typically measured in terms of excellent performance on predefined competences combined with the presence of highly valued characteristics. This paper contest the "justification by excellence" rationale behind differential treatment by looking at the inequalities in and power dynamics behind talent decisions.

Approach. We performed a discourse analysis to identify 28 HR managers' notions about what constitutes talent and how this (re)produce social inequalities in talent decisions.

Results. We claim that what is considered to be talent— and thus of value to an organization—represents qualities typically attributed to archetypical white men.

Limitations. No culturally differences in the talent construct were being investigated.

Implications. In order to create inclusive talent management practices, organizations should not solely think about removing obstacles for minority groups within their current policies, but first and foremost rethink their often normative ideas about what constitutes talent in the first place.

Value. Talent management researcher have investigated how to conduct talent identification objectively. However, no attention has been directed to how the construction of the concept of talent as such reproduces social inequalities in high-stakes talent decisions.

841 - INVESTORS' DECISION CRITERIA UNDER LIMITED INFORMATION:

PASSION OF THE ENTREPRENEUR AS A SIGNAL OF VALUE AND COMMITMENT

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Bridging the information gap between current entrepreneurs and potential investors is particularly important for new ventures seeking investments. Nonetheless, discerning the value and commercial promise of embryonic ideas can be difficult, particularly for outsiders. Recognizing this dilemma, prior studies have investigated a range of mechanisms used to shape outsiders' expectations about the quality and profit potential of new ventures, as well as about entrepreneurs' commitment, among which third-party affiliations, patents or personal resources invested. However, relatively little attention has been placed on the role of passion of the entrepreneur as a value and a commitment signal for new ventures. Because investors are experts that habitually make investment decisions, their decision-making are highly likely include strong perceptual elements such as passion.

A passionate entrepreneur can be a signal of a valuable new venture idea, since there are high costs associated with becoming passionate for a poor-quality business idea. Moreover, passion is used by investors to uncover the entrepreneurs' commitment to the new venture, since it has been demonstrated to drive tenacious pursuit of goals and to inspire stakeholders to support ventures. This study draws on signaling theory and in extant theory in entrepreneurship to explore whether and under which conditions investors take into account passion of the entrepreneur as a funding criterion.

The hypotheses will be tested based on a mixed sample of VC's and angel investors (n=80 study participants).

**842 - ENTREPRENEURIAL PASSION AND JOB-SEEKERS' ATTRACTION IN NEW VENTURES: AN
EXPERIMENTAL STUDY**

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Early employees are critical for the success of new ventures. However, new ventures do not have a lot to offer to job seekers in terms of pay or job security. So, how do entrepreneurs manage to persuade potential employees to join their newly-established firms? In this study, we answer this question by focusing on a definitional salient characteristic of entrepreneurs: passion. To our knowledge, no study to date has tried to understand whether passion plays a role in attracting job-seekers. This is surprising, considering that passion is the most widely noted and readily visible element attributed to entrepreneur, and that the person of the entrepreneur plays a crucial importance in acquiring resources.

We propose that displayed passion of the entrepreneur will positively influence the attractiveness of the new venture as an employer (1) directly, because passion signals motivation and goal commitment from the side of the entrepreneur; and (2) indirectly, as a moderating factor, because it increases the persuasive properties of other relevant information transmitted by the entrepreneur, such as information about the product innovativeness. We use an experimental methodology and test our main and moderating hypotheses on a job-seekers' sample of 250 students close to graduation. The participants watch a series of videos where various real entrepreneurs present their venture, including their product/service. The participants then report the new venture attractiveness as an employer. The independent variables, displayed passion of the entrepreneur, and product innovativeness will be measured by external evaluators through analysis of the video and its transcript.

849 - EXPLORING VIRTUAL TEAMWORK: THE IMPACT OF TEAM SPECIALIZATION AND PSYCHOLOGICAL SAFETY ON TEAM-RELATED OUTCOMES

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San Francisco State University, San Francisco, United States⁽¹⁾ - San Francisco State University, San Francisco, United States⁽²⁾

Purpose: Past research has indicated that antecedents such as psychological safety and team specialization were found to affect team-level behaviors. The use of virtual teamwork has become essential for modern work environments that require skill diversity and adaptability. This study investigated the relationship between those two antecedents and team related outcomes (i.e., team trust, team support, perceived team effectiveness, and team cohesion) in a virtual environment.

Design: Archival data was used from a previous study of 200 undergraduate students participating in a team-based virtual activity. We predicted that participants who reported higher levels of psychological safety and higher levels of team specialization would report higher levels of team trust, team support, perceived team effectiveness, and team cohesion.

Results: Higher levels of psychological safety were significantly associated with higher levels of team support and team cohesion, but did not support association with the other two outcomes. Higher levels of team specialization was related to higher levels of all outcomes except cohesion. Further analysis demonstrated that team cohesion significantly moderated the relationship between team specialization and team support.

Limitations: An undergraduate sample was used which may be not be representative in the population.

Research: Practical Implications: Further research is needed to understand how specialized roles impact the perceptions of virtual teams and positive outcomes for organizations.

Value: Our results highlight the value of highly specialized roles within a virtual team activity and the potential for team cohesion to enhance the positive effects of team specialization.

850 - ENTREPRENEURIAL DEMANDS AND AFFECT OSCILLATION: THE MODERATOR EFFECT OF EMPOWERING LEADERSHIP

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ABSTRACT

- ✓ **Purpose:** This study aims to investigate the role of empowering leadership in changing the effect of entrepreneurial demands on affect oscillation at work of startup employees.
- ✓ **Methodology:** Our data was collected in startup companies in Portugal, using an online survey through Qualtrics software. Our sample had a total of 103 startup employees.
- ✓ **Results:** Results showed that empowering leadership interacts with the felt entrepreneurial demands (regarding time and responsibility) in the prediction of employees' affect oscillation at work. In fact, when startup employees reported lower levels of empowering leadership, experienced entrepreneurial demands were not associated with employees' affect oscillation at work. Yet, for average and higher levels of empowering leadership, the more the employee felt time and responsibility demands, the more s/he reported feeling affect oscillation at work.
- ✓ **Limitations:** Due to the cross-sectional nature of the empirical design we cannot draw causal inferences from our results.
- ✓ **Research/Practical Implications:** Our study points to the need of giving training for people working in startup contexts (and not only for entrepreneurs) on emotional regulation, besides typical business education focused on how to manage a business.
- ✓ **Originality/Value:** Our study enlarges the entrepreneurship literature in two ways: focusing on affective dynamics in entrepreneurial contexts and centring on startup employees and not only on entrepreneurs. Moreover, we extend the affect literature presenting a new measure of specific state affect variability: affect oscillation at work.

**851 - THE IMPACT OF CREATIVITY AT WORK ON WORK-NON WORK ENRICHMENT: THE
MEDIATING ROLE OF MEANINGFULNESS AT WORK**

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ABSTRACT

- ✓ **Purpose:** This study aims to understand the relationship between creativity at work and work-nonwork enrichment. We propose that the impact of creativity at work and the work-nonwork enrichment experienced can be explained by the enhancement of meaningfulness at work associated with the enactment of creative behaviors in the workplace.
- ✓ **Methodology:** Our data was collected in a multinational consultancy company operating in Portugal involving 164 employees.
- ✓ **Results:** Results show that creative behaviors at work can contribute to employees' work-non-work enrichment. Additionally, our findings suggest that meaningfulness at work mediates this relationship.
- ✓ **Limitations:** Due to the cross-sectional nature of the empirical design we cannot draw causal inferences from our results.
- ✓ **Research/Practical Implications:** Our study points to the need for managers to create conditions that encourage employees to enact creative behaviors at work. This, not only benefits organizational performance but also promotes meaningfulness at work and the ability of employees to transfer the resources and development experiences learned in the work to other dimensions of their private life.
- ✓ **Originality/Value:** Our study enlarges the creativity literature adopting a person-centred approach and focusing on creativity's outcomes, instead of its predictors. Moreover, we extend the work-family literature expanding our focus to the impact of work on the general private life of the individual and not just for his/her family.

852 - AUTHENTIC LEADERSHIP AND NURSES' PERSONAL AND PROFESSIONAL WELL-BEING: THE MEDIATING ROLE OF WORK-LIFE BALANCE

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ABSTRACT

Research emphasizes the importance leaders' behavior in creating healthier work environments that supports employees' development and well-being (Haas et al., 2002). Authentic leadership (AL; Avolio et al., 2017) reflects self-awareness and self-regulation of positive behaviors that entice transparency, trust, openness, and guidance in the leader/follower relationship (Gardner et al., 2005; Harter, 2002). Although a lot of research is available regarding how authentic leaders contributes to creating healthy work environments for their employees, the literature is scarce about how their behaviors contribute to their psychological well-being beyond the workplace. In the nurse practice, work-life balance (WLB) represents a major challenge for many employees as the nature of their job regularly makes them put their patients' needs before their own, as well as before the ones of their families. Atypical schedules and compulsory overtime are other examples of factors in the nurse practice that can undermine employees' work-life balance, personal and professional well-being. The present studies draw from AL and WLB literatures to examine how perceived authentic behaviors from supervisors can help nurses to balance more adequately their work and personal lives, and ultimately, preserve or increase both personal and professional well-being. Specifically, we propose that nurses' perception of their supervisor's authentic leadership practices is positively associated with work-life balance, which promotes job satisfaction and life satisfaction. Data were collected from 364 registered nurses (88% women). The results of structural equation modelling support the proposed model and thus contribute to an improved understanding of how AL extends beyond the workplace. The theoretical and practical contributions are discussed in the light of AL theory (Avolio et al., 2017) and the work-life balance literature.

Keywords: Authentic leadership, Work-life balance, Life satisfaction, Job satisfaction

854 - ASSESSING THE VIABILITY OF MEASURING PSYCHOLOGICAL VARIABLES IN VIRTUAL REALITY ENVIRONMENTS

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Purpose

Given the advancements of technology and the ever-increasing number of new tools available to researchers, it warrants interest to explore whether technology can be utilized to provide an alternative measure to self-report. In this proof-of-concept study, we set out to explore if Virtual Reality Environments (VRE) are a feasible application for assessing psychological variables, emotional intelligence (EI) and risk taking (RT), consistent with self-report measures.

Design/Methodology/Approach/Intervention

A preliminary sample of 27 students participated in a virtual reality experience intended to assess emotional intelligence and risk taking.

Results

Results suggest a relationship between measures gathered in virtual reality (VR) and convergence between VR and self-report measures. We will elaborate on these findings and possible psychological explanations for our results.

Limitations

Further testing required a larger, generalizable sample. Being a novel technology, the field lacks a solid foundation of established guidelines to follow. These guidelines were established by the researchers and decisions were made based on scientific literature.

Research/Practical Implications

We are unearthing a brand new methodology that could open doors for the future of psychology by exploring various types of activities and behavioral demonstrations, and different scoring strategies.

Originality/Value

To our knowledge, this was the first study to attempt to measure psychological constructs in virtual reality and converge those with self-report measures. We will discuss the promising future of VR as an assessment tool.

858 - PSYCHOLOGICAL CAPITAL AMONG ITALIAN NURSES: GENERATIONAL DIFFERENCES AND WORKLOAD

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Abstract

Purpose. To investigate whether psychological capital scores vary according to generational cohort and workload among Italian hospital nurses.

Methods. A convenience sample of 220 Italian nurses (78.6% female, aged 26-60 years) from public and private hospitals completed the Psychological Capital Questionnaire-Short version and questions on sociodemographics (gender and birth-year) and workload in terms of number of patients assisted per day and number of night shifts in the last month. Generational cohorts were defined as Baby Boomers (BB; born 1946-64), Generation X (Gen X; born 1965-76), and Millennials (M; born 1977-1993).

Results. Compared to BB (7.7%), Gen X (28.2%) and M (64.1%) nurses showed moderately and strongly higher Hope, respectively, and strongly higher Resilience. Optimism reported by M was strongly and slightly higher than that reported by BB and Gen X, respectively. Nurses with >5 night shifts in the last month (48.6%) reported slightly lower Resilience than nurses with ≥5 night shifts. Psychological capital scores did not vary according to the number of patients per day.

Limitations. Participants were not randomly selected, and generational cohorts were not equally represented.

Research/Practical Implications. Training interventions aimed to increase nurses' psychological capital should be tailored to specific generational cohorts. To preserve nurses' resilience, a maximum number of 5-night shifts per month could be recommended, however, future studies should further explore how best the shifts could be adjusted to improve their psychological capital.

Value. The present study contributes to the understanding of generational differences and the role of workload in psychological capital at work.

**860 - DO EMPLOYMENT CONTRACT AND WORK EXPERIENCE MODERATE THE RELATIONSHIPS
BETWEEN PSYCHOLOGICAL CAPITAL AND WORK SATISFACTION, TASK AND CONTEXTUAL
PERFORMANCE?**

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Abstract

Purpose. The study had a twofold aim: to extend the support for Psychological Capital (PsyCap) as higher-order construct from the relationships with Work Satisfaction (WS) and Task Performance (TP) to that with Contextual Performance (CP); and to explore the type of employment contract (temporary vs permanent) and the length of work experience (below vs above 6 years) as moderators in the PsyCap-WS, -TP, -CP relationships.

Design/Methodology. Within a cross-sectional design, 496 workers from the general Italian working population fulfilled a questionnaire. Data were analysed through Usefulness Analysis and Moderation Analysis using PROCESS.

Results. PsyCap explained more variance in WS, TP, CP over and above its subcomponents. Type of employment contract did not work as moderator; length of work experience moderated only the PsyCap-WS relation (stronger above 6 years).

Limitations. Cross-sectional design; overlooked variability within temporary contract forms; work experience limited to a 6-years span.

Research/Practical Implications. Practically, organizations are encouraged to foster the development of a high PsyCap level within their workforce as it is related to high WS, TP, CP without differences according to the form of employment contract and the length of work experience, except for the relationship with WS which is stronger in more experienced workers compared to those with less work experience. Theoretically, the support to PsyCap as higher-order construct is extended to CP as outcome.

Originality/Value. It is offered the first evidence of PsyCap as higher-order construct in relation to CP by means of Usefulness Analysis; new insights are provided into moderators of PsyCap.

**861 - THE MEDIATING ROLE OF CROSS CULTURAL ADJUSTMENT IN THE RELATIONSHIP BETWEEN
CULTURAL INTELLIGENCE AND JOB PERFORMANCE. A RESEARCH ON A SAMPLE OF EXPATRIATE
WORKERS**

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Purpose. In a context characterized by global mobility and flexibility, managing diversity is a key determinant of productivity. Since expatriates represent invaluable assets for companies, it is important to consider individual characteristics, such as cultural intelligence (i.e., the capability to function effectively within culturally diverse situations), which may influence their cross-cultural work adjustment and, therefore, their job performance. The present study aimed to explore whether cross-cultural adjustment would mediate the relationship between cultural intelligence and job performance.

Methodology. The *Cultural Intelligence Scale*, the *Expatriate Adjustment Scale*, and the *Expatriate Contextual/Managerial Performance Skills Scale* were administered to a sample of 151 expatriates working in an oil and gas industry. SEMs were conducted.

Results. The SEM in which the meta-cognitive dimension of cultural intelligence influenced expatriates' job performance through the (full) mediation of work-related cultural adjustment outperformed those which considered the other cultural intelligence dimensions ($\chi^2=52.40$, $p=.38$, RMSEA=.02, SRMR=.05, CFI=.99, TLI=.99). Meta-cognitive cultural intelligence was positively related to work adjustment which, in turn, facilitated expatriates' job performance.

Limitations. This study was cross-sectional and limited to a single organization. Future studies should overcome these limitations by adopting a longitudinal design and by collecting data in different contexts.

Practical Implications. Highly culturally intelligent individuals adjust and, then, perform better in new cultural environments. Multinationals should consider expatriates' cultural intelligence in recruiting and training practices, since it represents a key factor for organizational success.

Originality. This research contributes to the expatriate literature by acknowledging the influence of cultural intelligence on task performance through cultural adjustment.

**862 - THE INFLUENCE OF FAMILY AND SOCIAL FACTORS ON EXPATRIATES' PERFORMANCE: THE
MEDIATING EFFECT OF CROSS-CULTURAL ADJUSTMENT**

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Purpose. Human resources with international experiences represent invaluable assets in the current global marketplace, since they increase organizational competitiveness. The present study aimed to investigate whether cross-cultural adjustment may mediate the association between work-family conflict and job performance and whether social support may buffer the detrimental effects of work-family conflict on cross-cultural adjustment.

Methodology. The *Expatriate Adjustment Scale*, the *Expatriate Contextual/Managerial Performance Skills Scale*, the *Leiden Quality of Work Questionnaire*, and the *Work-Family Conflict and Family-Work Conflict Scales* were administered to a sample of 118 expatriates working in an oil and gas industry. SEMs were conducted.

Results. When expatriates perceived work-family conflict, they were less likely to successfully adjust to culturally different workplaces and to perform well, especially in presence of low ($\beta=-.02$, $p<.01$) and moderate (-.01, $p<.01$) support from their colleagues. This moderated mediation model (AIC= 5122.09) outperformed those which considered supervisor and family support as buffers (AIC= 5286.01; AIC= 5198.52, respectively).

Limitations. This cross-sectional study was limited to a single company. Future research should collect longitudinal data from different sources and settings.

Practical Implications. To facilitate a successful expatriates' integration, companies should involve their families in the expatriation process and promote positive relationships among colleagues.

Originality. This research contributes to the expatriate literature by identifying the protective role of colleagues' support against the impact of work-family conflict on cultural adjustment and, thus, performance.

**863 - HOPE FOR THE BEST, PLAN FOR THE WORST: EFFECTS OF A CONTROLLED INTERVENTION ON
IMPLEMENTATION INTENTIONS DURING THE EXAM PERIOD**

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⁽¹⁾

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The purpose of the study was to investigate whether an intervention aimed at enhancing self-control capabilities can be used for enhancing student well-being during the exam period. We used a popular approach in health psychology (i.e., implementation intentions).

Out of an initial sample of 122 volunteers, 107 students (mean age 21 years, 83% females) participated in an online intervention program, during the last two weeks of a four-week exam session. Participants offered daily input regarding their intentions and study progress, and underwent three major assessments (baseline N=107, intermediate – after one week N= 94, and final – at the end of the interventions N=86).

The students were randomly assigned to an active control condition (i.e., had to formulate intentions regarding their eating behaviors), or to one of the two experimental conditions. In one experimental group, students had to establish intention implementation plans for different obstacles they might encounter when trying to study. In the other experimental group, participants had to create intention implementation plans to follow a specific learning schedule. Outcome variables were state depletion, student engagement, and student burnout. When controlling for baseline levels of the outcome variables, we found significant differences between the three groups on state depletion ($\eta_p^2=.12$) and emotional exhaustion ($\eta_p^2=.08$). We did not find significant effects on academic engagement and cynicism.

Although the intervention was short, our study suggests that strategies for enhancing self-control can be useful in reducing fatigue complaints during highly demanding periods.

Keywords: intervention, stress, self-control, implementation intention

866 - RE-INSTANTIATING ABSENTEEISM THROUGH ORGANISATIONAL CONTEXT

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Increased insight to the multifaceted behaviour that is absenteeism has long been a foremost goal of absence theory development. Absenteeism management does not come with clear-cut resolutions but it is well recognized that developing coherent understandings into the context surrounding the absence behaviour is fundamental. The melting pot of current models of absenteeism is an amalgam of motivational structures, attitude-theories, and broadly empirical instances which attempt to yield a portrait of absence-taking. As these models are advanced and authenticated, they represent the conduit to absenteeism control and organisational management. However, what may be conceived of as the expectation for clean and tidy models that effectively encapsulate absenteeism, circumnavigate the untidy actuality of organizational context and within-person experience. Organisations are not closed, sealed entities that pursue rational pre-determined goals, context-free. There must be recognition that the elucidation of rich idiographic context makes possible the joining of data observations into the larger whole of theory. This research both captures and conceptualises the influences that determine individuals' sense making of absenteeism. By utilising within-person experiential data derived through Interpretative Phenomenological Analysis (IPA), insights into the gap between what is assumed about absenteeism and what is experienced are generated. The data underlines how participants' narratives instantiate absenteeism, and how participants shape, and are shaped by their relevant organisational context. Through the development of a novel heuristic continuum model of absenteeism, the data suggests powerful contextual influences where absenteeism has nuanced complexity and the exigency issues relevant to explaining how it is operationalised are indicated.

Key Words: absenteeism management, Interpretative Phenomenological Analysis,

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Purpose

The purpose of this diary study is to identify if proactive strategies addressing the accumulation of personal resources and the offer of interpersonal resources are a key to WLB in small business owners and their spouse. This sample is a vulnerable group when it comes to Work-life balance (WLB) since they evince unique demands (e.g., highly integrated roles) as well as facilitating factors (e.g., supply of spousal social support) in creating a satisfying WLB. Drawing on COR-Theory, we investigate in this interdependent dyadic system if WLB crafting strategies promote a higher satisfaction in WLB through more resource replenishing experiences at work and during leisure time.

Design

The study tracked 55 couples who completed daily surveys twice over five consecutive days. We assessed WLB crafting strategies, flow, recovery from work, and WLB at bedtime as well as the state of being recovered in the morning.

Results

Preliminary results of multilevel analyses will be presented such as supplied support from the significant other sets the stage for resource creation by addressing situational needs.

Limitations

Due to the sample characteristics in this study - mostly married, middle-aged couples in Germany - the generalizability of our findings may be limited.

Practical Implications

Our findings suggest strategies to enhance WLB, which may improve interventions in this field.

Value

This study contributes to occupational health research of small business owners. Further, it shed light on the creation of personal and shared resources to promote WLB in the interdependent system of owners and their spouses.

**872 - DEVELOPMENT AND VALIDATION OF THE COMMON GOOD PROVISION QUESTIONNAIRE
(CGP)**

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In aftermath of the most recent Global Financial Crisis, many governments are challenged with insecurity, economic instability, and ongoing turbulence which may undermine the collective welfare and the promotion of a more inclusive society. To assess different motives that lead people to give their contribution to the common good, we developed a new metric, the Common Good Provision scale (CGP). Items were generated from a preliminary qualitative study investigating meaning and representations on the common good and its provision. The psychometric properties of the scale were investigated on 469 participants (61.4% females, mean age = 35.5, sd = 13.5). Both exploratory and confirmatory factor analyses were performed. The final scale, which consists of 7 items, contains two dimensions: Accessibility (i.e., making the common good accessible to anyone and fulfilling people's basic needs) and Personal Gain (i.e., getting a return and personal advantage in exchange for one's contribution). In addition, we tested a model in relation to a specific form of contribution: the financial provision for the common good through paying taxes and making charitable donations. It was found that when the Accessibility motive prevails, people are more willing to pay taxes and make donations, whereas when the Personal Gain motive prevails, people are more likely to commit tax evasion and less willing to make monetary donations. Potentialities and further applications of the CGP scale to other contexts are discussed, in particular in relation to the promotion of people's wellbeing at both macro (i.e. societal) and micro (i.e. organizational) level.

874 - INTERSECTIONAL EXAMINATIONS OF AGE- AND GENDER-BASED STEREOTYPES AT WORK

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Purpose

Research has demonstrated the significant influence of both age and gender stereotypes on workplace interpersonal relations (Heilman & Eagly, 2008; Posthuma & Campion, 2009), but has yet to consider the influence of multiple identity group membership on the content of these stereotypes. We wished to see if age stereotypes differ for men and women, and if gender stereotypes differ across age groups.

Method

In two studies, U.S. psychology students completed an online survey developed from methods used by Finkelstein, Ryan, and King (2013). Our first study assessed age stereotypes (qualities and traits) while varying gender across conditions; the second assessed gender stereotypes while varying age across conditions.

Results

The open-ended data was coded using 1) a validated list of age trait codes, 2) a validated list of gender trait codes, and 3) warmth and competence dimensions. Comparisons will be presented against the control group within each study, and between comparable conditions across studies.

Limitations

Sample age limited other-stereotype content explored. The richness of the qualitative data is a strength, though complementary quantitative findings will lend more support for this work.

Implications & Value of Contribution

Though research adopting an intersectional view has flourished in social policy and sociology, organizational psychology has not fully incorporated this perspective in theory or practice. This work lays the foundation for future intersectional examinations of age and gender issues in the workplace, and implications will inform sophisticated diversity training toward a broader goal of inclusivity.

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879 - SJC – STUDENT JOB CRAFTING: AN INTERVENTION MODEL TO IMPROVE UNIVERSITY STUDENTS PERFORMANCE AND ENGAGEMENT THROUGH JOB CRAFTING ACTIVITIES

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Job Crafting is useful experience to model job and make it functional for personal needs and concerns. It makes performances and professional satisfaction better. There are few studies focused on student job crafting. Target of this research is to notice study-crafting and study-engagement experience in a group of 1900 engineering students from a politecnico of northwest Italy. An adaptarion of job crafting and job engagement questionnaire was made. Results shows a good factorial structure of the scales, coherent with literature, acceptable Cronbach alpha (all above .70) and significant relationships within sub-dimensions. From a descriptive point of view, 40% of the sample group shows that, during the preparation for the exams, difficulties with decreasing hindering job demands and increasing social job resources. A formative intervention to empower job crafting activities has been developed and the study crafting questionnaire are used to assess progress and give proper feedback to training participants.

**884 - EXPLORING THE POSITIVE INDIVIDUAL EXPERIENCE WITHIN VIRTUAL TEAMS:
UNDERSTANDING THE OUTCOMES OF PERCEIVED VALUE AND MOTIVATION**

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SFSU Workplace Technology Lab, Psychology, San Francisco, United States⁽¹⁾

Exploring the Positive Individual Experience within Virtual Teams: Understanding the Outcomes of Perceived Value and Motivation. Diana R. Sanchez, Adriana S. Y. Lee, Rene A. Vasquez, Dana P. Le, & Wesley H. Hale, Department of Psychology, San Francisco State University, 1600 Holloway Ave, San Francisco, CA 94132.

Due to the dynamic nature of work, organizations are increasingly moving towards team-based models within their company structure to accommodate the needs and demands of their customers (Bibu, et. al. 2013). One important factor for successful team interactions is the continued positive response team members have to the tasks and activities completed within the team during interaction times. Previous research has shown that when team members report favorable experiences, they perform more efficiently (Gabriel, et al. 2017).

This study investigated the relationship between psychological meaning, confidence in the activity, and engagement in the activity with the perceived value of the activity and the level of motivation participants experience after the activity. Using data collected from a previous study of 200 undergraduate students participating in a team-based virtual environment, we predicted that participants who experienced higher levels of psychological meaning, confidence in the activity, and engagement with the activity would also report higher levels of perceived value and motivation.

Consistent with previous research, our findings indicated higher levels of psychological meaning, confidence, and engagement were significantly correlated with higher levels of perceived value and motivation. Our results demonstrate team interactions that take individual dispositions into account may have positive effect on team-level outcomes.

Keywords: *psychological meaning, engagement, confidence level, perceived value, motivation, virtual team*

885 - THE ASSOCIATION BETWEEN SUBJECTIVE SOCIOECONOMIC STATUS AND PSYCHOLOGICAL WELL-BEING: ARE NONPROFIT WORKERS REALLY DIFFERENT?

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Purpose: The positive relationship between subjective socioeconomic status (SES) and psychological well-being (PWB) is well established (Adler et al., 2000), but has been sparsely studied among nonprofit workers. Interestingly, those employees would be more intrinsically motivated in their jobs and less driven by monetary rewards than employees from public or private sector (Benz, 2005; Melnik et al., 2013). Nevertheless, precarious working conditions appear as an important detractor of PWB for nonprofit workers (Laliberté & Tremblay, 2007). This study therefore aims to compare the relationship between SES and PWB among workers from nonprofit organizations and other types of organizations (TO).

Methodology: Employees from various sectors ($n = 794$) responded to an online questionnaire assessing their SES, PWB and TO. The moderating effect of TO (nonprofit organizations versus other types) on the association between SES and PWB was tested using the macro PROCESS (Hayes, 2018).

Results: Results indicated a marginally significant moderating effect of TO on the association between SES and PWB ($p = .0507$). The positive association between SES and PWB was stronger for employees from nonprofit organizations than for employees from other TO.

Limitations: Considering the marginally significant results, this study should be replicated to validate the moderating effect of TO in the association between SES and PWB.

Research implications: These results refute the assumption that nonprofit workers' well-being would be less affected by their SES.

Originality / value: To our knowledge, this study was the first to assess the relationship between SES and PWB of workers among nonprofit organizations and other TO.

888 - FACTORS INFLUENCING INTENTION TO LEAVE OF YOUNGER EMPLOYEES IN AN ACADEMIC INSTITUTION

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Research purpose: The majority of the current academic workforce is reaching its retirement age. It is therefore important to understand factors influencing younger academics to ensure sufficient information and skill transfer. The purpose of the study was to investigate factors influencing intention to leave of younger employees in an academic institution.

Research design, approach and method: Purposive sampling was utilised. The participants identified in the research were under the age of 35, in possession or in the process of obtaining a master's degree. Seventeen semi-structured interviews were conducted and transcribed, after which a thematic analysis was conducted.

Results: Main findings of the study reveal that employment practices, job satisfaction, work engagement and well-being are among leading reasons for the intention to leave of younger academics.

Limitations: Lack of supporting literature as the study focused on a specific age group and other academic institutions are not represented in the study.

Practical/managerial implications: Inform human resource management practices of academic institutions to reduce younger academics' intention to leave.

Contribution/value-add: The study adds value to institutions in terms of exploring factors that can result in younger academics leaving the profession and finding meaningful methods to encourage them to stay in these academic institutions.

893 - QUALITATIVE STUDY OF FATIGUE IN TECHNICIANS FROM TWO DIVERSE OFFSHORE WIND MAINTENANCE CREWS

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Purpose

The present research encompasses an opportunity to investigate psychological fatigue in the offshore wind industry (OSWI) and promote positive organisational behaviour for employee safety and wellbeing.

Poorly managed fatigue can compromise employee safety in the short term and negatively affect health and wellbeing in the longer term.

This is especially relevant in high risk working environments with work which encompasses multiple mental and physical strains such as the OSWI.

Method

The first stage of data collection will consist of interviews with two teams of technicians. Team 1 'live' on service operation vessels (SOVs) near to the turbines during a period of shifts (two weeks). Team 2 commute for each shift and are taken to and from turbines on a crew transfer vessel (CTV).

Aims:

1. Gain an understanding of how stressors give rise to fatigue and how fatigue affects technicians during a period of shifts.
2. Compare answers of teams 1 and 2 to determine whether shift and living arrangements moderate their experience of fatigue.

Results

Interviews will be qualitatively analysed using a thematic method (expected completion- February 2019).

Limitations

A small sample size and subjectivity of data may cause limitations. Follow-up studies are planned to address this.

Research/practical applications

This applied research will have a direct impact on a relatively new industry. It will be used to suggest necessary improvements for fatigue management.

Originality/value

This research is the first which examines fatigue in this setting.

895 - AGE, HEALTH AND WELLBEING: PROFESSIONAL DRIVERS

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Purpose

The implications of an ageing workforce are of concern across Europe. This is identified as a particular issue in the transport and logistics sector where health and safety performance is recognised as poor. This research investigates health impacts of working in the sector, and how driver age affects health.

Design

A two-phase qualitative study with professional drivers and managers. Phase 1 interviews in five medium to large transport companies were conducted with heavy goods vehicle (HGV) drivers over the age of fifty (n=14), and their managers (n=7). Data was analysed thematically. Phase 2 extends the research from HGV to light goods van (LGV) drivers.

Results

Drivers report high physical and mental demands, unsociable and long hours, lack of access to healthy food and long periods of sedentary work. Health consequences include stress, musculoskeletal disorders, tiredness and weight-related issues. Age is linked to increased issues with the physical elements of work, but improved coping with mental job demands.

Similarities and differences in the health and wellbeing needs of ageing HGV and LGV drivers will be identified and incorporated into network-led best practice guidelines.

Limitations

The research focuses on the transport and logistics sector meaning generalisability is limited.

Practical implications, Originality / value
A network of transport sector firms, industry representatives and unions has been created (Age, Health and Professional Drivers' Network <https://sites.manchester.ac.uk/ahpd/network/>). The research team is working with network members to produce industry led age and wellbeing best practice guidelines for dissemination across the sector.

896 - COGNITIVE ABILITIES AS PREDICTORS OF JOB CRAFTING – PRELIMINARY RESULTS

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Purpose

Job crafting (JC) captures what employees do to redesign their own jobs to foster job satisfaction and engagement (Wrzesniewski, Dutton, 2001, AMR). As crafting a job incorporates various cognitive processes of problem solving and reasoning (e.g. how to increase support from supervisor, how to make a job less repetitive), thus it seems reasonable to predict that cognitive abilities and JC should be related in such a way that more cognitively capable employees are better job crafters. Surprisingly the research on relationships between JC and cognitive abilities are spare, thus to fill this gap in literature we postulate that working memory capacity (WMC), as ability to store and process information in memory, and fluid intelligence (Gf), as ability to analyse novel problems, are positively related to job crafting.

Approach

To investigate the relationship between WMC, Gf and job crafting we create SEM model in which WMC and Gf predict job crafting, job crafting predicts job resources and job complexity and these two predict work engagement. To test our model we use data of 126 multi-occupational employees collected in online study.

Results

We have found that WMC, but not Gf, predicts job resources via increase in job crafting.

Limitations

This analysis is based on small sample, thus needs further replication.

Research Implications

Our findings might spur further debate on unexplored problem of a role of cognitive abilities in job crafting.

Originality

This study is one of the first attempts to test possible relationships between employees' cognitive abilities and job crafting.

**907 - THE EFFECT OF HAPTIC GLOVES WITH FORCE FEEDBACK ON THE LEARNING OF AN ASSEMBLY
TASK IN VIRTUAL REALITY: AN EXPERIMENTAL STUDY**

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Purpose: This paper presents a novel experimental setup in virtual reality (VR), using haptic gloves with force feedback to examine performance differences in an assembly task. Many assembly tasks in industry require sensorimotor skills that can only be performed reliably by humans. How humans learn these tasks and how their learning process can be improved with cyber-human technology are therefore interesting and important questions.

Methodology: Our participants' task was to assemble a real tractor clutch. We conducted three training treatments in a between-subjects design with 240 subjects. Before performing the assembly task, one group of subjects received traditional paper-based instructions, a second group received training in VR with standard controllers, and a third group was trained in VR with force feedback gloves.

Results: Preliminary results indicate significant differences in performance outcomes between the three groups, with VR training and standard controllers showing the highest performance.

Limitations: The technological development of haptic gloves is still in its early stages.

Research implications: The effects of haptic feedback on learning in VR are not fully understood. This research contributes new insights on how haptic force feedback improves human performance outcomes of training in VR.

Originality/ Value: Although touch is an important human sense for simulating real world experiences, there is a lack of experimental research examining the effect of tactile sensations in a VR environment. We contribute one of the first experiments with haptic force feedback gloves and their effect on human training in VR.

915 - DESIGN AND EVALUATION OF A TRAINING IN COACHING TOOLS FOR TEAM LEADERS IN HEALTH CARE

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Germany ⁽³⁾

Purpose: The aim of the study is to design and evaluate a training on coaching tools for leaders in health care organizations.

Methods: A review of the literature and a workshop with 17 experts of different areas, e.g. research, clinic, counsellors/coaches, were carried out to design the training programme. In the expert workshop the topics “content, condition for implementation, characteristics of coaches and methods for evaluation” were discussed in four subgroups and afterwards the results were presented in the plenary session. For the evaluation of the training programme a questionnaire was used at the end of the training.

Results: The training consists of two modules, which are carried out on two separate training days with eight weeks in-between. It was decided that any leader of a healthcare team could participate in the training. The training includes, among others: the role of a coach, team’s goal orientation, methods of systemic counselling and self- reflecting exercises. The process evaluation (N=35) showed positive results, e.g. the participants liked the training ($M=8.57$, $SD=1.44$) and would recommend the training ($M=8.43$, $SD= 1.53$) on a scale from 1 (does not apply at all) to 10 (fully applies).

Limitations: The evaluation is only a formative evaluation and based on a very small sample.

Research/ Practical Implications: The participants can implement internal coaching in their clinics. Further evaluation of conditions for the implementation and the improvements in teamwork by the training is necessary.

Originality/Value: It is a promising approach for implementing internal coaching in the health care setting.

925 - GET READY, PATH-GOAL THEORY IS BACK!

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Abstract

Leadership is one of the most important factors to create more inclusive organizations and society, and the million-dollar question of leadership science is ‘What kind of leader behaviors make a leader effective?’ Thus, the aim of this research is investigating the effectiveness of four leadership behaviors in terms of higher follower performance, using the path-goal theory.

The current research is expected to make contributions to both science and practice. First, three new follower outcomes, creative and innovative performance (CIP), adaptive performance (AP), organizational citizenship behaviors (OCB) will be examined. Thus, this study will be the first one studying these outcomes using the path-goal theory. Second, the mediating role of psychological safety on the relationship of four leadership behaviors to the above-mentioned follower outcomes will be examined. It will be the first to test psychological safety in the context of path-goal theory. Third, one task and one follower characteristic will be tested as contingencies determining the efficiency of four leadership behaviors. It is expected and ‘task structure’ and ‘core self-evaluation’ (CSE) will be the contingencies of this relationship. Lastly, it is expected that this approach to path-goal theory will be a practical and scientifically supported theory for practitioners.

To test the proposed model, the scales of leader behaviors, task structure, CSE, psychological safety, CIP, AP and OCB will be administered to employees from different occupations using Amazon’s MTurk platform. As limitation, all data will be provided from a single source.

Note: The research is on the data collection process, thus the results could not be reported. However, if the abstract is accepted, the data will be collected and analyzed until the congress date and all results will be presented in the congress.

926 - INDIVIDUAL CHARACTERISTICS AND CREATIVITY ACROSS DOMAINS.

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ABSTRACT

The relationship between artistic domains (such as music, painting, dancing, etc.) and creativity is not a novel idea, but researchers have yet to identify the exact relationship that exists. This study seeks to shed light on the relationship between artistic domains and creativity in regard to expertise, novel production, generalizability, and personality. The domains in question include music, visual arts, creative writing, dance, soccer, and softball/baseball.

For this study, participants from the Psychology Research Pool completed a survey that was made up of three components: a portion of the HEXACO-PI-R, a Biodata Questionnaire, and a creativity measure called the Alternative Uses Task (Guilford, 1967). For this task, participants were asked to come up with as many creative and practical uses for the item pictured within two minutes. Significant relationships were only found within the music domain. Music experience ($B = .401, p = .003$) and production of novel work ($B = .337, p = .014$) were found to predict the number of creative uses and that the interaction of music experience and openness to experience was the strongest predictor ($B = .464, p < .001$). Creative productivity was found to generalize across domains when correlating number of uses of an item within the music domain compared with number of uses outside the music domain ($r = .49, .68, p < .05$). These findings resolve ambiguity from related studies, demonstrating that experience, novel production, and personality, are key factors in creativity, and that creativity is not restricted to one medium.

928 - TEAM LEARNING AND LEADERSHIP

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Abstract

International operations have become one of the main tasks for the Swedish Armed Forces (SAF). The SAF and Swedish National Defence College organize annual international staff exercises with the purpose of training officers to carry out effective staff work. This study analyzed a staff exercise using Edmondson's team learning model in a military setting. The model was developed by including group cohesion. As defensive routines are a threat to team learning behavior, the possible presence of these was examined. The results indicate that team leader coaching is crucial to support all the variables in the model. The added variable of group cohesion contributed with insights on how the commander used task solving to create group cohesion. Some examples of defensive routines were also revealed but there seemed to be challenges in identifying such routines in this type of exercise setting.

Keywords

team learning, military staff exercises, context support, team leader coaching, cohesion, team psychological safety, team efficacy, team learning behavior

930 - AN ITALIAN VALIDATION OF THE JOB CRAFTING SCALE: A SHORT FORM

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Purpose. Research on job crafting is increasing nowadays. Job crafting has been studied in terms of a mediator variable useful to improve positive organizational behaviors, and it has crucial theoretical and practical implications.

Methodology. In order to facilitate its measurement in large surveys, in different settings, we aimed to develop a brief 12-item version, the Job Crafting Scale-Short Form (JCS-SF). This study presents the main psychometric properties of a brief JC scale based on JC scale developed by Tims and colleagues (2012).

Results. EFA results show support for the original Four factor solution. Results have been confirmed using CFA. The four subscales showed adequate reliability.

Limitations. A convenient sample was used. Most of the companies involved are small or medium, employees had similar sociodemographic characteristics which could limit the generalization of results. A further study limitation is the use of a cross-sectional research design that does not permit the establishment of definitive relations of causality between variables.

Research/Practical Implications.

Having a brief scale to measure JC behaviors will contribute to facilitate research in several organizational contexts.

Originality/Value

The brief scale could be used for researchers and practitioners in public and private organizational sectors; it also can be used to study well-being at work, in order to develop new strategies for human resources management.

931 - THE EFFECTS OF STRESS LEVEL, COPING STYLES AND BIG FIVE PERSONALITY TRAITS ON BLUE-COLLAR EMPLOYEES' COMMUNICATION SKILLS

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Content: Purpose: In the literature there are many studies about stress, coping styles and personality, but studies on the effects of these variables on communication skills are quite limited. Therefore, we aimed to study the effects of stress level, coping styles and personality traits on the communication skills.

Design: A cross-sectional survey was conducted with the blue-collar workers ($n = 181$), who served as the supervisor of public transportation in Istanbul (supervising bus drivers, meeting the needs of the passengers). Stress Symptoms Scale, Coping Style Scale and Big Five Personality Scale were used in the study.

Results: Communication skill was positively predicted by extraversion and agreeableness and negatively predicted by neuroticism when stress symptoms are control variable. Self-confident coping style partially moderate the relation between extraversion, agreeableness, neuroticism personality types and communication skill. On the other hand, helpless coping style partially moderate only the relation between neuroticism and communication skill.

Implications: In service sector, communication skill is an important performance criteria of all employees who are working for customer satisfaction. For this reason, in recruitment process it is beneficial to examine the predictors of communication skill which are personality and the styles of coping with stress. Besides the recruitment process it is also important for organizations to increase the work performance by organizing training on coping with stress.

Limitations: The cross-sectional structure of the study hinders causal inferences; therefore, longitudinal studies are needed.

Originality/Value: This study contributes to theoretical work on predictors of communication skill of blue collar employees.

936 - PERCEPTIONS OF ETHICAL MISCONDUCT SCALE DEVELOPMENT

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Purpose

With 47% of employees still observing ethical misconduct in the workplace, ethics cultures within organizations has not notably improved since 2000 (Ethics & Compliance Initiative, 2018). Therefore, this study sought to develop a scale for measuring perceptions of ethical misconduct in organizations.

Methodology

A total of 714 participants were recruited from Amazon's mechanical turk and undergraduates at a Midwestern U.S. university. A 60-item scale was developed based on the most frequently reported acts of ethical misconduct. Participants were asked to rate the ethicality of the 60 work-related behaviors using a 7-point Likert scale (1 = *Very Unethical* to 7 = *Very Ethical*). Participants also completed a self-report measure of counterproductive work behaviors.

Results

An exploratory factor analysis was conducted which identified four dimensions including: Deceit, Use of Drugs and Alcohol, Sexual Misconduct, and Theft. The survey was then reduced to 22 items. A confirmatory factor analysis will be conducted on a separate data set to confirm these dimensions.

Limitations

One limitation of this study is that a large portion of the sample was comprised of students, who may not have yet observed ethical misconduct in the workplace.

Research/Practical Limitations

This scale could help organizations better understand when and why employees engage or continue to engage in ethical misconduct, despite ethics training.

Originality/Value

Most scales that exist regarding ethics focus more on moral development or the ethical culture of an organization. This scale is unique because it measures *perceptions* of ethical misconduct.

939 - INVESTIGATING PERCEIVED STRESS, EMOTIONAL INTELLIGENCE AND PSYCHOLOGICAL WELL-BEING AMONG FIRST-YEAR NURSING STUDENTS

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Orientation: The constructs perceived stress, emotional intelligence and psychological well-being have been extensively researched throughout literature. Although these constructs have been researched within the health industry in general, the interest of this current research is in the population of first-year nursing students enrolled at a university institution.

Research purpose: The purpose of this research is to explore the relationship between the perceived stress and psychological well-being experienced by a sample of first-year nursing students based on different levels of emotional intelligence.

Motivation for the study: To gain more knowledge and a better understanding of the importance of the role emotional intelligence plays in the lives of first-year nursing students and its influence on their psychological well-being when having a certain perception of stress.

Research design, approach and method: A cross-sectional research approach was used, with a convenience sample ($N = 110$) of first-year nursing students enrolled for a program at a university in South Africa. Amos in this study is used for testing different levels of emotional intelligence, perceived stress and psychological well-being. Pearson's correlation coefficient is applied to test the relationships of these variables with one another.

Main findings: Relationships between perceived stress and psychological well-being and perceived stress and emotional intelligence were negative and significant. Furthermore, a positive relationship was found to exist between emotional intelligence and psychological well-being. It was found that students are more likely to experience low levels of perceived stress while demonstrating high emotional intelligence and vice versa. The results further indicated that high levels of emotional intelligence are more likely to be found in these students with high levels of psychological well-being and vice versa.

Practical/managerial implications: This study will make tertiary institutions aware of the impact emotional intelligence can have on the psychological well-being of first-year nursing students while experiencing perceived stress, and will also guide institutions to reduce stress and ensure psychological well-being.

Contribution/value-add: This research will contribute to the Industrial Psychology discipline to provide more scientific research in the healthcare industry of South Africa and even more so specifically in the nursing sector.

Keywords: Perceived stress, emotional intelligence, psychological well-being, first-year nursing students

942 - THE PERSONAL BRAND OF KNOWLEDGE WORKER AND ITS ASSOCIATIONS

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Purpose: The aim of the presentation is to analyse the power of the personal brand of knowledge workers and show its relation to the current and prospective employer brands.

Methodology: The research was conducted online on a group of 80 knowledge workers, using the author's own questionnaire for measuring a personal brand. It contained items regarding the physical and psychological characteristics, as well as the professional competence of respondents. The employer brand questionnaire containing five component dimensions.

Results: The analyses have led to the following conclusions: a) the personal brand of respondents is at a high and balanced level; b) the analyses based on the r-Pearson correlation have shown a positive relation between the personal brand and the present and prospective employer brands in all five dimensions studied but the significance of this correlation was different; c) there were no differences in the level of the personal brand due to gender, work experience, age and distance between home and workplace.

The Limitation of research were relatively small research sample and self-report method of measuring of the personal brand.

Research Implications: The research draws attention to the factors that are particularly valued by knowledge workers in an employer brand and give some guidelines for employers which want to attract and retain the high-class professionals .

Originality: This is one of the first scientific attempts to measure a personal brand and its associations. It uses the author's tool for measuring a personal brand with Cronbach's alpha (reliability) of 0.899.

**953 - SUPPORTIVE ORGANIZATIONAL CONTEXT FOR TEAMS: A STUDY OF CONSTRUCT
VALIDITY**

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Despite a call within scientific literature to take more into account contextual factors within team studies, very little research has systematically looked at their possible critical role, thus limiting organization's ability to provide contextual conditions that would foster team effectiveness. The Supportive Organizational Context for Teams (SOCT) construct well captures some of these factors (rewards, information, education and resource allocation). However, even if the internal consistency of the SOCT has been analyzed, its multidimensional representation has never been empirically tested. In the present study, we address these limitations through an assessment of the factor structure of a measure proposed by Wageman et al. (2005) and of its distinctive nature in relation to Perceived Organizational Support (POS).

Using a sample of 235 participants from multiple organizations within the province of Quebec and the newly developed Bifactor-ESEM framework, the present study supported the superiority of a higher-order model over a first-order model as well as the distinctiveness between SOCT and POS. It is, however, important to note that the current study relied on a convenience sample of French-Canadian workers which restricts the generalizability of the results.

The results of this empirical validation allow future studies to focus on getting a better understanding of the different forms of organizational support and their respective contribution in promoting team effectiveness. At a more practical level, this study demonstrates that organizations based on teams should keep in mind that a different kind of support might be necessary to support teams and to support individual team members.

955 - THE REVISED THEORETICAL MODEL OF UNIVERSITY EMPLOYEES' PSYCHOLOGICAL WELL-BEING

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Studies on university employees' psychological well-being are still fragmentary, i.e. analyse either cognitive or emotional components of well-being (life satisfaction, job satisfaction, various emotional states). Therefore there is a lack of a comprehensive model that would integrate different understandings of psychological well-being. The **purpose** of this paper is to present the revised theoretical model of university employees' psychological well-being.

Methodology. Firstly, based on theoretical analysis of scientific literature the theoretical model of university employees' psychological well-being was developed and introduced to academic community. After scientific discussion the model was revised.

Results. The revised model is integrating job demands (quantitative demands, work pace, emotional demands, role conflicts, sexual harassment, work-family conflict) which are related to biopsychosocial health of university employees (stress, professional burnout), and job resources (task, interpersonal and leadership resources) which are related to positive attitudes towards job and organization (job satisfaction, job engagement, organizational commitment). Personal resources of employees (occupational self-efficacy, optimism, professional identity, competence, autonomy, relatedness) are also included in the model as moderators.

Limitations. The proposed model is based on theory and experts' comments and lacks empirical verification.

Research/Practical Implications. University employees attract far less attention from researchers than other public or business sectors although their role in the development of a society is crucial.

Originality/Value. The presented model is an attempt to fill the gap in exploring the university employees' psychological well-being by integrating eudaimonic and hedonic understanding of this phenomenon (Self-Determination Theory, Job Demands-Resources Theory, etc) as well as including different work-related levels.

958 - COMMITMENT TO THE SUPERVISOR AND WORKGROUP: A META-ANALYSIS

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Purpose

Commitment is “a force that binds an individual to a course of action of relevance to one or more targets” (Meyer & Herscovitch, 2001, p. 301). Commitment to the organization has been extensively studied and the object of several meta-analyses. In the meantime, commitment to other targets – such as the supervisor and the workgroup – has received a growing attention during the last twenty years. Our objective is to perform a meta-analysis to synthesize the accumulated knowledge about commitment to the supervisor and workgroup. We consider the various forms of commitment (affective, normative and continuance) and the nomological net (i.e. antecedents, consequences and correlates) of these commitments.

Methodology

We conducted a literature search using several databases and reference lists of published articles. Each study was independently coded by two researchers. We followed Hunter and Schmidt’s (1990) recommendations to perform the analyses.

Results

Preliminary findings are congruent with social exchange theory and the target similarity model (Lavelle, Rupp, & Brockner, 2007). Antecedents pertaining to the supervisor (workgroup) predict commitment to the supervisor (workgroup), while commitment to the supervisor (workgroup) predicts outcomes related to the supervisor (workgroup).

Limitations

Because we synthesize original empirical studies, it leads to a loss of information making it difficult to analyze the results in a detailed and contextualized fashion.

Implications

Our findings highlight the importance of the supervisor and the workgroup as psychologically proximal foci of commitment (Reichers, 1985).

Originality

To our knowledge, this is the first meta-analysis on commitment to the supervisor and workgroup.

962 - JOB PERFORMANCE: A STUDY OF PERSONALITY AND SELF-EFFICACY AT WORK IN ARGENTINIAN EMPLOYEES

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⁽²⁾ - *UADE University, INSOD, Ciudad Autónoma de Buenos Aires, Argentina* ⁽³⁾

Purpose: The aim was to test the relationships among personality trait, self-efficacy at work, and job performance. A lineal multiple regression was carried out in order to analyse how personality trait and self-efficacy at work predict job performance.

Design/Methodology: In total, 219 employees from three occupational sectors (blue, pink, and white collar) (Female: 72%), Mean_{age} 35.30 years ($SD=11.07$) and Mean_{job-experience} 13.97 ($SD= 11.04$). Measures: Sociodemographic questionnaire, Personality Inventory NEO-FFI (Costa & McCrae, 1992), Self-efficacy at work Spanish version (Robalino & Musso, 2018) and Job Performance Scale Spanish version (Robalino & Musso, 2018). Stepwise regression analyses supported the hypothesis. **Results:** On one hand, a model involving conscientiousness ($\beta=.250$; $p< .001$), extraversion ($\beta=.265$; $p<.001$) and Task self-efficacy ($\beta=.350$; $p<.001$) predicts a 42% ($R^2_{adjusted}= .419$) of Task performance variance. On the other hand, a model including social self-efficacy ($\beta=.335$; $p< .001$), Emotional Self-efficacy to helps others ($\beta=.169$; $p<.01$), and agreeableness ($\beta=.169$; $p<.01$) predicts the 31% ($R^2_{adjusted}= .312$) of the contextual performance variance. Furthermore, a model with only two personality traits (extraversion, $\beta=.239$; $p<.001$; conscientiousness, $\beta=.231$; $p< .001$) and global self-efficacy at work ($\beta=.384$; $p< .001$) predicts 44% of total job performance variance ($R^2_{adjusted}= .442$). **Limitations:** Sample is relatively small and was collected by a non-probabilistic sampling technique. **Research/Practical Implications:** This study provides information on how personality traits in conjunction with self-regulation variables such as self-efficacy at work predict work performance. **Originality/Value:** Predicting job performance continues to be of interest to organizations, thus studying the variables that are involved is a contribution to knowledge.

963 - A COUNSELLING FRAMEWORK FOR INDUSTRIAL PSYCHOLOGY PRACTITIONERS

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Abstract

The industrial psychology practitioner provides short-term counselling in the workplace and should therefore be equipped to effectively address counselling situations that affect the employee. The general aim of this poster is to provide a conceptual paper of a counselling framework for the industrial psychology practitioner as a workplace counsellor. This study was motivated by foregoing research, which findings reported that industrial psychology practitioners were not adequately trained in counselling, multicultural techniques and approaches. A four phased framework following the metaphor of a tree is presented that could be used to train the industrial psychology student as a workplace counsellor.

964 - PITFALLS OR PROSPECTS OF WORK–LIFE PRACTICES? WORK–LIFE BACKLASH ON WOMEN CAREER

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Introduction: Albeit massive progress has been made in the workplace, women still face many work–life challenges. While an increasing amount of research shows work–life initiatives serve a purpose in highlighting the need for professional development, we also argue that family–friendly practices can also create perceptions of unfair treatments into organizational context among non–parents. Behaving counterstereotypically may lead to work intensification and perpetuate stereotypes, with the potential negative outcome of “work–life backlash” characterized by experience of poor well-being.

Aim: The purpose of this qualitative study was to explore the implications of work–life backlash for preserving stereotypes in the culture and the gender status quo.

Methodology: By using a qualitative approach, 15 female managers were interviewed to gain insights about their subjective experiences. The data analysis process was facilitated with the use of ATLAS.ti software.

Results: The fallout from backlash effects likely contribute to higher rate of women’s disaffection with their careers, which in turn may lead to increases in negative emotions. Because work–life backlash outcomes likely stem from prescriptive and implicit gender beliefs, women found themselves in double bind and perceive their work environment difficult to navigate.

Limitations: Caution must be applied when drawing conclusions from the results since participants are at different stages of their career.

Practical implications: Organizational culture should play a key role in building more diversity-friendly workplace.

Originality: Additional field in research is needed to shed light on the factors that reinforce work–life backlash effects in preserving cultural stereotypes.

965 - WORK STRESS, WORK-RELATED THOUGHTS, NEUROTICISM, DETACHMENT AND THEIR INFLUENCE ON WELL-BEING AND PERFORMANCE: A DIARY STUDY

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Purpose

The poster introduces the first Czech diary study in the field of I/O Psychology. It focuses on work stress, subsequent psychological detachment from work during leisure time and their effect on well-being and perceived work performance. The study also considers the influence of personality characteristics and negative/positive work-related thoughts, and tests their role as moderators and mediators of the above-mentioned relationships.

Design

225 employees from various Czech companies completed short online questionnaires twice a day for five consecutive work days.

Results

The preliminary results showed that neuroticism and agreeableness moderated the effect of occupational stress on well-being and perceived work performance. Detachment from work had a positive effect on the subsequent morning's well-being of people with a medium to high degree of neuroticism. The effect of psychological detachment on work performance and the moderation effect of positive/negative work-related thoughts were not found, nor was the direct effect of positive thoughts on well-being. However, the results indicated that negative thoughts mediate the negative effect of neuroticism on well-being.

Limitations

All the variables were measured using self-reports. The diary study provides only limited evidence on the causality of the relationships between the measured variables.

Implications

Detachment is not a universal mechanism for coping with work-related stress. It mainly helps employees with a high level of neuroticism.

Originality/Value

This study is the first to analyze the effect of detachment in the context of personality, work stress and performance. The design allowed us to consider causality by analyzing the influence of the day-to-day level of variability of independent variables.

Keywords: diary study, detachment, work stress, neuroticism, well-being, work performance

967 - CATCHING THE FAKERS: EXPLORING NEW METHODS TO IDENTIFY APPLICANT FAKING IN INTERVIEWS

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Purpose

Levashina and Campion (2006) developed a model of faking likeliness in interviews based on employees' capacity, willingness and opportunity to fake. Powell, Roulin and Bourdage (2018) showed the viability of designing questions using a S.T.A.R. format to investigate when applicants fake on interview questions (e.g., about a situation that happened versus the actions they took). This study explores if and how applicants fake on "honeypots" (i.e., questions about made-up knowledge) and faking-resistant questions (i.e., past-oriented questions including verifiable information).

Design/Methodology

Participants partook in a 12-question mock interview (three past-behavioral, three faking-resistant, three about real knowledge, and three "honeypots"). They were randomly assigned to one of two conditions: Participants in the honest condition tried to appear as qualified as possible without lying or misrepresenting their qualifications. Those in the faking condition tried to appear qualified but could exaggerate or lie.

Results

Preliminary findings suggest that participants in the faking (vs. honest) condition reported more faking for all question types. The difference between the honest and faking conditions was similar for the real knowledge questions and the "honeypots". It was also similar for the traditional past-behavior questions and faking-resistant questions.

Limitations

Limitations include using a student participant pool and only having four possible jobs.

Research/Practical Implications

Our preliminary results highlight the potential of "honeypots" to identify fakers in interviews, but show that faking-resistant questions might not reduce faking.

Originality/ Value

This study advances the very limited literature on faking detection in interviews by highlighting potential effective vs. less-effective questioning strategies.

968 - A SYSTEMATIC REVIEW ON FLEXIBILITY IN THE WORKPLACE AND OLDER WORKERS

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⁽²⁾

Abstract

Since the generation born between 1946 and 1964, known as the baby boomer, entered the retirement age, the question of the usefulness of flexible work arrangements (FWAs) as a way to keep older workers in the workplace while retaining their positive work outcomes (e.g., engagement, performance) at a good level has become pressing. The purpose of this paper is to systematically gather and analyze all academic journal articles on the topic of flexibility in the workplace and older workers. Three major online databases were systematically scanned for journal articles written directly on the topic. In doing so, database search criteria were strictly followed, studies were collected, and the PRISMA 2009 flow diagram was used for the selection process. The selection process went from searching for the relevant terms (gathered from a previous literature search), to screening each study individually, to selecting all the papers that directly discuss the topic, to appraising the quality of the selected papers by two prominent academics. This resulted in the selection of 16 articles for analysis.

Four categories have been identified: 1) the perceptions of flexible work arrangements (FWAs) in relation to older workers among employees and employers; 2) outcome variables such as engagement, performance, well-being, recruitment, and retention; 3) technology as it is a central component in promoting FWAs as an adoptable option; 4) organizational characteristics and how they come to play with FWAs and older workers.

In most studies, FWAs appeared to enhance engagement, performance, recruitment, retention, and organizational image. Moreover, even employees who have lower capabilities to succeed using FWAs can be trained to be significantly better.

**975 - A QUALITATIVE STUDY ON THE EXPERIENCES OF NURSES EMPLOYED IN PEDIATRIC
ONCOLOGY DEPARTMENTS: STRESS, AND BURNOUT**

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Pediatric Oncology Departments are substantially stressful places for the nurses to be employed as they take care of the children diagnosed with cancer and deal with their mournful parents. To understand their experiences we conducted a qualitative study on 12 pediatric oncology nurses working with children with leukemia through semi-structured in-depth interviews in İstanbul, Turkey. These interviews were tape-recorded and deciphered and analyzed by using a thematic-analysis approach. Three main and three subthemes were attained. The first theme of the interviews were related with the difficulties of working as a pediatric oncology nurse with subthemes like psychological difficulties working with children with cancer, working conditions, and problems with patients' parents. These themes showed that the nurses somehow attached with the children and experienced the fear of losing them as there is a risk of death. For working conditions they emphasized the work-load, working hours, working with shifts, dealing with chemotherapeutic drugs and difficulties of providing the drugs on time. They mentioned that most of the families with pain showed their anger and insurrection to them as they are the closest service providers. For the second main theme most of the nurses had chosen the profession with economic concerns, and it revealed that they had shared similar socio-economic backgrounds as students. The third theme was about the person-job fit showing that these nurses had common traits such as tolerance, patience, calmness, and responsibility. The interviews revealed that these nurses work in stressful conditions and experience burnout symptoms and sometimes they can be traumatized with the death of children.

Key Words: Pediatric Oncology Nurses, Experiences, Work-Load, Stress and Burnout

976 - LEADING IN AN AGILE WORLD – A DEVELOPMENT PROGRAM FOR SCRUM MASTERS

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Abstract

Purpose The introduction of the agile framework Scrum results in new roles within companies, e.g. Scrum Masters. Scrum Masters play a key role in the success of agile projects by supporting the Scrum teams in their role as servant leaders *and* agile experts. Nevertheless, there has been little research so far on what kind of competencies Scrum Masters need and how they can be further developed. Therefore, the purpose of the study is to create a personal development program for Scrum Masters based on a scientifically developed competency model.

Design/Methodology In accordance to the grounded theory (Glaser & Strauss, 2008), the competence model was developed in iterative loops and validated using a qualitative, multi-level approach. The study comprises seven phases including expert interviews ($n=17$), focus groups ($n=42$) and the observation of agile teams ($n=20$).

Results The results reveal that for a successful execution of the Scrum Master role ten core competencies are required: *facilitation, conflict resolution, agile coaching, training, agile mindset & methods, organizational learning, networking, coordination, self-mastery and business knowledge skills*. Furthermore, the results indicate that the widespread approach of leadership development programs as “one-size-fits-all” is not suitable for Scrum Masters. They should only be accompanied by certain offers and take it upon themselves to ensure their development.

Limitations The used methodological approach does not allow a generalization of the results. Moreover, the designed development program has not yet been evaluated.

Practical Implications The ten identified competencies can serve as a framework for a self- and an external assessment of Scrum Masters. Based on these results development opportunities can be determined.

Originality/Value Whereas several studies concerning the role of a Scrum Master have already been published, this is one of the first focusing on the required competencies and development options for this role.

**980 - EMOTIONS NATURALLY AND LABORIOUSLY EXPRESSED:
ANTECEDENTS, CONSEQUENCES, AND THE ROLE OF VALENCE**

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The emotion regulation literature has focused primarily on comparing the strategies of surface acting and deep acting, yet scholars have also noted the importance of considering naturally felt emotions as a means of achieving a desired emotional display. The nascent research that has focused on the display of naturally felt emotions has done so exclusively in positive display contexts, which has led to an emerging consensus that displays of naturally felt emotions are better for individuals' well-being and performance than displays cultivated through surface acting or deep acting. We challenge that consensus by examining the displays of both positive and negative emotions on an episodic basis, and we illuminate the factors that precipitate natural versus acted emotional displays. Results of a three-week experience-sampling study of 218 employees revealed that, within individuals, mood was associated with the natural display of positive emotion, promotion focus was associated with deep acting, and prevention focus was associated with surface acting. In positive display contexts, our results generally conformed to extant theory and research, such that displaying emotion naturally was "best" for individuals (in terms of effects on emotional exhaustion, job satisfaction, and work withdrawal), while surface acting was "worst." However, in negative contexts, these relationships reversed. Although a potential limitation of our study is that we collected our data through Mturk, our findings indicate that surface acting negative emotions is actually "good" for individuals, and regulatory focus can be used as a theoretical basis for understanding why individuals engage in emotion regulation.

982 - EXPLORING WELLNESS AMONG SALES AND MARKETING STAFF WITHIN A GLOBAL AUTOMOTIVE COMPANY

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Purpose: Wellness in the workplace is an important factor to explore as it holds benefits for the employee as well as the employer. The aim of this study was to explore wellness amongst sales and marketing staff in a global automotive company.

Design: A qualitative research design was utilized with a quota sample that consisted of 12 participants who function in the sales and marketing division of a global automotive company. Data was collected by conducting semi-structured interviews.

Results: Employees feel that their wellness in the workplace is being neglected. They reported that employers can do more to assist employees in obtaining a well-balanced well-being state. Their wellness definition consisted of occupational, physical and psychological wellness which, in terms of the workplace.

Limitations: Most of the participants were in junior or middle management positions. Therefor very few participants were in lower management levels. There was a lack of qualitative interviews with African females as they reported to be very busy and did not have time to meet with the researcher.

Practical implications: Employee wellness should receive more attention in the workplace as it contributes to the overall wellness strategies that the company implements. The company can have a more tailored approach in terms of wellness initiatives.

Value add: This study provides new knowledge with regards to how employees define wellness and what the possible wellness needs are of employees that function in high pace positions such as sales and marketing. Employee Wellness Programmes can be tailored according to the employee needs. By assisting employees in their overall well-being, organisations can achieve a state where employees function optimally while at the same time remaining 'well' by doing so.

984 - WILL ASSESSMENTS ON SMARTPHONES CONQUER THE WORLD? A STUDY TO EXAMINE STATUS QUO, OPTIMAL DESIGN AND EQUIVALENCE BETWEEN MOBILE AND NON-MOBILE DEVICES

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Purpose: Through the digital revolution, not only the way we live changes a lot. This is true for online assessments, too, which are no longer restricted to desktop computers. This poster presents the degree of mobile device usage for multiple online assessments. In addition, test scores for mobile first cognitive ability tests that were completed either on a mobile or non-mobile device are compared with regards to device equivalence.

Design/ methodology/ approach/ intervention: Data from recruitment processes was collected from 2016 to 2018. $N =$ over 15 million candidates completed the assessments on mobile or non-mobile devices. Mobile usage was tracked over the years and *t*-tests were applied to investigate differences in mean performance between different devices.

Results: The results reveal a rising number of test takers using mobile devices for online assessments. The *t*-tests reveal ambiguous results regarding the equivalence between mobile and non-mobile devices.

Limitations: The propensity score matching method was used to control for confounding variables. However, the formed statistical twins lead to smaller sample sizes and might distort the results.

Practical implications: The results of the study demonstrate the need to be prepared for the increasing administrations of assessments on mobile devices. To meet this challenge and to ensure equivalent results between mobile and non-mobile devices, building online assessments mobile first can be considered.

Originality/ value: While recent research started to investigate equivalence between mobile and non-mobile devices, this study is the first looking at what different device characteristics mean for designing assessments mobile first.

1002 - AN EXPLORATION OF POSITIVE SIDE EFFECTS OF COACHING

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Purpose: Recent research showed that coaching can exhibit unintended effects for clients. Whereas these unintended effects have been primarily investigated as negative side effects, little is known about positive side effects. To close this gap, this study explores positive side effects of coaching for clients. It also investigates the working alliance between clients and coaches as their potential antecedent.

Design: In a first step, 40 coaches reported which positive side effects have occurred in their coaching processes. Their answers built the basis for a categorization system. In the second step, 54 coaches evaluated which positive side effects have occurred and rated the working alliance to their client.

Results: Five categories of positive side effects emerged: psychological health, physical health, private life, communication skills, and work environment. Positive side effects of coaching on client's psychological health occurred most frequently. Working alliance was positively related to positive side effects for clients.

Limitations: This study surveyed coaches only. An investigation of the clients' perspectives would be beneficial to compare their perspectives.

Research/Practical Implications: This study introduces that coaching can exhibit positive side effects that are unintended but positive for clients. Coaches should establish a high quality working alliance to foster positive side effects.

Originality/Value: This study is the first to systematically explore positive side effects of coaching for clients. In the field of unintended consequences of coaching, it closes the gap towards the established negative side effects. Both a qualitative and quantitative design was used.

1008 - WHY DIDN'T THEY VOICE? METASTEREOTYPES AND VOICING MISTREATMENT

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Purpose. Research has examined the dynamic processes and relevant contextual and individual factors surrounding the decision whether to voice workplace mistreatment (e.g., Olson-Buchanan & Boswell, 2008). Although the importance of others' reactions has been identified in previous work, the role of others' *anticipated reactions* has not been examined. The concept of metastereotypes – what we believe another group thinks of our group (Vorauer, Main, & O'Connell, 1998) - provides a conceptual framework for our understanding of these anticipated reactions. We examine the content and valence of metastereotypes held by voicers and nonvoicers of sexual or racial harassment/discrimination in the workplace.

Methodology. Using established methods drawn from the age metastereotypes literature (Finkelstein, Ryan, & King, 2013), we developed a survey (open and closed ended questions) to measure business students' ($N>200$) experiences with harassment/discrimination and their metastereotypes of their self-identified group (voicers/non-voicers).

Results. Data will be reported that examine (a) whether there are shared metastereotypes about voicers/non-voicers, (b) the content and valence of these metastereotypes, and (c) whether the latter depends on their intersecting identity group(s).

Limitations. Sample is limited to young working adults in the United States, whose metastereotypes may not reflect the general population.

Implications. This foundation will be used for a stream of planned research to examine how metastereotypes shape decisions whether to voice mistreatment experienced in the workplace, with the ultimate goal of working toward a psychologically safer, inclusive workplace.

Originality. This is the first study to examine the role of others' metastereotypes in deciding whether to voice mistreatment.

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1014 - EFFECTIVENESS OF NEGOTIATION TRAININGS – A META-ANALYSIS

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Research Question. Companies spent billions of dollars on negotiation trainings of their employees to reach better results in negotiations – even though there is only very few systematic evidence on the effectiveness of negotiation trainings. Results of a first meta-analysis provide initial evidence for positive effects of negotiation trainings (ElShenawy, 2010). However, it remains unclear, which factors (e.g., training method) influence the effectiveness of negotiation trainings. This study examines the overall effectiveness of negotiation trainings. Moreover, training length, training content, and training methods are considered as moderating factors.

Research design. We use meta-analytic techniques to answer our research questions. We conducted an extensive electronic keyword search and screened more than 5,000 abstracts resulting in approximately 30 training studies that met our inclusion criteria. Coding of these studies is currently underway.

Results. Meta-analytic results for the effectiveness of negotiation trainings will be presented at the EAWOP congress.

Limitations. The findings of our meta-analysis are limited by the data available for analysis. Furthermore, publication bias can possibly be a problem.

Implications. First, the study will provide a general measure of the effectiveness of negotiation trainings. Second, it will advance our understanding of what makes negotiation trainings more or less effective by introducing and testing several moderators.

Originality/Value. The findings of this study lay the foundation for evidence-based negotiation trainings and may thereby help to improve the utility of negotiation trainings.

**1015 - PROCESS SCENARIO'S OF PLANNED CHANGE: A PRAGMATIC VIEW ON DESCRIBING,
EXPLAINING AND SHAPING COLLECTIVE BEHAVIORAL SWITCHES IN ORGANIZATIONS**

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ABSTRACT

Strange as it may sound, we do not yet know what alternative routes or pathways of planned change in organizations exist. As such, we do not know what change –effective or not – actually ‘looks like’ as a pattern over time. Of human patients recovering in hospital, critical parameters such as blood pressure, oxygen saturation or EEG’s are monitored in real time. Having deep knowledge of healthy and unhealthy life sign patterns, doctors know how the patient is doing and whether their interventions are working. We don’t have such critical ‘life signs’ for planned change, nor the knowledge of their patterns – but we should. Moreover, we need instruments and theory to measure/monitor and, ultimately, interpret them. In this paper we intend to make a first step by proposing that the ‘vital signal’ of a progressing planned change program is the extend to which a set of critical behavioral ‘switches’ or turnarounds are being completed. We forward a process typology of prototypical behavioral switch patterns and suggest a measurement instrument and an existing behavioral theory (Ajzen’s *Theory of Planned Behavior*) that can help interpret and support ongoing change in organizations.

**1030 - EMOTIONAL LABOR AS AN APICAL EXPRESSION OF ORGANIZATIONAL CITIZENSHIP IN THE
PUBLIC ADMINISTRATION**

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PURPOSE

Organizational Citizenship represents a constellation of non-formally prescribed altruistic, conscientious, civic, courteous and sportsmanship behaviors functional to the organization's goals. We propose to empower the characterization and application of this fuzzy behavioral constellation by combining OC with Emotional Labor (the employees' strategical emotional performances) and investigating the heuristic power of this original conceptual synergy in the Public Administration.

METHODOLOGY

Ninety-Two Italian ministerial officials were profiled on the five OC dimensions and through an annual series of structured telephone interviews and daily diaries, the most common patterns of their emotional expressiveness were investigated and matched with their OC profile. We focused on their discrete emotions (joy, serenity, happiness, enthusiasm, admiration, pride, disappointment, anger, boredom, sadness, fear, contempt, pleasure, wonder) analyzing antecedents and EL strategies of 4,062 "emotional events".

RESULTS

The five OC dimensions were associated with specific configurations of EL. For example, institutional commitment/pride, courtesy/admiration, sportsmanship/serenity, altruism/joy. These emerging patterns were useful for disambiguating, qualifying and better characterizing the behaviors typically related to the OC dimensions.

LIMITATIONS

"Surface acting" EL strategies were associated with superficial OC behaviors while "deep acting" ones were related with apical OC expressions, higher job satisfaction and commitment. Our explorative methodology did not allow us to define the causal relationship between EL strategies and OC.

PRATICAL IMPLICATIONS AND VALUE

The original emerging matches between OC and EL patterns may help to more accurately define, recognize, measure and promote non-formally prescribed functional behaviors in the Public Administration.

Furthermore, training employees on EL strategies could boost stronger OC.

**1032 - THE ROLE OF EMOTION REGULATION STRATEGIES FOR THE DETACHMENT FROM
WORK/AFFECTIVE RUMINATION – EXHAUSTION RELATIONSHIPS**

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University of Gothenburg, Psychology, Gothenburg, Sweden ⁽¹⁾

Purpose. To be able to refrain from job-related thoughts and activities during non-work time is important for health and well-being. It has been acknowledged that detachment do not simply occur but likely require self-regulatory effort. However, previous research has mainly attended to how work-characteristics or leisure activities contribute to detachment. The role of person characteristics has yet received limited attention. Using mediation analyses we explored the role of person characteristics, by investigating the complex interplay between emotion regulation strategies (reappraisal and suppression: processes used to shape emotional experiences and expressions) and detachment from work/affective rumination – on exhaustion.

Design. Data was collected with a web-based survey answered by participants from three human-service occupations in Sweden (teachers, psychologists, and ministers: n = 1 891).

Results. Reappraisal was beneficially, and suppression unfavorably, related to exhaustion. We found significant indirect effects of reappraisal and suppression on exhaustion – through detachment and affective rumination, respectively. Furthermore, we found significant indirect effects for detachment and affective rumination on exhaustion – through reappraisal and suppression, respectively.

Implications. Emotion regulation interventions/training may have beneficial effects for the detachment from work/affective rumination – exhaustion relationship.

Originality and Limitations. Our results illustrate the importance of attending to person characteristics in order to understand how detachment from work and affective work rumination relate to exhaustion. The present data is cross-sectional.

1037 - PROMOTION RECOMMENDATIONS OF ALL SIZES

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Categories: Employee Selection

Purpose: Weight discrimination has been shown to be a factor in the hiring decisions of employers (Agerstrom & Rooth, 2011), as well as in work assignment decisions and disciplinary actions within the workplace (Bellizzi & Hasty, 1998). The current study extends this research to promotional decision-making. In addition, little research has explored possible weight discrimination against very thin individuals. This study also predicted that participants would be more likely to recommend candidates based on the similarity-attraction theory (Powell & Butterfield, 2002).

Design/Methodology: Participants were 91 undergraduate and graduate students. Participants were presented with the personnel information and photos of four candidates (two men and two women) seeking a promotion. Two of the candidates were overweight, and two were thin. Participants completed surveys rating each candidate on relevant job skills, whether the candidate was qualified for the position, and ultimately ranked candidates based on qualifications.

Results: Using a two-way within-subjects ANOVA, no main effects were found for weight or gender, but an interaction was found such that overweight females and thin males received the lowest qualification ratings, as was expected. There was no evidence of similarity-attraction theory.

Limitations: Only Caucasian individuals were represented as promotional candidates and weight was manipulated by the photo.

Implications: By recognizing the role that weight discrimination plays in the workplace, employers can make efforts to reduce bias.

Originality/Value: The findings of this study add to the literature showing that weight discrimination can occur against both overweight and thin candidates.

1040 - WORK IDENTITY OF DIFFERENT GENERATIONS IN GENDER CONTEXT

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Author: Agnieszka Czerw

Purpose: Work identity seems to be one of the most important identity areas in an adult human (Kirpall, 2004). Work identity has the same processes as the organization of a general identity: commitment, exploration in depth and reconsideration of commitment (Crocetti, Rubini, Meeus, 2008). These processes may be related to age (development process) or a cohort effect. The aim of the presented study is to 1) check whether representatives of different generations (Baby boomers, X, Y and Z) differ in the intensity of processes of formation of work identity, 2) whether gender is important for these processes within the generation.

Methodology: the study was conducted on a representative sample of working Poles (N = 747). Work identity was diagnosed with WMiCS (Karaś, Cieciuch, 2015). Subjects were divided into 4 groups representing generations: Baby Boomers (N = 254), X (N = 174), Y (N = 161) and Z (N = 158).

Results: Intergenerational differences in the work identity formation processes: commitment and reconsideration of commitment. However, taking into account gender, there were more differences in the identity processes in groups of women from different generations than in men.

Limitations: Prevalence of respondents with secondary and higher education, small generational groups

Research Implications: Starting point for longitudinal studies related to the formation of work identity as a development process depending on the subject and situational characteristics of the employee.

Value: Knowledge about intergenerational differences in the shaping of work identity and the diversity of processes of shaping work identity due to gender.

**1044 - INVESTING IN AND RECOVERING FROM WORK: EFFECTS ON EMPLOYEES' HEALTH
THROUGH WORKAHOLISM AND WORK ENGAGEMENT**

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Purpose: Workaholism and work engagement are two forms of heavy work investment, involving different consequences on employees' life. Nevertheless, research has highlighted an overlapping zone between workaholism and work engagement, due to confounding findings about their relation and features they seem to have in common. Recovery—the process that allows employees to replenish individual resources after an effort—could be a critical construct in order to distinguish workaholic and engaged workers. This study aims therefore to consider the capacity to recover as influencing variable on workaholism and work engagement, respectively, and, further, it aims to observe what they, in turn, entail on perceived health.

Design/Methodology: This study is based on a cross-sectional design. 265 employees filled in an online questionnaire assessing recovery, workaholism, work engagement, and general health. Data were analyzed through structural equation modeling method.

Results: Recovery significantly and negatively predicts workaholism, but it shows no relation with work engagement. Workaholism and work engagement significantly predict individual perceived health in negative and positive direction, respectively.

Limitations: The conclusions advanced are limited by the use of self-report measures, cross-sectional design, and a rather small sample size.

Practical Implications: HR managers should pay attention to organizational practices protecting employees' recovery from efforts made at work, since it can prevent health impairments caused by extreme, workaholic approaches to work.

Originality/Value: The current study investigates recovery by considering its possible influence simultaneously on workaholism and work engagement.

1048 - THE PSYCHOLOGY OF CHANGE IN HEALTHCARE AND ITS IMPLICATIONS FOR PATIENT EXPERIENCE

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Purpose. To test an evidence-based organisational change approach in Australian hospitals and its effect on patient experience. The approach proposed supports healthcare leaders to turn change theory into practice.

Method. A quantitative, longitudinal design is being used. Pre and post surveys are being delivered to assess change activities. Moderation analysis will be used to assess the interaction between the various aspects of the change approach used to improve clinical practices and their effect on patient experience. The design will strengthen to the moderation effects to allow for causal assumptions to be made. Participants are NSW Health Australian employees involved in an organisational-wide change project.

Results. The study is in progress and final results and implications will be presented at the conference.

Limitations. The study is limited to Australian healthcare organisations and may not generalise to other contexts. There is another potential limitation regarding attrition at the second survey. To maximise response rates, local survey champions will support participants and share reminders.

Research/Practical Implications. Extends the literature on organisational change impact on patient experience. The outcomes of this study will help leaders manage change and its effect on patients.

Value. Healthcare systems are complex and it is challenging to ensure reliability in patient care. In an already complex environment, organisational change has the potential to create systemic disorder if not managed well. This study initiates an evidence base for a change approach applicable to other healthcare change initiatives that reinforces positive patient and staff experience.

Primary researcher and presenter: Sarah Fischer, PhD candidate at Deakin University, Australia

1051 - OFF-THE-SHELF GAMES AND MULTIPLE-CHOICE ASSESSMENTS: A MULTI-STUDY

COMPARISON

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Abstract

Purpose: Recent applications of game-based methods in the workplace have included off-the-shelf games (i.e., stock games for immediate availability without customization). These applications have sometimes used games for purposes other than what they were designed for (e.g., entertainment games used to assess an employee in a specific area or skill). Thus, it is important to determine how off-the-shelf games relate to traditional assessment methods. The purpose of this paper was to compare off-the-shelf game-based assessments (GBA) to traditional assessments (i.e., multiple-choice tests) to determine the convergence between the two methods.

Design: In a series of three studies we compared scores participants received while playing an off-the-shelf game with scores received from a traditional, multiple-choice assessment on the same content. These games varied in content but were all relevant to the workplace (e.g., specialized roles on a ship, surgical knowledge).

Results: Findings showed promising results for the use of off-the-shelf games for assessment purposes. We will present findings and a full discussion on the types of knowledge that were assessed (e.g., declarative, procedural), variations in scoring method that were applied (e.g., evaluating mistakes, time taken), and recommendations for future research.

Limitation: Used primarily student samples, provided limited feedback for participants to review mistakes, and have limited generalizability of results.

Implications: Findings suggest off-the-shelf games have potential for applications in workplace assessment.

Value: This research contributes to a deeper understanding of the relationship between off-the-shelf games and traditional assessments.

1057 - DOES DIVERSITY IN TEAM MEMBERS' AGREEABLENESS BENEFIT CREATIVE TEAMS?

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Our aim is to examine the hitherto untested assumption that diversity in team member agreeableness leads to optimal functioning of creative teams, such that members of low agreeableness would provide their team with divergent perspectives through dissent while members of high agreeableness would buffer such task conflict roused from harming their team's collegiality. As such, we assessed the impact of such diversity on both team creativity and satisfaction, via levels of task conflict and relationship conflict experienced.

279 participants from a large Singapore university were randomly assigned to teams of three. Participants completed the Big-Five Inventory personality measure before engaging in a team idea generation task. Independent judges provided creativity ratings for the ideas generated by each team. Participants then indicated the extent to which their teams experienced task and relationship conflict and provided their satisfaction rating with regards to working with one another.

Path analysis conducted via MPlus revealed that diversity in agreeableness predicted increased levels of task and relationship conflict experienced, which, in turn, predicted decreased team creativity and satisfaction respectively. Results held even when mean agreeableness and the means and dispersions of all other personality factors were accounted for.

Our findings indicate that rather than complementing each other, team members with differing agreeableness were discordant till the extent that both team creativity and satisfaction were significantly undermined. This questions the longstanding assumption that such diversity is beneficial for creative teams and suggests that team managers may be better off reducing, as opposed to encouraging, such diversity instead.

1058 - EVALUATION OF FIREFIGHTER DEVELOPMENT – VALIDATION OF A FEEDBACK INSTRUMENT FOR BASIC TRAININGS

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Purpose

To promote quick and reliable work of fire brigades, high quality firefighter trainings are indispensable. While there is an instrument to evaluate the quality of firefighter leadership trainings, there is no such instrument for basic firefighter trainings. To bridge this gap, we developed and validated the FIRE-G questionnaire.

Design/Methodology/Approach/Intervention

The FIRE-G was adapted from the FIRE scale for firefighter leaders (Schulte & Thielsch, 2018) and analysed via exploratory factor analyses ($N = 257$). Then, the factorial structure was tested by confirmatory factor analyses based on a web-based study with $N = 421$ firefighters. Additional validation criteria were asked.

Results

The FIRE-G consists of 30 items on six scales (structure & didactics, support & encouragement, group, practice, materials & facilities, competence). Confirmatory factor analyses supported the expected factor structure. Reliabilities reached sufficient to good levels. Providing evidence for construct validity, we found positive associations with corresponding scales of existing evaluation instruments and no or slight associations of the FIRE-G scales with the trainees' mood, level of education and experience. Besides, all scales predicted participants' overall satisfaction and their learning success, indicating criterion validity.

Practical Implications

The FIRE-G can be judged as a reliable and valid evaluation instrument that is easy to apply.

Limitations

The scale was tested in Germany, thus further research on other language versions is highly welcome.

Originality/Value

The FIRE-G can be used to assess the quality of basic firefighter trainings as well as to identify possible potentials for improvement.

1063 - TRADE UNIONS IN NEO-LIBERAL TIMES: DISCOURSE VARIATIONS ON EMERGING IDENTITIES

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This contribute focuses on how trade unions are redefining their organisational identity to respond to the neoliberal changes that have affected the labour market, mainly as a result of the Global Financial Crisis of 2008. Such changes brought about a profound crisis of representation among the workers in various sectors. Trade unions have had to redesign their identities to meet new demands from the workers. Based on 30 interviews with unionists from one of Italy's major unions, the study identifies four discursive variations and as many potential evolutions in the identity of trade unions. The respective positionings generated by these four discourses for the union its members are examined. The study also highlights certain contradictions in these discursive variations, which may either encourage a redefinition of the union's strategic objectives or, on the contrary, act as regulating mechanism that hampers change.

1070 - KEEP A COOL HEAD AND A WARM HEART: THE MODERATING ROLE OF LEADER GENDER AND EMOTIONAL LABOR STRATEGY IN FOLLOWER REACTION TO LEADER EMOTION EXPRESSION

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Université Côte d'Azur, Psychology, Nice, France ⁽¹⁾

Purpose

Workers use emotional Labor (EL) to express emotions aligned with the demands of their work roles. Although researchers have mostly studied the individual consequences of EL (Mesmer-Magnus et al., 2012), some research has shown that leader EL can influence followers (Humphrey et al., 2008). Given that gender stereotypes (1) can modify followers' perceptions of leaders' emotional displays (Brescoll & Uhlmann, 2008) and (2) seem to influence how emotional display strategies are perceived (Hess et al., 2016), our study seeks to determine whether leader gender and EL strategy moderate the relationship between leader emotional expression and follower's perceptions of leader effectiveness. Thus, we hypothesize that female leaders will be perceived as more authentic and trustworthy, and less efficient than male leaders. These relationships should differ according to the expressed emotion and EL strategy.

Design/Methodology

Participants read a fictitious interview where a manager (male or female) explained the strategy (surface acting, deep acting, or no acting) he/she used when the work role requires communicating an emotion (anger, sadness, joy, or neutral). Participants then rated the extent to which they trusted the managers and perceived them as efficient and authentic.

Results

We expect results in line with our hypotheses.

Research implications

This study contributes to the development of research on gender stereotypes in organizational contexts by extending the literature on gender stereotyping of emotions to that of gender stereotypes of EL.

Originality/Value

To our knowledge, this is the first study to examine the role of gender on followers' perceptions of leader EL.

1072 - USING TEXT MINING TO UNCOVER AND UNDERSTAND WHAT EMPLOYEES DO

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Purpose: Although work has changed over the past decades, detailed studies on what employees do in these changing jobs are lagging behind. Job analysis is used to uncover and understand what employees do, however, current developments challenge the underlying assumptions about the standardization and stability of jobs. Methods such as text mining could provide a viable means of addressing these issues.

Design: In a survey among nurses we compare two task lists, one collected by means of a task inventory and the other by means of automatically extracting and analysing online vacancies through text mining.

Results: Text mining complements rather than substitutes job analysis methods. The text mining method extracted tasks with a lower level of detail and more contextualized tasks from a larger sample of jobs, whereas the task inventory yielded more detailed and mundane tasks. In addition, not all tasks were equally related to employees' job satisfaction, work overload, and emotional exhaustion, making it worthwhile to include task data in studies on employee well-being.

Limitations: Our comparison between a task inventory and text mining method is limited to online vacancies, which despite clear advantages sometimes are of questionable quality.

Research/practical implications: Insights on how individual tasks explain variance in employee well-being inform researchers and practitioners alike about how work could best be organized to facilitate employee well-being.

Originality: We add a new method that exploits the recognized potential of alternative (big) data sources to the job analysis literature which could help solve some of its issues.

1083 - SUBORDINATE PERSONALITY AND LEADER AFFECT AS DETERMINANTS OF INTERPERSONAL AND INFORMATIONAL JUSTICE

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Abstract

Purpose: Drawing on LMX theory (Graen & Uhl-Bien, 1991), we examined links between a subordinate's personality (i.e., conscientiousness, proactive personality, positive and negative affectivity, emotional intelligence) and leaders' affect and justice behaviour toward the subordinate. We used new behavioural scales of interpersonal and informational justice to understand leader actions.

Methodology: In a between-subjects experiment with a sample of employed leaders ($N=148$), participants were randomly assigned to consider the employee they like either (a) the most or (b) the least (reflecting leader affect). Leaders then rated the employee's personality, and indicated the extent to which they engage in behaviours reflecting interpersonal and informational justice.

Results: t tests showed differences in all employee personality traits measured as well as interpersonal but not informational justice, as a function of experimental condition (leader affect). Collapsing across experimental conditions, proactive personality uniquely predicted interpersonal justice and positive and negative affectivity uniquely predicted informational justice.

Limitations: All scales were completed by leaders, raising concerns about common method variance. Social desirability may also have reduced variance of reported justice behaviours.

Research and Practical Implications: Our research contributes to the LMX and justice literatures by demonstrating that employee personality, especially proactive personality and positive and negative affectivity, may impact fairness directed at specific employees by leaders.

Originality/Value: The majority of research investigating antecedents to leader interpersonal justice has relied on perception-based (e.g., judgments of respect) rather than behaviour-based measures. Our research contributes to understanding variability in specific justice actions taken by leaders as a function of employee personality.

1086 - IS THE SWEDISH GENDER-NEUTRAL PRONOUN ‘HEN’ TRULY NEUTRAL? EVIDENCE FROM EYE MOVEMENTS

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Purpose: Occupational titles activate gender stereotypes and male biases. In reading, gender stereotypical occupational role nouns (e.g. ‘nurse’) followed by a pronoun of incongruent gender ('he') leads to changes in reading behaviour such as longer fixations and refixations (Kennison & Trofe, 2003). Such changes indicate that gender stereotypes can influence who we think we are reading about. In Swedish, the gender-neutral pronoun ‘hen’ was recently implemented to reduce gender stereotyping and male bias. This study tests how ‘hen’ affects reading behavior, and whether there is an interaction with the gender of the noun’s stereotype (female/male), and the type of noun (occupational title or gendered role title).

Design: We used an eye-tracking experiment ($n = 109$) with a 2 (Role noun: occupational/definitional) \times 2 (Role gender: masculine/feminine) \times 2 (Pronoun: congruent/hen) within-participants design.

Results: We found that ‘hen’ decreased reading speed in comparison with congruent pronouns. We found no difference in reading speed when ‘hen’ followed feminine or masculine role nouns. Furthermore, there was no difference in reading when encountering ‘hen’ after stereotypical occupational role nouns or gendered role nouns.

Practical implications: When writing or describing occupations, ‘hen’ may be able to delay gender stereotype activation. Importantly, ‘hen’ does not activate the male bias that is often found for other neutral words.

Limitations: This study used reading behavior to investigate male bias and stereotype activation. How ‘hen’ affects reading in real-world settings should also be examined.

Originality/Value: The use of eye-tracking to investigate the details of gender extraction from occupational titles.

1087 - THE IMPACT OF DAILY EMOTIONAL LABOR ON HEALTH AND WELL-BEING

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Purpose

The current study employs a daily diary design to examine how emotional work requirements are related to emotional labor and how emotional labor might impact individuals on a daily basis. Specifically, we address how emotional labor on a given day relates to physical health and psychological well-being on that same day. We further explore how daily emotional labor over time may be related to global perceptions of burnout.

Design/Methodology

Participants were 43 employees at a small website development company. Participants completed a survey regarding their perceptions of their emotional work requirements. Participants then responded to a survey at the end of their workday for ten consecutive working days that assessed emotional labor, physical health, and their psychological well-being for that day. Finally, a week later participants indicated the extent they felt burned out from their jobs.

Results

Results indicated that daily emotional labor was significantly negatively related to daily psychological well-being, but not to daily physical health. In addition, after aggregating emotional labor across days, results revealed a significant positive relationship between emotional labor and burnout.

Limitations

Our study is limited by our use of self-report measures and the fact that our data remain correlational and therefore do not allow us to make causal inferences.

Research/Practical Implications

Organizations requiring emotional displays should beware of the negative side effects of emotional labor.

Originality/Value

Unlike this study, most research that has examined emotional labor and psychological and physical outcomes has been cross-sectional.

1093 - A MULTILEVEL PERSPECTIVE ON CITIZENSHIP BEHAVIOR MOTIVES

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Purpose:

This theoretical piece adopts a multilevel perspective to examine the probability of engaging in citizenship behavior, and the motives behind such behavior, as different levels within the organization and individual interact.

Approach:

Both individual differences and situational contexts are integrated, whereby macro and micro levels interact to predict the motive and subsequent behaviour. Centered around the trait activation theory, the macro level variables that are examined here are organizational politics, leadership, and performance appraisals. The micro level variables that are outlined in this paradigm are personality and resource allocation. In outlining this paradigm, this piece expands on the literature regarding the motives (Good Soldier or Good Actor) behind citizenship behavior, and how impression management can be integrally related to these seemingly prosocial behaviours. Furthermore, a temporal component is implemented in this paradigm, as it is predicted that these interactions between the macro and micro levels vary in strength over the course of performance evaluations.

Originality/Value:

Overall, the current piece aids in the recognition of the characteristics of the workplace and individuals that cultivate Good Actor motives. It is suggested that these qualities should be reined in, while also encouraging the aspects of a workplace that foster Good Soldier motivated OCB, for the long-term betterment of the organization. It is encouraged that others broaden this framework to include other important variables, both on the macro and micro level, and to consider the dynamic complexity behind citizenship behavior and its motives.

**1097 - COOPERATIVE VS. UNCOOPERATIVE BEHAVIORS IN WORKING TEAMS - A QUESTION OF
RELATIONAL PREFERENCES AND PERSON-TEAM-FIT?**

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Purpose

When people work together in teams, they have rules and norms about how to share resources or when to help each other. At best, the teams' rules and norms are in line with team members' preferences; but what if team members have to act against their fundamental preferences when working with each other? Relational Models Theory (Fiske, 1992) posits four elemental relational models (RMs), which people use to regulate their social relationships. These RMs are used to plan, interpret, understand, remember, anticipate and evaluate our own and other's actions (e.g., our teammates'). We examined how a fit between the relational models an individual perceives and the relational models an individual would prefer in his or her team ("RM-Fit") is related to group identification and relationship conflicts, and whether are these in turn related to (un-)cooperative behaviors towards other team members.

Design

We conducted a field study with n=90 individuals. We calculated the RM-Fit (discrepancy between preferred and perceived RM) and tested our mediation hypotheses using bootstrapping methodology.

Results

First, we found significant indirect effects between RM-Fit and cooperative behaviors (helping, knowledge sharing) mediated via group identification. Second, we found significant indirect effects between RM-Fit and uncooperative behaviors (knowledge hiding) mediated by relationship conflict.

Limitations

Due to its cross-sectional design our study doesn't allow causal conclusions.

Research/Practical Implications

Our study shows the importance of a person-team fit regarding relational models for (un-)cooperative behaviors in teams.

Originality/Value

Our study enriches research on person-team-fit by focusing on elemental aspects of relationship regulation.

1099 - UTILIZING AGENT BASED MODELING IN TEAM RESEARCH: SIMULATING TEAM MENTAL MODELS OF EXPERTISE LOCATION

Anna-Sophie Ulfert ⁽¹⁾ - Lukas Reuter ⁽¹⁾ - Conny Antoni ⁽¹⁾ - Jan Ole Berndt ⁽¹⁾ - Ingo J. Timm ⁽¹⁾ - Thomas Ellwart ⁽¹⁾

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Theorists have described the benefits of using agent based modeling (ABM) in psychology (e.g. Jackson, Rand, Lewis, Norton, & Gray, 2017Smith & Collins, 2009). These include, but are not limited to, (a) studying emergence of behavior, including its complex and dynamic underlying processes, (b) comparing competing theories concerning a particular effect, and (c) iteratively changing components for validating the model. When using ABM, different approaches can be applied (e.g. simulating a theoretical model), offering different benefits as well as limitations.

The goal of the present study is twofold. First, it is to systematically compare and evaluate different uses of ABM in team research and to characterize benefits and limitations of the different approaches. Second, we exemplify how ABM can be integrated in the research process by reconstructing experimental studies in ABM. It can for instance be utilized to extend a preexisting experimental study by changing parameters such as sample or team size or duration of interaction.

In the present study we used ABM to reconstruct a published team study in order to investigate the comparative effects of combinations of team members with high meta-knowledge of expertise location and low meta-knowledge on team performance. Furthermore, new simulations were run to simulate the effects when comparing larger groups over an extended period of time. The simulation offers similar results as the original study.

Comparability of ABM and empirical results as well as future directions of ABM use in team research are discussed.

1100 - A CROSS-NATIONAL INVESTIGATION ON MEASUREMENT INVARIANCE OF DIGITAL ADOPTION

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Purpose

For todays' organizations user adoption in the context of digitalization is a multinational endeavor. A deeper understanding of cultural influences on the success of digitalization projects is required. An important aspect of investigating cultural influences on digital adoption is analyzing measurement invariance (MI) across nations. Recent methodological developments promise to enrich classical approaches to examine MI. This study applies classical and recent approaches to assess MI across nations and compares their results.

Design/Methodology/Approach/Intervention

Data on a digital adoption were gathered in a multinational company from 2.105 employees in five countries (India, Philippines, China, Denmark, USA). Multi-group confirmatory factor analysis (MGCFA) was used as classical approach to examine MI. Additionally, the recently developed alignment method was employed, as it is supposed to be more flexible and detailed regarding item-specific performance.

Results

MGCFA supports metric invariance of measures across nations. Overall, results of the alignment method are comparable to the MGCFA results. Additionally, the alignment method points to specific items as sources of (scalar) invariance.

Limitations

Data of only five countries were used, yet they cover three continents. Future studies should include more countries to ensure generalizability of findings.

Research/Practical Implications

Rigorous development of the measures is a prerequisite for MI in assessing digital adoption. In establishing MI, the alignment method provides valuable item-specific information in addition to the MGCFA.

Originality/Value

Until now, applications of the alignment method are rare. This study illustrates how the use of alignment can enrich conventional methods for assessing MI.

1105 - HUMAN, ROBOT OR ANIMAL ? DETERMINANTS AND OUTCOMES OF ORGANIZATIONAL DEHUMANIZATION.

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Purpose. Organizational dehumanization refers to employees' perceptions that their organization treats them like less than a full human being but rather as an object/tool (mechanistic) or as an animal/child (animalistic). Recent studies have focused mainly on the mechanistic form of organizational dehumanization. However, it has been suggested that the animalistic form might also be present in organizational settings. That is why, in this exploratory study, we sought to investigate the distinction between the two forms of dehumanization and their association with different antecedents and consequences.

Design/methodology. 732 employees from a variety of jobs and organizations participated in this study.

Results. Path analyses showed that, while workload is only associated with mechanistic dehumanization and informational justice with the animalistic form, antecedents such as supervisor support, participation in decision-making and interpersonal justice were associated with both forms of dehumanization. Whereas stress and affective commitment were found to be related to both forms, work-family conflict and turnover intentions were only influenced by the mechanistic form and in-role performance by the animalistic form.

Limitations. Data were collected through a cross-sectional design and self-reported measures.

Research implications. On a research level, our results suggest that both forms of dehumanization should be considered while studying organizational dehumanization. However further investigations should be conducted to further investigate the underlying mechanisms that could explain the different results.

Originality/Value. This research expands the recent and scarce knowledge on organizational dehumanization by distinguishing two forms of dehumanization and identifying the nomological network of each form.

1107 - CORE-SELF EVALUATION TRAINING FOR APPRENTICES

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Purpose

Throughout Europe, challenges associated with attracting and retaining apprentices are reported (Fuller & Unwin, 2004). In Germany, about half of the apprentices are showing stress-related warning signs (Badura et al., 2015). As personal variables play an important role for successful organizational socialization as well as for stress-interventions (Schraml et al., 2011; Song & Chathoth, 2010), enhancing career conducive personal attributes – such as core self-evaluations (CSE; Judge et al, 2003) is important for apprentices.

Design/Methodology/Approach/Intervention

A core self-evaluation training was administered for two samples of apprentices of a German vocational school ($N_1=103$; $N_2=291$). The data from the pre-post-post-design was analyzed via latent growth models (Mun et al, 2009).

Results

In Sample 1, apprentices in the experimental condition reported significantly higher scores in self-esteem and self-efficacy directly after training. In Sample 2, apprentices with low initial CSE score showed stronger improvement in self-esteem, self-efficacy and emotional stability directly after training. Yet, no long-term effects were observed.

Limitations

Sample 2 was completely assigned to the training without a comparison to a control group.

Research/Practical Implications

Some facets of CSE are malleable by a training intervention, which is important for research (French, Butts, & Allen, 2016) and for practice regarding apprentices' development (Judge & Hurst, 2008).

Originality/Value

The study shows that self-theories interventions (Dweck, 2008) can have a positive effect on the self-concept of apprentices which is hardly considered in Germany (Badura et al, 2015). Yet, the study also shows that more is needed to establish measurable long-term effects.

1108 - LEADER-MEMBER EXCHANGE (LMX) AND ORGANIZATIONAL DEHUMANIZATION: THE MODERATING ROLE OF SUPERVISOR'S ORGANIZATIONAL EMBODIMENT.

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Université catholique de Louvain, Louvain-La-Neuve, Belgium ⁽¹⁾

Purpose. In this research, we examined the negative relationship between leader-member exchange (LMX) and organizational dehumanization (i.e., employees' perceptions that their organization treats them like tools). More precisely, we investigated the consequences of this LMX-dehumanization relationship in terms of employees' emotional exhaustion, affective commitment, and voice behavior. Further, given that supervisors act as representatives of the organization, we argued that these relationships would be stronger for employees identifying their supervisor with the organization (high supervisor's organizational embodiment).

Design/methodology. 227 employees from a variety of jobs and organizations participated in study 1 and 202 in study 2.

Results. Results showed that LMX was negatively associated with organizational dehumanization. Specifically, organizational dehumanization was found to mediate the relations between LMX and outcomes (i.e., emotional exhaustion, affective commitment, and voice behavior). Moreover, the mediation model was moderated by supervisor's organizational embodiment. More precisely, the negative effect of LMX on organizational dehumanization was stronger when leaders were perceived as sharing many characteristics with their organization.

Limitations. Data were collected through a cross-sectional design and self-reported measures.

Practical implications. Our findings suggest that organizations would be well advised to increase awareness among their managers of their crucial role in the development of more or less positive perceptions toward the whole organization with consequences in terms of employees' well-being, attitudes and behaviors.

Originality/Value. This research expands the recent and scarce knowledge on the determinants, boundary conditions and outcomes of organizational dehumanization.

1111 - INVESTIGATING THE EFFECTS OF RESOURCES AND DEMANDS ON STUDENT BURNOUT AND STUDENT ENGAGEMENT IN RUSSIA AND GERMANY

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Purpose

After changes of the Bologna Process in 1998, students in Europe report increasing exhaustion (Gusy et al., 2010), more stress and lower life satisfaction (Sieverding et al., 2013) and study dropout (Heublein et al., 2017). While the Job Demands-Resources model (JDR; e.g., Bakker & Demerouti, 2007) suggests effects of demands and resources on burnout, it also highlights their relationship to engagement. This balanced perspective seems promising for examining the formation of student burnout and engagement in the academic context of German and Russian students.

Design/Methodology/Approach/Intervention

The study is based on data from a Russian (N=399) and a German (N=362) student sample. After establishing equivalent measures, the JDR model was tested in both samples via moderated multiple regression analyses.

Results

JDR model was largely supported in the Russian and German sample. Qualitative demands were found to be stronger related to burnout. Personal resources were mitigating the effect of demands on dimensions of burnout and personal resources were positively associated with student engagement.

Limitations

The study relied on self-report data. The Russian sample reported more exams during the questionnaire period.

Research/Practical Implications

Based on the results of the JDR Model interventions can be derived to improve the situation for students, e.g. in form of university health management programs intensifying students' resources and therefore improving engagement, health and performance.

Originality/Value

The JDR model found support in academic contexts of Russian and German students and hence, provides guidance for research and practice concerned with student burnout and engagement.

1112 - WHO NETWORKS? – A META-ANALYTICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN NETWORKING AND PERSONALITY

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Purpose

Networking is defined as goal-directed behavior focused on building and cultivating informal relationships to obtain work-related resources. Gibson, Hardy, and Buckley (2014) present a theoretical model of the antecedents and outcomes of networking. We use meta-analysis to synthesize research on an important group of individual antecedents, the relationship between networking and personality.

Design/Methodology

Our comprehensive literature search in PsycInfo, PsynDEX and Business Source Complete databases identified 33 studies ($k=36$, $N=7608$) that examined the relationship between networking and personality. 19 studies ($k=22$, $N=5106$) focus on the Big Five personality dimensions, and 14 studies ($k=14$, $N=3066$) on three relevant stand-alone traits: proactive personality, core self-evaluations, and locus of control.

Results

Networking is positively associated with three of the Big Five personality dimensions: extraversion, openness and conscientiousness. Effects for agreeableness and emotional stability are not significant. Networking correlates positively with all three stand-alone traits. Potential moderator variables (i.e., gender) will be discussed.

Limitations

Our results are limited due to the small number of studies. Publication bias may pose a threat to our conclusions.

Research/Practical Implications

Knowledge on their dispositional standing and how it relates to networking may help people improve their networking by playing their strengths and work on their weaknesses. Furthermore our findings may help to tailor trainings on networking to individuals with different dispositions.

Originality/Value

Findings corroborate (e.g., relationship with extraversion) and revise (e.g., no sign. relationship with neuroticism) Gibson et al.'s narrative review on dispositional antecedents of networking. Due to moderator analyses we explain heterogeneous effects in primary studies.

**1114 - MEDIATION ROLE OF TEACHER JOB SATISFACTION FOR MENTAL WELL-BEING.
RELATIONSHIPS WITH EFFICACY BELIEFS, ORGANIZATIONAL JUSTICE AND SCHOOL CLIMATE**

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Purpose: Most research in occupational health psychology investigated the negative aspects in the teaching profession. Following the Bandura's Social Cognitive Theory, the aim of the study was to explore the associations among job satisfaction, mental well-being, and efficacy beliefs, organizational justice and school climate, also taking into account the age and gender of participants. A further aim was to examine whether job satisfaction moderated the relationship between work variables included in the study and mental well-being.

Methodology: A non-random sample of 609 Italian school teachers participated. A cross-sectional design was used in order to collect data by means of a self-reported questionnaire. We investigated the relationships between our variables and mediational patterns in a path analysis model.

Results: The model fitted the data very well. The results showed that school justice, efficacy beliefs, and school climate were significantly associated with job satisfaction. We also found that the relationships between these psychosocial variables and mental well-being were mediated by job satisfaction.

Limitations: The absence of longitudinal data do not permit to define a causality process. The sampling procedure was not randomized.

Practical Implication: Planning development programs to promote teacher's well-being and improve their evaluation methods in a more targeted and effective way means to take into account the empowering effect of these variables for both job satisfaction and mental well-being.

Originality/Value: Our findings pinpoint the importance of imparting teachers with personal social and organizational skills in order to promote job and mental well-being.

1125 - SEXUALLY HARASSING BEHAVIORS FROM PATIENTS AND CLIENTS AND CARE WORKERS' MENTAL HEALTH: DEVELOPMENT AND VALIDATION OF A MEASURE

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Purpose

Although evidence reveals severe effects of sexual harassment on care workers' mental health, there is a scarcity of studies that focus on care workers' experiences of sexually inappropriate behavior from patients or clients. One reason for this lack of research is that validated instruments that measure different types of sexual harassment experienced by employees working with patients and clients are lacking. Therefore, the aim of this study is to develop and validate a questionnaire for assessing sexual harassment from patients and clients in healthcare work.

Design/Methodology /Approach/Intervention

We examined the factorial structure of the measure using exploratory factor analysis with a calibration sample ($N = 179$) and confirmatory factor analyses with a cross-validation sample ($N = 305$). We evaluated criterion validity by investigating relationships with different indicators of mental health.

Results

The analyses revealed three underlying factors: nonverbal, verbal, and physical acts of sexual harassment. Examination of the measure comprising 14 items revealed acceptable internal consistencies and substantial correlations with indicators of care workers' mental health.

Limitations

Due to the cross-sectional design, reverse causal effects of employee health on the perception of sexual harassment are conceivable.

Originality/Value

The results indicate that elaborating a theoretical framework underlying sexual harassment from patients and clients in healthcare work is a promising approach.

Research/Practical Implications

This study provides a useful and sound tool for assessing sexual harassment from patients and clients and paves the way for the investigation of risk factors for sexual harassment and protective factors helping care workers cope with sexual harassment from patients and clients.

1127 - THE EFFECTS OF JOB CRAFTING ON WORK ENGAGEMENT AND THE MEDIATING ROLE OF WORK SATISFACTION AND PROACTIVE PERSONALITY

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PURPOSE

One of the processes through human resources improve their working conditions is Job Crafting. The latter explains how any physical and cognitive changes that employees undertake in their task or in the interpersonal boundaries of their work (Wrzesniewski & Dutton, 2001). Job crafting is also an essential process to encourage work engagement in an employee who is dissatisfied with their work (Conference Board, 2010). Therefore, the aim of the present study is to test whether Work Satisfaction and Proactive Personality can be a mediator of the relationship between Job Crafting and Work Engagement.

METHODOLOGY

Data were analysed with structural equation modelling. Questionnaire were administered to 366 employees (151 Males, 215 Females) belonging to the Public Administration.

RESULTS

Increasing work Satisfaction partially mediated the relationship between Job demand Resources and Vigor and structural job resources and Vigor and Absorption; Moreover, increasing work Satisfaction fully mediated the relationship between social job resources on one side and vigor, dedication and absorption on the other side;

LIMITATIONS

Cross-sectional measurements (therefore a reverse influence might occur as well) and single source nature of the data were the main limitations.

PRACTICAL IMPLICATIONS

Organizations should encourage workers to use Job Crafting strategies because they can respond to the complexity of contemporary work and to meet the needs of the current workforce.

ORIGINALITY

In previous studies, job crafting and work engagement have already been related but the indirect role that individual variables have (satisfaction and personality) in their relationship

1132 - DO YOU BENEFIT FROM BEHAVING MORE EXTRAVERTED THAN YOU ARE? THE EFFECTS OF COUNTERDISPOSITIONAL EXTRAVERSION ON WELLBEING

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Purpose

The idea that increased levels of extraversion are beneficial to wellbeing is widely accepted. However, studies that supported this claim have either focused on the trait- or the state-level, failing to consider that, in everyday life, traits and states act together. Indeed, the Behavioral Concordance Model (BCM) posits that behaving discordant to one's trait level is demanding and effortful to maintain and therefore should cause impaired levels of wellbeing. Drawing on the BCM, the current study sets out to study the potential negative effect of counterdispositional extraversion on well-being. More specifically, we test whether deviations from one's trait level of extraversion hamper employee wellbeing.

Design

Data was collected by means of an experience sampling design among 92 employees. Participants rated their level of state extraversion and wellbeing five times a (work)day over a four-week period (N=4,828).

Results

We first calculated an index of trait extraversion by averaging per person his/her state extraversion scores. Subsequently, counterdispositional behavior was operationalized by calculating, per week, the average squared deviation between the trait extraversion score and that week's state extraversion scores. Finally, we predicted weekly employee wellbeing using the person-centered counterdispositional behaviour scores using multi-level regression analysis, revealing that higher levels of weekly counterdispositional behaviour related to lower levels of weekly wellbeing ($\beta=-.40$; $p=.006$).

Limitations

All data were self-reported.

Practical Implications

By cultivating trait congruence at work, employee wellbeing is also cultivated.

Originality/Value

We nuance the idea that more extraversion is always better. Instead, being true to one's personality benefits wellbeing.

**1135 - DEVELOPMENT OF THE SYSTEM OF ACTIVITIES WHILE UNEMPLOYED: TOWARDS AN
UNDERSTANDING OF THE ACTION AND LIFE MODELS.**

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Some researches have shown the negative effects of unemployment. Indeed, unemployment affects the family, the social friendly life and psychological well-being (Mousteri, Daly & Delaney, 2018). We investigate the relationships between unemployment and psychosocial adjustment in familial, professional and personal/social fields. This study is primarily qualitative and comprehensive. To characterize the Activity System of 14 long-term unemployed people, we listed their activities (260). Then, we used the Activity System Inventory (Curie, Hajjar, Marquié & Roques, 1990) which is divided into three homogeneous dimensions. The results highlight that activities are deeply-rooted in unemployed people's lives so that they can maintain a co-relativity of familial, professional and personal/social fields. The results show a complexity for these unemployed people to improve and maintain a psychosocial balance, however they value much more their familial and personal/social fields. Indeed, these two fields of life replace the lack of employment. When they value professional field, it is mainly to evoke implicit skills they had in employment. The results show a higher aspiration index to the personal/social field ($M = 0.62$) than to the familial field ($M = 0.59$). Unemployed people get more involved in personal/social activities ($M = 7.84$) than professional ($M = 7.23$) and familial ($M = 6.08$). Our main limitations concern the unemployed people's sample. These results are descriptive and transferability of the finding to other unemployment contexts needs establishing. As a complement to studies (Paugam, 2006) this research underlines unemployed people can create their own life norms and values (Canguilhem, 1945/1975) while unemployed.

Keywords: unemployment, activity system, norms and values, action and life models.

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1138 - THE WHOLE IS MORE THAN THE SUM OF ITS PARTS – HOW TEAM PROCESSES INFLUENCE INDIVIDUAL DEVELOPMENT

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Purpose: Working in teams become more and more important. Creativity and innovativeness are essential skills in work environments, therefore it is necessary to explore how to support creative processes in teams. Previous research found that team processes have an impact on individual learning outcomes. Moreover, creative self-efficacy, a predictor of creativity, depends on satisfaction with the team. The first purpose of this study is to explore the influences of *action processes* on creative self-efficacy. The second purpose is to validate a German version of the team process scale originally developed by Mathieu et al. (2018).

Methodology: We evaluate university courses in which multidisciplinary teams develop their own product or solution for a real problem. Subjective assessments of team processes and creative self-efficacy are collected at the beginning and the end of the courses.

Results: First results show acceptable internal consistencies for the team process scale. Data analysis is ongoing to validate the scale and to test the relationship between team processes and creative self-efficacy. Data will be available in November 2018.

Limitations: The sample consists of student teams. More research is necessary to determine to what extend the findings are transferable to work settings.

Implications: Results will shed light on which team processes promote individual creative self-efficacy.

Value: This research contributes to the literature on teamwork which largely neglects individual development through team processes so far. This study provides first ideas how team processes must be shaped so that people act more creative. Moreover, the validated German scale can be useful for other researchers.

1139 - BUILDING EMOTIONAL AGENCY IN THE WORKPLACE

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Emotions can be sources for agency and they can be used in generating reflexivity and changing social order (Ruebottom & Auster, 2017). Different organizational members experience difference empowerment and the institutional norms and logics can influence the enactment of emotions. The paper builds on previous research that identifies the significant role that emotions play in the workplace in both individual and social dimensions, e.g. through emotional competence (Kim, Cable, Kim & Wang, 2009). The paper seeks better understanding of emotions in workplace and the role of emotional skills in building agency in the workplace.

This paper explores, what kind of agency is built among the organizational members during an emotional skills training in a health care organization. This multimethod study design uses both qualitative and quantitative data gathered during a period of six months. Quantitative data were collected by a survey, looking at the training participants' perceptions of emotions in their work and workplace. Qualitative data include observations and interviews in the workplace, focusing on the experiences of the participants of the training and on the role of emotions in their workplace.

The results illustrate how individuals were empowered by the tools provided by the training and how they were used in the everyday practice. The participants perceived emotional competence especially in terms of understanding their own emotions and managing them. Influencing others' emotions in the workplace represented another aspect of emotional agency. The exploration of these experiences have implications for organizations that wish to develop their emotional climate.

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Over the last few decades, it has been said by many academics that the nature of career is changing and the notion of traditional careers based on a hierarchical, highly rigid structures and linear direction of prescribed advancement is no longer applicable to the contemporary labour market. In particular, fast development in different areas such as organizational structures, international economy and business technology are assumed to be the factors that accelerated the pace of changes in planning and managing careers.

Accordingly, the main purpose of this study is to identify the extent and nature of any changes over time by analyzing the representation of contemporary career concepts in print media, the nature of any career advice given, metaphors used, and the narrative forms employed. The aim is not to come to an objective conclusion about whether careers have changed. Instead, the intention of study is to examine whether and how the ways in which career is represented have changed in line with the broad claims described by academics.

The study will explore whether the anticipated changes that academics discuss are aligned with popular discourses on careers. To achieve this, a structured comparison of the articles concerning careers in selected and contrasting printed media outlets during the last 30 years will be analyzed alongside academic papers published in key academic journals. The analysis will then identify how popular discourse and academic discourse overlap, diverge and feed into one another.

Investigating both academic literature and popular media in parallel allows the study to develop a contextual perspective which has rarely been the focus of academic research in career studies. In other words, assessing the similarities and differences of the dominant academic discourses and inherently social characteristics of the press can provide a setting to draw conclusions about social implications of career theories.

From the methodological perspective, this study offers an innovative way of observing the development of career theories and mapping out a comparative study, by investigating simultaneous portrayals of the changes in academic literature versus popular discourse.

In this study, articles from UK print publications (*The Times*, *The Guardian* and *The Daily Mail*) will be analysed over the last 30 years (1985-2015) using a combination of quantitative and qualitative content analysis.

**1157 - JOB SATISFACTION AND SOCIAL COMPARISONS: DISAGGREGATING BETWEEN- AND
WITHIN-PERSON DAILY EFFECTS USING EXPERIENCE SAMPLING**

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How do social comparisons influence daily levels of job satisfaction? Job satisfaction levels remain relatively stable over time (Steel & Rentsch, 1997), but are susceptible to short-term fluctuations (Ilies & Judge, 2002). The current research used an experience sampling methodology to test hypotheses related to the influence of upward and downward social comparisons on daily levels of job satisfaction. Multi-level modeling was used to analyze data from 56 participants who completed surveys for 14 consecutive days. The results showed that, controlling for baseline job satisfaction and job satisfaction instability, daily job satisfaction decreases on days when an upward social comparison is made. This was true at the within-subjects level, but not between-subjects. Daily job satisfaction was also predicted by a significant 3-way interaction between baseline job satisfaction, job satisfaction instability, and comparison direction such that highly satisfied individuals who have low levels of job satisfaction instability showed less of a decrease in daily job satisfaction after an upward comparison. Theoretical and practical implications of these findings are discussed.

1165 - TIME'S UP: EXPLORING EMPLOYEE RESILIENCE FOLLOWING EXPERIENCES OF WORKPLACE SEXUAL HARASSMENT

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Within the employee resilience literature, there is little research investigating differences in *trajectories* following *significant workplace adversity* (Britt et al., 2016). The current study takes an exploratory approach to identifying risk and protective factors that contribute to resilient (e.g., positive adaptation) versus non-resilient (e.g., PTSD) trajectories following workplace sexual harassment. Using a mixed-method approach, an online survey was administered to individuals who reported experiencing workplace sexual harassment. We collected qualitative responses detailing the nature of the harassment; the victims' initial response and experiences following the sexual harassment; and personal and organizational factors that impacted the victim's (in)ability to recover.

Preliminary results ($N = 30$) reveal underlying collective themes that distinguish resilient and non-resilient trajectories. Commonly reported protective factors associated with recovery include external relationships, therapy, and supportive management. Within non-resilient narratives, HR and coworkers were frequently reported as significant risk factors exacerbating effects of the harassment via inaction against and coming in defense of the harasser, bullying or degradation, and doubting the victim. Overall, participants provided similar accounts of resulting life changes including personal (e.g., increased caution, anxiety, distrust) and professional (e.g., quitting, inhibited career progression) outcomes. Findings, currently limited by the cross-sectional design, will be bolstered by follow-up data being collected prior to the conference. Albeit preliminary, this research applies a unique resilience lens to experiences following workplace sexual harassment. Further, results highlight actionable implications for integrating ways of leveraging protective factors and mitigating risk factors into harassment training to support resilient recovery processes (Medeiros & Griffith, forthcoming).

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1166 - ORGANIZATIONAL COHERENCE: HOW PEOPLE UNDERSTAND COHERENCE AT WORK

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Purpose

To explain how perceived elements of an organizational reality interact with a subjective referent for people to produce a Coherence Judgement (CJ) about such reality.

Design

Vignette experimental design examined six characteristics of the integrating element (IV) of a Coherence Judgement (CJ) and its main effect, the situation's subjective meaning (DV)

Results

Current study proposed the Coherence Judgement concept as a cognitive process by which diverse elements of reality are integrated, according to a personal concept or idea (Integrating Element), to attain a personal meaning, which assigns a degree of positive or negative value to the situation. Six different contents of the Integrating element were examined in order to observe its triple role of integrating situational elements, attaining a subjective meaning and judging a degree of coherence. Results supported the hypothesis related to the Integrating Element roles.

Limitations

Several sample bias due to highly educated participants (80% professional and graduate), only 20% were blue collar workers, over 80% of participants lived in the same industrial city and were recruited as availability sample.

Research and practical implications

The CJ: Suggests how employees decide if an organizational situation is more or less coherent; makes clear that a coherent organizational reality may not be judged as such by everybody; suggests that is not enough to create coherent facts, it is needed that people identify and understand them; coherence must be managed.

Originality/Value

CJ is a concept never before defined and studied in previous research. Current study provides initial evidence of its relevance and heuristic value.

1171 - EVALUATE AND ENHANCE SOFT SKILLS IN HIGHER EDUCATION: RESULTS FROM PASSPORT.UNITO PROJECT

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Purpose

Soft skills are defined as intra- and inter-personal (socio-emotional) skills, important for personal development, social participation and workplace success (Kechagias, 2011; Andrews & Higson, 2008). The University of Turin has developed a model comprising 12 soft skills for academic and job success and performance (Bennett et al., 1999; Heckman & Kautz, 2016), divided into 4 areas: task, self, motivation and relations. The Passport.Unito Project aimed the creation of an online platform for the evaluation and reinforcement of soft skills in students (through readings, exercises, videos, ...). The objective of the study is to observe differences in soft skills levels before and at the end of compiling the online activities.

Design/Methodology/Approach/Intervention

The study involved students ($N = 154$) who, to date, have completed activities in e-learning platform, filling-out the self-assessment test of soft skills (PassporTest, Ricchiardi, Ghislieri, & Emanuel, in press - validated on 1048 students of the University) at the beginning (T1) and at the end (T2) of the online activities in platform. Data analysis were performed using SPSS 25.

Results

Paired t-test results show significant differences in soft skills levels: at T2 students show higher scores in all the skills considered.

Limitations

Self-report data, lack of monitoring and follow-up discussion during the online activities are the main limitations.

Research/Practical Implications

Results underline the importance of designing project to evaluate and reinforce soft skills in higher education, in order to sustain students in academia and promote their employability (Jackson, 2013).

Originality/Value

This study emphasised the importance of soft skills in higher education.

1172 - SECONDARY TRAUMATIC STRESS: RELATIONSHIP WITH SYMPTOMS, EXHAUSTION AND EMOTIONS AMONG CEMETERY WORKERS

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Abstract

Purpose: Cemeteries workers are daily exposed to death experiences. Secondary trauma develops from the contact with others' suffering, and operators working with traumatic contents and dynamics could experiment emotional disorders (Figley, 1995). Therefore, the secondary traumatic stress (STS) is considered an occupational risk factor (Bride et al., 2004).

Methodology: 114 participants in a cemetery organization, divided into technician employees (TE), technicians and specialists of decoration and garden (TS), gravediggers (GR), administrative and front office employees (AFO), completed a self-report questionnaire. This study assessed: levels of STS and psychophysical symptoms; correlations between the STS dimensions and the psychological/physical symptoms, exhaustion, and the positive/negative emotions at work; differences among occupational tasks considering the contact with clients and trauma contagion.

Results: AFO and TS showed the highest levels of STS and psychophysical symptoms, in particular anxiety, sadness, insomnia and gastric, and musculoskeletal disorders.

Limitation and practical implications: even if it was involved a small sample in an unique organization, this study highlights the importance of considering STS among these workers, since they are daily exposed with death, and also with suffering people often asking for grief and emotional skills that cemetery workers are not trained to give. It is important to monitor symptomatic levels to avoid chronicity, and to provide employees with psychological support and training about secondary trauma and its consequences.

Originality: The studies on the topic have focused on the operators of emergencies, social and health, little attention has been dedicated to cemetery workers.

1187 - THE MEDIATED RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND AIR TRAFFIC CONTROLLERS' SAFETY BEHAVIOR

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Purpose. Safety behavior is the most critical task for air traffic controllers (ATCOs). One of its important antecedents is leadership, but yet, theory formation and empirical evidence remain limited. As servant leaders focus on the changing needs of employees, they may have the right skills and attitudes to increase ATCOs' safety behavior. This research will examine this proposition, drawing on social learning, social exchange, and performance theory.

Design and Methodology. We will invite the 290 ATCOs of a European air navigation service provider to participate in a diary study and apply a crossed random effects model.

Results. As the data collection and analyses will be executed between January and March 2019, we do not have any results yet. However, based on the literature, we expect a positive relationship between servant leadership and ATCOs' safety behavior, sequentially mediated by a) role modeling and social exchange and b) ATCOs' safety motivation, efficacy, and knowledge.

Limitations. This research is restricted to one organization, leading to limited generalizability. Additionally, it is prone to common method bias, as we will collect all data from the same source and at the same measurement points.

Implications. The results will provide important practical implications concerning desirable ATCO leadership behaviors, and theoretical implications concerning the three applied theories.

Value. This research helps to clarify the underlying relation between (servant) leadership and ATCOs' safety behavior. It also makes a theoretical contribution by applying social learning and social exchange theory simultaneously to a context they have not been applied to yet.

1189 - EFFECTS OF QUALIFIERS ON RESPONSE BEHAVIOR: AN EYE-TRACKING EXPERIMENT

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Purpose. The aim of this study is to examine whether respondents perceive qualifiers in item stems of a survey and if so, whether this is reflected in response behavior.

Design/Methodology/Approach/Intervention. In a within-subject design, respondents filled out two versions of an attitude survey (with vs. without qualifiers), while their eye movements were tracked. We suggest that qualifiers in item stems are fixated longer and more frequently, and subsequently means of items with and without qualifiers differ significantly. Further, the longer a qualifier is fixated the stronger the effect on response behavior.

Results. The length and frequency of eye-movements were significantly higher in the qualifier condition tested against zero. Also, item means were significantly lower for items using qualifiers compared to items without qualifiers.

Limitations. This is a laboratory experiment with university students, which limits the generalizability to other contexts. Also, the head-mounted eye tracking device might have increased respondents' awareness for the experimental setting.

Research/Practical Implications. In survey research measuring the "true" attitudes of respondents is equally important in research and practice alike to derive meaningful insights and measures. This study finds effects of qualifiers on data quality, thus supporting the use of qualifiers to clarify the item content toward the respondent.

Originality/Value. The effects of the use of qualifiers on cognitive item processes has been restricted to "Think Aloud" studies thus far. This study contributes to the field of research by examining the effects of qualifiers in item stems on response behavior and data quality using eye tracking technology.

1192 - EXPLAINING AND ASSESSING EMPLOYEES' READINESS FOR DIGITAL TRANSFORMATIONS: A MIXED-METHODS APPROACH

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Purpose

Given the accelerating pace of innovations in IT, organizations are pushed to integrate digital technologies for staying competitive. The strategic imperative of digitalization however is challenging: Endeavors to digitalize organizations rarely exploit its full potential and often fail. Within this context, there is a need to investigate individuals' reaction to the associated transformational process in organizations. Hence, integrating managerial and psychological factors, a model based on the Theory of Planned Behavior (Ajzen, 1991) and the Content-Process-Context framework (Armenakis & Bedeian, 1999) is postulated for explaining the readiness for digital transformations.

Design/Methodology/Approach/Intervention

This deductive-theoretic approach is complemented by an inductive, qualitative exploration of employees' perception of digital transformations. Data were gathered from 168 employees from various industries in an online-survey.

Results

The proposed model for explaining digital readiness largely receives support. Psychological and managerial factors have substantial impact on digital readiness. Additionally, results show convergence with qualitative data.

Limitations

The survey relies on self-report. Future research should include objective indicators, i.e. the actual use of digital technologies.

Research/Practical Implications

Results suggest that creating a positive vision of digital transformation promotes digital readiness. Overall, a theory-based understanding of digital readiness and of mechanisms to facilitate it enables practitioners to take informed decisions on the selection of management interventions.

Originality/Value

This study extends existing research on digital transformation management from technological or economic perspectives by a psychological perspective. The model can serve as a basis for systematically assessing employees' digital readiness during transformations, allowing for a potential adjustment of management strategies.

1197 - AN EXAMINATION OF STEREOTYPE THREAT IN A SIMULATED SELECTION TESTING: EFFECTS FOR YOUNGER JOB SEEKERS

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Introduction and Purpose

Age bias in the workplace is not only a problem for older workers but also for younger adults entering the workforce. Younger adults are described as demanding, unreliable and uncommitted. The prevalence of such stereotypes coupled with a high unemployment rate, suggests that younger adults are likely to be susceptible to stereotype threat. The purpose of this study is to examine whether subtly activating different stereotypes, either positive or negative, would affect the performance of younger individuals in a simulated hiring scenario.

Design/Method

Participants were 114 students in their final year of studies taking a simulated employment test. The study followed a between-subject design with participants randomly assigned to one of the three experimental conditions: (a) stereotype threat condition, in which they were presented with job ads requiring traits associated with negative younger-workers stereotype, (b) stereotype boost condition, in which they were presented with job ads requiring traits associated with positive younger worker-stereotype, or (c) control condition, in which they will be presented with job ads requiring age-irrelevant traits (e.g. location)

Results

Results showed that participants in the stereotype threat condition performed lower on the employment test than participants in the control and boost condition.

Limitations

Small sample size across conditions.

Practical Implications

This study provides additional evidence for the occurrence of stereotype threat in selection contexts.

Originality/Value

This is one of the first studies to provide evidence for stereotype threat among younger workers.

1203 - THE ROLE OF PARADOX MINDSET IN THE CONTEXT OF ORGANIZATIONAL TENSIONS

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Purpose. At work, increasingly complex environments lead to organizational tensions (Smith & Lewis, 2011). Individual and organizational strategies are needed to successfully deal with these tensions. The paradox mindset of employees is suggested as a relevant factor for embracing tensions (Miron-Spektor et al., 2018). The purpose of this study is to examine the role of paradox mindset in the relationship between experiencing tensions and performance- and health-related outcomes.

Design/Methodology/Approach/Intervention. An online-survey with 311 employees working in a broad range of organizations was conducted.

Results.

The results show that paradox mindset moderates the relationship between experiencing tensions and engagement: Especially, for employees with lower paradox mindsets experiencing tensions is more negatively associated with engagement. For innovation or emotional exhaustion no moderation by paradox mindset was found. Further analyses reveal that the relationship between paradox mindset and emotional exhaustion as well as engagement is partly mediated by experiencing tensions.

Limitations. The survey relies on self-report measures. Future research should use multi-source data (e.g. other-report, performance indicators) and longitudinal or experimental designs to examine causalities in this field.

Research/Practical Implications. Paradox mindset is shown to affect organizational factors, individual performance and health-related outcomes. Thus, it would be beneficial to conduct further research into possible antecedents to create a benefit for employees and organizations in dealing with tensions.

Originality/Value. This study contributes to the relatively new research on organizational tensions at the micro-level. Specifically, it looks at positive and negative outcomes in the context of experiencing organizational tensions to gain insights into effective strategies.

**1208 - IS IT GOOD TO BE AN 'ACTIVE JOB CRAFTER'? JOB CRAFTING PROFILES AMONG
TEACHERS.**

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Purpose

Job crafting is a proactive behavior on the part of employees aimed at shaping their job to better suit their needs and preferences. Three strategies of JC (i.e., increasing structural and social resources and challenges) are often distinguished as proactive, whereas the reduction of hindering demands is considered passive, since, in contrast to increasing resources and challenges, it does not lead to effectiveness and satisfaction of the employee. The aim of our study was to investigate how teachers craft their jobs during the time of educational reform in Poland.

Design/Methodology/Approach/Intervention

We conducted a quantitative study among teachers ($N = 528$) measuring job crafting (JCS; Tims, Bakker, & Derkx, 2012), meaning of work (WAMI; Steger, Dik, Duffy) and work engagement (UWES; Schaufeli & Bakker, 2003).

Results

Using k-means cluster analysis we indicate four profiles of JC among teachers, which differ in terms of work well-being indicators. Additionally, we found that employees who craft their

jobs through four kind of JC stategies (active profile) had highest levels of meaning in work and work egagement.

Limitations

The study has a cross-sectional design, which raises concerns about common-method bias.

Research/Practical Implications

This project demonstrates that it might be benefitial to enhence employees to craft their jobs through the four stategies of JC, including reducing hindering demands.

Originality/Value

To our knowledge, the study is the first to demonstrate the profiles of job crafting among teachers and their relations with well-being at work. The novelty in this study is proving that decreasing demands is not a bad strategy, when employees simultaneously utilize the three proactive strategies as well.

1209 - LEADER DECISION MAKING CAPACITY: AN INFORMATION PROCESSING PERSPECTIVE

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Purpose

In this conceptual paper, we propose a model that outlines leader decision making as a capacity and we discuss how this process needs to be managed. We draw on Tversky & Kahneman's (1985) Prospect Theory, Mumford, Zaccaro, Harding, Jacobs, and Fleishman's (2000) Skills Model and Vroom and Jago's (2007) Contingency Leadership. The relationship between leader skills and decision making capacity presents the key underpinning logic. Two points are noteworthy here. First, decision making is not just about information processing, problem framing, and option evaluation. It is also a capacity that is dependent on problem solving, social judgment, and emotion management. Second, because decision making is sensitive to environmental changes, contextual factors such as time pressure and the environment will cause variations in leader decision making capacity.

Research/Practical Implications

This model provides insights about decision making capacity from an information processing perspective. It adds values to the decision making literature with the integration of individual and contextual factors.

Originality/Value

Decision making research has been a dominant subject in behavioural economics, and has shed light on the impact of rationality on decision making. However, decision making research has recently departed from this more mathematical approach, and has begun, through experimental studies, to explain the phenomenon of violations of rational behavior (Oppenheimer & Kelso, 2015). We go one step further, calling for a wider range of methods considering both individual and contextual factors from rational and emotional perspectives that may not have been previously considered in "rational" decision making models.

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1219 - DOES TEAM DIVERSITY AFFECT TEAM PROCESS OUTCOMES?

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Purpose: The present study's goal was to examine the relation between team-level diversity and team process outcomes (conflict, cohesion, satisfaction, and interdependence).

Design/Methodology: Participants were 20,131 US college students (153 different institutions) working in 4,965 project teams (mean time size = 4.61, SD = .851) between 2014 and 2018. Participants worked together over the course of a 15-week semester on projects that contributed to their final course grade. Participants provided demographic information and later in the semester completed measures of team conflict (Jehn & Mannix, 2001), satisfaction (Van der Vegt, et al. 2001), cohesiveness (Carless & de Paola, 2000), and interdependence (Van der Vegt, et al. 2001). Participants also provided peer ratings of each of their teammates. Scores were aggregated to the team level and correlated with measures of diversity related to gender, race/ethnicity, class year, English language proficiency, and an overall diversity index.

Results: Results indicate little relation between team-level diversity measures and team process outcomes. The relationship between overall diversity and team satisfaction was moderated by team interdependence. Differences also emerged at the dyad-level with respect to peer evaluation scores.

Implications/Limitations: We extend research on team-level diversity by exploring the impact of diversity on team process outcomes in a large sample of project teams. Results indicate that diversity does not necessarily impact process related outcomes directly but that the diversity-process relationship is moderated by task characteristics. The study is limited to an examination of largely surface-level diversity measures. Future research should examine additional moderators suggested in the literature.

1221 - HEALTH AND PRODUCTIVITY IN ACTIVITY-BASED FLEXIBLE OFFICES: A MODEL OF COMPETENCE

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Purpose: So far, scientific research reported indifferent results concerning the impact on health and productivity during and after a relocation from cell offices to an activity-based flexible office. However, the discovery of relocation-supporting competencies has become a desideratum. Therefore, this study aimed at identifying competencies for leaders and subordinates necessary for a successful relocation.

Design / Methodology: A total of 48 semi-structured interviews was performed in six companies in the banking, insurance, real estate, health promotion and communications services sectors in Switzerland. The 48 interviews consisted of 23 leaders and 25 subordinates. A structuring qualitative content analysis was used to analyze the interview transcripts in order to unveil necessary competencies.

Results: A model of competence could be established consisting of five competency-clusters and a total of 18 competencies. The clusters are: Spatial Competence, Workplace Interactions, Prospective Anticipation, Situational Resilience and Adequate Leadership.

Limitations: The subject nature of qualitative interpretation.

Research / Practical Implications: The established competency model presents empirically based insights into individuals' knowledge, skills and abilities necessary for successful work in modern activity-based offices. It is therefore of practical value for workplace managers, HR personnel, change representatives etc.

Originality / Value: This research is among the first studies to investigate and analyze competencies that have a positive impact on health and productivity during a relocation to an activity-based flexible office.

**1225 - THE ROLE OF PERSONALITY PROFILES IN THE LONGITUDINAL RELATIONSHIP BETWEEN
WORK-RELATED WELL-BEING AND LIFE SATISFACTION AMONG WORKING ADULTS IN
SWITZERLAND**

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Purpose

Drawing on spillover theory and using a person-centered approach , the present study examined the role of Big-Five personality trait profiles in moderating the relationship between work-related wellbeing and life satisfaction over a one-year period in a sample of working adults in Switzerland. Work stress and job satisfaction were used as the negative and positive indicators of work-related well-being.

Design/Methodology

Latent profile analysis was carried out to derive and compare alternative latent personality profile models. A two-wave cross-lagged structural equation model using three personality profiles (resilient, average, oversensitive) as moderators was tested on a working adult sample ($N = 1204$).

Results

In the overall sample, T1 work stress predicted T2 life satisfaction, while T1 life satisfaction predicted T2 job satisfaction. Moderation analysis showed that the effect of T1 work stress on T2 life satisfaction disappeared in the average and resilient personality profiles, but remained salient in the oversensitive profile. In the average profile, T2 job satisfaction was predicted by T1 life satisfaction. Interestingly, a significant effect of T1 life satisfaction on T2 work stress was found in the resilient profile.

Limitations

The study was based on two waves of data only.

Practical Implications

Interventions aiming at stress-reduction at the workplace may gain in effectiveness and efficiency through the development of tailor-made trainings addressed to specific target-groups, compared to general and mainstream programs addressed to all employees.

Originality/Value

We found a moderating role of different personality profiles on the spillover effect of work-related well-being on life satisfaction.

1231 - OBJECTIVE RISK ASSESSMENT OF MENTAL STRESS AT WORK FOR SMALL AND MEDIUM ENTERPRISES

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Keywords

Objective risk assessment, mental stress at work, critical load combination, small and medium-sized enterprises

2.1.1. (word count: 246/250 words)

Purpose

For SMEs (small and medium-sized enterprises), implementing a risk assessment of mental stress at work, in compliance with § 5 of the German Occupational Safety and Health Act, presents a challenge. Assessing psychological stress and deriving adequate measures for risk reduction though is of particular importance for preserving individual health and organizational success.

Approach

The GPB is an objective, consensus-based screening method for identifying mental stress at work, which is used successfully in large companies. We adapted this analytical tool to the needs of SMEs and evaluated it with N = 23 SMEs and N = 75 different jobs.

Results

Results confirm the reliability and validity of the tool. A majority of representatives from occupational safety/medicine, HR and works councils stated that the identified mental stress factors were adequately evaluated. The most common critical mental stressors were due to monotone activities (low variability and decision latitude) or high task complexity/responsibility and low work time flexibility.

Implications

Findings indicate that this method can be used successfully across industries as a cost-effective brief version of the GPB. The objective assessment of mental load is suitable for identifying critical stressors in order to derive specific measures for hazard avoidance.

Limitations

The objective approach focuses only on task-related stressors. A supplemental employee survey can be used to identify other relevant areas such as leadership, team climate or job satisfaction.

Originality

This method can be used in small companies where interviewing would pose a problem with respect to participants' anonymity.

1238 - CONSTRUCTION OF A GERMAN MEANING OF WORK QUESTIONNAIRE

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Purpose

The construction of the first German Meaning of Work (MOW) questionnaire measuring an employee's subjective experience.

Design/Methodology/Approach/Intervention

A Pre-Study examined the topic-specific use of language through qualitative interviews with 15 both employed and self-employed subjects. Based on the results, a 12-item German questionnaire was constructed proposing a three-factorial model. According to it, employees experience meaning through self-actualization, purpose and affiliation with others. The three-factorial structure's fit was tested conducting a CFA-based approach with a sample of N=247.

Results

The model's cut-off criteria were reached for the following fit indices: SRMR=.041, RMSEA=.036, CFI=.984, TLI=.980. This is in line with other internationally conducted studies' findings highlighting MOW's cultural specificity.

Limitations

Generalizability may be threatened due to the use of a nonprobability sample. Furthermore, it was solely recruited via online-channels. Even distribution of various occupations was not achieved but further research is needed to estimate its actual effect on the results.

Research/Practical Implications

This Questionnaire makes MOW accessible for both researchers and practitioners in German-speaking countries in the form a diagnostic tool enabling new ways of surveying employee satisfaction, quality of work and other key constructs effectively.

Originality/Value

This questionnaire is the first of its kind utilizing the German language. Considering findings suggesting MOW's cultural specificity, it will be important to replicate international results on the various correlational relationships to other central constructs such as job satisfaction and overall employee's health.

1239 - LOYALTY, CYNICISM, AND LEADER-MEMBER EXCHANGE

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Purpose

Organizational cynicism harms supervisor-subordinate relationships, but the mechanism through which the impairment operates remains unstudied. We propose that cynicism impacts loyalty and this effect will be particularly pronounced among those employees who are less loyal in general. Specifically, we hypothesize that loyalty to supervisor will mediate the relationship between organizational cynicism and LMX and that trait loyalty will moderate relations between organizational cynicism and supervisor loyalty and organizational cynicism and LMX.

Design/Methodology

Employed participants ($N = 335$; 61% male; $X_{age} = 35.89$) completed measures of trait loyalty, negative affect, organizational cynicism, supervisor loyalty, and LMX over three time points.

Results

We tested our moderated mediation hypotheses using Conditional Process Analysis. As hypothesized, trait loyalty moderated the relationships between cynicism and supervisor loyalty, and cynicism and LMX, such that individuals high in organizational cynicism report less loyalty and LMX and this is most pronounced among those low in trait loyalty. The conditional indirect effects provide support for the moderated mediation effect of supervisor loyalty on the relationship between organizational cynicism and LMX.

Limitations

The data was a single source, time-lagged, cross-sectional design.

Research/Practical Implications

We demonstrate that organizational cynicism leads to lower feelings of loyalty toward one's supervisor and that loyalty may be a key mechanism through which organizational cynicism impairs organizational relationships.

Originality/Value

This paper is the first suggest that organizational cynicism may impair supervisor loyalty, affecting supervisor-subordinate relationship quality.

1240 - EXPLORING KNOWLEDGE THEFT AT WORK

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Purpose

Although people taking credit for or stealing others' ideas has received much attention in the popular press, the occurrence of intentional knowledge theft at work has yet to be developed and validated as a construct in the organizational scholarship landscape. We build upon existing work that explores the barriers to effective knowledge management by creating a new measure of intentional knowledge theft at work for perpetrators and targets.

Design/Methodology

Initially proposed as credit stealing and idea repackaging, the first phase of scale development included collecting qualitative accounts of personal experiences with workplace knowledge theft from perpetrators and targets (N=193) and created a pool of items to measure the proposed dimensions. Eleven subject matter experts were administered a Q-sort task to determine which dimension each of the items reflected. To confirm the reliability of the measures, the factor structure, and to aid in item reduction, data were collected from separate samples of perpetrators (N=200) and targets (N=200).

Results

The results support a highly reliable ($\alpha=.97$) and, consistent with the Q-sort, robust single-factor for both perpetrator and target measures of knowledge theft.

Limitations

This research is in the preliminary scale development stage. Convergent and Discriminant validation studies are ongoing.

Research/Practical Implications

Based on the results from four studies, we present a measure to assess knowledge theft at work that can aid in explaining barriers to effective knowledge sharing.

Originality/Value

This is the first set of studies to identify and measure intentional knowledge theft at work.

1242 - HOW I TREAT YOU DEPENDS ON WHETHER YOU ARE ABOVE OR BELOW ME?

CONCEPTUALIZING AND MEASURING KISS-UP-KICK-DOWN BEHAVIORS IN ORGANIZATIONS

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Purpose

Practitioners repeatedly note that some leaders only treat those people well who might help them to get ahead in the organization. Yet, despite the widespread recognition of this phenomenon, this practice is currently under-theorized. We formally define the behavioral configuration of abusing lower-level subordinates and flattering higher-level supervisors as “Kiss-Up-Kick-Down” (KUKD) leadership. Notably, only if both behavioral strategies are used in combination, the phenomenon comes into existence.

Design/Methodology

We integrate abusive leadership theories with the impression management literature to provide a conceptual account of the antecedents and consequences of KUKD behaviors. Based on our theorizing, we develop the KUKD-scale and validate it in an organizational sample using a 180-degree design (i.e., evaluation of the target employee by subordinates and supervisors).

Results

The data collection to explore antecedents and consequences of KUKD behaviors and to confirm the discriminant validity of the KUKD-scale in relation to related constructs (e.g., impression management, abusive leadership) is ongoing. Results will be presented at the conference.

Limitations

Future research should use an experience sampling design to understand the dynamics of KUKD behaviors.

Research/Practical Implications

This research makes a conceptual contribution to the leadership literature and can help practitioners to avoid recruiting KUKD-leaders.

Originality/Value

We are the first to develop a theoretical framework that explicates an everyday phenomenon (i.e., leaders’ KUKD behaviors), differentiates it from related constructs and explores its antecedents and consequences in organizations.

1252 - THE IMPACT OF RESPONSE FORMAT LABELING ON ORGANIZATIONAL VALUE MEASUREMENT

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Purpose: The presented study addresses the issues of value measurement in organizational research and practice. Specifically, the study aims to systematically assess the impact of response format design to avoid typical distributional difficulties of skewness, kurtosis and non-normality associated with value measurement in organizational settings.

Methodology: Organizational values were measured with the German version of the Organizational Culture Profile (OCP). In a randomized experiment, the study compares four different response formats varying in the degree of extreme labeling. The 381 participants were randomly assigned to one of the four experimental conditions. Differences in distributional parameters, mean values and nomological correlations we used as dependent variables.

Results: Results indicated a substantive impact of the labeling of value measures on response distribution, nomological correlations and mean values. Results further indicate that unipolar and moderate extreme labeling of response formats leads to a more differentiated and normal distribution of values measurement.

Limitations: The suggested response labels could be further improved in regards to their distributional properties.

Research/Practical Implications: Values measurement in organizational research and practice has been plagued with challenges regarding skewness, kurtosis and non-normality. This research makes specific suggestions for the improvement of response formats in value measurement that aids to remedy these challenges.

Originality/Value: The effects of response format labeling has been rarely addressed in organizational value measurement. This study systematically addresses this issues and gives advice for creating response scales that improves the usefulness of value measurement in organizational settings.

Keywords: organizational values, verbal qualifiers, Organizational Culture Profile, rating scale, response scale construction, normal distribution, differentiation of values, value measurement

**1255 - ETHICS EDUCATION FOR GREATER GOOD IN ORGANIZATIONAL PSYCHOLOGY:
DEVELOPMENT OF STUDENTS' ETHICS COMPETENCIES**

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Ethical behavior is a desired characteristic of employees in all professions (Petrick, 2008; Pope, 2017). Moreover, professional ethics for organizational psychologists is crucial.

Purpose: The longitudinal survey was designed to analyze which students' ethics competencies could be developed during the course of Professional ethics in Organizational psychology master program.

Methodology: 27 participants (3 males and 24 females) took part in the longitudinal survey. During the period 2015-2018 four groups of students from Organizational psychology master program filled in questionnaires two times: before and after the course Professional ethics of organizational psychologist. Students were asked to evaluate their ethics competencies and business integrity capacity (Petrick, 2008).

Results: Results showed that both students' ethics competencies and business integrity capacity improved significantly. Differences of pretest and posttest responses related to cognitive and affective prebehavioral ethics competencies were significant. However, managerial ethics competencies didn't change significantly.

Limitations: The majority of respondents (89 percent) were female students. Only 33 percent of them had work experience. Therefore, further research should include more diverse sample.

Research/ practical implications: Ethics educators are expected to successfully address the challenge -growing number of business criminals and unethical behavior of employees. Successful practices of ethics education in universities could be transferred to organizations.

Originality/ value: The three-component model of ethics competencies (cognitive decision-making competence, affective prebehavioral disposition competence and context management competence) was tested during longitudinal survey.

1257 - NAVIGATING THE JOB SEARCH PROCESS: REFUGEE-SPECIFIC FACTORS

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Purpose

This theoretical piece proposes a job search process model that examines the challenges facing refugees when finding employment and integrating into the workforce.

Approach

Influencing factors are outlined at each stage of the job search process for both applicants and organizations. At the Job Search stage itself, we expand upon existing job search models, integrate refugee-specific factors, and incorporate several theories, such as Image Theory and the Theory of Planned Behavior. With Job Applications, we integrate considerations on the part of the refugee applicant, such as cultural congruency, as well as on the side of the organization, such as skill discounting. We also include factors influencing the Interview stage, such as self-promotion behaviors and stereotypes and biases. Finally, we examine the applicant's Integration/Socialization into the Workplace, drawing on theories such as the intergroup contact theory.

Originality/Value

With the large influx of Syrian refugees into Canadian society, it is integral for these individuals to find employment. The authors have developed a job search model that identifies key factors to lay out a research agenda in this area. These factors include the examination of refugee-specific variables that are outlined in this model and the skill discounting phenomenon, which is a barrier to many skilled refugees. The current piece is a new integration of disparate theories of job search and is helpful to researchers who are examining these stages, as many of these factors apply to all job applicants, in North America and Europe.

1258 - REEXAMINING HEAD-TO-HEAD COMPARISON VIA ABILITY TEST VERSUS INTERVIEW VALIDITY

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Purpose: This study applies Sackett, Shewach, and Kaiser's (2017) head-to-head comparison methodology for meta-analysis by reevaluating the relationship between interviews, cognitive ability tests, and performance. Results are compared with those of Sackett et al., who compared cognitive ability tests and assessment centers as predictors of performance. Possible explanations for the differences in the results between the two studies are explored.

Methodology: A head-to-head comparison is used to conduct a meta-analysis. Only studies in which participants were both interviewed and took an ability test were included. Differences between our results and norms are compared with the respective differences in the initial application.

Results: The correlations found for the relationships between ability and structured interviews for job performance (.281 and .381, respectively) and training performance (.381 and .131, respectively) mirror existing norms. This is contrary to the initial head-to-head Sackett et al., comparison application, which showed a reversal of commonly accepted relationships.

Limitations: Only a small number of studies were included in the training performance ($k=7$). The complexity of jobs included in this study were generally lower than those reported in the original Schmidt and Hunter (1998) study of these relationships.

Research/Practical Implications: Using head-to-head comparison adds confidence to our understanding of meta-analytic relationships by eliminating several confounding variables. This will allow us to reexamine known relationships and begin using the updated values in research.

Originality/Value: Unlike existing meta-analytic methods, the novel head-to-head comparison method allows us to eliminate a variety of confounding variables in meta-analysis, and accept results with more confidence.

1262 - IS THE WAY I SEE EXACTLY THE WAY I DO? ORGANISATIONAL CONFLICT PERCEPTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF BANK EMPLOYEES IN LAGOS, NIGERIA

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Abstract

Perception shapes the way we do things, including our behavior in organisations. Conflicts are inevitable in organisations and employees perceive conflicts differently. The way conflicts are known and handled matters a lot to both employees and organisations. Conflict perception and management are known to have important outcomes. Conflict perception and conflict outcomes are known to affect organisations in many ways, including organizational citizenship behavior (OCB) of employees. Not so much is yet known about the relationship between conflict perception and organizational citizenship behavior among bank employees in Nigeria. The present study attempts to fill this research gap. The study investigated how and to what extent perceived organisational conflict influences organisational citizenship behaviour of employees of bank employees in Lagos, Nigeria. The study utilized an ex post-facto design while using standardized questionnaire to gather data. The questionnaire consisted three sections, namely, socio demographics, perceived organisational conflict and organizational citizenship behaviour. The study used a sample of one hundred and sixty eight (168) randomly selected employees of some banks in Lagos, Nigeria. The subjects were made up of 95 (56.5%) males and 73 (43.5%) females. Ages of participants ranged from 26 to 49 years. The results showed that perceived organizational conflict significantly independently predicted organizational citizenship behavior of bank employees [$r = .31$, $df (166)$, $P < .001$], whereas sex [$r = -.14$, $df (166)$, $P > .05$] and education [$r = .045$, $df (166)$, $P > .05$] did not significantly independently predict OCB. The aforementioned results were extensively discussed in relation to the extant literature on conflict perception and organizational citizenship behavior. Recommendations were made with implications of the study also highlighted.

Keywords: Conflict perception, Organizational citizenship behavior, Organisational development, Bank employees, Lagos, Nigeria

**1270 - VOLUNTARY WORK AND ITS BENEFIT AT THE WORKPLACE – A STUDY OF EMPLOYEES'
COMPETENCIES FROM VOLUNTEERING**

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Are competencies acquired in voluntary work considered relevant for a professional environment? Do employees engaged in volunteering also show organizational citizenship behavior? These questions will be answered with the presented study. It connects results of economic psychological studies on the role of competencies in a professional environment and pedagogical studies on learning in volunteering. An online questionnaire was used to assess the acquisition of three competency dimensions (methodical competencies, social competencies and self-competencies) in volunteering, the professional relevance of these competencies and the employees' organizational citizenship behavior in a sample of 175 employed volunteers. For all competency dimensions their acquisition in volunteering as well as their relevance in a professional environment was confirmed (one-sample-t-tests). The extend of acquisition in volunteering and of relevance for a professional environment were correlated positively (with a Pearson correlation coefficient between $r = .25^{**}$ and $r = .42^{**}$). Moreover, the employees outstandingly showed organizational citizenship behavior, which is positive correlated with the duration of experience in volunteering. It should be noticed that the results based on self-assessment and show no causality. Altogether, we highlighted that there are different forms of benefit for organizations from employees with experience in voluntary work: On the one hand, competencies are applied in professional environment and on the other hand organizational citizenship behavior increases corporate success. Therefore, the study shows that voluntary work should be (increasingly) considered in personal selection.

1278 - DOES FIT MATTER? - HOW EMPLOYER BRANDING STRATEGIES ENHANCE EMPLOYER ATTRACTIVENESS AND JOB SATISFACTION

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The lack of skilled employees is a great issue in the German economy, particularly in small and medium-sized enterprises. Practical guides suggest employer branding (EB) as a potential solution to enhance positive outcomes like employer attractiveness and job satisfaction. Moreover previous studies showed a correlation between EB and these variables. The present study was conducted to explore the effects of EB on employer attractiveness and job satisfaction with an experimental design adding some new variables to explain the effect. EB was manipulated in a between-subjects-design through different text vignettes: one vignette described an enterprise focusing on work-life-balance and the other portrayed a company centralizing career progression. Additionally, a neutral control vignette was used to compare the effects. It was found that both experimental vignettes were associated with significantly higher employer attractiveness and job satisfaction. Furthermore, the influence of fit between employee and organization was explored as a potential mediator. In the first study fit was analyzed by the difference of warmth and competence between potential employee and organization which showed no significant effects. Therefore, in a second study with a similar design, fit was examined directly. It was found that fit showed high correlations with job satisfaction in this context. In conclusion, the perception of fit seems to be an important variable in the effect of EB on job satisfaction. In following studies, this effect will be explored considering new variables (e.g. mindset). Furthermore, the different strategies of EB will be analyzed in detail.

1280 - ORGANIZATIONAL CAREER GROWTH: RESOURCE OR DEMAND? ITS EFFECT ON WORKAHOLISM AND WORK-FAMILY BALANCE IN A RESEARCHERS SAMPLE.

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Purpose: The aim of the current study is to contribute to both the research avenues on the antecedents and outcomes of workaholism by testing a mediation model in which workaholism mediates the relation between organizational career growth (OCG) and work-life balance (WLB). Although OCG is considered a good indicator of the quality of life in the workplace, we believe that it may trigger a negative mechanism, including workaholism and work-family imbalance. Moreover, drawing from J-DR theory, a moderating protective role both from supervisor support and organizational justice was hypothesised in the process.

Design/Methodology/Approach: A self-report questionnaire was administered to a sample of 584 researchers. The hypothesised model was tested using conditional process analysis.

Results: Results supported the mediating role of workaholism. Moreover, the relationship between OCG and workaholism was moderated by the supervisor support, in the way that when the supervisor support is low and the OCG is high, workaholism is significantly higher than when the supervisor support is high. Moreover, results supported the moderating role of organizational justice, such that high organizational justice scores, both with low and high workaholism scores, are linked to high scores of WLB.

Limitations: Cross sectional nature of the study and the use of self-report questionnaires.

Research/Practical Implications: The current study provides some useful insights on practices by which organizations can better face workaholism and work-family conflict.

Originality/Value: The present study showed that OCG might have a positive impact on the genesis of the workaholic behavior that, in turn, may lead to precarious work-family balance.

1283 - THE REGULATION OF RESILIENCE AT WORK THROUGH POLYNOMIALS: THE ROLE OF REGULATORY FOCI AND RUMINATION

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Purpose: Employee resilience or the ability to bounce back and thrive after a disruption at work shows to be essential for both employee and employer. Theoretical underpinnings suggest that the way in which employees allocate or interpret a disruption at work, will impact their resilience. Employees with a strong prevention focus are likely to view adversity and disruption as an obstacle that needs to be avoided, whereas employees with a strong promotion focus are likely to appraise the same event as a challenge from which they can learn. Thinking about adversities or disruptions can be defined as 'rumination'. Rumination can hamper recovery at work and is therefore particularly relevant in the context of resilience. Our study tests the joint effect of mental regulatory foci (promotion and prevention) on resilience at work and the role of affective and problem focused rumination.

Design/Methodology/Approach: Data is collected from 330 Belgian employees. We use polynomial regression analysis with surface response analysis to test the relationship between motivational foci interactions and employee resilience, moderated by the extent to which one ruminates over a setback.

Results: Polynomial analyses indicated a positive similarity-line and a negative dissimilarity-line of the foci on resilience. Preliminary results suggest a curvilinear moderating effect of rumination.

Limitations: Cross sectional data.

Conclusion/Originality: Our study resolves a limitation of previous resilience studies, which have not accounted for rumination as an individual characteristic. The presented dynamic represents the potential cognitive and motivational process behind coping with setbacks and development of resilience at work.

**1285 - CRAFTING THE UNIVERSITY EXPERIENCE. APPLICATION OF JOB CRAFTING THEORY TO
TRAIN STUDENTS THROUGH BEHAVIORAL CHANGE**

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Purpose. In two studies we investigated (1) the role of study crafting behaviors in building resources and challenges at the origin of study engagement (2) whether interventions focused on behavioral change techniques are effective to sustain student's proactive behaviors during the university experience. We hypothesized that (1) students make self-initiated changes to the levels of their demands/resources to better align these with their own abilities, which reflect in different levels of demands/resources; (2) a tailored intervention focused on reflection and goal setting would have been effective to sustain students' crafting behaviors.

Design/Methodology. In study 1, 245 students from two universities in Italy self-reported data on study demands/resources, engagement, and crafting behaviors. In study 2, 25 students took part to a crafting intervention, completing -pre -post questionnaires with the same measures of study 1.

Results. Results from study 1 showed that students engaging in promotion-focused behaviors report higher cognitive focus, students' and professors' support. Results from study 2 showed that the intervention was effective to sustain students' crafting behaviors.

Limitations. All study variables were assessed via self-report.

Originality/Value. This research investigates whether and how students craft their study resources/demands and whether a crafting intervention among students can be effective to support their proactive self-management of demands and resources.

1291 - CONSEQUENCES OF TRANSFORMATIONAL, TRANSACTIONAL AND PASSIVE AVOIDANT LEADERSHIP STYLES IN INDUSTRIAL ORGANIZATIONS IN THE NORTH OF SPAIN

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Purpose: The goal of this research was to test whether transformational leadership in companies located in northern Spain (Basque Country, Navarre) was more strongly associated than other leadership styles to the perception of the workers regarding: a) satisfaction with the leader, b) the effectiveness of the leader, and c) the motivation to work.

Methodology: A cross-sectional study with convenience samples was used. This study was developed in four organizations in a sample of managers ($n=47$) and subordinates ($n=107$). The evaluations of leadership style, as well as the outcome measures of effectiveness, satisfaction with leadership and motivation at work were obtained from the Multifactor Leadership Questionnaire - 5X (Bass & Avolio, 1995).

Results: Transformational leadership stands out as one of the most suitable type of leadership to guide organizations towards change and innovation and was more strongly associated with satisfaction with the leader, the perceived effectiveness of the leader, and motivation to work in the case of subordinates than transactional leadership. In the case of managers, transactional leadership was associated with the same strength than transformational leadership to satisfaction and effectiveness. However, there was a stronger relationship with motivation than transactional leadership. In addition, transformational leadership predicts motivation to work overtime through increased satisfaction.

Limitations: The design precludes inferring causal relationships. The study is based only on self-reports.

Research/Practical Implications: Results are discussed in relation to the dominant values and organizational culture.

Originality/Value: This is one the first studies in organizational leadership in Spain to show the superiority of transformational leadership.

1293 - PSYCHIATRIC SYMPTOMS AND ENTREPRENEURIAL INTENTION: THE ROLE OF BEHAVIORAL ACTIVATION SYSTEM

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Abstract.

Purpose. Both the scientific literature and the popular press have recently started to associate entrepreneurs with mental health symptoms such as hyperactivity and narcissism. Built upon this emerging discussion, we investigated the links between four psychiatric symptoms (i.e., attention deficit, hyperactivity, narcissism, and hypomania) and entrepreneurial intention. Drawing on reinforcement sensitivity theory, we further explored whether the relationship between psychiatric symptoms and entrepreneurial intention is mediated by behavioral activation system (BAS). **Method.** Survey responses of 182 university students were collected.

Results. Our results showed that, when examined independently, both hyperactivity and narcissism are positively associated with entrepreneurial intention whereas hypomania is negatively associated entrepreneurial intention. Furthermore, only hyperactivity and narcissism remained significant when all psychiatric symptoms are considered together. Interestingly, when BAS and psychiatric symptoms are examined in the same model, BAS dominated the association with entrepreneurial intention. Lastly, our results lend support to the mediating role of BAS. **Implications.** Our study is the first study that investigated the independent and joint effects of multiple psychiatric symptoms on the intention to become an entrepreneur. Our study also provided further empirical evidence that BAS mediated the link between psychiatric symptoms and entrepreneurial intention. By doing so, we shed light on the potential role of these so-called psychiatric or “dark” personality traits in entrepreneurship. **Limitations.** However, since we focused only on entrepreneurial intention as an outcome, we encourage future study to examine the intention-action link and extend our model to other entrepreneurial outcomes.

Keywords: Behavioral Activation System, ADHD, Narcissism, Hypomania, Entrepreneurial Intention

1294 - WORK-LIFE BALANCE IN SUPERVISED WORK GROUPS: RESULTS FROM A CLASSROOM EXPERIMENT

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⁽²⁾

Purpose

Recent contributions in supervised work-group dynamics assume that workers use all their capacity. In particular both theoretical contribution and empirical analysis with human participants do not consider benefit for time spent in activities different from work. In this contribution we relax this unrealistic assumption and study the optimal allocation of effort in life and work activities.

Design

Capacity allocation and work-life satisfaction was studied in a classroom experiment with human participants. The productive activity has been simulated asking the participants to allocate their capacity in two costly activities and providing them feedback in terms of salary and overall satisfaction.

Results

The results only partially confirmed the theoretical prediction of effort allocation in order to obtain a balance between work and life. The interaction, although simplified, highlighted some of the dilemmas modern organizations face.

Limitations

The limitation of this study depends on having considered the result of a laboratory experiment with well known external validity problems as discussed in Dipboye and Flanagan (1979). Further research needs to address how participants converge to the optimal effort allocation.

Implications

The inability to reach the optimal balance between work and leisure in a short time may indicate the complexity of the issue, how even a well conceived incentive mechanism may suffer from coordination problems, and the importance of human resource professionals who may assist companies and employees (Lockwood, 2003).

Originality/Value

The study tries to fill the gap between the theoretical economic prediction of interactions in work groups and actual behavior of human participants providing data that may help a better understanding of complex interactions.

1297 - SFERA TEST: PRELIMINARY VALIDATION WITH AN ATHLETES' SAMPLE

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Purpose: Scholars and consultants in the field of sport psychology are becoming increasingly interested in the role played by psychological skills for athletes' performance. SFERA (Vercelli, 2005) model is a specific tool used for the optimisation of mental performance. It is a reference for CONI (Italian National Olympic Committee) and it was developed by qualitative research. This study aimed to provide a first validation of SFERA Test, defined by 5 subscales: Synchrony, Force, Energy, Rhythm, Activation.

Methods: A sample of 159 athletes has completed a self-report questionnaire. Data were analysed with SPSS 25 and Mplus7 to test the factorial validity of scale through exploratory factor analysis (EFA) confirmatory factor analysis (CFA). The reliability was calculated by examining the internal consistencies of each subscales.

Results: EFA (total variance: 66.41%) and CFA [$\chi^2(240)=358.189; p < .001$; RMSEA=.06 (.04, .07); CFI=.94 TLI=.93 SRMR=.06] have shown a 5-factor structure: synchrony (4 item, $\alpha=.83$), force (6 item, $\alpha=.90$), energy (3 item, $\alpha=.70$), rhythm (5 item, $\alpha=.81$), activation (6 item, $\alpha=.88$).

Limitations: The sample is not representative, this is only the first validation of tool, with further administration of questionnaire will carry out additional test.

Practical implications: This tool could be easily used for coaching and training to monitor the level of psychological skills over time or before and after a specific mental training.

Originality: This study could provide strong practical implication on psychology of sport, starting from the validation and development of a new tool to measure mental skills.

1299 - THE IMPACT OF JOB SATISFACTION ON PROMOTABILITY EVALUATIONS: EXAMINING THE MEDIATING EFFECTS OF TASK, CITIZENSHIP AND INNOVATION PERFORMANCE

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Supervisor assessment of employees' promotability has been recognized as a key indicator of their potential to effectively perform at higher level jobs, impacting directly on their upward mobility and career success. Still, research about the predictors of promotability evaluations is still limited in the literature. The **purpose** of this study is to examine the joint impact of employee job satisfaction and individual key performance dimensions on supervisor's promotability evaluations. To our knowledge, the role of job satisfaction on promotability remains relatively unexplored in the literature. Data were obtained using a **predictive design** and a sample of 191 software engineers pertaining to a multi-national information technology firm. Employees reported their overall job satisfaction on a first data collection phase and their performance and promotability ratings were collected from their direct supervisors after six months. **Results** revealed that job satisfaction is positively related with task, citizenship and innovative performance ratings, as well as with promotability. Further structural equation modelling analysis provided support for a model according to which the influence of job satisfaction on promotability is indirect via these performance dimensions. These results have theoretical **implications**, since they suggest that a core job attitude might influence employee career prospects by translating into valuable performance behaviors that supervisors will take into account when assessing the employee potential for promotion. From a practical point of view these results emphasise the importance of promoting high levels of job satisfaction as a path to enhance employee's performance and promotability.

Keywords: job satisfaction, individual performance, promotability evaluations.

1304 - USING ATTRIBUTIONAL RETRAINING TO IMPROVE IMMIGRANTS' JOB SEARCH STRATEGIES

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Abstract:

The underutilization of immigrants' skills in the Canadian labor market has become a pressing issue, costing the Canadian economy over \$11 billion annually (Reitz, Curtis, & Elrick, 2012). In this context, the current study investigated the extent to which an attributional training intervention (Weiner, 2010) led to positive job search strategies for unemployed immigrants. The primary objective of the current research was to discover whether training immigrant job-seekers to make controllable attributions is an effective way to foster effective job search strategies. The secondary objective of this research was to examine whether attributional retraining is more effective for newcomers when the attributional retraining message is delivered by a member of an ethnic minority group (vs. a White protagonist). The study used a 2 (attributional retraining condition: attributional retraining vs. control) x 2 (ethnicity of the protagonist: White vs. member of ethnic minority group) experimental design. Analyses from the sample of 60 unemployed immigrants indicated that attributional retraining is an effective way to foster more controllable job search attributions. Moreover, having the attributional retraining message delivered by an ethnic minority led to greater job search self-efficacy. These findings contribute to evidence-based practices that can be used to facilitate the economic integration of un- and underemployed immigrants.

1305 - THE POSITIVE EFFECTS OF HR ON ORGANIZATIONAL COMMITMENT USING BASIC NEED SATISFACTION AS MEDIATOR

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Purpose

The self-determination theory (Ryan & Deci, 2017) suggests that the experience of autonomy, competence, and relatedness enhances performance, persistence, and creativity. Purpose of this study was to examine how different HR methods of employee development affect employees' affective organizational commitment (OCA) with basic need satisfaction (BNS) as a mediator.

Design/Methodology /Approach/Intervention

Conducting an online study, participants ($N = 216$, 62.5 % female) from different organizations were asked to rate their work-related BNS (van den Broeck et al., 2010). Further, affective commitment (Felfe et al., 2014) was measured as well as satisfaction with and success of four HR methods: Annual Performance Review, Job Rotation, Career Planning and Mentoring.

Results

Mediation analysis revealed significant relationships between HR methods, BNS and OCA. All bias-corrected bootstrapped confidence intervals with 10,000 samples for indirect effects were above zero except Job Rotation. Results show that autonomy is a key mediator for all HR methods followed by relatedness (Annual Performance Review, Job Rotation) while competence was positively influenced by all HR methods but had no effect on OCA itself.

Limitations

The present study is based on self-reports with participants being not representative for the whole population. In addition, HR methods were measured across different organizations.

Research/Practical Implications

Results imply that HR should specifically focus on BNS when designing concepts for HR development and training. Future samples should comprise more participants within the same organization. Thus comparisons between organizations would be possible.

Originality/Value

The study incorporates a cross-organizational sample to better understand which basic needs are relevant for HR and how they relate to OCA.

1318 - TURNING MANAGERIAL PAIN INTO RESILIENCE GAIN: THE INFLUENCE OF HUMAN RESOURCE DEVELOPMENT PRACTICES ON THE CURVILINEAR DEMAND-RESILIENCE RELATIONS AMONG MANAGERS

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Abstract

Recent studies suggest that job resources can increase managers' resilience to challenging events, in addition to reducing potential strain of job demands. Using activation theory, we extend this idea by investigating the influence of three organisational psychology development practices – leadership training, job rotation, and mentoring – on public managers' resilience. Results from a sample of 1,832 New Zealand public managers show several different curvilinear demand resilience relationships. Leadership training shows a linear relationship to resilience, regardless of demands. Managers who participate in mentoring programs demonstrate more resilient behaviour in response to intermediate rather than low or high levels of job demands than managers who did not participate in such mentoring. In contrast, for managers who participated in a job rotation program, high levels of job demands stimulated more resilient behaviours. These findings indicate that while leadership training is associated with high resilience, job rotation has particular strengths in building resilience for staff heading for highly demanding managerial jobs. In contrast, mentoring programs are possibly harmful to resilience in the face of high demands, possibly through mechanisms of overdependence on a mentor. The implications of these findings for public management are discussed.

1319 - FURTHERING SUSTAINABLE CONSUMPTION BEHAVIOR OF SMARTPHONES: THE EFFECT OF PHOTOGRAPHIC MATERIAL AND MESSAGE FRAMING

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Purpose: Given the importance of individual consumption behavior to foster sustainable development, a variety of psychological factors (e.g. emotional, rational, value-, or knowledge-based) has been analyzed. This study examines how the presentation of photographic material and message framing affects different emotions, awareness constructs, and intention to behave sustainably in the context of smartphone consumption.

Methodology: In study 1 (N=110), photographs related to the ecologic and social sustainability of smartphones were tested for their valence and arousal. Pictures with a high arousal level and either high (positive condition) or low (negative condition) valence were selected. In study 2 (N=418), these pictures were combined with different message framings in a 2x3 (positive/negative message framing x positive/negative/no picture) experimental design. Each picture condition contained one pair of pictures depicting ecologic and social sustainability. The messages emphasized the positive (or negative) outcomes of sustainable (or detrimental) consumption behaviors of smartphones.

Results: Results indicate that displaying pictures leads to a higher awareness regarding the problems associated with smartphones compared to the display of a message only. However, no effect was found for the intention to consider sustainability in future buying decisions.

Limitations: Further research should focus on actual consumption behavior instead of solely measuring intention.

Value and Implications: Understanding the mechanisms of displaying different types of information constitutes the basis for the successful design of marketing campaigns or sustainable certification systems in the environmental sector beyond solely offering 'positive' information.

1320 - INCORPORATING DIVERSITY PERFORMANCE INTO EXISTING ORGANIZATIONAL CRITERIA

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Abstract

Purpose: Despite several calls to incorporate diversity-related behaviors into evaluation systems, research has yet to comprehensively examine the nature of this novel performance domain. Thus, this study first examines the originality of diversity performance, examining whether it is distinct from or similar to contextual performance. Second, it identifies the dimensionality of this construct, exploring whether it is composed of separate allyship and discriminatory behaviors or whether these behaviors encompass opposite ends of a single continuum.

Approach: We are in the process of collecting responses from 800 full-time employees via MTurk. These participants are completing measures of allyship behaviors, discrimination behaviors, organizational citizenship behaviors (OCBs), and counterproductive workplace behaviors (CWBs).

Analysis: We will conduct a series of nested confirmatory factor analyses on models that a) freely estimate the four factors, b) fix correlations between ally and discrimination behaviors, b) also fix correlations between OCBs and CWBs, and d) fix correlations between diversity and contextual performance factors to identify the best fitting model.

Limitations: There are inherent limitations of using MTurk and self-report performance measures. We have minimized these limitations by incorporating attention checks, excluding low quality/incomplete data, and filtering participants based on a social desirability measure.

Research/Practical Implications: This study provides both scholars and practitioners with important information regarding best practices for structuring organizational diversity training programs and implementing other diversity management practices.

Originality/Value: This study is the first to examine the dimensionality of diversity performance. This will spur future research on this unexplored yet critically important performance domain.

1322 - AN INVESTIGATION OF WORK DESIGN AND INDIVIDUAL DIFFERENCES AS ANTECEDENTS OF EMPLOYEE MORAL DISENGAGEMENT.

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Purpose

Unethical behaviour at work is incredibly common. Such behaviour can be rationalised through moral disengagement (MD; Bandura, 1991), where individuals deactivate the self-regulatory processes that usually prevent them from behaving unethically. Parker (2014) theorised that individual differences and work design may have a long-term effect on moral cognitive processes. Given that work is increasingly embedded in social and interpersonal connections, this study tests the interactive effect of personality and relational work design (RWD, characterised by high levels of social work characteristics; Grant & Parker, 2009) on employee MD.

Design

Participants from a two-wave study ($N=414$ at Time 1) completed surveys (two years apart) containing the Work Design Questionnaire, the HEXACO personality inventory, and a workplace MD scale. Data collection for Time 2 (current $N=210$) is ongoing and will finish in November 2018.

Results

Preliminary analyses on Time 1 data indicate a significant moderating effect of conscientiousness on the relationship between RWD and MD. Specifically, for individuals high on conscientiousness, the greater the level of RWD, the less their MD. This study will also test for a negative lagged effect of RWD on MD when Time 2 data is available.

Limitations

We could not measure the incidence of actual unethical behaviour.

Research /Practical Implications

Work that connects employees to others is important, given that even conscientious individuals are prone to moral disengagement.

Originality/Value

This is the first known study to investigate and show the interactive effect of personality and RWD on MD.

1323 - BILDING BLOCKS OF BREACH

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Understanding the negative consequences of psychological contract breach (PCB) (Zhao, et al., 2007) remains a dominant research focus. While this is an important issue to empirically examine, breach has traditionally been conceptualized as a discrete event that occurs within an ongoing relationship (Dulac, et al., 2008). More recent work has highlighted the processual nature of the experience of breach from employees' perspectives (Wiechers, et al., 2018) with implications for how organizations manage psychological contracts as PCB often develops from several connected triggers which, processed in a cumulative manner, build up pressure in the employment relationship. A better understanding of how these triggers impact this process of breach will offer employers alternative modes for handling and managing perceptions of PCB. Therefore, this study focuses on the impact of the different types of triggers within the process of PCB.

We conducted a content analysis of trigger clusters through the use of a (daily) diary study over six weeks in five universities.

117 employees reported over 600 triggers. Preliminary results indicate several clusters of triggers, for example interpersonal, managerial or goal-disruptive triggers, showing a unique relationship with levels of impact on the psychological contract. Further results will be presented in May.

Our findings allow managers to actively build and sustain a stronger psychological contract with their employees, even in turbulent changing contexts.

Research in other environments (e.g., banking) would further disentangle connected triggers.

With our classification of triggers and our temporal conceptualization of breach, we contribute to a more accurate understanding of PCB.

1337 - TO PLAN OR NOT TO PLAN- AN INVESTIGATION OF INFLUENCING FACTORS ON THE PLANNING BEHAVIOUR OF TEAMS

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Purpose

Research led to the theory that team planning may be a key variable influencing the performance and efficiency in working teams. Based on the 4-factor model of team planning by Santer (2017) and Wang (2017) with the four planning aspects exploration, strategic planning, detailed planning and forecast team planning was examined in this study. Furthermore, it was examined which general conditions and influencing factors can affect team planning.

Design/Methodology

Severity of consequences and time pressure were identified as potential influencing factors and manipulated according to the policy capturing methodology within an online questionnaire. The participants were supposed to put themselves into short scenarios in order to then give a self-disclosure about their own planning behaviour in a team measured through a scale of team planning.

Results

Regression Analyses established as main effects a positive correlation between subsequent severity and team planning and a low negative correlation between team planning and time pressure. An interaction effect could be shown at the level of strategic planning.

Limitations

A total of 82 participants took part in the study. Future research should use the methodology on more participants and examine further influencing factors apart from subsequent severity and time pressure.

Research/Practical Implications

Perceived high severity of consequences and low time pressure can contribute to increased performance in teams.

Originality/Value

The present study is one of the first of its kind for team planning and attempts to detect potential influencing factors and scale them through a policy capturing methodology.

**1341 - IT WAS A GOOD DAY: A SMARTPHONE-BASED STRESS DIARY STUDY MEASURING VOCAL
INDICATORS OF STRESS**

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Purpose: Many employees suffer from stress causing health problems and absenteeism. Early and efficient measurement of stress-related aspects could offer possibilities for stress monitoring and interventions. Previous attempts to capture stress focused on self-report questionnaires or complex measures of biological stress indicators. We introduce a smartphone-based stress diary tool that should provide an easy and efficient way to capture self-reported stress and participants' voice characteristics as an additional, more objective way to capture stress.

Design: For one week (seven-day longitudinal study), participants in white-collar jobs ($N = 51$) used their smartphones to respond daily to four questions via voice recordings (e.g., "What was the highlight of your day?") and to report their daily stressors (e.g., working longer than intended) as well as their current stress level. The voice recordings were automatically analyzed regarding participants' vocal behavior (e.g., speechrate).

Results: Stressors, daily stress, and speechrate showed a quadratic trend throughout the week (i.e., stressors, daily stress, and speechrate were higher on working days). Daily stressors predicted stress and specific vocal features (e.g., increased speechrate) in hierarchical linear models.

Limitations: Rather small sample size, especially regarding male participants.

Implications: Results highlight the value of smartphone-based stress diary studies for field investigations. Additionally, vocal characteristics can be a valid indicator of daily stress.

Value: We introduce a methodology for smartphone-based diary studies and thus contribute to research and practice by showing how to measure stress-related aspects longitudinally and objectively.

1342 - PEOPLE COME FIRST: RETHINKING THE IMPACT OF HRM PRACTICES ON ORGANIZATIONAL BEHAVIORS

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Purpose. The purpose of the study is to verify if a positive employees' perception of HR practices can have impact on two important organizational outcomes, such as organizational citizenship behaviors and turnover intentions, considering Work Engagement and Perceived Organizational Support as mediators of this relationship.

Design/Methodology/Approach/Intervention. 408 employees of a healthcare company were involved in the study. Participants filled in a questionnaire consisting of a first section containing socio-professional data and a second part composed by measures of HRM Perception (Gould-Williams & Davies, 2005), Perceived of Organizational Support (Battistelli & Mariani, 2010), Utrecht Work Engagement (Balducci, Fraccaroli & Schaufeli , 2010), Organizational Citizenship Behaviours (Argentero, Cortese & Ferretti, 2008) and Turnover Intention (Mobley 1978).

Results. Results showed the relevance of HR practices' perception on organizational citizenship behavior and turnover intentions and the mediating role of both work engagement and perceived organizational support.

Limitations. Limitations referred to the cross-sectional nature of study; second, we relied on individuals' self-reports for the assessment of the variables investigated and this raised concerns about possible common method bias; Finally, the study accounted for a specific professional context, therefore results could not be generalized.

Research/Practical Implications. Results confirmed the strategic role of psychological capital for HR management and suggested the enhancement of sustainable organizational performance (Spreitzer & Porath, 2012) through the improvement of communication and the development of a positive working climate.

Originality/Value.

The present research work contributed to enrich the debate about the need for a people-based approach to the study of organizations.

1346 - DIFFERENT PERCEPTIONS OF DARK TRIAD ITEMS IN THE U.S. AND U.K.

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United States ⁽⁴⁾

Purpose

This study explored cultural differences in Narcissism, Machiavellianism, and subclinical Psychopathy between U.S. and U.K. responses to the Dark Triad of Personality at Work (TOP).

Methodology

A total of 2376 employed, working-age participants were recruited from survey panels in the U.S. and the U.K. to complete the TOP. After data cleaning for inattention, N = 2001. Coefficient alpha estimates of the reliabilities were 0.65 to 0.95, with a median of 0.85.

Results

Thirty-one items (16 Narcissism, 10 Machiavellianism, 5 Psychopathy) had significant ($p < 0.01$) DIF but the average R² change was only about 0.007.

Limitations

Results are correlational and in need of replication.

Research/Practical Implications

These results suggest small cultural differences between the U.S. and U.K. in perceptions of Narcissism items and, to a lesser extent, Machiavellian use of power. Regarding the cultural dimension of Individualism/Collectivism which has been studied mostly in relation to dark triad traits, while both countries are thought to be individualistic, U.S. participants reported considerably more Narcissism than U.K. participants, particularly on the Claim to Leadership subscale (Cohen's $d = -0.39$) and slightly less on subclinical Psychopathy driven mainly by the Flexibility subscale ($d = 0.56$).

Originality/Value

A cultural explanation is offered, with implications for organisational practice.

1347 - COMMUTE LENGTH, COMMUTE SATISFACTION, AND LIFE SATISFACTION: A META-ANALYSIS

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Purpose

The amount of time workers spend commuting continues to increase across the globe. The purpose of this study was to conduct a meta-analysis in order to examine the relationship between commute length, commute satisfaction, and life satisfaction.

Methodology

Twenty-six primary studies on the relationships between commute length, commute satisfaction, and/or life satisfaction were included in this study.

Results

Results indicated a significant negative relationship between commute length and life satisfaction ($r = -.13, p < .01$), between commute length and commute satisfaction ($r = -.25, p < .01$), and between commute satisfaction, and life satisfaction ($r = 0.24, p < .01$). Tests of a meta-analytic mediation model revealed that long commutes negatively impact life satisfaction by impacting commute satisfaction ($r = -.06, p < .01$).

Limitations

An important limitation of this study is the possibility of unmeasured confounding variables (e.g., socio-economic status).

Research/Practical Implications

Future research should examine the effects of commute length on life satisfaction with stronger longitudinal and experimental designs and should also assess what aspects of commuting (i.e. mode of commute, activities engaged in while commuting, commute stress, and flexibility/timing of commute) can mitigate the effects of commute length on commute satisfaction and life satisfaction. Our research can also be used to inform government initiatives on transportation and affordable housing, relevant organizational policies, and employees' commute-related decisions.

Originality/Value

This study provides a clearer understanding of whether and why commute length impacts life satisfaction

**1348 - RESEARCH PROPOSAL: LONGITUDINAL STUDY OF CLOSE RELATIONSHIPS AS ANTECEDENTS
OF WORK-RELATED PSYCHOLOGICAL CAPITAL**

Ludmila Kašpárková ⁽¹⁾ - Martin Vaculík ⁽¹⁾ - Jakub Procházka ⁽¹⁾

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Purpose: The poster presents proposed research design of a longitudinal study focusing on development of positive psychological capital (PsyCap) composed hope, self-efficacy, resilience and optimism.

PsyCap is known as a predictor of desirable employee attitudes (job satisfaction, organizational commitment, psychological well-being), desirable employee behaviors (organizational citizenship), and multiple measures of employee performance (self-rated, supervisor-rated, and objective). Moreover, its malleability and openness to development have been documented. As a consequence the construct received considerable attention during the 16 years of its existence.

Recent research has identified a number of trait (e.g. proactive personality), and situational (e.g. supervision, task complexity) predictors of PsyCap. However, to our knowledge, the development of PsyCap has only been examined in working adults so far and antecedents that influence an individual's PsyCap between early childhood and first employment have not yet been studied. Our research aims to address this gap in the understanding of PsyCap's development. Based on theories of the development of individual parts of PsyCap, we will explore the impact of close relationships in adolescence on PsyCap in young adults.

We want to get a feedback to our purpose, to get an inspiration for improvements of the design, to inspire the peers and eventually to arrange collaboration with other researchers.

Design/Methodology: We will build on the unique longitudinal study ELSPEC, thanks to which we can link data on participants' close social relationships gathered from multiple sources 16 years ago with newly acquired data on their work-related PsyCap and perceived work-related stress at the age of 27-29. More in detail, attachment style was measured by Peer attachment style questionnaire (Širůček & Širůčková, 2008), and parental scale from Inventory of parent and peer attachment (IPPA) (Armsden & Greenberg, 1987) at the age of 16. Parenting style was assessed by Parenting Styles Questionnaire (Čáp & Boschek, 1994) answered by both the adolescents and their parents, with respondents aged 11, 13 and 15. Quality of Peer relationships was measured by the Peers Problems subscale of Strengths and Difficulties Questionnaire (SDQ, Goodman, Meltzer, & Bailey, 1998) completed by parents and teachers when the adolescent was 11 and 15, and by the adolescent him/herself at the age of 15.

We will recontact participants of the ELSPEC study and ask them to fill in the Compound PsyCap Scale (Lorenz, Beer, & Heinitz, 2016), and a Brief Symptom Inventory-18 (Derogatis, 2000) measuring the level of psychological distress over the previous 7 days.

Limitations: The major risk and limitation of the study is the sample mortality.

Implications: The results will provide a better understanding of the natural development of PsyCap, which in turn can help to design effective PsyCap development interventions.

Originality/Value: Unique longitudinal research design allows us to measure dependent variables 16 years after measuring independent variables. The results will allow us to formulate conclusions about causality between social support and PsyCap.

Key words: longitudinal study, positive psychological capital, psychological well-being, work performance

1352 - COMPARING PERSON-FIT STATISTICS IN PROCTORED VS UNPROCTORED TESTING IN HIGH- AND LOW-STAKES TEST SITUATIONS

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Purpose: In employee selection unsupervised ('unproctored') internet test administration is growing rapidly. The unstandardized test conditions and opportunity to cheat on unproctored cognitive ability tests might introduce response distortions that threaten the test validity. To reduce this threat current best practice is a computerized adaptive test (CAT) with a supervised ('proctored') confirmation test. Previous studies investigating response distortions by comparing proctored vs unproctored test scores, reported inconsistent differences. However, response distortions might not be visible at group-level in observed scores. Studies using other psychometric methods to identify response distortions are scarce. Therefore, in this study person-fit statistics will be used to detect response distortions in proctored vs unproctored testing in real-world test situations.

Design: In a 2 (proctored vs unproctored setting) x 2 (employee selection vs career advice test situation) design (estimated $N=600$ per group) participants complete a validated general mental ability CAT. Two non-parametric person-fit statistics (CUSUM and normed G) are calculated. Data collection will continue until March 2019. **Results:** Preliminary results suggest that response behaviour is more inconsistent in proctored testing and low-stakes test situations. **Limitations:** Recruitment by convenience sampling and no random allocation to study conditions. **Implications:** This study provides further insight in response distortions in real-world unproctored CAT administration and strategies to detect inconsistent response behaviour. **Originality:** Although person-fit statistics have been used to detect inconsistencies in CAT, to our knowledge this study is the first to use person-fit statistics to compare response distortions in unproctored vs proctored testing in real-world high- and low-stakes test situations.

1353 - INVESTIGATION OF HUMOUR AND COLLECTIVE CREATIVITY IN PUBLIC COMMUNICATION

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Purpose: Humour is an essential element in interpersonal and public communication. This paper explores the difference between perceived creativity in messages using affiliative and aggressive humour as well as the extent to which gender and need for cognition moderate this relation.

Design/Methodology: Data was collected through an online survey using messages developed by participants in the public protests that took place in Romania in 2017. Two messages (one using aggressive and one affiliative humour) were selected after an initial assessment by independent evaluators for further use. Then, we asked a sample of 297 individuals to rate the creativity of these two messages and the other measures included in the study.

Results: The results show that: a) participants tend to perceive messages using affiliative humour as being more creative than the ones using aggressive humour, b) the evaluative discrepancy between the two types of messages is higher for women, and c) the evaluative discrepancy is higher for people scoring high rather than low in need for cognition.

Limitations: Considering that humor is influenced by cultural factors, the model should also be tested in other cultures

Research/Practical Implications: We tested the implications of humor for the perceived creativity of messages used during political protests in Romania.

Originality/Value: This study is among the first attempts to explore the role of humor types on the perceived (collective) creativity of messages used to express public opinions.

**1361 - BACK TO THE FUTURE? RECOVERING AND REFRAMING HUMAN RELATIONS MANAGEMENT
IN PUBLIC SERVICES**

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Since the 1980s, a dominant neoliberal ideology has assumed that markets are more rational than governments Friedman (1980). Combined with claims that self-interested employees should be disciplined by market principles and criteria, this underlay the case for New Public Management (NPM), High Performance Work Systems (HPWS) and High Involvement Work Systems (HIWS).

This paper qualifies this by recovering the legacy of Elton Mayo (1932) and the Hawthorne Studies that high performance depends on wellbeing. Drawing on the case for New Public Services (Osborne et. al., 2015; Osborne, 2018) it supports the claims of Denhardt and Denhardt (2015), Guest (2017), and Wellman (2017) that HRM systems should centrally recognise that employee wellbeing is a moderator of high performance.

It reports on a qualitative case study over time (2011-2015) in a European university hospital which had been subjected to performance demands and protocols within a NPM paradigm and then was merged with two other hospitals. Based on a grounded theory approach, fully transcribed semi-structured interviews (n=54) were undertaken with board level organisational managers as well as health professionals as operational managers of services and units. Content analysis used MAXQDA.

In distinguishing macro institutional, meso organisational and micro operational levels, the findings indicated that relative autonomy is needed from base and middle up to enable both improve performance through enhanced motivation and improved work-life balance. The findings could gain from wider based questionnaire surveys on a cross cultural and longitudinal basis to enhance policy making within a recovered human relations perspective.

1378 - MAKING EXHAUSTED BODIES WORK AGAIN: THE CONSTRUCTION OF THE REHAB COORDINATOR PROFESSION

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Because of the increasing number of people on sick leave in Sweden, the government has taken action to deal with the situation which has mainly focused on the escalating costs. One of the most frequent diagnoses is Exhaustion Disorder (burn out syndrome), which has quickly increased, predominantly among women. In 2018 a memorandum for a legislation, a new function, rehab coordinator has been presented to the parliament, with the aim of enhancing the process of successful return to work for people on sick leave. The function of rehab coordinator is new and how this position is defined and constructed will have implications both for the individual rehab coordinators and the activities they will be carrying out.

The health labour market is heavily divided by gender, horizontally as well as vertically and women are over represented in the caring professions. In this paper, the construction of rehab coordinator is scrutinized through the lens of feminist theory. The effects of neoliberal politics in this case exemplified by women with Exhaustion Disorder, needs to be taken care of and managed, presumably by other women. The analysis is conducted as a discourse analysis of policy, legislations, memorandums and job descriptions documents for rehab coordinators. Inspired by the feminist intersectional analysis on power and discipline, the paper discusses who is doing the “dirty work”, i.e. taking care of and managing exhausted bodies and have these bodies once again workable in the new public management work life.

1379 - JOB DEMANDS CONTROL MODEL AS RELATED TO OBJECTIVELY MEASURED PHYSICAL ACTIVITY IN WORKING WOMEN AND MEN

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Purpose

A physically active lifestyle incurs health benefits, and previous studies have found that physically active individuals show reduced reactivity to psychosocial stressors such as Job demands, control and support (JD-C-S). However, the findings are inconclusive, and are based on self-reported physical activity (PA). The present study aims at studying the association between JD-C-S and objectively measured PA on various intensities from sedentary time to vigorous PA.

Design/Methodology/Approach/Intervention

The participants were 292 employees from a cross-sectional study in two different office-based worksites. PA-data was collected with the accelerometer ActiGraph GT3X and sedentary time with the inclinometer activPAL. Data regarding demographic, stress and JD-C-S was collected by a web questionnaire. A linear regression model assessed the association between JD-C-S and objectively measured PA-patterns.

Results

Moderate to Vigorous Physical Activity (MVPA) was negatively associated with control

($\beta = -0.13$, $p < 0.05$), after adjustment for age, gender, education, management, stress, overtime and work engagement. When analyzing men and women separately, this association only occurred in the female participants ($\beta = -0.18$, $p < 0.05$) and was affected by work engagement.

Research/Practical implications

High decision authority and work engagement, previously found to have positive health effects, may be related to less time in MVPA in women, suggesting the potential benefit to address the level of PA in this group.

Limitations

Limitations involve a small sample and cross-sectional data which limits studies of directions.

Originality/Value

This study is novel in investigating how objectively measured PA is related to JD-C-S.

1380 - THE INFLUENCE OF THE WORKPLACE EMPOWERMENT ON WORK ENGAGEMENT: AN EXAMINATION OF THE MEDIATOR ROLE OF PSYCHOLOGICAL EMPOWERMENT IN THE RELATIONSHIP BETWEEN STRUCTURAL EMPOWERMENT AND ENGAGEMENT

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Purpose: Structural empowerment focuses on a set of organizational policies and practices initiated by management with the purpose of addressing conditions that produce powerlessness situations and cascading decision-making down the organization hierarchy (Eylon, & Bamberger, 2000). Our aim is to analyze the influence of structural empowerment on both psychological empowerment and work engagement (as defined by Schaufeli, Salanova, González-Román, & Bakker, 2002), and to test the mediator role of psychological empowerment in the relationship between structural empowerment and engagement.

Design/Methodology: A cross-sectional research design was used, collecting the data among 155 workers. Regarding the analysis, several regression analyzes were performed, and also a mediation analysis with the PROCESS macro.

Results: Results confirmed the significant and positive influence of structural empowerment on both psychological empowerment and engagement. Moreover, the mediation analysis reveals that psychological empowerment acts as a significant mediator in the relationship between structural empowerment and engagement.

Limitations: The cross-sectional nature of this research; the shortage of global investigation on workplace empowerment; the lack of variety in the labor sectors of the used sample.

Research/Practical Implications: The model should be reanalyzed using structural equations, in order to provide deeper explanations of these potential relationships. Furthermore, the results also provide direction for the professional practice, allowing to develop interventions aimed at the generation of a strong and effective work environment.

Originality/Value: Given the increasing status of empowerment and engagement in understanding the motivational basics of employee's work attitudes and behaviours, the study allows to explore which organizational measures influence the workers' health and wellbeing, the quality of work and the organizational success.

1382 - A NEW PSYCHOMETRIC PERSPECTIVE ON THE MBTI GLOBAL STEP I ASSESSMENT

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Purpose:

The *Myers-Briggs Type Indicator* (MBTI[®]) assessment has long been questioned for its reliability and validity. This presentation reanalyzed the internal consistency reliability and underlying structure of a revised MBTI assessment, Global Step I (GS1), with a large global sample.

Design:

The global sample consisted of 13,865 respondents (53.9% women) who completed the 92-item MBTI GS1. Twenty country and language groups were included for analyses if each contained at least 200 respondents. The confirmatory factor analysis with WLSMV estimator was applied to 15 hypothesized models (one factor to four factors) given the categorical property of data.

Results:

Results suggested good internal consistency reliability with Cronbach's alpha ranging from 0.87 to 0.89. The CFA was performed by the *lavaan* package in *R* 3.4.2. Among 15 models, only the four-factor model indicated good model-data fit ($\chi^2 = 105,245.55$, $p < .001$, CFI = 0.925, SRMR = 0.041, RMSEA = 0.042). Moreover, over half of country and language groups also indicated good fit of the four-factor model.

Limitations:

The reliability and validity evidence was limited to 20 groups in this research. Respondents from more countries or used other languages are expected.

Implications:

The new MBTI GS1 is a psychometrically sound assessment tool that is well adapted to individuals from different cultural backgrounds.

Originality/Value:

This research responded to criticisms and misconceptions that the MBTI assessment is not reliable and valid. Regarding the categorical property of data, this research employed an appropriate approach to measuring the underlying structure of this assessment.

1384 - A RESEARCH ON THE PREDICTIVE RELATIONSHIPS BETWEEN EXCLUSION IN THE WORKPLACE, ORGANIZATIONAL TRUST, FELT TRUSTWORTHINESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MULTICULTURAL WORKPLACES

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The aim of this research is to investigate the predictive relationships between exclusion at work, organizational trust, felt trustworthiness and organizational citizenship behavior in culturally diverse workplaces when it comes to subordinate-supervisor relationship.

In the scope of this research, existing surveys are used in order to collect data. The data is collected on the internet via an online data collection tool. The participants of this study are white collar employees who are fluent in English and work in Germany.

We have interpreted and discussed the results keeping in mind the data is collected from a culturally diverse organizations and more than 20 cultural backgrounds have been presented. The results have provided wide range of information on the suggested predictive relationships. It is found that exclusion by supervisor has no direct effect on organizational citizenship behavior which is an interesting finding. It is also observed that exclusion by supervisor has a significant negative effect on felt trustworthiness and the power of the effect changes according to the dimensions of felt trustworthiness. Moreover, the dimensions of felt trustworthiness have positive effect on organizational trust as well as organizational citizenship behavior.

Based on all these outcomes, suggestions for future research and implications for organizations are presented.

Keywords: exclusion at the workplace, trust, felt trustworthiness, organizational citizenship behavior, subordinate-supervisor relationships

1385 - PERFORMANCE-CONTINGENT REWARD AND INTRINSIC WORK MOTIVATION: EXPLORING THE ROLE OF THE REWARD'S FUNCTIONAL SIGNIFICANCE AND ITS RELATION TO INTRINSIC MOTIVATION

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Purpose

This study aims to examine the self-determination theory's (Ryan & Deci, 2017) suggestion that the effect of a performance-contingent reward on intrinsic motivation is dependent on the functional significance of the promised reward. The present study will test this hypothesis by examining whether an individual's interpretation of the reward's functional significance (controlling vs. informational) at time point 1 is responsible for the observed changes in intrinsic motivation at time points 2 and 3, and whether the changes in intrinsic motivation are mediated by psychological need satisfaction and frustration.

Methodology

The data will be collected from 7 knowledge-intensive organizations using a longitudinal survey design. The first wave of data collection will be implemented in November 2018 while the second and third waves will take place in winter and spring 2019. Data will be analyzed using structural equation modeling.

Results

The study is ongoing, and preliminary results will be discussed.

Limitations

All measures are self-reported.

Research/practical implications

The study will advance our understanding of the effects of performance-contingent rewards on intrinsic work motivation by exploring the role of the reward's functional significance and psychological need satisfaction and frustration in this process.

Originality

Contributes to the ongoing debate on the effects of performance-contingent rewards on intrinsic work motivation by demonstrating how the functional meaning of a reward is associated with a subsequent decline or enhancement of intrinsic work motivation. Theoretically, the present study will contribute by advancing our knowledge of the psychological mechanism through which performance-contingent rewards affect intrinsic motivation.

1388 - PATTERNS OF CHANGE IN FAIRNESS PERCEPTIONS DURING THE HIRING PROCESS: A CONCEPTUAL REPLICATION IN A CONTROLLED CONTEXT

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The present research tackles a problem in the candidate reactions literature: the replicability of results that emerge when *in vivo* and *in vitro* designs. The current study was designed to provide a conceptual replication of Konradt, Garbers, Erdogan, and Bauer's (2016) dynamic model of change in fairness perceptions during the hiring process, using a different research design, different measures, and a different sample than the original paper. A sample of 209 participants in a simulated selection process reported their level of perceived fairness three times: before the testing, after the testing, and after the results were communicated. These results support the results of Konradt, et al., that the construction of fairness perceptions declines in a non-linear way over time, with high initial levels of fairness perception corresponding to a lower rate of decline, and vice versa. Further analysis revealed no change in the individuals' conceptualization of perceived fairness nor any shift in the respondents' use of the measurement scale (i.e., no beta and gamma change were detected).

Keywords: fairness perception, candidate reactions, simulated selection, change, conceptual replication.

1391 - A SYSTEMATIC REVIEW ON THE ASSOCIATION BETWEEN AGING AND TOLERANCE TO SHIFT WORK

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Purpose

The aging workforce has been a major topic of study for researchers and policy makers. The capability of the aging workforce to tolerate and recover from the contemporary demanding work rhythms and schedules as shift work needs to be addressed. The purpose of the study was to conduct a systematic review of the literature exploring the associations between shiftwork and affective disorders.

Design/Methodology/Approach/Intervention

A literature review was conducted using Medline, PsycINFO, Web of Science, and ScienceDirect. Inclusion criteria included aging, shift work, including irregular shift work, fixed shift work, rotating shift work or night work and shiftwork tolerance.

Results

The 24 articles extracted provided controversial results: 11 studies suggested better shift work tolerance among younger workers, seven studies reported opposite results, and 6 studies found no association between age and shift work.

Limitations

The controversial results do not allow recommendations regarding the inclusion or exclusion of older workers in shift work or the suggestion of mitigating interventions.

Research/Practical implications

Major limitations regard the lack of consensus on the definition and measurement of shift work and shift work tolerance. Guidance is also needed in the study of aging and the use of classifications as "young" or "old". Longitudinal designs are required to fully explore the associations between aging and shift work.

Originality/Value

The study considered a broad approach to the concept to tolerance to shift work resulting in the identification of both physical and psychological repercussions. The use of the term aging leads to controversial classifications of age.

1395 - E-RECRUITMENT: HOW THE USER ACCEPTANCE OF TECHNOLOGY AND IDENTIFICATION WITH THE ORGANIZATION INFLUENCE ORGANIZATIONAL ATTRACTIVENESS

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Purpose

In recent years, an increasing number of organizations has started digitalizing their recruitment processes. Thus, drawing on *Technology Acceptance Model (TAM)* (Davis, 1989) the aim of this study was to investigate the relationships between *Organizational identification*, *Perceived Usefulness (PU)* and *Perceived Ease of use (PEU)* of a technological system in predicting organizational attractiveness starting from an initial browsing of its website and, subsequently, candidates' intention to apply using the same website.

Method

A study was carried out with a sample of 33 university students who were asked to visit the website of five Italian companies, with a total of 165 cases.

Analyses and results

Regression and SEM analyses were performed. Results showed that *PU* and *PEU* predict organizational attractiveness and intention to apply, in line with TAM assumptions. More, *PU* impacts organizational identification, and shows a positive effect on the intention to apply, without the mediation of the organizational attractiveness.

Limitations and Implications

The results suggest that organizations should design their websites in a way that they are perceived as useful and easy to use, thus stimulating candidates' identification and attraction towards the company.

Future studies may involve more heterogeneous sample and should take into account even companies' social media profiles.

References

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1399 - JOB DEMANDS OF BURNED-OUT MANAGERS – A QUALITATIVE STUDY

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Abstract

Media reports and scientific research suggest that managers increasingly struggle with burnout as they face both high demands and high pressure in their jobs. However, these managers are typically overlooked in burnout research as it is limited to samples of managers who normally just show very weak, subclinical symptoms of burnout. Thus, our understanding of the job demands that really affect clinical symptoms of burnout is fairly limited. Furthermore, an overview of relevant job demands is missing because present research is limited to statements about the concept of job demands in general, or about the effects of specific, yet isolated job demands. To encounter these weaknesses, we conducted semi-structured interviews with thirteen burned-out managers who were inpatients of a psychosomatic clinic, interviewing them on the job demands they struggled with in their former organizations. Using the GOIA methodology, we developed a categorical system of all the demands the managers struggled with, showing that they encountered a lot of demands stemming from the organizational system, their job position and their social environment, as well as their own vulnerabilities. Finally, we derive practical recommendations for organizations regarding what demands they should take into consideration when trying to prevent their managers from clinical burnout.

**1400 - INFORMAL LEARNING IN ORGANIZATIONS: A STUDY ON PORTUGUESE MANAGERS'
PERCEPTIONS AND ATTITUDES**

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Portugal* ⁽¹⁾

Purpose

The purpose of this study is to contribute to an understanding of the way managers view informal learning's role in the organizational learning system.

Methodology

Content analysis of semi-structured interviews with eleven managers from Portuguese companies of diverse industries points to four streams of analysis: informal learning concept, antecedents, organizational supporting methods, and outcomes.

Results

The findings indicate that, more than a modality of training, informal learning is a process which shapes individual and group knowledge, through a combination of diversified tools and experiences. Results highlight that managers are aware of its importance and are giving way to disruptive pedagogical events in organizations to ensure that employees reflect on their own learning needs, access key organizational knowledge resources and rely on peer-to-peer interaction to expand their knowledge. The findings also suggest that informal learning boosts communication and enhances individual motivation and engagement, positively contributing to organizational performance.

Limitations

Data are obtained from a relatively small sample and from an exploratory study.

Research/Practical Implications

Results highlight the role of informal learning in reshaping and complementing traditional formal training programs, as well as practical implications in fostering creativity and innovation in organizations.

Originality/Value

Regardless of recent advances in training technology and instructional design, there is very scarce research on the ways informal learning is perceived and used in organizations

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1405 - AUTHENTIC LEADERSHIP AND WORK ENGAGEMENT: THE INDIRECT EFFECTS OF PSYCHOLOGICAL SAFETY AND TRUST IN SUPERVISORS

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Purpose

The aim of this study was to investigate whether trust in supervisors and psychological safety had an indirect effect on the relationship between authentic leadership and work engagement. An additional objective was to determine if authentic leadership indirectly influenced psychological safety through trust in supervisors.

Methodology

A sample of 244 employees (86.9% male; 54.5% African; 50.4% Grade 12 qualification) within the South African mining industry completed the Authentic Leadership Inventory, Utrecht Work Engagement Scale, Workplace Trust Survey, and Psychological Safety Questionnaire. Structural equation modelling was employed to establish the model fit as well as the structural paths between the constructs.

Results

The results indicated that authentic leadership had a statistically significant indirect effect on work engagement through trust in supervisor. Authentic leadership did not have a statistically significant indirect effect on work engagement through psychological safety.

Limitations

The cross-sectional study design does not allow conclusions to be drawn regarding temporal relationships between variables.

Practical Implications

Results of the study provide support for the development and implementation of interventions that promote authentic leadership in organisations. Moreover, the study provided evidence as to the importance of supervisory trust in facilitating this relationship towards harnessing a more engaged workforce.

Originality/Value:

Authentic leadership plays an important role in creating a positive work environment. This work environment may result in employees trusting their supervisors, which could lead to an engaged workforce.

1406 - WAITER, I ORDERED A CAPO WITH A SMILE: THE COGNITIVE SIDE EFFECTS OF DIFFERENT TYPES OF EMOTIONAL LABOUR STRATEGIES IN SERVICE PROFESSIONS

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Main Abstract Content/Purpose. Over the last decades the growth of the service sector has increased the number of jobs that involve interactions with clients. The quality of these service interactions is partly determined by the emotional responses of the service employees involved. However, in order to meet job demands, service employees are also expected to help clients. To achieve this, service employees need to perform well on concurrent cognitive tasks. We investigated the hypothesis that emotional and cognitive tasks are difficult to combine because they use the same resources. We present two studies that focussed on the relationship between emotional regulation and cognitive performance.

Design/Methodology. The first study was a systematic review in which we synthesised the adverse effects of different types of display rules on cognitive performance. The second study was a field research, in which we investigated the relationship between emotional labour and work related cognitive failure of service staff in restaurants and terraces.

Results. We uncovered that emotion regulation can cause different types of cognitive mistakes, such as clumsiness, forgetting things and missing information. These problems both occur in service and non-service contexts. Additionally, we found out that both parallel and subsequent cognitive tasks are adversely affected by emotion regulation.

Limitations. The systematic review pointed out that this field of research is still in its infancy, especially with respect to evidence from service contexts.

Research/Practical Implications. Our work shows that service providers should carefully consider to which tasks they give priority.

Originality/Value. Our work draws attention to the tension between the importance of emotion regulation in professional occupations and the seriousness of cognitive failure ranging from general service failure to life and death matters surrounding healthcare delivery.

1407 - THE DARK SIDE OF EMOTIONAL LABOUR IN THE CLASSROOM: THE RELATIONSHIP BETWEEN EMOTIONAL LABOUR STRATEGIES AND COGNITIVE FAILURE OF TEACHERS

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Main Abstract Content/Purpose. Interactions with pupils contribute to the complex part of teachers work. Reasoning from Wood's definition of complexity (1986), this is mainly because these interactions are dynamic, generate multiple concurrent demands and require the contribution of both teachers and pupils. Our work is based on the assumption that emotional demands contribute to all these types of complexity. Consequently, putting much effort in emotional labour is leaving fewer resources for cognitive performance.

Design/Methodology. We present two field studies among higher education and primary school teachers in which we investigated the relationships between different strategies of emotional labour on the one hand, and different types of cognitive failure on the other. Participants completed emotional labour strategy scales on deep acting, surface acting and hiding emotions. Additionally they filled in a general and a work-related cognitive failure scale.

Results

All emotional labour strategies were positively related to both work related and general cognitive failure. The study amongst primary teachers pointed out that in this context deep acting explained work related and general cognitive failure better than did other variables such as surface acting, hiding emotions and age. This means that deep acting cannot always be considered as the most beneficial emotional labour strategy. In higher education contexts, hiding emotions predicted cognitive failure best.

Limitations. Our research data are based on self-evaluations of longer periods. It would have been more precise to evaluate a number of separate working days.

Research/Practical Implications. Our findings point out that is important to prioritize between emotional and cognitive performance.

Originality/Value. Until now the relationship between emotion regulation and cognitive failure has never been studied in real working contexts.

1412 - COMPETENCES REQUIRED ON THE LABOUR MARKET AND MOTIVES TO WORK AMONG CONTEMPORARY EMPLOYEES

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Competences are a set of personal traits, which consists of elements characteristic for an individual, such as motivation, personality traits, skills, self-esteem related to group functioning and knowledge that this person has absorbed and uses (Boyatzis, 1982). All these elements are dependent on each other (Oleksyn) and convert into tangible results (Armstrong, 1996). In the literature it can be observed that there is a combination of perceived areas of competence, motives, and values relating to professional work choices (Schein, 2013). If you want to motivate an employee properly, you should satisfy his needs.

The aim of the study was to examine if the level of competence influence on the motives to work and to conclude based on the knowledge of competences which factors motivate employees to work. It has been assumed that the level of individual competences affects motives to work. The study group consisted of 307 people. 203 women and 104 men completed the survey. The average age of the respondents is 33.10 (SD = 8.8).

Two own questionnaires were used to verify the hypothesis. The first questionnaire referred to 16 competences required on the contemporary labour market and was constructed basing on reports. The reliability coefficient is at the level of 0.88. To measure motives to work, a questionnaire of types of motives was constructed. Basing on a review of the literature on motivation to work (Jonge and Schaufeli, 1998; Sousa-Poza and Sousa-Poza, 2000) and a pilot study, a list of 21 work motives was prepared. On the basis of exploratory factor analysis and confirmatory factor analysis, 4 factors were distinguished: personal and professional development at work, comfort and money at work, good relations and safety at work, and social support at work.

The results of the regression analysis show that competences (ie. work under pressure, flexibility, self-improvement, initiative taking) explain the motives to work related to personal and professional development in 30% and competences (ie. time management and cooperation) explain the motives to work related to good relations and security at work in 14%.

1413 - VIRTUAL REALITY (VR) FOR LEADERSHIP: VR ASSISTED MEDITATION TRAINING FOR LEADERSHIP DEVELOPMENT

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Purpose: Despite promising findings of meditation for individual outcomes (e.g., stress relief), there is limited research on applications of meditation at work. This study examines Virtual Reality (VR) to facilitate meditation practice for leadership development. We predicted meditation would improve leader behaviors (e.g., sustained attention, increased empathy, improved emotion regulation) resulting in improved perceptions of leadership skill and leadership style.

Design: A sample of 44 undergraduate and graduate students participated in an 8 week experiment. Students in the meditation condition were assigned weekly meditation and reflection time including meditation sessions in a VR environment. The control group received a VR experience and only responded to the baseline and outcome measures with no exposure to the meditation or VR intervention.

Results: Results demonstrated the impact of meditation practice on leadership outcomes (e.g., perceived effectiveness, performance, leadership styles) and individual experience (e.g., perceived stress, mindfulness). Full results and future implications will be discussed.

Limitations: A small student sample with no random sampling. This quasi-experimental design may create systematic differences between conditions. Only a portion of the meditation sessions were in the VR.

Research/Practical Implications: Findings establish the need for further research regarding the use of VR technology for development in the workplace. Meditation interventions have meaningful value in a workplace context and with leadership development.

Value: To our knowledge only one other study has used VR meditation as an intervention, this being the only study to use VR meditation for leadership development.

1414 - MOTIVES TO WORK AND WORK VALUES - GENERATIONAL AND GENDER DIFFERENCES

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Values define the directions of human activities and they are related to the motivation to undertake specific activities and roles (see Schwartz, 1994, Brown, 2002). Researchers and employers notice differences in motivation to work among representatives of different generations and genders (see Twenge, Campbell and Freeman, 2012, Gursoy and Karadag, 2013). In the research project, there were asked some questions, what motivates contemporary employees, whether the intensity of these motives is different in different generations, what are the relationships between the dominant work motives and its dominant values, and whether there are differences between women and men regarding work motives. To verify the hypotheses, a study was conducted among 307 professionally active people. The types of motive questionnaire designed for the study and the Valued Living Questionnaire (VLQ) were used (Wilson and Murrell, 2004). The obtained results indicate that younger employees decide to work ensuring comfort and adequate pay. However, regardless of age, social support is the most important for all groups of respondents. In turn, for women, security and social support are important at work. Moreover, it shows that there is a relationship between work values and work motives. For example people who appreciate values such as friendship and stability are motivated to work by good relationships and security, those who value free time and stability are motivated by comfort and salary, those for whom respect and learning are most crucial, are motivated by the possibility of development, while people for whom professional success, parenting, learning and respect are the most important, are motivated to work by social support.

1422 - DEVELOPING SUSTAINABLE ORGANIZATIONS: HOW TOP MANAGERS CREATE HEALTHY WORK ENVIRONMENTS

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Purpose

This paper presents six metaphors representative of top management practices in knowledge organizations that develop healthy working environments characterized by organizational fairness, trust and cooperation.

Methods

This was a qualitative case study from 2015 to 2018 including six Norwegian knowledge organizations, yielding more than 30 interviews with both top managers and other managers in the top management teams, and extensive observational notes.

Results

The findings indicate that focusing on healthy work environments is an integral part of valuecreation in knowledge organizations, with high employee autonomy and individual professional identity, and of the organization's continuous strategic development. Top managers that succeed with this focus on being credible, respectful and involving, and can be characterized as 1) marathon runners; 2) professional strategists; 3) empathic captains; 4) charismatic actionists; 5) visionary change agents; and 6) creative innovators.

Limitations

The sample consists of six managers, and more research is needed to further validate the findings. The metaphors need to be refined both to communicate a clearer message and to be consolidated.

Research/practical implications and originality value

The results show that top managers' practices and behaviours affect the quality of work environments. Most leadership studies are on how middle managers affect individual workplace phenomena, while this study shows the relevance of top management for healthy work environments and value creation combined. This has clear implications for top management in practice as well.

1431 - PARENTS' WORK-RELATED STRESS AND BURNOUT

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The aim of the present pilot study is to explore work-related stress and burnout in parents with typically developing children and parents with special needs children, a comparison that has not yet been investigated. More specifically, the aim of the study is to assess how parents evaluate work related stress, its sources and consequences as well as components of burnout in emotional, behavioral and cognitive perspective. The sample consisted of 30 parents of children of nursery and school aged typical developing children and 30 parents of children with disabilities who attend special schools or inclusive classrooms. Parents' demographic information (e.g. gender, age), their experiences regarding work related stress and burnout were assessed by a structured questionnaire. The first part entailed demographic data and the second part the Stress Risk Assessment Tool (Johnson & Cooper, 2003) and the Maslach Burnout Inventory (Maslach & Jackson, 1986). The findings of the study suggest that parents of children with special educational needs experience higher levels of work related stress and occupational burnout. The findings will be discussed in relation of the need to design and implement intervention programs, which aim at improving the quality of life for parents of children with and without special educational needs.

1432 - MY SOCIAL IDENTITY RIGHT OR WRONG: A STUDY ON SOCIAL IDENTITY FUSION AND LOYALTY

Torbjörn Engelkes⁽¹⁾

Stockholm University, Department of Psychology, Stockholm, Sweden⁽¹⁾

My social identity right or wrong: A study on social identity fusion and loyalty

Torbjörn Engelkes

Purpose

Loyalty is an ambiguous and complex phenomenon that may set the individual in dilemmatic situations. One assumption is that the individual's level of fusion with his or her social identities also indicates where the individual's strongest loyalty lies. Another assumption is that social identity fusion and hence the object of prioritized loyalty is influenced by the present context.

Design/Methodology

The study is based on longitudinal questionnaire data collected among staff of a Swedish military unit, two months prior to an international deployment in Mali (May 2018) and during the mission (September 2018), while the follow-up wave will be collected two months after the end of the mission (December 2018)

Results

The analysis and data collection is ongoing. Preliminary results from an initial pilot test with 160 military officers attending a course at the Swedish Defence University indicates satisfactory measurement properties and that social identity fusion is associated with loyalty towards certain in-groups.

Limitations

The study needs replication with larger samples from various settings before any conclusions regarding the generalizability of the association between identity fusion and loyalty can be drawn

Implications

This study contributes to a better understanding of the loyalty concept within organizations that operate in extreme contexts.

Originality

This is one of the first studies to investigate how social identity relates to loyalty towards different groups, and whether these associations differ in extreme contexts such as an international military mission

1433 - THE RESTRUCTURATION OF A NON PROFIT ORGANIZATION (NPO) AFTER HURRICANE MARÍA:
THE CASE OF THE RICKY MARTIN FOUNDATION (RMF)

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The restructuration of a Non Profit Organization (NPO) after Hurricane María: The case of the Ricky Martin Foundation (RMF)

NPOs provide services that the government and private sector are not delivering, especially to sectors in economic and social disadvantage. Even though their contributions are significant, they face continuous challenges to accomplish their mission.

One significant challenge is the economic precariousness that Puerto Rico has been confronting for the past decade. The availability of funds for NPOs have been reduced and the demand for services increases. The call to action for adjusting services is something that many organizations are facing. After Hurricane María, the NPOs were the most appreciated by the society for their prompt and sensible response, in spite of their lack of resources. This presentation intends to present how the RMF went through a complex process to align its programs to the new reality. The focus was to provide the best services in Loíza, one of the poorest municipalities and the home base of the FRM TAU Center, mainly dedicated to prevent Human Trafficking through an education program. The changes included the transformation of being partially an alternative “school” to become a community development center.

With the Board approval, RMF went through significant processes, including building new alliances, redesign staff's roles, hire new personnel, move its operations to TAU Center and develop a new evaluation system. They also asked for the support of a IO Psychologist to walk with them through the restructuration. Dialogic consultation was the route to support their voyage, with the challenges that this type of intervention brings to the working scenario of NPOs.

1434 - MEASURING LOYALTY: DEVELOPING A PSYCHOMETRIC SCALE FOR AN AMBIGUOUS VIRTUE

Torbjörn Engelkes⁽¹⁾

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Purpose

In many organizations, loyalty towards the organization and the organizational goals is a highly desired virtue. The vague and sometimes romanticized definitions of loyalty makes the phenomenon difficult both to define and to measure. The present study evaluates a measure of loyalty developed for the military context.

Design/Methodology

Four preliminary dimensions of loyalty were derived from a thematic analysis of interviews with 10 top military managers within the Swedish armed forces. A questionnaire developed on basis of these dimensions was developed, and then pilot-tested using exploratory factor analysis. The resulting measure will be tested using confirmatory factor analysis in a military unit preparing for an international peacekeeping mission in Mali.

Results

The analyses are ongoing. After the initial pilot test with 160 military officers attending a course at the Swedish Defence University the four main latent variables were defined as: *Loyalty and Self-sacrificial attitude* (6 items); *Loyalty and Extended actions* (6 items); *Loyalty and Whistleblowing* (6 items); *Loyalty and Duty* (10 items).

Limitations

The sample sizes so far are limited (150-200 participants). Further studies using larger sample sizes are necessary to validate the generalizability of the scale.

Implications

This study contributes to a better understanding of the conception of loyalty within organizations that operate in extreme contexts.

Originality

While there exist many measures of loyalty to organizations, this one of few studies developing a scale for the conception of loyalty in military settings.

1441 - JOB INSECURITY PERCEPTIONS AND INDIVIDUAL HEALTH: THE CROSS-LEVEL INTERACTION OF INCOME INEQUALITY WITHIN THE COUNTRY

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Abstract

Purpose:

This is a multidisciplinary and cross-national comparative study that examines the relationship between job insecurity (JI) and general health among employees from 32 countries. Specifically, the aim is to test the contextual role of country-level income inequality, based on the assumption that an individual's reaction to JI can be influenced by the interaction of multiple contextual systems operating at different levels of analysis. Researchers within the fields of economics and political science have conceived the income gap between the richest and poorest individuals as an environmental stressor harmful to health. In particular, income inequality is a societal indicator of distributive injustice, a variable that has been found to negatively affect the impact of JI on various outcomes. Drawing from Conservation of Resources theory and Justice theory, this paper examines the moderating/exacerbating effect of country-level income inequality on the relationship between JI and health at the individual level.

Design/methodology:

Two different data sources were combined for this study. Individual perceptions of JI and general health (physical and mental) come from the International Social Survey Program (ISSP), the 2015 module on work orientations completed by 32 countries. At the higher-level, the Gini index derived from the Standardized World Income Inequality Database provides the data on income inequality. The assumption that individual perceptions are explained by macro-level factors required the use of hierarchical linear modeling, therefore a two-level regression model with cross-level interaction was applied.

Results:

The findings indicate that employees in countries with differing levels of income inequality react differently to the perception that their job may be at risk. In particular, in countries with greater income inequality the negative relationship between individual JI and health is more strong (exacerbating effect).

Originality/value:

Our results contribute to the literature on psychosocial health disparities by examining the contextual role of income inequality as a predictor of JI reactions. Very few studies within the domain of organizational psychology have investigated social consequences of income inequality, which has increased dramatically in most countries in recent years. However, the importance of this research is based on the assumptions that the societal acceptability of economic inequality affects organizational strategic and management decisions.

1443 - THE IMPACT OF JOB INSECURITY ON HOUSEHOLD SACRIFICES: THE MODERATING ROLE OF EMPLOYMENT PROTECTION LEGISLATION IN EUROPE

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Abstract

Purpose:

The purpose of this study is to investigate job insecurity (JI) from a multilevel perspective, by moving from an exclusively individual level view to an examination of interactions between individuals and contextual factors. We broaden the focus on extra-organizational consequences of JI by studying the spill-over effect on household sacrifices in times of crisis in Europe. Drawing on Conservation of Resources theory, the effects of JI on household sacrifices at the individual level were first analysed. Second, we examined whether this relationship varies across European countries. Lastly, we tested whether this variation was explained by a country level factor, i.e. employment protection legislation: this variable may serve as a societal resource to cope with JI because it provides employment protection.

Design/methodology:

European countries during the economic crisis are the context of the study. Three different data sources of 2010 were combined: ESS for individual level variables, Eurostat and OECD for country level factors, including control variables such as GDP and unemployment rate. To take into account the impact of the crisis, household sacrifices are measured with retroactive questions on precautionary saving behaviours in the past three years. A two-level regression model with cross-level interaction was applied by using a step wise procedure of analysis.

Results:

Results confirm that JI is positively related to household sacrifices. This relationship varies across European countries. Employment protection legislation is a factor explaining this variation: in countries with more strict legislation the relationship is less strong (buffer effect).

Implications:

JI 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. Employment protection legislation is the indicator of the strictness of regulation on dismissal, so it provides a protective and resourceful context for employees.

Originality/value:

A multilevel perspective with a cross-country approach can take into account all factors involved in the experience of JI, providing suggestions for national policies on employment protection. By testing the generalizability of JI and its consequences in European countries, it is possible to identify common strategies to deal with it at the institutional level.

1447 - THE CONTEXT OF EMPLOYEES' IT INNOVATION ADOPTION: THE JOINT ROLES OF TRANSFORMATIONAL AND SHARED LEADERSHIP

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Abstract

Purpose

This study investigates how transformational leadership, through shared leadership, predicts the employees' information technology innovation adoption at work. We further examine how management innovation acts as an organizational-level enabler on the effect of leadership on employees' IT innovation adoption.

Design/Methodology/Approach/Interventions

A two-source multi-level field study of 2873 employees and their 63 managers in German small and medium-sized companies was conducted. Data were analyzed using hierarchical linear modeling and moderated mediation analysis.

Results

The study findings revealed that shared leadership mediated the relationship between transformational leadership and employees' information technology innovation adoption at the individual level. Furthermore, organizational-level management innovation moderated the relationship between transformational leadership and new technology information adoption, mediated by shared leadership.

Limitations

Cross-sectional design limiting our ability to infer causation.

Research/Practical Implications

Our results have important research and practical implications for the leadership and management innovation field, as well as micro-innovation and IT adoption research and practice. The study implies that transformational leadership and management innovation represent important boundary conditions for employees' IT innovation adoption.

Originality/Value

A multi-level approach examining the context of IT innovation adoption. Combining leadership research with the management innovation stream in proposing and testing cross-level interactions of leadership styles and managers' role modeling in fostering employees' perception of new technology adoption. Bridging the leadership, management innovation, and micro-innovation/IT innovation adoption research streams.

1451 - TEAM AUTONOMY AND DISPOSITIONAL COLLECTIVISM AS SOURCES OF RESILIENCE IN AGILE TEAMS

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⁽¹⁾

Agile, as a new software development/project management approach, has been popularized in recent years with the aim of effectively responding to the ever-changing environmental factors in the field of technology. Agile methodology defines individuals and interactions over processes and tools as one of its main values and self-organizing teams as building blocks to achieve higher flexibility and continuous improvement within the organization.

Our research assumption was that the perceived autonomy of the team within the company, along with the individual's level of preference for equality and interdependence (horizontal collectivistic orientation) can predict the perceived team resilience (the team's ability to deal with adversities).

A total of 252 members of agile software development teams were in our sample. Team autonomy was measured by a five-item scale adapted from Pekkanen's study (2010), The Individualism and Collectivism Scale (Triandis, Gelfland, 1998) was used to measure 'Horizontal Collectivism', while Ng's (2013) Organizational Resilience Scale was adapted to measure 'Team Resilience'. Multiple linear regression analysis with dependent variable of the 'Team Resilience' score shows that $R^2 = 0.276$, $F(2, 249) = 47,574$, $p = 0.000$. It is found that 'Horizontal Collectivism' ($\beta = 0.154$, $p = 0.007$) and 'Team Autonomy' ($\beta = 0.460$, $p < 0.001$) can positively predict higher values of 'Team Resilience'.

These research results may be used to support the development of training methods to increase teams' ability to respond to change and also to aid the selection practice of potential candidates in an agile environment.

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1460 - FEMALE COPING AND GENERAL INDIVIDUAL WORK PERFORMANCE IN PINK-COLLAR

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Purpose

This research arose from the need to deepen the knowledge about female labor particularities, especially in the stressful educational scenario, as the construction of an identity is considered a perceptual construction. The aim of this work is to study the relation between female coping strategies and general individual work performance in educational context considering that performance is perceived differently between pink-collar workers and the other categories.

Methodology:

3532 female employees of the Secretary of Education in the Federal District (Brazil) answered a Portuguese-version of brief-cope (Pais-Ribeiro & Rodrigues, 2004) and General Individual Work Performance (Andrade, Queiroga, & Valentini, 2016) scales.

Results:

Results partially support what was found in the literature about coping and performance. As expected, active problem-solving strategies (active coping and planning) are positively related with performance. But in contrast of what is found in the literature, the 'palliative reaction' (seeking emotional support) is negatively related with individual work performance.

Limitations:

All scales were self-reported in a transversal study. Social support needs to be further studied to allow better understanding of the phenomenon.

Practical implications:

Social support usually ameliorates performance and here we see the opposite, probably due to the emotional nature of this coping strategy. This kind of coping could be used in different stages of stress (e.g. on account of double burden), as an excuse, as a form to develop social relationship or other. Probably, these mechanisms allow them to evaluate their own performance worst.

Originality:

This essay deepens the discussion about the relation between coping and performance in a female pink-collar work.

1461 - CHILDCARE SATISFACTION: LINKS TO FAMILY-WORK INTERFACE AND FAMILY SATISFACTION

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We extend conservation of resources theory by examining childcare satisfaction (CCS) as a valuable resource for working parents. Childcare satisfaction affects absenteeism, turnover, and well-being through family-work conflict (FWF) (Payne, Cook, & Diaz, 2012; Buffardi & Erdwins, 1997). However, they did not examine family-work facilitation (FWF) or family outcomes. Our present research surveyed 361 mothers and 324 fathers from the U.S. to examine FWC and FWF as a mediator between CCS and family satisfaction with gender as a moderator. We predicted that the four CCS sub-scales would positively relate to FWF and negatively relate to FWC with stronger relationships for females.

Childcare communication ($B=-.19$, $p=.003$; **$B=.23$, $p<.001$**), attention ($B=-.30$, $p=.003$; **$B=.30$, $p<.001$**), dependability (**$B=.35$, $p<.001$**), and cost ($B=-.31$, $p=.021$) were significant predictors of FWC and FWF, respectively.⁶ Childcare communication ($B=.24$, $p<.001$), attention ($B=.36$, $p<.001$), dependability ($B=.35$, $p<.001$), cost ($B=.30$), FWC ($B=-.11$), and FWF ($B=.35$) were significant predictors of family satisfaction. The indirect coefficients were significant for all mediational analyses, except for FWC mediating childcare dependability and family satisfaction ($CI=-.0005$, $.0478$); and FWF mediating childcare cost and family satisfaction ($CI=.0089$, $.1980$).

The results supported our hypotheses: FWC and FWF partially mediated the CCS and family satisfaction; and gender moderated CCS and FWC/FWF. The research adds to the conservation of resources theory by finding CCS impacts family satisfaction through FWC and FWF; and CCS impacts family outcomes. In terms of practical value, organizations can use the results to evaluate their childcare policies (e.g. on-site, subsidized).

⁶ **Bolded** text indicates statistics for FWF.

1462 - WORKAHOLISM AND WORK–FAMILY CONFLICT: EXPLORING DYADIC PATTERNS IN SPILLOVER–CROSSOVER EFFECTS FOR COUPLES

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Purpose: To examine the dyadic patterns of workaholism and work–family conflict (WFC) among dual-earner couples. It was expected that due to cultural gender norms present in the United States, husbands and wives would have different patterns of influence between workaholism and WFC.

Design/Methodology: 252 dual-earner couple dyads were recruited from a research panel in the United States. All couples were married, cohabitating, and working full-time. Husbands and wives were mostly White (80.6% and 83.3%, respectively) and in their 40s ($M = 45.42$ and 42.32 , respectively). The measurement of workaholism and WFC were time-separated. Dyadic data were analyzed using the actor-partner interdependence model (APIM; Kashy & Kenny, 2000) in a structural equation modeling framework. Dyadic patterns were detected and tested using latent phantom variables (Kenny & Ledermann, 2010).

Results: Husbands WFC was affected equally by their own and their wife's workaholism (i.e., the couple pattern). However, Wives WFC was only affected by their husband's workaholism (i.e., the partner-only pattern). These findings provide support for our expectations.

Limitations: While this study used time-separated measures, it was still cross-sectional in nature. Additionally, both workaholism and WFC have multiple dimensions, but only the overall levels of each were examined.

Research/Practical Implications: This study shows that research exploring the effects of workaholism on the spouse without considering gender may be masking differential outcomes.

Originality/Value: This is the first known study to examine the disparate dyadic patterns of workaholism and WFC among dual-earner couples in the United States.

**1463 - LINKING RELATIONAL RESOURCES TO EMPLOYEES' WELL-BEING: THE MEDIATOR ROLE OF
COMPASSION PROCESS**

Laurent Belanger ⁽¹⁾ - Antoine Asselin ⁽¹⁾ - Juliette Maurin ⁽¹⁾ - Vicky Raymond ⁽¹⁾ - Emilie Pigeon-Moreau ⁽¹⁾ - Corinne Beauchemin ⁽¹⁾ - François Courcy ⁽¹⁾

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Over the last decade, interest in well-being at work has increased due to positive impacts such as absenteeism decline and engagement increase (Soane, Shantz, Alfes, Truss, Rees, & Gatenby, 2013). Compassion, as a relational process (Gilbert, 2005), could alleviate employees' distress and reduce the resulting costs. In fact, some studies (i.e. Moon, Hur, Ko, Kim, & Yoo, 2016) provide empirical support for the existence of a correlation between compassion process in an organizational setting and variables profitable to the well-being of organizations. However, few studies have addressed the outcomes of compassion process for employees. This study examines the mediating role of compassion process (social safeness and compassion) between two relational resources (cooperative climate and recognition) and two outcomes for employees' well-being (job satisfaction and flourishing). Using a cross-sectional study design, 198 francophone employees from Quebec (Canada) and France were recruited. Respondents answered a self-reported online questionnaire (SimpleSurvey) based on six measuring instruments ($0.78 \leq \alpha \leq 0.95$). Correlation analyzes confirm that both relational resources and outcomes are significant ($p < 0.01$) and positively linked to compassion process. Indirect effect analysis indicates that social safeness ($0.131 \leq \delta \leq 0.203$) is the predominant mediator between the relational resources and the outcomes (compassion: $0.003 \leq \delta \leq 0.017$). This study has some limitations: all results come from self-reported questionnaires and the French sample is too small to allow comparison with the Quebec data. Overall, these results identify recognition and cooperative climate as a mean to enhance employees' well-being through compassion process.

1469 - THE EFFECTS OF TECHNOLOGY ENABLEMENT AND WORK-LIFE BALANCE ON EMOTIONAL WELL-BEING

Tina Zamanipour⁽¹⁾ - Dustin Maneethai⁽¹⁾ - Mary-Louise Hotze⁽¹⁾ - Drake Van Egdom⁽¹⁾ - Lawrence Witt⁽¹⁾

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Purpose

Done correctly, technology enablement improves the quality of work-life. We developed and tested a conditional, indirect process model in which effective technology enablement enhances employee work-life balance, which then boosts employee emotional well-being. We also proposed that the level of servant leadership of the first-line supervisor influences (i.e., moderates) the strength of the relationships in the model.

Design

Employees of a small corporation ($N = 520$) responded to four items measuring technology enablement, three items measuring work-life balance, four items measuring emotional well-being, four items measuring supervisory servant leadership, and two items assessing demographics.

Results

Results of regression analyses indicated partial mediation. Technology enablement was related to both work-life balance (Path a) and emotional well-being (Path c'), and work-life balance was related to emotional well-being (Path b). However, servant leadership moderated the direct effect of technology enablement on emotional well-being (Path c'). The relationship between technology enablement and emotional well-being was stronger among workers reporting that their supervisors were higher than lower in servant leadership.

Limitations

We emphasize that the results might reflect method variance and that the cross-sectional design precluded us from establishing causality.

Implications

Technology enablement has a positive effect – both directly and indirectly through work-life balance – on employee emotional well-being. However, the direct effect is likely a function of supervisory servant leadership.

Value

Integrating the work-life balance, occupational health, leadership, and technology literatures, we identified a psychological process linking technology enablement and emotional well-being.

1471 - EFFECTS OF IDENTITY SUPPRESSION ON EMOTIONAL EXHAUSTION: INTERACTIVE EFFECTS IN COPING

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⁽¹⁾

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Purpose. How does the behavioral suppression of one's identity in terms of race/ethnicity, age, sexual orientation, religion, and/or disability influence employee psychological well-being? We investigated the joint effects of identity suppression, withdrawal deviance, and individual differences in conscientiousness on emotional exhaustion. Applying an emotion-focused coping framework, we proposed and tested a three-way interaction between identity suppression, withdrawal deviance, and conscientiousness.

Design. We collected data from 169 government employees. We measured emotional exhaustion using four items, identity suppression with three items, withdrawal deviance with four items, conscientiousness with six items, and emotional stability with six items.

Results. We found that identity suppression was positively related to emotional exhaustion. However, this relationship was jointly moderated by withdrawal deviance and conscientiousness. Specifically, low-conscientiousness employees who engaged in high levels of both identity suppression and withdrawal deviance experienced the least emotional exhaustion. Slope difference tests provided further evidence for these joint effects on emotional exhaustion.

Limitations. The cross-sectional design of the study prevents us from inferring causality.

Implications. The results suggest that the relationship between identity suppression and emotional exhaustion may operate within a stressor-strain framework. Employees may attempt to cope via withdrawal deviance; however, individual differences in conscientiousness may also influence those who are most successful in coping.

Value. We explored the stressor-strain relationship between identity suppression and emotional exhaustion as well as the personality and withdrawal behavior mechanisms that may help employees cope with emotional exhaustion when suppressing an identity.

1474 - EFFECTS OF DIVERSITY CLIMATE AND UNIT COHESION ON ENGAGEMENT

Nikola Fedorowicz ⁽¹⁾ - Dustin Maneethai ⁽¹⁾ - LAWRENCE WITT ⁽²⁾ - Mary Louise Hotze ⁽¹⁾ - Tina Zamanipour ⁽¹⁾ - Mindy Shoss ⁽³⁾

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Purpose

How do perceptions of organizational diversity climate (i.e., promotion of equal opportunity and inclusion) influence employee engagement? We proposed a conditional, indirect process model to examine a psychological process in which a favorable organizational diversity climate enhances unit cohesion, which then promotes employee engagement – a process influenced by the task leadership effectiveness of the first-line supervisor.

Design

Retail bank employees ($N = 1,232$; 73% women) responded to six items measuring diversity climate, four items measuring unit cohesion, three items measuring engagement, and three items measuring task leadership. They also indicated their gender, age, and organizational tenure.

Results

Regression results revealed that diversity climate was related to both unit cohesion and engagement and that unit cohesion was related to engagement, indicating partial mediation. However, task leadership moderated the relationships of diversity climate with both unit cohesion and engagement but not the relationship between cohesion and engagement. Among employees reporting (in)effective supervisory task leadership, diversity climate was more strongly (weakly) related to both unit cohesion and engagement.

Limitations

As we did not have the opportunity to measure the predictor and criterion variables at different times, we accentuate the point that our study was cross-sectional. Hence, we cannot establish causality.

Implications

The results suggest that the effect of diversity climate on engagement is likely a function of organizational, peer, as well as supervisory dynamics.

Value

We incorporated the leadership, diversity, and group cohesion literatures to define a psychological process underlying employee engagement.

1475 - EFFECTS OF ABUSIVE LEADERSHIP AND RESILIENCE ON PRODUCTION DEVIANCE

Lawrence Witt ⁽¹⁾ - Dustin Maneethai ⁽¹⁾ - Mindy Shoss ⁽²⁾ - Tina Zamanipour ⁽¹⁾ - Mary-Louise Hotze ⁽¹⁾

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Purpose. Why do workers engage in production deviance (i.e., reduce their work effort)? We tested a conditional, indirect process model to examine a psychological process in which abusive supervision reduces employee resilience, which then yields employee production deviance, albeit influenced by individual differences in emotional stability.

Design. Collecting survey data from 236 government workers, we measured abusive leadership with five items, resilience with five items, production deviance with six items, and conscientiousness and emotional stability each with nine items.

Results. We found that: (a) abusive leadership was related to resilience but not production deviance, and (b) resilience was related to production deviance. This suggests full mediation; that is, the effect of abusive leadership on production deviance was indirect through resilience. We also found that emotional stability moderated the relationships of abusive leadership with both resilience and production deviance but not the resilience-production deviance relationship. Graphing the interactions revealed that abusive leadership was most strongly related to: (a) resilience among workers low in emotional stability and (b) production deviance among workers high in emotional stability.

Limitations. As we were unable to collect the data longitudinally, we emphasize that we cannot demonstrate causality.

Implications. The results suggest that the effect of abusive supervision on production deviance may more likely reflect a stress process than a social exchange (i.e., retaliation) response.

Value. This study integrated the leadership, stress, personality, and counterproductive work behavior literatures to describe a psychological process underlying production deviance.

1480 - SERVANT LEADERSHIP TO SUSTAIN COMPASSION AT WORK: THE MODERATING ROLE OF RECOGNITION

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Researches suggest that showing compassion at work has many outcomes on the workers' mental and physical health (1) (2). A better understanding of what can sustain compassion at work is thus important but remains mostly understudied. The social exchange theory suggests that if a leader uses servant leadership or recognition, workers will be more likely to reciprocate by showing compassion towards their colleagues (3). This study postulates that the adoption of a leadership style and the expression of recognition promote the adoption of gestures of compassion by workers towards their colleagues. On an exploratory basis, this study will also test the moderating role of recognition on the relationship between servant leadership and compassion. A sample of 195 French-speaking participants were recruited through organizations from Canada and France to answer three self-completed psychometric scales about compassion, servant leadership and recognition ($0,80 < \alpha < 0,84$). The calculation of multiple regressions confirms the role of servant leadership in predicting compassion ($R^2 = 0,13$, $p < 0,001$). A moderation analysis revealed a non-significant interaction effect of the recognition on the relationship between servant leadership and compassion at work ($p < 0,10$). These results suggest the importance of servant leadership in the promotion of compassion at work. It also supports the social exchange theory and accentuate the importance of formation programs about servant leadership for leaders in organizations. One of the limits comes from the sampling of this study. Future studies should replicate this study with non-French workers and consider other antecedents of compassion at work.

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1484 - IT'S ALWAYS LOYALTY TO THE ORGANIZATION?

A STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL IDENTIFICATION AND OUTCOME BEHAVIORS OF EXIT-VOICE-LOYAL-NEGLECT MODEL FOR THE PUBLIC SERVANTS IN TAIWAN

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✓ Purpose :

Organizational identity refers to the members' awareness of organizational characteristics in the organization, which will affect the members' sense of organizational identification to the organization. The study following Hinkin's (1995) method to develop organizational identity scale for Public agency, and used this scale to test the relationship between organizational identification and employees' four pattern outcomes of exit, voice, loyal, and neglect behaviors.

✓ Design/Methodology /Approach/Intervention

With grounded theory, this study concluded 28 organizational identity contents and 23 Public Agency Organizational Identity Scale (PAOIS) into empirical research. The data collection has 112 valid samples from public servants. Beside the organizational identify scale, all other scale were adapted from past valid scale.

✓ Results

The study results that organizational identification and organizational dis-identification all revealed significantly positive related to loyalty ($\beta = .35, .47$; $p < .06, .04$, respectively), and schizo-identification revealed significantly negative related to loyalty ($\beta = -.66$, $p < .001$). Further, schizo-identification showed significantly positive related to neglect behavior ($\beta = .57$, $p < .001$), and exit behavior ($\beta = .83$, $p < .001$). Finally, it is pitiful that no any significantly pattern in the relationship between organization identification and voice behavior.

✓ Limitations

The study have some limitations. First, the study used a cross-sectional design with self-reported data to assess our hypotheses. This design element limits our ability to make causal assertions about links between organizational identification and outcome behaviors. Second, common method variance is a potential problem.

✓ Research/Practical Implications

The results of this study have two practical implications. First, a well-developed PAOIS could be a useful tool for testing employees' organizational identification survey of human resource management in public agencies. Second, to develop higher organization identification, public agencies need to understand deeply about what kinds of identification to link different outcome behaviours for employees.

✓ Originality/Value

Development specific organizational identity contents for public agency in Taiwan, and collect more data to test the validity.

1486 - EFFECTS OF SERVANT LEADERSHIP AND EMPOWERMENT ON INTENTIONS TO LEAVE

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Purpose

Voluntary turnover tends to be high in retail stores. We proposed and tested a conditional, indirect process model to investigate a psychological process in which the servant leadership of the first-line supervisor enhances employee empowerment, which then reduces employee intentions to leave – a process influenced by coworker support in the form of citizenship behavior.

Design

Employees (N = 986) in 37 stores of a small retail firm responded to four items measuring servant leadership, four items measuring empowerment, one item assessing intentions to leave, and five items measuring coworker citizenship behavior.

Results

Regression analyses indicated that servant leadership was related to both empowerment (path *a*) and intentions to leave (path *c'*) and that empowerment was related to intentions to leave (path *b*); that is, the effects of servant leadership were both direct and indirect through empowerment. However, coworker citizenship behavior moderated the link between servant leadership and empowerment (path *a*). Servant leadership was more strongly (weakly) related to empowerment among employees reporting high (low) levels of coworker citizenship behavior.

Limitations

Given the cross-sectional design of the study, we cannot infer causality.

Implications

The results suggest that the effect of servant leadership on intentions to leave are both direct and indirect through empowerment. However, coworker support in the form of citizenship behavior enhances the effect of servant leadership on empowerment.

Value

Applying the servant leadership, empowerment, and coworker support/citizenship literatures, we described a psychological process underlying employee intentions to leave.

1488 - SCALE TO MEASURE ORGANIZATIONAL CULTURE: CONSTRUCTION AND PSYCHOMETRIC PROPERTIES

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The objective of this research was to design an Organizational Culture Scale (ECO) with psychometric properties to measure this construct in organizations. The importance of measuring and evaluating the organizational culture lies in the role it plays for the competitiveness of organizations.

Method. An exploratory, descriptive, non-experimental research was carried out. The stages that were followed for the construction of the scale were: a) systematic review of the literature (definition of the construct, theoretical models and scales of measurement), b) identification and analysis of organizational values of 60 public organizations and 62 Mexican private organizations, c) application of natural semantic networks to identify the psychological meanings of the construct, d) design of the items bank, e) validity interjueces, f) design of the scale, and g) application of the scale to determine its psychometric properties .

Results The statistical analyzes carried out were the analysis of items discrimination, factorial validity and reliability. Results. A validated and reliable scale was obtained to measure the organizational culture conformed by 12 factors (12 types of organizational culture) of this construct integrated in 4 groups, and a group of 3 organizational values.

**1494 - HOW MANAGERS AND STAFF CREATE ENABLING ENVIRONMENT FOR OLDER PEOPLE IN
RESIDENTIAL CARE HOMES: A PHENOMENOLOGICAL THEMATIC ANALYSIS**

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Purpose: The aim of this research was to identify how managers and staff used the services they delivered and the environment to create an enabling environment for older people in residential care homes.

Methodology: A qualitative research approach was adopted using semi-structured narrative-pointed interviews in two residential care homes in North West England with ten participants (two managers, four staff and four residents without dementia) to investigate how enabling environment was created. Data was collected from a social constructionism stance and a phenomenology of practice perspective. By triangulating this perspective, manual thematic analysis and contextual constructionism stance, themes were identified from data.

Results: By engaging and utilising environmental influences, interpersonal relationships and continuity of care; enabling environment was created.

Limitation: This research was limited to residential care homes and utilised a small sample size.

Research Implication: Enabling environment can be created for older people in residential care homes using the services they deliver and the environment.

Originality: This research introduced the concept of the creation of enabling environment within residential care homes which has not been previously researched. This research also introduced a research methodology for data collection and themes identification termed phenomenological thematic analysis.

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Purpose

With the increased use of digital communication in working life, dysfunctional behaviour such as cyber-harassment has emerged. The purpose of the presented study is to explore cyber-harassment within Swedish working life. This include analysing prevalence rates, sources of cyber-harassment, and risk groups with regard to gender, organisational position and types of work.

2.2. Methods

Data was collected as part of a validation and development project for the use of COPSOQ at workplaces and includes responses to a workplace survey from 4463 employees. Cyber-harassment and self-assessed stress level was based on COPSOQ III. Uni- and bivariate distributional analyses were conducted and differences between groups were tested by t-test, Chi²-test and Fischers' exact test.

2.3. Results

The overall prevalence of exposure to cyber-harassment was 2.2%. More men than women and more leaders compared to non-leaders reported exposure to cyber-harassment the last 12 months. No significant difference in prevalence was found in relation to types of work. Different patterns regarding whether harassment was experienced from colleagues, superiors, subordinates or from clients, patients etc. were seen dependent on managerial position, gender and types of work. 98% of those experiencing cyber-harassment from clients or patients also reported cyber-harassment from people within the work-organisation. Those who had been cyber-harassed reported a significant higher level of stress-symptoms than those who did not.

2.4. Limitations

The cross-sectional study design does not allow for causal inferences.

2.5. Implications

2.6. Employees reporting cyber-harassment constitutes a high-risk group in relation to occupational stress.

2.7.

2.8. Value

Cyber-harassment in working life is so far relatively unexplored.

1506 - “OH GOSH MY JOB HAS BEEN REPLACED BY A ROBOT!” INVESTIGATING THE PERSPECTIVES OF WORKERS AND EMPLOYERS CONSIDERING JOB TRANSITIONS VIA THE TASK-BASED APPROACH.

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Abstract

Purpose: Technology and artificial intelligence (AI) may increasingly lead to job disruption. Emerging literature suggests that jobs are replaced by technology at the level of tasks. When one task is disrupted, it affects many jobs in related sectors. Workers then have to transition to either new tasks or new jobs based on other tasks that have not been disrupted. There exists a knowledge gap in how to enable workers to firstly identify and transition to new tasks and secondly to discover new jobs based on similar tasks.

Approach: This present study, funded by the Social Science Research Council (SSRC) of Singapore, presents a task-based approach to job re-design based on a newly developed Task Transition Framework (TTF) and a task database modelled after the American Occupational Information Network (O*Net). A mixed-methods study is being carried out using quantitative surveys, interviews, observations and focus groups to understand the experiences of Singaporean workers and employers who use the database and framework to identify and transition to new tasks.

Results: Findings from the study will be presented highlighting the strengths and areas of improvement to the task-based approach.

Limitations: As the task database is still in development, not all tasks and vocations may be comprehensively covered.

Practical Implications: This study can illuminate how to transition to new jobs via modular tasks.

Originality: To the researchers’ best knowledge, this is the first study to investigate the perspectives and psychology of workers and employers considering job transitions at the level of tasks.

1507 - WORKING CONDITIONS AS RISK FACTORS FOR EARLY EXIT FROM WORK AMONG 2,360 EMPLOYEES AGED 30 TO 59 YEARS IN GERMANY

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Purpose: To investigate the association between working conditions and global exit from work before statutory retirement age.

Methodology: In a cohort of 2,429 employees aged 30 to 59 years in Germany based on a random sample subject to social contributions in a nationwide register, personal interviews were conducted in 2011/12 (AAPOR participation 36%) and 2017 (AAPOR follow-up participation 69%) on global exit from paid employment (Including unemployment, pension; ILO), age, gender, occupational grade (4 grades; ISCO), physical work load and psychosocial working conditions (COPSOQ). Excluded were 69 employees entering education/maternity leave or having missing information. Of the remaining 2,360 employees, 186 exited work (8%). Through multiple logistic regressions, associations of baseline working conditions with follow-up exit were estimated - controlled for baseline age, gender and occupational grade.

Results: Controlled for occupational grade, baseline high physical work load (OR 1.92; 95% CI 1.15-3.18), high amount of work (1.93; 1.14-3.28) and low quality of leadership (1.73; 1.09-2.75) were significantly associated with global exit from work 5 years later; high job insecurity was insignificantly associated (1.56; 0.94-2.61); whereas work pace, influence at work, opportunities for development were not.

Limitations: Information on exit from work was self-reported, although employment status had high agreement with register information.

Research/Practical Implications: Reduction in both physical and overall work load, as well as improvement in quality of leadership, may help to decrease global exit from work before statutory retirement age.

Originality/Value: This study of employees with a broad age range is the first of its kind in Germany.

1517 - THE ACADEMIC SOCIALIZATION QUESTIONNAIRE: FACTORIAL STRUCTURE AND MEASUREMENT INVARIANCE

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Purpose. In the last decades, a considerable body of literature on organizational socialization and several measures were created to capture the socialization process in the workplace context. Nevertheless, the adaptation of this construct in the academic context is still missing. In fact, freshman students –like all newcomers in organizations– need to successfully adapt to their university context. Hence, the current study aims to create a socialization measure specific for this context, borrowing Haueter al's (2003) three-level (organization- group- and task-socialization) conceptualization and adapting their Newcomer Socialization Questionnaire.

Design/Methodology/Approach/Intervention. The factorial structure and measurement invariance of the Academic Socialization Questionnaire (ASQ) was examined on a sample of 758 university students, taking into account two stages of socialization: the early stage (311 freshmen onboarding students at the first year) and a “senior” stage (447 students attending their second and third year). Confirmatory Factorial Analysis was conducted using structural equation modelling on each subsample.

Results. Evidence of the superiority of the three-dimensions hypothesised factorial structural was found. Moreover, measurement invariance was supported, indicating that the ASQ is stable on students at different stage of socialization.

Limitations. Self-report data, cross-sectional design and specificity of the Italian cultural context are the main limitations of the study.

Research/Practical implication. The ASQ could be a useful tool for university managers, interested in fostering the students’ success and preventing the dropout, to capture the effectiveness of their university inclusion process.

Originality/Value. To the best of our knowledge, this is one of the first attempts to adapt a measure of organizational socialization to the academic context.

Key words: socialization, university context, questionnaire, measurement invariance

1520 - THE ROLE OF ENGAGEMENT AND JOB SATISFACTION ON “PROBLEM SOLVING”

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Purpose

Building on the circumplex model (Warr and Inceoglu, 2012), we explore the relative contribution of job satisfaction and work engagement on job performance in two different samples (police and service employees). We use problem solving as a performance dimension for both samples (citizen's vs. customer's problem's solving).

Design

Police officers (n= 169) and hotel staff (T1, n=443; 6 months later, T2, n=143) completed a questionnaire on job satisfaction, engagement, and problem solving.

Results

Multiple regression analyses showed that job satisfaction has a positive impact on problem solving after controlling the effect of engagement. On the other hand, vigor is the only dimension of engagement with a positive influence on problem solving after controlling for job satisfaction. Therefore, the energy / activation is the main difference between job satisfaction and engagement. Engagement and job satisfaction complement each other in predicting job performance.

Limitations

The results are limited to two occupations, and additional indicators of job performance should be used (i.e. number of sales or supervisor evaluation).

Research/Practical Implications

Wellbeing should be measured considering job satisfaction, as an indicator of hedonic (passive) pleasure, as well as, engagement as an indicator of energy and activity at work. Managers should aim to create a satisfied and engaged workforce to improve their performance.

Originality

Our study helps to better understand the differentiation between job satisfaction and engagement and their effects on job performance.

**1521 - SCHWARTZ BASIC VALUES AND TRANSFORMATIONAL LEADERSHIP: A STUDY OF NURSES'
PERCEPTIONS IN GERMANY AND UNITED STATES**

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Purpose. Although values and transformational leadership (TFL) have influence on work quality and employee health, still little is known about nurses' perceptions of values their organizations promote and about their supervisors' behaviors across countries. The study's objectives are to analyze nurses' perceptions of Schwartz' values in their organization and of their supervisors' transformational behavior, and to explore the relationship between both in two culturally different countries.

Methodology. In Germany and U.S., 275 nurses answered the Schwartz Value Scale (SVS) and the Multifactor Leadership Questionnaire's (MLQ-TFL) transformational items. We tested both, the perception of SVS and MLQ-TFL, for differences between countries using U Mann-Whitney and the relationship using Spearman correlation.

Results. We found that achievement, benevolence and conformity are the top values nurses perceive in their organizations with some cross-cultural differences in SVS and MLQ-TFL. Positive correlations between SVS and MLQ-TFL with the exception of power and tradition were found in both countries.

Limitations. Results cannot be generalized as a small sample and only two not representative organizations were used. Another limitation is the use of only employees' perceptions. Future research should include diverse institutions and countries and use multi-rater assessments.

Value & practical implications. This study offers information for human resources policies. The promotion of values related to TFL, value-based leader recruiting, training and management further facilitates positive consequences. To our knowledge, this is one of the first studies that analyzes nurses' perception of values their organization promote, their supervisors' TFL and the relationship of both across two countries.

1524 - WORK CHALLENGES AND EMPLOYEE COMMITMENT IN GLOBAL IT TEAM: A PILOT STUDY IN LITHUANIA

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Globalization and team work orientation in IT sector organizations pose unique work challenges for employees that contribute to organizational commitment. Culturally diverse and geographically dispersed teams operate in specific conditions using computer-mediated communication. Although innovative organizational forms are becoming more frequent in IT organizations and have the impact on employees, they are still scarcely researched. Literature provides limited data about the specific work challenges that global IT team members experience.

The purpose of this study is to investigate what are the most frequent challenges in global IT teams and evaluate their perceived organizational commitment considering the case of Lithuanian organization.

Methodology: The exploratory pilot study was conducted in international IT company operating in Lithuania. Five global teams (N=19) filled up TMC Employee Commitment Survey (Meyer, Allen&Smith, 1993) and rated perceived work challenges. This pilot survey is an initial stage of the larger project.

Results: IT team members pointed out the following work challenges as the mostly prevalent: time zone differences, lack of clear purpose and lack of information when working on a project. The least prevalent work challenges were difficulties speaking in a foreign language and failures to work virtually. Those IT teams that faced work challenges more frequently reported lower levels of organizational commitment.

Limitations: Small sample size and self-reported data are the major limitations of the study. Further research is needed to confirm the pilot study assumptions.

Implications: Study discovers guidelines for future studies. Organizations should consider the prevalence of work challenges and the benefits of organizational commitment.

1535 - A SYSTEMS PERSPECTIVE ON RISK BEHAVIOUR AND SAFETY CULTURE IN THE UK PORTS SECTOR.

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A Systems Perspective on Risk Taking Behaviour and Safety Culture in the Ports Sector

Understanding why employees take health and safety risks and how this can be reduced or prevented is a longstanding cornerstone of modern health and safety management. This research focuses on volitional risk behaviour in situations where employees have awareness and knowledge of the consequences of failure. Dispositional, situational and contextual influences have all been shown to influence employee risk behaviour with situational influences moderating individual dispositional behaviours. Large scale major accidents have shown the importance of safety culture leading to a wide range of generic safety climate measures which may give misleading information on contextual issues and relationships.

A key aim of the research is the development of a sector specific safety climate tool for UK ports as a method for supporting culture change through identification of *what, where and who* needs to change. A focus on *how* change is effected can be further determined by understanding and monitoring the process of change. A mixed methods approach is envisioned concentrating initially on qualitative methods (interviews and focus groups) to garner insights from employee participants at all levels in organizations and through a range of differing port environments. The insights will be used to construct a climate survey tool for use with a sample of managers and employees and a selection of case studies to review culture change interventions.

1540 - BUILD UPON THE IDEAS OF OTHERS: THE RELATIONSHIP OF TEAM-MEMBER EXCHANGE

(TMX) AND CREATIVITY IN DESIGN THINKING GROUPS – A MULTI-LEVEL ANALYSIS

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Purpose

The study examines the relationship of Team-Member-Exchange (TMX) and creativity in a Design Thinking (DT) context.

Design/ Methodology/ Approach / Intervention

It is hypothesized that TMX effects creativity both directly and indirectly (partially mediated by work engagement). The relationships are assumed as well on individual as on team level. In addition, on individual level it is postulated that the variable perspective taking moderates the direct relationship between TMX and creativity. To test these assumptions, responses of 220 participants assigned to 41 DT teams were collected. As an independent data source, team creativity was rated on team level by DT coaches.

Results

On individual level, the analysis showed significant relationships between TMX and creativity as hypothesized. Perspective taking did not moderate the direct relationship. On team level, the relationships were not significant. However, post-hoc analysis revealed first indications that TMX is related with specific facets of the creative group outcome (e.g. novelty of prototype).

Limitations

Causal assumptions could not be tested due to the cross-sectional design of the study. Future research should plan for more measurement points during the DT process.

Research/ Practical Implications

This study provides support that the TMX quality cognitively stimulates idea generation by activating concepts and knowledge based on challenge-related cues (e.g. teammates' ideas). This encourages the practical importance of the DT principle 'build upon the ideas of others'.

Originality / Value

This study contributes to a better understanding of the underlying psychological processes in DT and highlights the importance of cooperation for the DT outcome.

**1541 - VALIDATING THE FOUR FACTOR STRUCTURE OF TRIANDIS AND GELFAND'S INDIVIDUALISM
AND COLLECTIVISM SHORT SCALE IN BRAZILIAN-PORTUGUESE**

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Purpose: Current literature states that Horizontal and Vertical Individualism and Collectivism (HVIC) are key constructs in cross-cultural research for their practical use and power to orient Human Resources practices. The present study aims to empirically support the stability of the HVIC structure.

Design: Study 1 used a sample comprised of 774 Brazilian workers, testing different models of the scale. Study 2 compares models and invariances between similar samples in Brazil and the USA (N=200 to each group). Study 3 conducted a national Brazilian sample of homogeneous blue-collar workers and compared models and invariances (total N=6,972) and contributes to convergent validity testing of the personal-environment fit.

Results: Study 1 indicated that the four-factor structure is well adjusted demonstrating adequate psychometric properties through EFA and reliability analysis. Study 2 indicated that the Study 1 structure fits well in both countries and varies slightly in its metric invariance. Finally, Study 3 supported Study 1 and 2, it showed regional differences among different Brazilian states and confirmed the convergent validity through the personal-environment fit hypothesis.

Limitation: H/V dimensions show room for improvement in the scale as a whole. The vertical collectivism dimension includes only items related to family and there are other power manifestations that could be included.

Practical implication: The scale is a valid tool to be used and to facilitate further cultural comparison between countries.

Originality: Despite the importance of the instrument to compare countries' values, it was the first time that this measure has received attention in Brazil.

1551 - THE ROLE OF CHALLENGING JOB DEMANDS, INDIVIDUAL ADAPTABILITY AND CAREER

GROWTH IN THE RELATIONSHIP BETWEEN WORKLOAD AND CONTEXTUAL PERFORMANCE: A TWO WAVES STUDY

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Purpose. Based on the theoretical approach of psychology of sustainability and sustainable development and on the theoretical model of Job Demands-Resources, this contribution aims to explore 1) the mediating effect of job crafting on the relationship between workload and contextual performance, 2) the moderating effects of individual adaptability on the workload-increasing challenging job demands relationship, and 3) the moderating effects of career growth on the increasing of challenging job demands-contextual performance.

Methodology. The study involved a convenience sample from the North-Centre-South of Italy (N= 177), average age = 40,56 (SD = 12,59), 62,7% female, from different occupational sectors. Data were collected with a self-report questionnaire administered at T1 and T2 (six months later).

Results.

Challenging job demands (T1) fully mediated the relationship between workload (T1) and contextual performance (T2); furthermore, individual adaptability (T1) moderated the relationship between workload (T1) and challenging job demands (T1), as well as organizational career growth (T2) moderated the relationship between challenging job demands (T1) and contextual performance (T2). Results imply that job crafting, as a mediator variable, can represent an effective approach to promote sustainable development through an improvement of the performance at work maintaining its sustainability over time.

Limitations. The study suffers the common method bias due to self-report method.

Originality/value. The present study is innovative because links workload, job crafting, career growth and performance in a two-waves study, it has not only theoretical implications but also operative and practical spillovers for organizations.

1553 - THE RISE OF THE 'E-RESISTOR': TOWARDS A NEW PERSPECTIVE ON WORK-BASED NCT NON-USE

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Purpose: The purpose of the review was to highlight how *work-based New Communication Technologies* (NCT) influences work and well-being outcomes, and whether this might be influencing intentional choices to reduce or balance work-based NCT use at different life stages.

Methodology: A narrative literature review was conducted, using a scoping design to synthesise literature. Inclusion and exclusion criteria were determined. Thematic analysis was used to extract key themes to discuss and evaluate.

Results: The findings highlight that while individuals have generally embraced work-based NCT use, the costs of constant connectivity differentially deplete individuals' resources, depending, in part, on their life stage. This appears to then, nudge certain groups (e.g. new parents) to potentially resist or reduce work-based NCT use.

Limitations: The review focuses on few micro-level and important factors that may potentially explain why people resist work-based NCT. It does not consider macro-level factors, such as technology interface or societal pressures.

Practical Implications: Understanding the consequences of work-based NCT use at different life stages may potentially support a movement towards a balanced used of work-based NCTs aligned with individuals' current goals and overall well-being. It can enable leaders to be proactive in empowering their employees to make appropriate choices about work-based NCT use.

Originality: Most research in the field of resistance to NCTs is within the realms of social media and smartphones. This study will offer a unique contribution towards the understudied research area of *work-based NCT resistance*.

**1560 - THE INFLUENCE OF PARENTAL FACTORS ON MANUFACTURING ORGANIZATION
PERSONNEL'S CAREER DEVELOPMENT**

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Purpose. To investigate the relationship between parents-children relationship and children's career development in production organizations. The research was based on the theories that explain the role of childhood relationships in individuals' career and life: A. Roe's occupational choice theory, L. Vygotsky's social development situation concept, J. Teutsch and Ch. Teutsch's psychogenetic theory, and E. Berne's concept of basic ego-states.

Design. The investigation was conducted in 2017-2018 on a sample of 108 production organization workers in Kyiv using a structured interview and a specially designed *Career and Work Conditions Satisfaction* questionnaire.

Results. The respondents' career satisfaction and the level of burnout were related to their mother-to-child relationship: mother's autonomy positively correlated with their children's career satisfaction ($p \leq 0.05$); mother's dominance negatively affected their children's career development ($p \leq 0.05$) and life and professional space formation ($p \leq 0.05$) and positively affected children's work stability ($p \leq 0.01$), which implied low professional self-fulfillment, general career dissatisfaction and emotional exhaustion at work ($p \leq 0.05$); inconsistent maternal behavior positively correlated with the respondents' low professional achievements (poor work motivation and disinterest in work, $p \leq 0.01$).

Father's positiveness negatively correlated with the respondents' attitudes towards entrepreneurship ($p \leq 0.05$); father's hostility negatively related to the respondents' professional achievement motivation ($p \leq 0.05$); father's inconsistent behavior negatively affected the respondents' professional self-realization ($p \leq 0.05$).

Limitations. The investigation was limited to the workers of production organizations.

Practical implications. The obtained results can be used in career counseling.

Originality. This was the first study in Ukraine to explore the effects of parents-children relationship on children's career development.

**1565 - THE EXAMINATION OF POSITIVE AND NEGATIVE ROLE MODELS IN TERMS OF PERSONALITY
CHARACTERISTICS AND ROLE MODEL DIMENSIONS IN A QUALITATIVE RESEARCH**

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The aim of the study is to explain how young adults select positive and negative role models and perceive their prominent personality characteristics. The cognitive structures (e.g., general/specific, up/down, close/distant) and perceived similarities or differences between modeler's and model's personalities were investigated.

The study consisted of two sessions with 50 undergraduate students. In the first session, questionnaire about negative role model was applied and followed by semi-structured individual interview. In the second session, same procedure was applied for positive role model.

Data was analyzed by two rater, content analysis, close coding. Cohen's Kappa analysis results showed that interrater level of agreement varies between .87 and .98. The most prominent personality characteristics are conscientiousness and agreeableness for both positive and negative role models. The negative models are attributed a few liked features (specific), hierarchically down and medium, familiar people (close). The positive role models are attributed as a few liked features (specific), hierarchically in the upper position, familiar (close). There is similarity between modelers' disliked characteristics between negative role models' characteristics. Modelers preferred positive models who perceived as similar to their characteristics.

Positive role model is a source of motivation to work. A negative role model is motivator by illustrating an avoided failure. Negative role models are more effective motivator for prevention regulatory focus individual. Positive role models are more effective promotion regulatory focus individual. This research can be guide to develop vocational self- concept in early career stages by using effective type of role models for work motivation.

**1570 - POSITIVE ORGANIZATIONAL CULTURES AND TRANSFORMATIONAL LEADERSHIP: A
MEASUREMENT OF MEDIATION AND EXPERIMENTAL-CAUSAL-CHAIN DESIGN OF THEIR JOINT
EFFECTS ON ORGANIZATIONAL IDENTIFICATION**

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Purpose:

The purpose of this research was to investigate the impact of transformational leadership on the psychological bonding that individual employees develop with their employing organizations through the perception of positive organizational cultures. The conceptual framework of positive organizational cultures relies on a functional approach to culture and climate, and identifies goal, innovation, and support culture orientations as central thematic dimensions of the organizational culture concept.

Design/methodology:

The hypothesized effects were tested in three separate studies implementing measurement of mediation and experimental-causal-chain research designs.

Findings:

In the measurement of mediation research design transformational leadership was found to lead subordinates to perceive the culture of their employing organization as goal oriented, while innovation and support culture orientations had also positive effects on goal orientation. In turn, a goal culture orientation was found to be related to higher levels of organizational identification. In the two experimental studies a transformational leadership style led participants to perceive the culture as more supportive, innovative, and goal-oriented compared to transactional leadership, and support, innovation, and goal culture orientation led to high levels of organizational identification.

Implications:

The findings show that transformational leaders are in a position to cultivate the identification of their followers with the employing organization by influencing employee perceptions regarding the content of organizational culture, and more specifically the promotion of support, innovation, and goal culture orientations.

Originality/Value:

The originality of this research concerns the studying of organizational identification in a culture framework at the individual-level of analysis demonstrating that employee perceptions of their organization's culture have an effect on the strength of the bonding between members and organizations.

1576 - LEADERS IN THE ARTS - SIMILAR OR DIFFERENT?

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3. Purpose

Previous studies from the sector of artistry (such as actors, musicians, dancers) have found members to score different – or even opposite to typical leadership traits. This might restrict leadership emergence as a natural process in this sector. Differences might also provoke assumptions that leadership in the arts are different from other sectors. If so, individual characteristics should be different in leaders in this sector compared with others.

4. Design

In total approx. 150 artistic school leaders (previously artistic performers), 100, commercial leaders and 70 employees (without leadership positions) answered a five factor questionnaire, a scale of trait emotional intelligence as well as a scale for motivation to lead.

5. Results

The data is yet to be analyzed. The general assumption is that leadership as a construct perform similar in the sector of arts compared with others. Thereby, the construct of leadership performs more similar than different on the individual level in this sector.

6. Limitations

The “same time – same source” discussion challenge the design. Still, it is argued that personality is determined before the test was given. The two measures of personality (five factor model and trait emotional intelligence) were even given at different time (1 day interval). The main interest is the external between-group differences – not the internal in-between-group differences.

7. Practical Implications

If the groups of leader are similar in their characteristics, the argument imply how the sector of artistry should approach leadership in terms of structure, selection, and most important in development.

8. Originality

The sector of artistry lack research on individual differences and leadership. Based on traditional views on leadership, this study present unique thoughts for how leadership emerge in this sector. Based on the construct of motivation to lead the study present value to the field of leadership emergence.

1585 - MONEY MAKES YOU HAPPY, IF YOU HAVE A POSITIVE WORK AND NONWORK INTERFACE.

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Purpose

„Money does not make you happy”, except that research shows that it actually does. But correlations are low and heterogeneous. Our study aims to shed light on the conditions that attune the relation between salary and career satisfaction by investigating the moderating effect of work-nonwork conflict and enrichment in combination with high and low nonwork orientations. Additionally, we investigated if gender differences occur.

Design/Methodology

We conducted a longitudinal study among N = 534 employees, with three measurement time points, six months apart.

Results

Overall work-nonwork conflict weakens the relation between salary and career satisfaction, when nonwork orientations are low. When nonwork orientations and interference are high, the relationship between salary and job satisfaction into a negative relationship. Especially women suffer from work-nonwork conflict, when nonwork orientations are high. Conversely, men profit from work-nonwork enhancement and nonwork orientations when one of each is strong but not when both are perceived as high.

Limitations

All data are self-report and the age range is restricted to a young sample.

Research/Practical Implications

The relation of money and happiness is complex and more moderators should be evaluated. Besides rewarding employees with money, organizations could include opportunities to experience a positive work-nonwork interface and thus boost the positive relation of salary with satisfaction.

Originality/Value

We explored one condition under which money can make people satisfied with their careers. The focus on the work-nonwork interactions combines traditionally used aspects of success (salary and satisfaction) with a more whole-life perspective on career success.

1590 - THE IMPACT OF PSYCHOLOGICAL CONTRACT FULFILMENT ON THE ABILITY TO REACH WORK-RELATED FLOW, THE MEDIATING ROLE OF JOB SATISFACTION.

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The present study proposes to investigate the role of Psychological Contract Fulfillment (PCF) as a predictor of Flow and the mediating role of Job Satisfaction (JS). We are hypothesizing not only a direct link between PCF and Flow, but also that given the fact that JS represents an emotional evaluation (Macey & Schneider, 2008) and Flow presents a motivational component (Bakker, 2008), a mediation effect of JS.

A homogeneous sample of 1549 employees from a French company took part to the study. PCF items were derived from existing scales, EFA and CFA confirmed an unifactorial structure. Flow was assessed with the WOLF scale (Bakker, 2008), and JS with a visual analogue scale; sociodemographic variables served as controls.

SEM analysis confirmed the mediating effect of JS between PCF and Flow. Our results are in line with COR theory positioning PCF as a positive stock of resources, and furthermore highlighting a possible position as Job Resource of PCF in context of the JD-R model.

The present research carries one main limitation, the measure of PCF although reliable ($\alpha = .937$) and validated via CFA does not use the typical response scales used in PCF measurement.

Results are in line with previous research, but also put through the hypothesis that Flow as measured by the WOLF scale (Bakker, 2008) and Work Engagement (WE) as measured by the UWES (Schaufeli, Bakker, & Salanova, 2006) are very close concepts.

If the studies on the links between PCF, JS and commitment are numerous, little information is found in the literature on the links between PC, JS and the ability of reaching states of Flow.

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1592 - WELLBEING WITHIN THE CONTEXT OF A RELIGIOUS ORGANIZATION

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Purpose

The purpose of this study is to assess the link between authenticity and subjective wellbeing within the rarely explored context of faith-driven organizations.

Design

The study uses a quantitative design. Self-reported data were collected. Specifically, this study links authenticity with subjective wellbeing among the distinct groups that shape a large international Catholic organization (the total sample is 1942 employess). This study uses Partial Least Squares (PLS) to test our research model.

Results

Model 1 describes the significant direct effect (path coefficient: 0.582***; *t*-value: 20.106) of authenticity on subjective wellbeing for the entire sample (religious members, lay managers, and lay employees). Subsequently, in Model 2, we explore how each of the three dimensions of authenticity (external influence acceptance, authentic life and self-alienation) impact subjective wellbeing, and we assess these effects for the total sample – Model 2A – and for the three different subsamples that compose each of the categorized groups: Models 2B (religious members), 2C (lay employees), and 2D (lay managers). There are substantial differences with regard to the sign and significance of the three direct links represented within Models 2A–D.

Limitations

The study is based on self-reports and the cross-sectional study design limits the possibility of making causal inferences

Research/Practical Implications

From a practical point of view, the results of this study could serve to identify those members within religious organizations who exhibit poor levels of authenticity, in which case preventive policies should be designed to increase individual wellbeing, both in its hedonic and eudemonic forms.

1595 - CORRELATES AND PREDICTORS OF TIME BANDITRY

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CORRELATES AND PREDICTORS OF TIME BANDITRY

The objective of this study was to improve our understanding of time banditry (TB) behaviors and its work, organization, and health related correlates and predictors of young Estonian employees. Online survey was used for data collection; participants were recruited via social media (n=105, average age 26 years). Results revealed that respondents engaged significantly more in technological TB (checking non-work-related e-mail and/or any kind of messages at work, spending time on the Internet for reasons not related to work) compared to other TB dimensions. Employee health indicators (level of stress, burnout and general health) and satisfaction with immediate supervisor were negatively related to classic TB behaviors but not to other two TB dimensions. Main predictors of technological TB are slower work pace, lower organizational commitment and worktime flexibility. The latter together with slower work pace are the most important factors predicting social TB (talking to co-workers about their families or life during work hours, taking long coffee/smoke breaks). Classic TB (putting less effort into my work than I know I can; if I do not feel like going to work, I would call in sick) is most strongly predicted by feeling that one's job is not very important or meaningful, lower job satisfaction and worktime flexibility. Due to sample limitations results of this study can be considered preliminary. However, our findings affirm that technological TB is number one way of stealing worktime in organizations among younger employees, and engaging in classic TB behaviors has different reasons compared to technological and social TB.

1597 - SYSTEMIC JUSTICE AND PROJECT BASED ORGANIZATIONS: IMPLICATIONS FOR HR

FUNCTION

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Purpose

Given the demanding nature of project work, and the increased phenomenon of projectification in public and private organizations as a mean to implement their strategic objectives, the purpose of this paper is twofold: first, to explore how this new work environment impacts the perception of justice of the main stakeholders (project managers, project team members) and second, to examine how it relates to individual outcomes, both positive and negative, project outcomes and organizational outcomes. Since there is a dearth of knowledge in project studies surrounding systemic justice, this paper propose an integrative view of the main determinants leading to perception of justice and its underlying effects on multiple outcomes.

Design/methodology/approach

Using a systematic review approach, the paper considers organizational studies and human resource management studies published in high ranked journals and then narrow with manual searches in project management journals. It identifies main determinants and links between systemic justice and its effects in project context and proposes a conceptual model as a foundation to investigate its links within project management in public funded initiatives.

Findings

This paper contributes to an effort of knowledge systematization in the context of project based organization. It tends to show that processes underlying the establishment has been understudied, as the majority of studies has looked on organizational justice and its effects on traditional project outcomes in terms of time, budget, and schedule.

Practical implications

Many individual outcomes, such as organizational citizenship behaviors, work satisfaction, psychological well-being, knowledge sharing behaviors, can be enhanced through a systemic justice climate. This can help improve human resources policies and

practices in their efforts to increase capacities and performance of their project workforce.

Originality/value

This paper improves our understanding of project managers and project team members workplace context mobilizing organizational justice research. It extends our understanding of how and why organizational climate and human resource function should be aligned and adapted to work conditions under project management specific constraints.

1602 - SMART OPERATORS VS. MANAGERS IN INDUSTRY 4.0: THE IMPLICATION OF DIGITAL TOOLS, INFORMATION AND COORDINATION

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Purpose: Industry 4.0, the current trend of automation, data exchange in manufacturing technologies and modernising of production processes has been given a lot of attention in both media and the research field of technology management. However, the organizational implications followed by Industry 4.0 should be investigated further. Manufacturers emphasize a modernizing of production processes, accelerating automation and consequent increase the complexity of tasks, though not accompanied by the necessary support for the human operator. Today, human operators are required to demonstrate good adaptive capabilities and be highly flexible in a demanding working environment. To be a smart operator and fulfill the potential for increased value creations in Industry 4.0, usefulness of information, tools and coordination is needed. The purpose of this study is to investigate if workers on the floor level find the information and communication technology (ICT) given useful and available in comparison with their managers.

Design: A survey were conducted in ten Norwegian manufacturing companies covering all organizational levels and roles (N=1183).

Results: Preliminary results indicate several mean differences in access to technological tools, perceived usefulness of information, and coordination among workers and management.

Limitations: Generalizability of the results.

Practical Implications: Findings indicate that ICT systems and Industry 4.0 are designed by and for management.

Originality/Value: The revolution of Industry 4.0 should in the future ensure more involvement of workers. If the ICT systems are not implemented at the floor level it can result in inefficiency and non-optimal use of workers' capabilities and potential.

1605 - APPLICANT REACTIONS TO IDEAL POINT MEASURES OF PERSONALITY

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Purpose: Ideal point measures of personality (i.e., include moderately-worded items) have gained attention from researchers and practitioners due to their potential to more accurately assess personality relative to traditional dominance measures (i.e., containing only extreme-worded items). However, no research has investigated applicants' reactions to this new measure type. The present study examines test-taker reactions (perceived accuracy, perceived difficulty, and affective reaction) to ideal point compared to dominance measures.

Methodology: In an experimental design, we manipulated two factors: Measure Type (Dominance vs. Ideal Point); and the Instruction Set (Respond Honestly vs. Respond Like an Applicant). We evaluated a parallel moderated mediation model in which perceived accuracy and difficulty mediated the relationship between measure type and affective reaction, with instruction set moderating the relationship between measure type and the mediators.

Results: Results support a moderated mediation model. Ideal point test-takers perceived greater difficulty and lower accuracy relative to dominance test-takers but only in the applicant condition. Participants in the applicant/ideal-point condition who perceived lower accuracy and greater difficulty reported less favorable affective reactions.

Limitations: The current study used simulated rather than real job application conditions, which may have exacerbated faking effects. Moreover, the current design cannot disentangle causal effects, and other explanations for the present findings may exist.

Implications and Value: Findings suggest test-takers are likely to respond less favorably to ideal point measures of personality relative to dominance measures. However, they also point to potential opportunities for improving reactions, such as providing explanations that mitigate effects on perceived accuracy and difficulty.

1607 - VIRTUAL WORK: EXPLORING A FRAMEWORK FOR PSYCHOLOGICAL OUTCOMES

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Purpose: Virtual work is an increasingly popular phenomenon, but little is known about mechanisms by which virtual work affects psychological outcomes. To this end, this study draws on the theory of purposeful work behavior (Barrick, Mount, & Li, 2013) by investigating (a) job characteristics as mediators of the relationship between virtual work and psychological outcomes, and (b) how values moderate the relationship between job characteristics and psychological outcomes.

Methodology: Data were collected as part of the International Social Survey Programme (ISSP) Work Orientation module ($N = 902$). We evaluated two parallel mediation models in which job characteristics mediated the relationship between virtual work frequency and psychological outcomes (stress at work and job satisfaction). We then estimated moderated mediation models in which values moderated the effect of job characteristics on psychological outcomes.

Results: Job characteristics partially mediated the relationship between virtual work and stress and fully mediated the relationship between virtual work and satisfaction. Thus, results suggest virtual work influences some psychological outcomes via related job characteristics. However, there was little to no evidence of moderated mediation.

Limitations: The ISSP operationalizes values as the extent to which individuals value specific job characteristics. An alternative operationalization of values may show stronger effects. We will present results that also consider the moderating influence of cultural values (e.g., Project Globe indices) in a multinational sample.

Implications and Value: Results may help inform a framework for how virtual work affects psychological outcomes (i.e., via job characteristics) and how to build interventions.

1611 - CORPORATE SUSTAINABILITY AND LEARNING AGILITY: THE FCA LEARNING CITY

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Purpose

The main purpose of the “FCA Learning CITY” is to test the possibility to change the approach to training, from compulsory training programs to voluntary self-directed learning.

Design/Methodology/Approach/Intervention

In October 2017, we launched a digital learning platform called “FCA Learning City” with the “Sustainability Boulevard” as the pilot environment. Sustainability is a fundamental value of the culture of the company, it is relevant across countries and professional families, and the platform itself is sustainability oriented: it focuses on real business needs, personal interest with no waste of time and resources.

It is an interactive interface, accessible 24/7, where you can play to test your knowledge. If you complete the learning game successfully, you become a “Member” of the Boulevard. If you lose, you get instructions on where to find learning resources (games, videos, documents, mini-courses), to fill in your knowledge gap.

This learning model lies on the “learning agility” concept: when knowledge rapidly becomes obsolete, rather than teaching new skills, we need to foster the ability to learn from experience, apply learning to new situations, strengthen personal accountability, develop meta-competencies, and exploit social networks.

Results

The Boulevard was made accessible to around 50,000 employees in 12 languages. In 2 months more than 10,000 users had access, 1,000 became members.

We are now analyzing the data to look for patterns in learning behaviors, and possible correlation between game results and other individual assessments (e.g. performance and leadership evaluation).

Limitations

Data are limited to FCA employees, predominantly Italians and Brazilians.

Attendance is high (20% vs. 10% expected), but the program novelty could be a bias.

Data analysis is at an early stage.

Research/Practical Implications

The company considered this project worth scaling-up. After Sustainability, the Leadership Boulevard was launched in February 2018 and the Intercultural and Languages Boulevard followed in May 2018. Further programs are planned for 2019.

Originality/Value

Both the literature and the practice on digital learning environments and learning agility seem to be at an early stage, yet promising.

1614 - CHALLENGING THE PERSON-JOB (MIS)FIT: TURNING THE WHEEL FROM A WORK-PERSPECTIVE INTO A TALENT-CENTRED PERSPECTIVE

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Introduction: Technological and economic developments have a significant impact on the workplace, and notably on the fit between the workplace and the individual. Research has shown that there is a huge misfit between people and work resulting in the exclusion of particular vulnerable groups (i.e., handicapped persons, low-skilled youngsters, older workers) challenging the notion of the “inclusive” society. In this paper we use the “strength-based” approach, High Performance Work Systems (HPWS) literature, and Sen’s Capability approach to formulate hypotheses about the impact of HR interventions and social innovations that may facilitate the person-work needs or abilities fit. We claim that a shift is needed from a work oriented perspective towards a people-centred perspective in which redesign of the job or workplace is needed to improve the person-work fit.

Purpose: The aim of this project is to examine results from earlier empirical survey research as well as earlier intervention applied research focusing on improving person-work fit.

Method: A systematic review will be conducted in medical, psychological, and management databases. Additionally, a focus group will be organized both with researchers and practitioners.

Findings and research implications*: The results will be used to address directions for future research.

Originality of the paper: To date, work-design theories have mainly adopted a work-centred perspective. This study turns the paradigm into a more people-centred view on (re)designing jobs, thereby allowing a better fit between the talents of the person and the job. Ultimately, this contributes to the participation of vulnerable groups on the labour market, and a higher level of (sustainable) employability, performance and well-being of employees.

Key words: Person-job fit, job (re)design, capability approach, strength-based approach, job crafting, job carving, HPWS

*NOTE: The study started as of September 1th 2018 and will be finished early next year, so that the full paper will be available at the EAWOP.

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1616 - SAFETY CULTURE AT WORK: A STUDY ON ANCHORAGE POINTS IN ORGANIZATIONAL CULTURE IN A HIGH-COMPLEX HOSPITAL

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The main objective of this research will be to identify anchoring points of the organizational culture for the strengthening of safety culture in the workplace in a hospital of high complexity. With a quantitative and qualitative character, the research will be developed through the application of an instrument called "Continuum of factors and sub-factors-core of safety culture at work" developed by Madalozzo and Zanelli (2016), observations in the organizational context and of semi-structured interviews. It will theoretically be based on the organizational culture analysis model proposed by Schein (1984, 2004, 2009) and also on the safety culture core factors and subfactors identified in Pidgeon and O'Leary (2000) and Frazier, Ludwig and Whitaker & Roberts (2013). It is considered that the study will provide insights to understand how the assumptions of the organizational culture can facilitate or hinder the occurrence of safe behaviors on the part of the organization's workers. It is understood that the research will make it possible to expand knowledge regarding the perception of risks in hospital contexts, from the incentive to recognize psychological factors that cover processes of incubation of errors, such as normalization of deviations and risk deniability, directly linked to values, beliefs and assumptions shared collectively. The results of this study may help to increase workers' awareness of the influence of subjective factors, such as heuristics or shortcuts in risk perception processes, which may contribute to increase individual and organizational vulnerability to accidents and illness. It is understood that the research will make it possible to know more in detail the interfaces between worker safety phenomena and culture in a hospital of high complexity, in order to derive accident prevention and illness actions in health contexts. Strengthening care behaviors and prevention of illness and accidents tends to significantly reduce expenses with illness and disability. It is well known that public spending on diseases and aid amounts to billions of reais. Thus, studies that contribute to the development of public health policies focused on disease prevention become relevant. The expansion of knowledge about the psychosocial processes constituted by assumptions, beliefs and values, referring to health and safety practices at work, and consequent preventive interventions, should contribute to the strengthening of productive and healthier organizations.

Keywords: organizational culture, safety culture at work, values, beliefs and assumptions, risk denial, safety culture core factors.

1622 - CHALLENGING AND DEMANDING WORK: OPERATIVE AND ORGANISATIONAL WORK DEMANDS AND INDIVIDUAL AND ORGANISATIONAL RESOURCES AS PREDICTORS OF HEALTH AND WORK ENGAGEMENT IN THE NORWEGIAN POLICE SERVICE

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Purpose

Policing involves stressful and potentially life-threatening work. Potential sources of strain are often divided into operational and organisational demands (Berg et al., 2005; Shane, 2010). Whereas the former (job-specific conditions) may include traumatic events and threats to physical and mental health, shift work, and overtime, the latter (organisation) affects all organisational members regardless of work tasks (police officer, civilian, police lawyer). This research project focuses on specific differences in working conditions that are of importance for mental and musculoskeletal health (MH), work engagement (WE), and mastery of work (MW) in the Norwegian Police Service (NPS).

Design

The present project includes all employees in NPS in a prospective cross-sectional questionnaire design and aims at 1) investigating operative and organisational job demands and organisational and individual resources among different groups, 2) investigating MH, WE, and MW across groups, and 3) examining how demands and resources are associated with MH, WE and MW.

Results

The theoretical framework of the job demand-resource model (JD-R-model) will be applied to explain the results. The results place focus on the specific working conditions in NPS that need to be improved and may be of significance to other agencies.

Limitations

Despite the results having implications for related operative professions, the results from the study may not apply to all organisations.

Originality

The role of the NPS is vital in society, and increasing knowledge of how working conditions may influence actual on-the-job practice is important. The study applies, the JD-R-model, which expands previous research (see e.g., Bakker, Demerouti & Sanz-Vergel, 2014).

**1628 - THE INTERPLAY OF MORAL CAPITAL, OVERSTRAINING GOALS, AND UNETHICAL BEHAVIOR –
AN AGENT-BASED MODELING APPROACH TO SIMULATE ETHICAL BREAKDOWNS IN
ORGANIZATIONS**

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Purpose: The purpose of this study is to investigate the dynamic interplay of moral capital, overstraining goals and unethical behavior within organizational social systems that can lead to ethical breakdowns in organizations. Thereby, this dynamic process will be unfolded both theoretically as empirically.

Design/methodology: I will apply an empirical agent-based model to explore tipping points and potential shocks leading to a wave of unethical behavior in the goal setting process in organizations. Agent-based simulations capture the heterogeneity of employees and their interactions within an organizational context. This helps to reveal and analyze the complex mechanisms of human behavior processes.

Results: Presenting first results from organizational agent-based simulations situated in an innovative theoretical approach.

Limitations: The empirical calibration of the agent-based model is not fully implemented.

Research/Practical Implications: Identification of conditions in the goal setting process causing ethical breakdowns in organizations.

Originality/Value: The contribution to the field of goal setting and unethical behavior consists of developing a theoretical model that regards a dynamic social process of overstraining goals and unethical behavior and its embeddedness into the organizational context of moral capital. In addition, the application of agent-based modeling serves as a computer-aided development of theories of human behavior in this realm.

Disclosure of Interest: None Declared

Keywords: Goal Setting, Unethical Behavior, Behavioral Ethics, Morality, Agent-Based Modeling

1630 - GENIUS LOCI – REAL AND VIRTUAL ENVIRONMENTS FOR PRODUCTIVE EMOTIONS IN DECISION MAKING

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Genius loci – real and virtual environments for productive emotions in decision making

Ulrike Starker & Rüdiger von der Weth

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.

1634 - STUDENT WELL-BEING: A LONGITUDINAL STUDY USING THE DEMANDS-RESOURCES MODEL

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Purpose

Research suggests university students, who must balance the demands of their personal life, studies, and often part-time work, experience symptoms of ill-being similar to what employees experience in the workplace. In their first year at university, in particular, students face multiple new stressors. Using the Demands-Resources Model of burnout, we examined fluctuations in perceived stressors, resources, and well-being in first year undergraduate students.

Methodology

As part of a larger study, we used online surveys to collect data at four points in time over one year from first year undergraduate students in a Canadian university. We used or adapted previously validated scales to capture study variables and analysed the data using latent growth curve modeling.

Results

Preliminary results suggest important stressors such as perceived role overload and work-life-school conflict decreased. Symptoms of ill-being such as emotional exhaustion and negative emotions also decreased. However, students with higher initial scores on stressors experienced less decline in ill-being. Some resources such as perceptions of social support decreased over time.

Limitations

Despite the study design, we cannot make firm causal claims.

Implications

Results suggest stressors in particular, including role overload and work-life-school conflict may be important drivers of student well-being, and levels of perceived stressors early on may have implications for fluctuations of well-being. Findings have implications for higher education institutions.

Originality/Value

This study is one of the first to adopt a dynamic perspective and thus provide a clearer picture of the evolution of well-being over the first year at university.

**1637 - WORK INCLUSION OF PEOPLE WITH DISABILITIES: ARRANGEMENTS FOR THE
PRESENTATION OF CANDIDATES.**

A PILOT STUDY.

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Purpose. Although some individuals with disabilities have normal intellectual abilities and high skill levels in specific areas, the unemployment rate of this population is alarming. This research aimed to create a form for the presentation of candidates with disabilities to match their needs and profile sought by recruiters. The form was articulated into: a) the description of personal and job-related skills, main personality traits, behavioural characteristics, reasonable workplace accommodations and supports; b) the assessment of candidate's linguistic, mental and personal skills.

Methodology. 62 recruiters evaluated the form comparing it with a traditional CV. Employees' perspective on barriers to employment of people with disabilities were analysed. Interviews were conducted to investigate more in-depth recruiters' attitudes toward employment of people with disabilities and their perspectives on the presence of obstacles to their employment.

Results. The global format evaluation was positive. Results revealed that the main obstacle to work inclusion of people with disabilities was lack of knowledge and information.

Limitations. Although this study used both quantitative and qualitative data, the sample dimension was limited, and the design was cross-sectional.

Practical implications. Since this form provides a detailed skill profile of candidates suggesting possible practical solutions to overcome potential problems, it could be an effective tool to facilitate recruitment and work inclusion of people with disabilities.

Value. To date, this is one of the few studies to examine disabled people' work inclusion by using both quantitative and qualitative data in order to provide a practical tool for the presentation of candidates with disabilities.

Keywords: people with disabilities; work inclusion; schedule for the presentation of candidates; well-being; recruitment

**1639 - EXPLORING ORGANIZATIONAL AND SOCIAL SAFETY CLIMATE AMONG FIRST LINE
MANAGERS IN MUNICIPAL ELDERLY AND DISABLE CARE IN SWEDEN**

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Purpose. The overall purpose of the upcoming study is to investigate the organizational and social safety climate for the first line managers in municipal elderly and disabled care in Sweden. The overall purpose is divided into four specific purposes. The first purpose investigates the first line managers experience of the organizational and social work environment, the second purpose - how the first line managers perceive risks and safety within their work environment, the third purpose – how the first line managers handle competing demands within the organization and finally what significance gender has towards the work environment and safety climate.

Method. The study will be conducted by qualitative and quantitative methods. The Job Demand Resources model will be used in the study for analyzing the first line managers work environment.

Results. A pilot study is conducted. Results from the pilot study will emerge winter 2018 and will be a foundation for further development of the study.

Limitations. The survey is conducted in a Swedish context.

Research/Practical implications. The results from the overall study can contribute with knowledge for how the organizational and social work environmental risks can be prevented or minimized.

Originality/value. Previous research upon occupational health among first line managers is limited. Current research indicates high turnover among the first line managers in municipal human service organizations, high retirement and difficulty of recruiting the younger generation to the profession. These difficulties plus high pressure and stress within the occupation will affect the public sector in Sweden in a near future.

Keywords: first line managers, organizational and social safety climate, work environment, elderly/disable care, risks, gender.

1641 - WELCOME TO THE MACHINE: THE CREATION OF A SCIENCE-BASED AI FOR HIRING

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Artificial intelligence, especially deep learning, is making incredible strides and impacting many industries. Yet, its influence is only starting to be realized in the field of selection and assessment. We have channeled some of the latest advancements in artificial intelligence and implemented them within the field of high stakes assessment, specifically to score the text of open ended questions. We will showcase real scores, developed completely by an AI, used to assess open ended text content. Furthermore, we will outline how we developed this technology and integrated it with measurement sciences for legal defensibility and human interpretability. Lastly, we will discuss where this technology is headed in the short term and how it is poised to revolutionize employee assessment and measurement.

1652 - HUMANITARIAN WORKERS' MENTAL HEALTH; STATE OF ART AND PREVENTION OF WORK DISABILITY

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Abstract

Often working in unstable, dangerous context and witness to human suffering as well as atrocities, it is well known that the humanitarian workers work in difficult situations and are exposed to several stressors. This context is not without consequence on their mental health. The actual context of migratory crisis requires qualified and long-term committed workers. It is urgent to decrease the mental illness engendered by their work and increasing retention and re-engagement for future missions. What is the state of art on this subject? What kind of research and interventions programs can be developed to decrease the mental impacts of working in traumatic situations?

This study, conducted with an exhaustive literature review methodology, presents the state of art about Humanitarian workers' mental health (2010-2018). From this analysis, we will present: classification of core topics related to the research area of humanitarian workers' mental health; up-to-date prevalences; methodology and most used psychometric tools. Also, new avenues of research and interventions concerning the post-intervention follow-up will be presented to guide the development of mental health support program for humanitarian workers back from a mission. These avenues aim to decrease mental impacts of working in traumatic situations, increase retention and re-engagement for future missions. These elements will be articulated around the precise concerns bound to the mental health in emergency and trauma for work disability prevention.

1656 - WORK CHARACTERISTICS AND JOB SATISFACTION IN DIFFERENT AGE GROUPS: DO GENERATIONAL DIFFERENCES REALLY EXIST?

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Purpose

Although several studies have concluded that work characteristics are important predictors of job satisfaction (i.e. Hsu & Liao, 2016), there is a lack of research on the role of age in this relationship. We study how work characteristics affect job satisfaction comparing three generations of workers. This study answers two research questions: Are there differences in job satisfaction between different age groups? Do the same work characteristics predict job satisfaction across age groups?

Design

593 employees from 42 Spanish companies participated in the study from three age groups (G1 < 35 years old, 27%; G2 between 35-50 years old, 62%; G3 >50 years old, 11 %). A self-administered questionnaire included measures on *work characteristics* (Bayona et al., 2015), *general job satisfaction* (Kunin, 1995), *Job satisfaction facets* (Pérez & Fidalgo, 1995), and *socio-demographic data*.

Results

One-way ANOVA analyses showed that G1 presented the highest levels of general job satisfaction. Multiple regression analyses showed that work characteristics predict general job satisfaction in all age groups. Specifically, feedback from the job (G1, G2 and G3); autonomy and work conditions (G1 and G2); skill variety (G2); social support (G3).

Limitations

Number of participants for each age group are unequal. Most companies belong to the service sector.

Practical implications

We encourage organizations to design or re-design jobs considering the relationship among work characteristics, job satisfaction, and age of employees.

Originality

We contribute to understanding generational differences and similarities in the workplace. We discuss common and different sources of job satisfaction among age groups.

**1662 - EXPLORING PSYCHOLOGICAL CONTRACT CREATION: VALIDATING AND MODELLING THE
ANTICIPATORY PSYCHOLOGICAL CONTRACT OF OCCUPATIONAL NEWCOMERS**

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Abstract

It is suggested that the ‘schema theory’ approach, to view occupational newcomers’ anticipatory psychological contract in the pre-socialisation phase of employment, might promote scholars understanding of the psychological contract development process. This knowledge could empower employers to effectively manage these employees. However, research regarding the anticipatory psychological contract is quite rare with no existing questionnaire for assessing the anticipatory psychological contract of occupational newcomers or theoretical model to understand first-time employees’ entitlements, anticipatory expectations and obligations. Therefore, we aimed at developing and validating an instrument to measure the anticipatory psychological contract of labour market entrees and use this data to develop and assess the theoretical model of the mental schema of prospective employees through a structural equation model (SEM). The developed anticipatory psychological contract questionnaire (APCQ) was used to gather data from 316 final-year students. Results indicated that the APCQ is reliable and valid to measure the anticipatory psychological contract of graduates. The descriptive statistics and correlation coefficient results clearly enhanced our understanding of how the anticipatory psychological contract works. The results further supported an excellent fit in the proposed model of the anticipatory psychological contract. This model indicated that entitlement is central to the anticipatory psychological contract, and that the norm of reciprocity was already present in the anticipatory psychological contract.

**1665 - A POSITIVE SPIRAL LINKING PROFESSIONALS' PERCEPTIONS OF INTERPERSONAL JUSTICE TO
THEIR TRUST IN FAMILY MEMBERS:
A STUDY IN CENTERS FOR PEOPLE WITH INTELLECTUAL DISABILITY**

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⁽¹⁾ - José Ramos ⁽¹⁾

IDOCAL, University of Valencia, Social Psychology, Valencia, Spain ⁽¹⁾

Purpose: The present study investigates the gain spiral hypothesis of interpersonal justice and trust in services for individuals with intellectual disability. The analysis focuses the attention on how professionals perceive the treatment they receive from family members.

Methodology: In a longitudinal spiral analysis over three time points, we examined the link from professionals' perceptions of interpersonal justice (T1) to their trust in family members (T2), and the link between professionals' trust in family members to professionals' perceptions of interpersonal justice (T3). We used data from about 51 centers (N = 198). In each center, a group of professionals participated.

Results: The results revealed significant positive links from professionals' perceived interpersonal justice treatments by family members (in T1) to their trust in family members (in T2) ($\alpha = .36$, $p < .01$). Perceived high levels of trust in T2 was positively linked to professionals' perceived interpersonal justice treatment by family members in T3 ($\beta = .23$, $p < .01$). Further, employees' interpersonal justice perceptions in T1 were positively related with employees' interpersonal justice perceptions in T3 ($\tau = .60$, $p < .01$).

Limitations: Data were collected from the same source, so the relationships might have been inflated.

Implications: The study reinforces the importance of just social exchange relationship between professionals and family members. Their relationship goes beyond a mere exchange of services and integrates strong personal bonds between those two parties to pursue the common goal to better the life of people with intellectual disability.

Originality/Value: The dynamic spiral approach taken adds value to the field of organizational justice.

1670 - A CASE STUDY OF SERVANT LEADERSHIP DEVELOPMENT THROUGH ACTION LEARNING

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Purpose: We implemented a servant leadership⁷ development program within a healthcare system over five years, using the principles of action learning⁸. To our knowledge there is no research that has looked at this method for development of servant leadership capacity.

Intervention: Each organizational leader spent up to seven days over the course of a year learning about and reflecting on their own servant leadership capabilities, with three annual follow-up sessions designed to continue leader growth.

Results: The organizational culture changed significantly over the course of the program, as leaders learned to focus on serving others. Subordinate reports indicate that many leaders became markedly more effective servant leaders.

Limitations: Due to the length of this program, it is difficult to disentangle the effects of the leadership development program from the effects of other influences.

Research/Practical Implications: This organization had attempted to improve leadership capacity many times, with no lasting effect. The use of action learning made the difference, resulting in enduring improvements in individual leadership approaches, organizational culture, and organizational outcomes.

Originality/Value: While hinted at in the literature⁹, to our knowledge there has not been any research conducted on the applicability of action learning to servant leadership development. It took significant commitment by the organization to both servant leadership as a framework and to the action learning process itself.

⁷ Greenleaf, R. (1977) *Servant Leadership*, New York, NY: Paulist Press.

⁸ Argyris, C. (1993) *Knowledge for Action. A guide to overcoming barriers to organizational change*, San Francisco: Jossey Bass.

⁹ Marquardt, M.J. (2000) Action learning and leadership, *The Learning Organization*, 7(5): 233-240.

1672 - THE INFLUENCE OF STRUCTURAL EMPOWERMENT ON ORGANIZATIONAL RESILIENCE

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To date, research failed to accurately conceptualize organizational resilience and empirically establish the influence of structural empowerment on resilience. This paper addresses this gap, by describing the results of an in-depth case study of a Dutch home care organization implementing a specific form of structural empowerment called Circular Management (CM). To this end, interview, observational and documental data has been collected and analyzed. Besides the structural means by which management empowers employees, we gained insights into the level of commitment employees experienced towards the organization, as well as certain dimensions of citizenship behavior and indications of the level of psychological empowerment of employees. This study has both practical and societal relevance as it enhances our understanding of how organizations can become more resilient by empowering their employees and therefore directly contributes to the scholarly literature on organizational resilience.

1677 - WHY DO IDENTIFIED EMPLOYEES ENGAGE AT WORK? THE ROLE OF SOCIAL SUPPORT

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Purpose: Despite the importance of organizational identification for work-related attitudes, little research has examined the mechanisms that may link these constructs. The purpose of this contribution is to provide an understanding of how organizational identification relates to work engagement and to measure how social support influences this relationship in a longitudinal way. Particularly, we examined whether social support (both from the supervisor and from colleagues) moderates the relationship between organizational identification and work engagement.

Design/Methodology: A longitudinal quantitative design consisting of two waves (time lag: three months) was adopted, and it provided data of N=126 employees. Hypotheses was tested by means of moderation analyses, by using Hayes PROCESS add-on for SPSS.

Results: Supporting our hypothesis, social support moderates the relationship between organizational identification and work engagement after three months.

Limitations: The sample was not particularly large and the study was entirely based on self-report data. Moreover, future research should study the impact of multiple foci of identification.

Research/Practical Implications: The results imply that organizational identification could lead to a greater work engagement. Social support serves as an important buffer at the workplace for employees, because it can improve this relationship.

Originality/Value: By supporting previous studies that used cross-sectional data, this study offers new insights into the mechanism that link organizational identification to work engagement.

1680 - WHAT ARE THE FACTORS WHICH INCREASE EMPLOYEE PARTICIPATION AND CONTINUATION ON A CORPORATE WELLNESS PROGRAMME?

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Purpose: This study aimed to better understand employee participation in corporate wellness programmes by analysing the internal and external factors which act as barriers to participate and explore design elements, and company efforts, to encourage participation. In addition this study seeks to examine how the organisational environment can impact employee's likelihood to participate in a wellness programme.

Design/Methodology/Approach: A number of internal and external barriers exist which discourage employees from participating in a wellness programme at work. From the perspective of the learning-theory principle, barriers can be seen as an adverse event prior to engaging. The link between the design elements and marketing of wellness programmes and employee participation was also considered. Finally the role of organisational culture in promoting employee participation was addressed. Having perceived support from supervisors can encourage participation. Employing interview method, data was collected from 7 providers of wellness programmes for staff within the University context. The roles of the individuals included health promotion office, HR co-ordinator of wellness policies, physiotherapist mindfulness instructor, sports participation officer, learning and development and head of sports department. This data was categorised through the research questions and the emerging themes were analysed using the software called Nvivo 12 plus.

Results: The results indicate that internal barriers and external barriers exist, and both of these barriers can be overcome. The internal barriers are the concerns of the employees about the objectives of the programme, and the apprehension of attending the programme. Employee's find it difficult to incorporate time to attend wellness programmes (external barrier). Employee involvement in the development of the programme is crucial to encourage participation, which in turn helps to market the programme. However, if there is a lack of management support, and the culture is primarily work driven, then employees will not feel they have the support and will not participate in the programmes.

Research limitations/ implications: The present study is limited in terms of sample size and single industry. Future research needs to examine the perspectives of employees and other elements of the wellness programmes.

Practical implications: Organisations been able to effectively adopt and implement these recommendations to reduce barriers to entry, can enhance the wellbeing of their employees and organisational performance.

Originality / Value: This is one of the few studies to analyse employee participation in wellness programmes and asses the factors which act as barriers to entry.

1681 - BURNOUT DIAGNOSIS: A COMPARISON BETWEEN CLINICAL JUDGEMENTS FROM PHYSICIANS AND SCORES FROM A SELF-REPORTED MEASURE OF BURNOUT (OLDENBURG BURNOUT INVENTORY)

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This study aims to compare the burnout diagnosis between clinical judgement collected by physicians during their consultations and t-scores (low, medium, high) of patients' burnout derived from the self-reported Oldenburg Burnout Inventory (OLBI). Based on literature and focus group, we developed a screening tool to measure the clinical judgement of burnout. During 3 months, 43 physicians completed this screening tool for each patient experiencing work-related suffering. The same patients completed the OLBI. We were able to match 127 clinical judgements (burnout or not) with the OLBI (low, medium or high scores). These 127 cases were divided into 5 groups (medium OLBI - burnout diagnosis; high OLBI-burnout diagnosis; low OLBI – not burnout diagnosis; medium OLBI – not burnout diagnosis; high OLBI – not burnout diagnosis). Afterwards, we contrasted the characteristics reported in the different groups. The results show that two groups (low OLBI – not burnout diagnosis; medium OLBI – not burnout diagnosis) manifest in average less symptoms, less job demands and more job resources. Besides, two groups (high OLBI – burnout diagnosis; high OLBI – not burnout diagnosis) report in average more symptoms, more demands and fewer resources at work. The last group (medium OLBI – burnout diagnosis) obtain intermediary results. We identify some limits such as the small sample size and the exploratory characteristic of the study. This research highlights the 'added-value' for combined diagnosis tools, which can help health professionals in a more accurate diagnosis. This study is the first, in our knowledge, to compare burnout diagnosis between clinical judgement by physician and patient's responses.

1684 - ATTACHMENT STYLES IN THE WORKPLACE: THE PROTECTIVE ROLE OF TRANSFORMATIONAL LEADERSHIP

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Purpose: Research on work performance and well-being has focused more extensively on workplace factors than on individual difference factors. This study examined the relative contribution of attachment styles to coworkers and perceptions of transformational leadership on work performance and emotional exhaustion.

Methodology: A survey was conducted ($n = 613$) to examine how employee attachment style towards colleagues and perceptions of manager transformational leadership relate to self-reported performance and emotional exhaustion at work via the satisfaction of basic psychological needs for autonomy, competence, and relatedness. Analyses were done through structural equation modeling.

Results: Anxious attachment was directly (and indirectly through need satisfaction) negatively related to proficiency and adaptivity, and was directly (and indirectly through autonomy satisfaction) positively related to emotional exhaustion. Avoidance attachment was directly (and indirectly through competence and relatedness satisfaction) negatively related to proficiency; was indirectly negatively related to adaptivity and proactivity through competence and autonomy satisfaction; and was indirectly positively related to emotional exhaustion through autonomy and relatedness satisfaction. In contrast, transformational leadership was directly (and indirectly through competence and autonomy satisfaction) positively related to proactivity and adaptivity; was indirectly positively related to proficiency through competence and relatedness satisfaction; and was indirectly positively related to emotional exhaustion through autonomy and relatedness satisfaction.

Limitations: The study used cross-sectional self-report methods.

Research/Practical implications: Finding from this study raises the possibility that transformational leadership may act as a possible protective factor against a negative attachment style.

Value: Results show the value of considering individual difference factors that influence work-related outcomes.

1685 - MEASURING JOB INSECURITY APPRAISALS: DEVELOPMENT AND STANDARDIZATION OF THE JIAS-6

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Purpose: Job insecurity (JI) has been defined as a stressor that negatively affects individuals and organizations. Appraisal of JI as a challenge or a hindrance may thus moderate the relationship between JI and its outcomes. Therefore, having a good instrument for assessing these appraisals has become critical. This study aims to validate the JI Appraisal Scale (JIAS-6), a 6-item scale measuring JI appraisal as a challenge or hindrance.

Methodology: Participants (N=288) were asked to complete a questionnaire that included an earlier version of the scale (JIAS-20; Bazzoli et al., 2017). From the pool of 20 items, authors ran several CFAs in order to identify the items that saturated the most on the challenge and hindrance dimensions. This process led to a 6-item scale.

Results: The best model, among those tested, turned out to be a correlated model with two dimensions (i.e., challenge and hindrance). Challenge and hindrance internal consistency reliability values were .89 and .80, respectively. Goodness of fit indices were good ($\chi^2_{(8)} = 15.423$, p. = .051; RMSEA = .05; CFI = .992; TLI = .984).

Limitations: No criterion-related validity is tested at this point. The nomological net should also be tested.

Practical Implications: This study is a critical step of the validation process of a new instrument useful for both academics and practitioners, since the measurement of JI appraisals will add in our understanding of JI and its consequences.

Originality: Drawing from previous attempts to validate the JIAS, this study is a milestone in the standardization process.

1687 - A LINEAR EMPIRICAL MODEL OF SELF-REGULATION ON FLOURISHING, HEALTH, PROCRASTINATION, AND ACHIEVEMENT, AMONG UNIVERSITY STUDENTS

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Purpose: This research aimed to analyze the linear bivariate correlation and structural relations between self-regulation -as a central construct-, with flow, health, procrastination and academic performance, in an academic context.

Design/Methodology/Approach/Intervention: A total of 363 college students took part, 101 men (27.8%) and 262 women (72.2%). Participants had an average age of 22 years and were between the first and fifth year of studies. They were from five different programs and two universities in Bogotá city (Colombia). A validated *ad hoc* questionnaire of physical and psychological health was applied along with a battery of tests to measure self-regulation, procrastination, and flourishing.

Results: Regarding this linear association, it was established that (1) self-regulation has a significant positive association on flourishing and overall health, and a negative effect on procrastination. Regarding the structural relation, it confirmed that (2) self-regulation is a direct and positive predictor of flourishing and health; (3) self-regulation predicts procrastination directly and negatively, and academic performance indirectly and positively; and (4) age and gender have a prediction effect on the analyzed variables. Implications, limitations and future research scope are discussed.

Research/Practical Implications: According to the results, self-regulation is a personal and central construct in the prediction of the vital well-being (flourishing) and of health, as well as for the academic behavior of task delaying (procrastination) and the academic performance of college students.

Future Research Directions: In future research, the deepening on procrastination and health measures has to be considered, as well as an approach to the individuals' reasons when procrastinating, in the context of the SR vs. ERL theory.

1688 - IS STRESS A QUESTION OF COMPARISON? THE INFLUENCE OF SOCIAL COMPARISON ON REPORTING STRESS IN THE WORKPLACE

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Purpose: The assessment of work-related stress by self-reports is common practice. However, self-reports are generally known to be affected by biases. In particular, research in other fields of psychology has shown that people often evaluate themselves relatively to others. This experiment investigated whether inducing an explicit comparison process changes the answers in stress self-reports.

Design: Participants (N = 207 employees of hospitals) were randomly divided into two groups: Whereas the first answered stress items that were tagged with “in comparison to your colleague”, the other group answered the items in a generic form (i.e., without an explicit comparison target). As a validity-criterion, we measured job satisfaction.

Results: The results showed lower means for the scales ‘development opportunities’ and stress in general. The manipulation did not affect the reliabilities (i.e., Cronbach alphas). For one scale, the criterion validity was greater in the group with social comparison.

Limitations: The sample consisted of hospital personnel only, which might question the generalizability of the findings.

Research/Practical Implications: The study suggests that social comparisons play a role for answers in self-reports about work stress. Since such comparison might be rather implicit, the standardization of comparison could provide more accurate results.

Value: This study contributes to the study of factors biasing stress self-reports.

1689 - ORGANIZATIONAL VALUES AND PERCEIVED PULL AS PREDICTORS OF THE UNIVERSITY STUDENT CAREER CHOICE IN THE FRAME OF THE SOCIAL COGNITIVE CAREER THEORY.

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Purpose. *Social Cognitive Career Theory* (Lent et al. 2000) illustrates the interplay of personal, environmental, and behavioral influences in career development and focuses on the processes by which individuals develop academic and career interests, create academic and vocational plans, and attain varying levels of performance and persistence in educational pursuits (Nauta et al. 1998). Recent studies suggest that the likelihood of success of students will be higher when the individual's personal goal align with the organization's goal (Van Horn et al., 2015). Our study aimed to examine the perceived organizational values and the social cognitive factors that contribute to students' interest in engineering and psychological career fields. Previous studies suggested that the comparison of perceptions of "reputational pull" and "facilities pull" could contribute to the perceived "brand" of different institutions (Matzdorf et al., 2002). So, we also investigated these aspects and their influences on students' university choice and performance.

Design/Methodology. A self-report questionnaire, in two waves, was administrated to undergraduates starting university Federico II of Naples in 2017 (N = 300).

Results. The results highlighted as self-efficacy, outcome expectations, values, perceived supports and barriers, and perceptions of employability contributed to the career choice of the students' both in engineering and psychological courses. Facilities pull contribute to the university choice for engineering students.

Limitations: The sample was small and convenience-based, resulting in low statistical power.

Practical Implications. The authors highlight implications for educators, institutions and for those who are interested in orientation and placement of university students.

1690 - OVERCOMING ROLE INCONGRUITY WITH MINDFULNESS

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Objective: STEM fields are notorious for underrepresenting groups such as women and those with low-income backgrounds. Role congruity theory suggests underrepresentation is due to differences in expectations for those in STEM occupational roles compared to role expectations for those in marginalized demographic groups (e.g., Women should be nurturing, whereas scientists should be calculative). Indeed, research suggests individuals who perceive more incongruence between their social and occupational roles experience negative outcomes such as lower performance evaluations and wellbeing. We propose a model whereby mindfulness practices help individuals overcome automatic categorization processes that lead to perceptions of incongruity and associated consequences. Research has demonstrated that mindfulness buffers prejudice towards others by overcoming social categorization and other automatic processes. We posit that mindfulness weakens the effect of role incongruity on two mechanisms—the extent to which a person perceives themselves as knowledgeable in their field and the extent to which they feel they belong in it—thereby acting as a buffer against burnout. **Method:** Data were collected from 83 graduate students in STEM in a daily diary study across one week. Social categories were measured at baseline, mindfulness across several days, and perceived knowledge and burnout at the end of the week. **Results:** Preliminary mediational analyses support part of our model (perceived knowledge mediates the relationship between social categories and burnout, indirect effect = .12, 95%CI[.02, .49], but belongingness does not), indicating some support for the proposed relationships. To test the full moderated-mediation model simultaneously, we will use multilevel SEM.

1691 - WHAT LEADS HIGH-SCHOOL GRADUATES TO CONSIDER VOCATIONAL EDUCATION AND TRAINING AS AN EDUCATIONAL OPTION?

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Purpose

As German employers use vocational education and training (VET) to recruit tomorrow's skilled workers, the rising popularity of academic pathways amongst high-school graduates is detrimental for the skills supply in the labour market, but also for adolescents who profit more from practical learning. As expectancy-value theory suggests that the subjective value and the success expectancies of educational options influence educational choices, I investigate the corresponding psychological and social influences that differentiate between high-school pupils preferring VET and those planning to attend university.

Design/Methodology

Based on 2,500 pupils in their last school-year from the German NEPS, t-tests were conducted comparing pupils preferring VET and those preferring university with regard to personality, educational and occupational values and success expectancies and their social environment's educational aspirations. A logistic regression displayed the combined influence of these variables on the likelihood of planning to enter VET.

Results

All categories of variables differentiate between the groups. A high subjective value of VET combined with low success expectancies concerning university and a more advanced vocational orientation process raise adolescents' likelihood of planning to enter VET.

Limitations

Objective entrance chances for university and apprenticeship places were not accounted for.

Implications

The findings highlight the interplay of values, expectancies and the vocational orientation process in educational decision-making, which should be factored in by career-guidance professionals.

Value

This study enhances our knowledge on adolescents' reasons for choosing VET over academic studies. It can thus enrich vocational guidance approaches and support employers in tailoring their recruiting strategies for potential apprentices.

1695 - INTRODUCING COACHING BEHAVIOURS IN A MULTICULTURAL ORGANIZATION BASED IN THE ARABIAN GULF.

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Purpose: Coaching in organisations has been prevalent in Europe & North America for over 2 decades. However, in countries based in the Arabian Gulf, the concept of Coaching is fairly new, & organisations have a challenging time introducing it. The purpose of this paper is to share the challenges faced in the 'Coaching Journey' of an organisation based in the Arabian Gulf

Approach: Over a span of 4 years, coaching was introduced in a telecommunication organisation, through various training programmes. Its workforce consist of approximately 1,600 employees, from 70 nationalities, & 31% are women. The use of coaching behaviours was encouraged for different groups of the business (N= 500), whether executive leaders, managers &/or supervisors, specifically when having conversations with teams, or addressing individual issues. The groups were exposed to the GROW model.

Results: Initially, there was skepticism when using coaching behaviours, Over a period of 1 year, the perception changed, & positive feedback was received (line manager & employees). The organisation trained internal employees (executives & managers) to be coaches, creating a coaching culture, & coaching effectiveness was gathered qualitatively & quantitatively.

Limitations: The project is ongoing, as a phased approach was implemented. It is expected internal trained coaches will be used for future interventions.

Practical Implications: Understanding challenges organisations face where coaching is concerned, particularly a culturally diverse population. This paper is unique, as limited research is available on the Coaching Journey in organizations based in the Arabian Gulf, specifically when dealing with a multi-cultural workforce.

1697 - EMOTIONAL DISPLAY RULES OF SECONDARY SCHOOL TEACHERS

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Oral Presentation Abstract

Purpose: Teaching is a profession requiring emotional labour which relies upon both explicit and tacit knowledge of emotional display rules. Due to their implicit nature, emotional display rules are often unclear, unstable, and conflicting. This study aims to explore the complicated nature of emotional display rules of practicing secondary school teachers.

Design/Methodology: Modern online research methods incorporating traditional diary studies and a series of semi-structured interviews were conducted with secondary school teachers currently practising in Ireland.

Results: Preliminary analysis is currently being conducted with results expected to shed light on (a) the expected emotional displays of secondary school teachers; (b) the outcomes of adhering or not adhering to display rules; (c) unclear emotional display rules.

Limitations: Data were limited to teachers practicing in Ireland.

Implications: Findings will be beneficial for initial teacher education, for teachers and students, and will serve to draw a coherent frame for future research in the field. Furthermore, it is hoped that the importance of considering display rules when examining emotional labour in any occupation will be exposed.

Values: Explores the under-researched element of display rules as the core of emotional labour whilst answering calls for more focus on emotional labour in teaching.

**1700 - FAN ENGAGEMENT, MEANING AND LIFE SATISFACTION OF SOUTH AFRICAN FOOTBALL
FANS: THE ROLE OF SOCIAL INTERACTION MOTIVE**

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Purpose

The objective of this study was to evaluate the influence of sport fan engagement on the personal, well-being related outcomes of meaning and life satisfaction amongst a sample of South African football fans. A secondary aim was to examine this relationship through the introduction of social interaction motive.

Methodology

A cross-sectional, exploratory design was implemented amongst 565 football fans attending matches at a stadium in the Gauteng province. The Fan Engagement Scale, Meaning in Life Questionnaire, Satisfaction with Life Scale and Motivation Scale for Sport Consumption were administered. Structural equation modelling analysis was conducted, specifying regression paths between variables.

Results

Results suggested a direct effect of sport fan engagement on meaning and life satisfaction. Results further revealed the existence of indirect paths to meaning and life satisfaction through social interaction motive.

Limitations

The cross-sectional study design doesn't allow to account for the effects during various time periods within a season of a particular sport.

Implications

This study supports a renewed emphasis on the role that management of professional sport teams can potentially play in contributing value to society beyond the commercial growth.

Originality/Value

A research gap was addressed with regards to how the extent of a sport fan's engrossment with his/her favourite team could lead to desired outcomes on a personal level.

1701 - WHERE WE STAND IS WHAT WE SEE - THE INFLUENCE OF HIEARCHICAL POSITION ON PERCEPTIONS OF CHANGE

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Purpose

The ability to change is crucial for organizations operating in turbulent, volatile and uncertain environments. This implies that organizational members need to initiate change in time and implement it sustainably. Despite the large body of research addressing critical issues of change including change readiness (Armenakis & Mossholder, 1993), resistance to change and recommendations for change (Baily & Raelin, 2015; Ford & Ford, 2010; Ghitulescu, 2013), many change initiatives are not effective. Our research provides new explanations by addressing the (different) perspectives of hierarchical levels on change.

Design/Methodology

We collected data from three different organizational levels (top- and middle management plus employees) using an online questionnaire of change-fitness covering all phases of a change process.

Results

The results show several statistically significant different perceptions of change between the three different hierarchical levels along the process of change. These perceptual differences due to hierarchical levels are rather stable over four data collection points spread over eight years.

Limitations

Data were collected from several organizations instead of focusing on the hierarchical levels of a single organization.

Research/Practical Implications

The results shed new light on reasons for the high number of unsuccessful change efforts with implications for practice and future research.

Originality/Value

The hierarchical effect in change processes is highlighted leading to recommendations for more sustainable change.

1712 - EXPLORING COPING RESOURCES OF TEACHERS IN DIFFERENT CAREER STAGES

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Purpose: The purpose of this study was to explore coping resources of high school teachers in different career stages.

Design/Methodology/Approach/Intervention: A quantitative survey was conducted on a convenience sample ($N = 193$) of teachers from Gauteng province. The Coping Resource Inventory (CRI) and the Adult Career Concerns Inventory (ACCI) were used to measure coping resources and career stages.

Results: The results from this study indicate that similar coping resources were reported for high school teachers in Gauteng Province within different career stages. Career stages furthermore did not significantly predict coping resources for high teachers in Gauteng Province.

Limitations: This study was conducted within one province, Gauteng, and therefore cannot be generalised to the greater South African population. This however, created a need for further research opportunities to conduct similar studies in other provinces.

Research/Practical Implication: The findings of this study contribute valuable new knowledge on particular coping resources that Gauteng teachers are likely to deploy. This study furthermore allows for comparisons of coping resources for teachers, not only in a general or international context, but also between South African provinces. In addition, this study draws attention to the wellbeing of teachers specifically teaching in the Gauteng province of South Africa.

Originality/Value: These findings contribute valuable insight and knowledge to the field Career Psychology that can be applied in career guidance and counselling. The study provides insight into which coping resources are to be used by teachers at different stages of their careers.

1715 - A CROSS-CULTURAL EXPLORATION OF HUMILITY IN WORKPLACES

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ABSTRACT

Humility has received increasing attention in organizational studies in recent years. There is the growing realisation that humility within organisations is critical, affecting many organisational outcomes such as organisational learning (Vera & Rodriguez-Lopez, 2004), empowering climate (Ou et al., 2014), job satisfaction and work engagement (Owens, Johnson, & Mitchell, 2013). However, the influence of cultural differences on perceptions of humility has largely been neglected. Even studies conducted in the Eastern countries adopted the same definition and methodology as the Western studies did, which could have resulted in inaccurate conclusions. Thus, this study aimed to explore that there are clear cultural differences in perception of humility. To be specific, in the Eastern culture with an interdependent self-construal orientation (Markus & Kitayama, 1991), people view maintaining a low profile as humility and virtue, while the Eastern view of humility has been negatively perceived as a weakness and lack of confidence in Western culture (Exline & Geyer, 2004). To address this important yet under-researched topic, study 1 developed a scale incorporating the Eastern view into Western humility scale and then investigated cultural differences by collecting and analysing the data from full-time employees in South Korea and the United States. Further, study 2 used the scenario method to examine how humility is perceived differently according to cultures in more specific organisational contexts, which offer a richer explanation. The findings from the current study contribute to a deeper understanding of humility as well as shed lights on the importance of cultural difference in humility research.

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1716 - HARDINESS AS A FACTOR OF EMPLOYEE INVOLVEMENT IN IMPLEMENTING THE ENVIRONMENTAL SECURITY POLICY IN AN OIL AND GAS ENTERPRISE

Svetlana Litvina ⁽¹⁾ - **Natalia Kozlova** ⁽¹⁾ - **Sergey Bogomaz** ⁽¹⁾ - **Emma Meshcheryakova** ⁽¹⁾ - **Inna Atamanova** ⁽¹⁾ - **Tatiana Levitskaya** ⁽¹⁾ - **Anastasia Larionova** ⁽¹⁾ - **Konstantin Yantsen** ⁽¹⁾ - **Olga Balina** ⁽¹⁾

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Purpose

Indicating factors of employee involvement in implementing the environmental security policy in environmentally hazardous industries is extremely important, including an understanding of what personal resources are involved in the personnel's decision making to meet the environmental security rules in the workplace under extreme working conditions. The purpose of this empirical study was to analyze hardiness as a factor of employee involvement in implementing the environmental security policy in a specific organizational context.

Design/Methodology

The study used a psychodiagnostic technique developed for assessing the employee involvement in implementing the environmental security policy (a sample of 150 employees shift working at remote sites), based on evaluating their attitudes, behavior and hardiness. Analysis of variance, correlation and factor analyses were applied to treat the data collected.

Results

The study results showed that under extreme working conditions following the enterprise environmental security rules was mediated by the study participants' level of hardiness. Statistic analysis revealed that a high level of hardiness can be viewed as a predictor of employees' pronounced loyalty to the company's rules and their active involvement in implementing the environmental security policy.

Limitations

One of the study limitations is its specific organizational context.

Research/Practical Implications

Nevertheless, this study results allow applying the psychodiagnostic model developed to assess employees' personal resources as a factor of organizational safety, especially under extreme conditions and/or a shift working mode.

Originality/Value

The study conducted also contributes to a deeper understanding of the interaction between external and internal factors of environmental security under extreme working conditions.

1717 - CO-PRODUCTION IN HEALTHCARE SERVICES: WHAT WE KNOW, HOW WE CAN EVALUATE IT

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Purpose

The implementation of co-production in healthcare provision is not only spreading rapidly but also being increasingly appraised as a more sustainable model for the future. Despite this widespread acceptance, minimal consensus exists, however, on the co-production's definition and on the mechanisms for evaluating the actual impacts of the implementation of co-production in healthcare. This study aims to define the current state of art of the healthcare service co-production research field with a specific focus on evaluation issues.

Methodology

First of all, a quantitative bibliometric analysis, using Bibliometrix software (Aria and Cuccurullo, 2017), was carried. The reference database chosen is WoS and the inclusion criterion was "co-production AND health* OR coproduction AND health*" in topic. As second stage, a qualitative content analysis based on PRISMA protocol is developed, focusing on those papers targeting evaluation issues.

Results

The bibliometric analysis shows an annual percentage growth rate of about 26% with the biggest increase in the last 5 years in number of publications. The co-citation analysis highlights two main intellectual areas: a public administration and management cluster and a service management cluster.

Nonetheless, only few studies focus on the evaluation of outcomes. Among them, the content analysis has revealed a predominantly mono-dimensional and mono-stakeholder approach. Specifically, clinical, economic or psychological-social - mainly in terms of patient satisfaction – impacts are assessed.

Practical implications

The study offers the base to develop a systematic analytical framework for the evaluation of co-production of healthcare.

Originality

The study represents the first bibliometric analysis on co-production in healthcare.

1722 - VALIDATION OF A BRIEF WORKPLACE CIVILITY SCALE IN SPANISH

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Purpose: Workplace civility promotes low job stress, improve employee morale and commitment, and helps mitigate employee dissatisfaction. Thus, evaluation of civil behavior seems crucial to promote healthy workplaces.

Methodology: This study explores the construct validity of a Civility Scale developed in Spanish using a secondary dataset of 302 workers (70% female; 28.1% male) from 8 organizations in Puerto Rico. Civility scores were correlated with relevant worker's attitudes and well-being indicators. Dataset was randomly divided to perform factor analysis.

Results: Results from the EFA ($n=140$) with MLE yielded a multidimensional structure. An iterative process was conducted to retain items related to a unique factor with loadings $> .30$. Final solution suggested a three-dimension structure with 10 items (loadings ranging from .50 to .82). A CFA with a second sub-sample ($n=162$) confirmed this structure ($\chi^2 = 62.66$, $df = 32$, RMSEA = 0.07, SRMR=.05, CFI = 0.94, TLI= .91), with a better fit compared to a one-factor model ($\Delta\chi^2 (3) = 30.13, p < .01$). Dimensions were labeled as: Respect (4 items), Support (2 items) and Relate (4 items). Reliability estimates ranged from .70 to .84. Correlations with work engagement, job satisfaction, continuance, and normative commitment were positive and significant for each dimension.

Limitations: Factor analyses were conducted dividing the same sample and data collection of all constructs was at the same point in time in a unique country.

Implication and Value: This research provides Spanish-speaking organization with a valid and reliable measurement tool to assess and further developed positive initiatives to promote employees' healthy behaviors.

1724 - ASSESSING COGNITIVE WORKLOAD AND MENTAL FATIGUE IN THE CONTEXT OF HUMAN-ROBOT COLLABORATION: A COMPARISON BETWEEN DIFFERENT METRICS

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Today, industrial environments are bringing workers the possibility to experience and deal with smart technologies, like highly automated and smart assembly line and collaborative robots. The relationship of workers with the “working tools” and the new industrial environment, the so called “cyber-physical systems”, has dramatically changed, involving to a higher extent cognitive abilities. Individuals do not merely issue commands to which machines respond passively. Indeed, the latter consider the operators current state to adapt their own functioning, improve safety conditions and industrial productivity. Monitoring cognitive workload and mental fatigue in the workplace, and while interacting with these robots, could be useful to prevent accidents or to avoid slowdowns in working performance. The present study aimed at analyzing different operator-related data working in an assembly line. Following this rationale, we collected several eye-tracking indices to verify the possibility of assessing cognitive load (e.g. pupil dilation, Nearest Neighbour Index) and mental fatigue levels (i.e. blink duration and frequency). Results showed that cognitive load metrics were generally reliable to assess the mental workload of operators. In addition, changes in blink duration and frequency were effective indices indicating fluctuations in the mental fatigue experienced by workers. Future developments will consider the implementation of systems that will adapt their functioning (e.g. the quality and amount of information presented to the specific operator) according to variations in cognitive workload and mental fatigue. Finally, we will contextualize the scientific results into design guidelines for highly automatized assembly line and collaborative industrial robots.

**1729 - AN EXAMINATION OF THE COGNITIVE AND PERSONALITY PREDICTORS OF CAREER
CALLING**

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Many people report having a meaningful “calling” to a particular career. Calling has positive consequences for people’s careers and wellbeing, but little research has examined the psychological predictors of this feeling. We argue that conflicting definitions of calling have limited research on this topic. The current research aimed to establish the optimal way to measure the psychological nature of calling. A second aim was to clarify what traits predict calling. Across six studies, we measured calling in UK university students using diverse calling scales, and assessed several cognitive and personality factors that we predicted would be correlates of calling. Results revealed that calling should be treated as two separate dimensions – presence and search – that have different cognitive and personality predictors. The presence of calling was most strongly related to the presence of life meaning, dogmatism and future-perspective, followed by supernatural beliefs and right-wing political ideology. Conversely, the search for calling was most strongly related to the search for life meaning and openness to experience, followed by just-world beliefs for the self. The research was correlational, thus we could not establish the causal direction of the relationship between calling and the correlates. However, the findings have important practical implications. Counselling interventions aimed at enhancing a sense of calling to increase people’s wellbeing will benefit from considering that people who perceive and seek a calling have different personality traits. Overall, the findings suggest that it is essential to consider both presence and search to understand the complexities of how calling affects people.

1730 - THE RELATIONSHIP BETWEEN EMPLOYEES' PSYCHOLOGICAL SAFETY AND COMMITMENT TO THEIR ORGANIZATION

Svetlana Litvina ⁽¹⁾ - Emma Meshcheryakova ⁽¹⁾ - Olga Balina ⁽¹⁾ - Natalia Kozlova ⁽¹⁾ - Inna Atamanova ⁽¹⁾ - Anastasia Larionova ⁽¹⁾ - Tatiana Levitskaya ⁽¹⁾ - Sergey Bogomaz ⁽¹⁾ - Konstantin Yantsen ⁽¹⁾

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Purpose

The modern world sets specific working conditions decreasing employees' psychological safety (high emotional tension, unpredictable situations, increased responsibility). This makes it urgent to maintain a high level of employees' psychological safety in their organization and their commitment as well. The study focus was the relationship between employees' psychological safety and their commitment in the organizational context.

Design/Methodology

The study involved a number of scales to evaluate the study participants' basic assumptions, their level of organizational commitment and their level of life quality. The study sample included 110 employees (education and IT-technology spheres). Descriptive statistics, correlation, factor and cluster analyses, analysis of variance were applied to process the data collected.

Results

The results showed that the respondents with a high level of psychological safety were more loyal to their organizations. Statistical analysis revealed that the higher was the study participants' level of affective commitment to their organizations, the higher was their level of psychological safety. On the contrary, a higher level of continuance commitment was related to a lower level of psychological safety.

Limitations

One of the study limitations can be its specific organizational context connected with employees working in the field of education and IT-technologies only.

Research/Practical Implications

The study results allow practical application of the psychodiagnostic model developed to evaluate employees' level of psychological safety and commitment to their organization and its types.

Originality/Value

The study conducted contributes to a better understanding of the relationship between employees' psychological safety and their commitment in the context of organizational behaviour.

**1733 - CO-ADAPT: DESIGNING AN ADAPTIVE AND ACCESSIBLE 4.0 WORKING ENVIRONMENT FOR
THE OLDER EMPLOYEES' NEEDS**

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Nowadays, the increase in life expectancy carries a prolongation of working life. Efforts must be targeted on supporting older employees, who are generally less inclined to computer technologies, in facing the changes that characterize the Industry 4.0, especially in updating their skills and taking into account their needs due to the normal ageing process. CO-ADAPT project combines expertise in technology, research and innovation in order to realize cutting-edge working environments that will reduce productivity loss usually related to the age of the operators and will give the opportunity to still exploit the superior experience of older employees.

The CO-ADAPT project aims at supporting the active ageing of citizens in two ways: firstly by designing accessible and adaptive work technologies, suitable workplaces and secondly by focusing on the human factor. Adaptations of the machines to the workers (i.e. personalization) will be based on static rules, real-time monitoring of physiological parameters, and machine learning techniques and will be implemented in relation to age thresholds, individual skills, and information provided concerning the working tasks. The goal is to ensure universal accessibility and a pleasant experience of interaction with tools and machines. A conversational agent will support behavioral changes (e.g. health, wellbeing, social) and learning (e.g. competences, values) by following the operators during work activities (e.g. obtaining and processing data from the assembly-line and from the workers themselves) as well as in their free time, where suggestions and recommendations about healthy activities are balanced with the data obtained during the working time.

1734 - "THE WISE MAN PREVENTS": ACTIVE LISTENING AS A TOOL OF HEALTH PREVENTION AND PROTECTION AT WORK

Alessandro De Carlo ⁽¹⁾ - Malì Scarcella ⁽¹⁾ - Alessandra Falco ⁽²⁾ - Irina Bondarevskaya ⁽³⁾ - Eugen Iordanescu ⁽⁴⁾ - Florentio Vicente ⁽⁵⁾

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Purpose: Active listening is an essential access key to greater employees' comprehension and enhancement, as well as a necessary tool for work-related stress prevention. It can be implemented through communication technologies, in order to improve individual and organizational health. Therefore, drawing on the humanistic approach and a model of organizational well-being/distress, we hypothesized that active listening facilitated by innovative technologies promotes well-being and prevents potential distress exacerbation.

Design/Methodology/Approach: As part of a qualitative research, independent researchers have analysed 150 narrative outputs through computerized content analysis. The texts derive from an active psychological listening service offered by several Italian organizations as a form of external and independent support.

Results: Findings suggest that the model of organizational well-being/distress used might be applicable to a wide range of companies. Moreover, they show both critic dimensions, such as high workload and a lack of personal contribution recognition, and positive resources, including resilience and self-efficacy.

Limitations: Given the sample heterogeneity, results could not highlight marked differences across different sectors.

Research/Practical Implications: Field-testing produced encouraging results and companies accessing the service are increasing. Evidence points out the utility of an impartial and anonymous service managed by a team of psychologists, perceived as means of protection. This kind of services safeguards companies from disputes and is part of Corporate Social Responsibility.

Originality/Value: Communication technology allows us to originate a virtuous circle among knowledge generation and change production at the individual level, with consequent positive organizational outcomes.

Keywords: Active listening, qualitative research, technology, work-related stress, well-being.

1735 - PURPOSE-IN-LIFE ORIENTATIONS IN THE FORMATION OF STRESS RESISTANCE AS A RESOURCE OF MENTAL HEALTH IN PRISON STAFF

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National Research Tomsk State University, Tomsk, Russian Federation⁽¹⁾

Purpose

The study aimed at exploring the role of purpose-in-life orientations in the formation of stress resistance as a resource of mental health and developing a program of psychological support for prison staff. Preservation of their mental health is urgent from the public safety perspective and for increasing the efficiency of executing punishments and isolation of socially dangerous individuals.

Design/Methodology

To measure psychological characteristics in question, we apply a set of psychodiagnostic techniques to collect qualitative and quantitative empirical data. Descriptive statistics, correlation analysis and analysis of variance were applied to process the data collected and to evaluate the effectiveness of the program developed.

Results

The study results (the sample involved 219 prison employees) showed that purpose-in-life orientations determined personal and semantic levels of stress resistance as a resource of the participants' mental health. The factors influencing stress resistance are goal setting and achieving purposes, life satisfaction, life effectiveness and controllability. The program of psychological support for prison staff as an integration of training sessions and audio-visual impact showed its effectiveness.

Limitations

One of the study limitations can be its specific organizational context connected with prison employees only.

Research/Practical Implications

The idea of purpose-in-life orientations as a resource component of stress resistance can be also applied to extreme jobs. The psychological support program can be used in psychological departments of penitentiaries.

Originality/Value

The study conducted contributes to a better understanding of the effect of prison employees' life purposes on their stress resistance as well as their mental health in general.

1739 - PERCEIVING SHARED LEADERSHIP IN TEAMS: THE ROLE OF INDIVIDUAL DIFFERENCES AND COMMUNICATION NETWORKS

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⁽²⁾

Purpose

Although current research emphasizes the positive effect of shared leadership on team performance, there are only little insights into individual-level predictors which drive individual behavior and impact the perceptions of leadership structure. In this study, we analyze how Affective Motivation to Lead (A-MTL) and Leadership Structure Schemas (LSS) affect the individual communication network and, subsequently, the perception of leadership centralization in teams.

Design/Methodology

We assessed data among 105 students in 41 research teams over the course of 4 months. Baseline measurement (T0) was followed by 5 measurement points (T1-T5). We assessed individual level predictors at T0 and perceived leadership and frequency of communication via round-robin assessment at T1-T5 for the computation of leadership and communication centralization values. We fitted mixed models with latent growth curves.

Results

The effect of the interaction of A-MTL and LSS on communication centralization was significant. A shared LSS only leads to decentralized communication if M-MTL is also high. Centralization of communication was positively associated with perceived leadership centralization. Mediation analyses showed support for a moderated mediation. The effects of LSS on perceived leadership centralization is only mediated by communication centralization, when A-MTL is high.

Limitations

As we assessed our data among student teams, the generalizability of the results is questionable.

Research/Practical implications

Our research demonstrated the importance of attending of individual differences when assessing shared leadership through perceptions only. The insights into the effect of individual traits has implications for personnel selection.

Originality value

Our study is the first to include a perceiver-specific and time-sensitive approach to shared leadership.

1742 - HOW CAN ORGANIZATIONS SUPPORT CAREER PARENTS? – THE IMPACT OF PARTNERS' SUPPORT ON THE EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT

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Purpose

Previous studies have shown that the impact of organizational family support measures on employees' affective reactions is partly mediated by the perceived organizational support (POS). In this study, the role of partners' support on this relationship was examined.

Design

A large online study of career parents investigated to what extent the impact of the satisfaction with organizational support measures on both affective commitment (model 1) and general life satisfaction (model 2) was mediated by POS. In both models, a moderating effect of partnership support in childcare was considered.

Results

Employee commitment was positively related to organizational support measures. Irrespective of partners' support, a mediating effect of POS was found. In the case of general life satisfaction, there was a moderating effect of partners' support in the mediation model: For parents with low support from their partner, the extent of existing support measures, partly mediated via POS, influences their life satisfaction. POS loses its mediating function under high partnership support.

Limitations

The findings present initial evidence from a cross-sectional self-report study, which should be replicated by other methods.

Originality/Value

By expanding their support measures and their targeted communication, companies are in a good position to create stronger affective commitment among parents. At the same time, they can positively impact on the overall life satisfaction of their employees.

1748 - A COMBINED ONLINE AND APP-SUPPORTED RESILIENCE-TRAINING FOR EMPLOYEES
GROUNDED ON STRENGTHS-BASED COGNITIVE BEHAVIORAL THERAPY - RESULTS FROM A
FEASIBILITY STUDY

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Purpose

Despite the growing number of resilience interventions, many lack a theoretical foundation. Therefore, a combined online and app-supported resilience-training for employees, based on positive appraisal style theory of resilience (PASTOR) and on the foundation of Strengthbased cognitive behavioral therapy (S-CBT), was developed. This study aims to assess the feasibility of conducting future definitive randomized controlled trial (RCT).

Design

The study is designed according to the extended guidelines of the consolidated Standards of Reporting Trials for randomized pilot and feasibility trials. The resilience-training will be carried out in 2 phases among employed part-time students with increased stress. Phase 1, 5 participants receive access to the training. In-depth interviews, focusing on user-experiences and core-understanding of the interventions' concept, follow. Feedback is used to revise the training. Phase 2, 20 participants are randomized to either the training or control group. Data is assessed at baseline and 8-weeks post-randomization. Primary outcome is perceived stress. Secondary outcomes include work ability and work engagement.

Results

Results collected from November 2018 until February 2019 will be presented at the EAWOP conference.

Limitations

As only employed part-time students were included, the sample does not represent the entire working population.

Implications

This study will generate knowledge about the acceptance of a newly developed resiliencetraining for stressed employees. Information on user-experience will be provided. Data is collected to estimate the sample size of a definitive RCT.

Originality

To the best of our knowledge a combined online and app-supported resilience-training, based on S-CBT, has neither been developed nor investigated.

1750 - LOYALTY CONFLICTS AND BALANCING DIFFERENT LOYALTIES

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LOYALTY CONFLICTS AND BALANCING DIFFERENT LOYALTIES

Although questions of ethical behaviour and loyalty are timely in many organisations they get specific attention in public service organisations. Also, representatives of some professions and occupations find themselves more often in situations where they have to balance different and sometimes conflicting loyalties. This study focuses on loyalty conflicts trying to answer following questions: (1) how the essence of loyalty and loyalty conflicts is understood; (2) what are seen as main causes of loyalty conflicts, (3) whether and how the balance between different loyalties can be established. We use data from semi-structured interviews (n=7) with social workers to answer these questions. Main results of our study are: (1) 'loyalty' is mostly defined as particular duties to employer but sometimes questions arise whether employees in publicly funded organisations should further the interests of employing organisation or public interests; (2) loyalty is value-based which makes knowing the (personal and professional) values of employees very important; (3) there are several possible loyalty conflicts resulting from various roles (e.g. employee, professional, citizen); (4) loyalty conflicts are mostly related to professional and organisational role requirements; (5) trying to solve the conflict of interests from the standpoint of citizen's in an organisation one works is incompatible with his/her work role; (6) different role requirements can be balanced on the basis of integrating basic legal norms, professional ethos, and public service or organisational code of conduct.

**1757 - PSYCHOLOGICAL HEALTH AT WORK: DIRECT AND BUFFERING EFFECTS OF JOB DEMANDS
AND JOB RESOURCES**

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Purpose

Previous studies in various countries have shown that teaching is stressful and difficult (Kyriacou, 2001; Travers & Cooper, 1996; Van Droogenbroeck & Spruyt, 2015). However, it is important to note that not all teachers are anxious and stressed (Farber, 1984). In this vein and according to the “job demands-resources theory” (Bakker & Demerouti, 2014, 2017), this research examines for the first time the role of job demands (e.g., poor physical environment, students misbehaviour) and job resources (e.g., social support, pedagogical autonomy, recognition at work) on psychological health at work (PHT) among Moroccan teachers. Additionally, this study investigates if job resources buffer the relationship between job demands and PHT.

Methodology

Data are collected by self-administered questionnaires from 1107 Moroccan teachers in primary schools, middle schools and high schools.

Results

The results show a positive correlation between job demands and PHT. Also, a negative one between job resources and PHT. They also illustrate that the job resources moderate the effect of job demands in the prediction of PHT.

Limitations

Data are collected by self-report measures and the study follows a cross-sectional design.

Research/Practical

Our research reveals the importance of taking into account organizational and relational variables in promotion of PHT among Moroccan teachers.

Implications

Originality/Value

To our knowledge, this is the first study to examine the direct and buffering effects of job demands and job resources on PHT in a Moroccan context.

1763 - PREDICTORS OF DEPRESSION IN A NATIONALLY REPRESENTATIVE SAMPLE OF U.S. WORKERS

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Purpose

Depression is one of the most common mental disorders in the United States and is the leading cause of disability worldwide. In the U.S. workforce, the prevalence of depression is 7.6%. The total economic burden of depression is about \$210.5 billion per year, representing a 21.5% increase from \$173.2 billion per year in 2005. Nearly half (48%-50%) of these costs are attributed to the workplace, including absenteeism and presenteeism, whereas 45%-47% are due to direct medical costs which are shared by employees, employers and society.

Methodology

In this study, data from the 2014 administration of the Quality of Worklife (QWL) survey were analyzed (n=1249) to explore the relationship between depression and demographic and job- and workplace-related factors in a nationally representative sample of American workers.

Results

Preliminary data analyses suggest that consistent with previous findings, women were more likely to report experiencing depression than men. Traditional job factors such as workload were significant predictors of depression as was job burnout. Other job factors such as gender discrimination and harassment were also predictive of depression in the study sample.

Limitations

Given that the data utilized in this study are cross-sectional, it was not possible to explore causality in this study. Longitudinal studies are needed for this purpose.

Implications/Value

The results of the study suggest that specific improvements in the way jobs are designed, to workplace climate, and to workplace programs may reduce risk factors for depression. These improvements may also enable employers to achieve cost savings through increased productivity.

**1765 - EXTRACTING THE CRUCIAL ELEMENTS OF AN EXPERIMENTAL INTERVENTION DEVELOPING
LEADERSHIP BEHAVIORAL COMPETENCIES: PRE-REQUIREMENTS, IMPLEMENTATION AND
EVALUATION**

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Abstract

State of the Art: this article aims to extract the crucial elements of an experimental intervention to develop the leadership behavioral competencies of managers. **Method:** we used a systematic literature review to explore and classify the main elements of an experimental intervention for developing leadership behavioral competencies. To find these elements, we searched in four online databases of Psycho Info, Science Direct, Pub Med and Google Scholar in 2017 and 2018, using the key words of leadership development, assessment centers and evaluating training outcomes. **New perspective:** we introduced leadership developmental assessment center (LDAC) as an experimental intervention to develop leadership behavioral competencies systematically. As such, the pre-requirements of developing leadership competencies, its implementation method and evaluation of its effectiveness are discussed. **Limitation:** Lack of sufficient empirical studies, its time consuming procedure and the high cost of conducting LDAC may limit its use. **Practical implementation:** LDAC would develop the indexes of leadership competencies through bringing leadership-role related dilemmas from a real world to the simulation exercises and bridging between theory and practice. **Originality:** LDAC can provide a solid foundation to foster competent modern-day leaders through applying principles of active/deep learning and skill development.

Keywords: leadership behavioral competencies, leadership developmental assessment center, experimental intervention

1771 - THE DYNAMIC SPILLOVER OF JOB SATISFACTION ONTO LIFE SATISFACTION: THE MODERATING ROLE OF EMOTIONAL INERTIA

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Abstract

Purpose. In recent years, research about work-life interface has grown rapidly (Edwards & Rothbard, 2000). Whereas work and family experiences have proved to be deeply interconnected (Zedeck, 1992), the underlying mechanisms of this spillover process are yet to be cleared (Heller & Watson, 2005). The aim of this study is to investigate the role of temporal dependency of emotional states in the spillover of daily job satisfaction onto daily life satisfaction. While several studies have attested the mediating role of negative and positive affect in work-life interface, little is known about the role that specific emotion dynamics, such as emotional inertia (Kuppens et al., 2012), may play in this process.

Methodology. Following the Experience Sampling Method (ESM), 116 workers who work directly with the public (62.1% females, average age 43.29 years, DS = 12.78) filled six brief questionnaires per day, for five working days. A multilevel path analysis was conducted to test our hypothesis.

Results. Results from multilevel analysis supported the hypothesized model, indicating that resistance to change of emotional states significantly moderates the relationship between daily job satisfaction and daily life satisfaction: the higher the levels of emotional inertia, the stronger the relationship.

Limitations. This study entails some limitations, mostly linked to the use of self-reports and the short time span covered.

Practical Implications and originality. These results improve the current understanding of the spillover process between job and life satisfaction, and emphasize the role of emotion dynamics and emotional regulation in the work-life interface.

Word count: 246 words

**1779 - HOW ORGANIZATIONAL JUSTICE PERCEPTIONS AMONG STAKEHOLDERS IMPACT
PROCESSES AND RESULTS IN PROJECT BASED ORGANIZATIONS: A STATE-OF-THE ART REVIEW.**

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This poster summarizes the results of a state-of-the-art review of organizational justice in a project management context. Several determinants attached or related to organizational justice theory and equity seem to influence, positively or negatively, team performance, satisfaction, well-being, individual and team performance, collaboration, team climate and psychosocial relationships in organizations. Stakeholders' (de)engagement, and conflicts between individuals are often about fairness and equity. The first wave of empirical studies looked more at the distributive dimension of justice, before integrating its procedural and relational facets. Empirical studies have unraveled many of its determinants and effects. The objective of this poster is threefold: first, to summarize, after more than two decades of research on organizational justice and its impacts in organizations, what are the main findings and the remaining gap in the literature. Second, we aim to identify relevant findings pertaining to a project work context. Project management is observed as an increased tendency among all economic sectors. Forecasts show that the number of projects will double in the coming years. Many reasons explain the phenomenon, and despite improvements in project management tools and methodologies, project performance is declining. We tackle this problematic with a soft-side angle, to increase our understanding of multiple factors leading to project results. The research focuses on a particular organizational context: project-based organizations involving multiple stakeholders. From this point, we aim to select relevant concepts in a project management context to advance scientific knowledge specific to this field and to set a research agenda.

**1780 - DO MATURE EMPLOYEES INFLUENCE THE IMPACT OF TRANSFORMATIONAL LEADERS ON
ORGANIZATIONAL DEVELOPMENT?**

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Abstract

Purpose of study: the first aim of this study is to investigate the association between transformational leadership and organizational development. The second aim is to test the extent to which employee's maturation can mediate this association. **Method:** to test our hypotheses, a sample of 255 full time employees (% 58 men and % 42 women) from four Iranian public organizations were recruited by simple random sampling technique. Participants were asked to complete scales on transformational leadership, organizational development and employees' maturation. **Results:** Pearson correlation analysis showed that there is a positive significant relationship between transformational leadership and organizational development. Moreover, path coefficients of structural equation modeling revealed that the direct effect of transformational leadership on organizational development is significant. Furthermore, it supported the mediating role of employee's maturation in the association between transformational leadership and organizational development. **Limitations:** we used a cross-sectional research design that may limit the generalizability of our findings. **Practical Implications:** In case transformational leaders lead organizations, mature employees would be potentially good candidates to further develop their organizations. Specific training programs are needed to enhance employee's maturation. **Originality:** this study suggests employees' maturation as one of the key variables contributing transformational leaders to develop their organization.

Key words: transformational leadership, organizational development, maturations' employees

1793 - MAINTAINING HEALTH OF THE AGING WORKFORCE

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Abstract

The disproportionate increase in the older population, as compared to other age groups, has made the study of the aging workforce and its health an important area of study. The main goals of this paper is to utilize the resource-based dynamic model to identify factors that ensure the health of the aging workforce is maintained. Specifically, we test whether financial strain, social support, and self-efficacy affect major diseases, cognitive functioning, depressive symptoms, and functional ability, after controlling for age and baseline health measures. We aim to analyze longitudinal data six most recent waves of the Health and Retirement Study. The findings may help identify factors that are detrimental to or help maintain health levels of the aging workforce thus having implications for practitioners and researchers alike.

1805 - EMPLOYEE ENGAGEMENT IN THE UK LOCAL GOVERNMENT SECTOR: A MIXED METHODS STUDY

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United Kingdom* ⁽¹⁾

Purpose

Employee engagement has been linked to important organisational outcomes such as job satisfaction, organisational commitment, performance and intention to turnover. 'Your Voice', the annual staff survey for Worcestershire County Council (UK), explores employee engagement and offers the opportunity for employees to voice their opinions on key issues affecting the whole organisation. This paper investigates levels of engagement (UWES-9) and other organisational measures including strategy, leadership, pride, employee voice, and involvement.

Design/Methodology

In 2018 we conducted a survey with the Council's employees (n=1,510, response rate=52%). We completed quantitative (SPSS) and qualitative (thematic analysis, Text Analytics) analyses. We made comparisons with last year's results and identified trends.

Results

Overall engagement of the Council's staff is average; vigour and dedication are average, and absorption is high. The results indicated high levels of good working relationships with colleagues and persistent challenges related to the clarity of vision and innovative thinking. Flexible working and feeling that they can make a difference are very important to staff.

Limitations

Analysis is based on self-report measures. Data is collected from one County Council in England, which limits the generalisation of results.

Research/Practical implications

This study adds to our understanding of the behaviours and resources that facilitate staff engagement in the public sector, particularly for organisations going through a significant period of change. The paper presents some suggestions in supporting employees based on the findings.

Originality/Value

The study offers useful insights and practical implications into how public sector organisations can develop more effective interventions to support employee engagement.

1806 - (INTER-)NATIONAL STANDARDS AND GUIDELINES FOR ASSESSMENT CENTER OPERATIONS: GLOBAL OR SPECIFIC?

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Purpose

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 (6th edition 2015). In the meantime, a multitude of national AC standards (e.g. from South Africa; Germany, United Kingdom, Russia, Turkey, Indonesia) had been formulated highlighting different priorities and demands.

Based on two of the national standards (Russia v2015 and Germany v2016) and the international guidelines (v2015) the study investigates the common elements concerning the design of ACs ('must' and 'should' criteria). At the same time aspects of national standards are identified that differ from the demands and recommendations of the international guideline.

Methodology

A qualitative content analysis approach utilizing the IT-Tool MaxQDA is used to identify requirement statements throughout the texts and to classify them as 'must' or 'should' criteria. After on, similarities and differences concerning covered topics and required levels of quality are derived.

Results

The analyses are still in progress (Oct 2018) but it is hypothesized that the German standards cover additional topics and the Russian standards formulate in some parts (e.g. assessor-participant-ration) a lower level of quality compared to the international guidelines.

Limitations

The qualitative content analysis only covers formulated requirements. Actual practical implementations and realizations in the AC field are not investigated.

Practical Implications, originality

The analysis approach utilizes qualitative methods to investigate a relevant science-practice-frontier. The results provide an indication of the usefulness and specificity of national quality criteria for ACs.

1807 - THE INFLUENCE OF PERSONAL VALUES ON THE DECISION TO MIGRATE OF HIGHLY SKILLED PROFESSIONALS

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- **Purpose**

The present study builds on the Social Cognitive Career Theory (SCCT, Lent, Brown, & Hackett, 1994) in investigating labor force migration. By now, the most notable studies identified economic factors as the main cause for migration. In the present study, we investigate if individual differences in terms of personal values interact with the main factors in SCCT, as applied to career migration (migration self-efficacy and migration outcome expectations) in predicting the migration intention of highly skilled professionals.

- **Design/Methodology**

A sample of $N = 358$ IT engineers were administered measures of migration self-efficacy, migration outcome expectations and the Short Schwartz Value Survey. They were also asked to assess their intention/plans to migrate over the next year.

- **Results**

Moderation analysis showed that the global value of Conservation is a moderator between migration outcome expectations and intention to migrate, but not between migration self-efficacy and intention to migrate. However, the effect of the interaction is rather small, adding an r square of .03 to the effect of outcome expectations alone.

- **Limitations**

The cross sectional nature of the data and the fact that we did not follow-up on how much of the intention to migrate became action.

- **Research/Practical Implications**

The results imply that personal values may play a part in the migration decision.

- **Originality/Value**

The study is the first, to our knowledge, to apply the SCCT theory to the labor force migration of the highly skilled professionals.

1817 - WITNESSES REACTING AGAINST WORKPLACE BULLYING: MORAL COURAGE AND ITS COMPONENTS AS A KEY TO BYSTANDER INTERVENTION

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Content: Purpose: Scholars consider encouraging bystanders to intervene as a solution to workplace bullying. Recent research has shown that moral courage could facilitate this kind of prosocial behavior. The aim of this study is to identify and analyze the psychological components underlying moral courage and their dynamics leading to bystander intervention.

Design/Methodology: Drawing from Comer and Sekerka's (2015) conceptualization, three components involved in moral courage are identified: moral identity, self-regulation process and moral metacognition. Ad hoc self-reported measures are used to assess these components, including measures for moral courage and bystander intervention behavior.

Results: Using structural equation modeling (SEM), moral identity resulted to be the primary component of moral courage by motivating the intention to act. Self-regulation process, through selfregulatory strategies, showed to facilitate the passage from intention to bystander intervention. Moral metacognition resulted to affect the relationships between these two components and with the final intervention behavior.

Limitations: The validity of the results could be reduced by the use of self-reported measures.

Research/Practical Implications: These results may help scholars deconstruct moral courage and identify which elements support courageous actions against workplace bullying. Results can help HR experts and practitioners to develop more effective workplace bullying prevention programs.

Originality/Value: The study tries to provide a deeper understanding of moral courage and the mechanisms lying behind its functioning. In fact, despite previous research, there is still little understanding of moral courage and its action in helping bystander intervention.

**1818 - DATA-DRIVEN AND EVALUATION BASED HUMAN RESOURCES
DEVELOPMENT IN SCHOOLS: THE ROLE OF SCHOOL LEADERS IN THE
PROVINCE OF TRENTO**

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Purpose. The aim of my presentation is to try to add a further perspective on the so-called “data-driven” and “evaluation based” culture in schools (Scheerens, 2004). Data and evaluation are powerful “organizational” tools for school leaders, capable of intervening in shaping the organizational culture of the single educational institution and in promoting processes of professional development of teachers (Fullan, 2001). Starting from an organizational and psychosocial perspective on schools’ effectiveness this is the main research questions: Can data and evaluation be a tool for school staff management done by school leaders?

Design/methodology. I will show empirical data from two studies completed in the Province of Trento. The first one focuses on the supporting role of principals in guiding the transfer of learning of middle management in schools (Timperley et al., 2007). The second one is based on the process of self evaluation of schools, in which data collected at teachers and students level are used to help school leaders in designing teachers’ professional development.

Results. Results from these studies show that an effective use of data and evaluation can help school leaders in reshaping their management practices with middle managers and teachers, being constantly on their side (providing systematic feedback, cognitive coaching, ...), functioning as models and mentors in applying what they have learnt during the training and mostly, preparing them for training before it happens.

Research/Practical implications. Results show how to apply in real settings the use of data for human resources management in schools.

Originality/value. Evaluation data considered as organizational tools.

1819 - WORKPLACE BULLYING AND MISTREATMENT IN U.S. WORKERS

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PURPOSE. The purpose of this study was to examine incidents of workplace bullying and mistreatment in a nationally-representative sample of U.S. workers, the nature of the aggressor in the workplace, and any actions taken by the target, as well as the impact of mistreatment on the individual and organization. **DESIGN/METHODOLOGY.** Data from a bullying module on the 2012 General Social Survey (GSS) were used for this study (N=1178). Respondents were asked about their experiences of workplace bullying and mistreatment during the past 12 months. Survey items were developed around three key constructs: physical/verbal active mistreatment, active undermining, and passive undermining. Work organization and climate factors, and health and well-being outcomes were also assessed. **RESULTS.** Most respondents experienced workplace bullying or mistreatment. Incidents of passive undermining were more prevalent than active undermining or physical/verbal aggression. Respondents reported that the aggressor was most often a coworker (28%), rather than a customer/client or a supervisor, and that their typical response to an incident was that they did nothing (18%), followed by confronted the offender, talked to others at work, and reported the incident to management or higher-ups. Job stress was higher when the aggressor was a manager or supervisor, and also when the respondent filed a formal complaint/grievance or confronted the offender. **CONCLUSION.** Workplace bullying and mistreatment remains an issue for U.S. workers, and that there are a variety of responses to such incidents and their impact on health and well-being outcomes may need to be taken into account when developing interventions.

1821 - FROM REGIONAL NETWORKS TO PREVENTION ALLIANCES THROUGH THE IMPLEMENTATION OF WORKPLACE HEALTH MANAGEMENT INTERVENTIONS

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From regional Networks to Prevention Alliances through the
Implementation of Workplace
Health Management Interventions

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Purpose: Based on authors' previous research within the project that focuses on crafts small business, well established regional networks were used to place in the workplace health interventions (WHI) in the micro and small enterprises, targeting team development and coaching in WLB. These enterprises experience the lack of resources that unable health interventions. The goal of this study was to investigate, whether the established networking structures being regularly used for business relations (e.g. initiating new projects) can be linked to successful implementation of non-commercial topics such as WHI.

Design/methodology/: The sample included entrepreneurs, divided in three groups (team development intervention group, coaching intervention group and waiting control group) that completed 40 semi-structured Interviews including implementation process evaluation and value networking analysis (VNA) in retrospective comparison group design (Study 1; three-groups design) and pre-post group design (Study 2).

Results: The preliminary implementation process evaluation and VNA results will be presented including g three group comparison design (Study 1) and pre-post group design (Study 2).

Limitations: The major limitation of this study is an unexpected dropout due to difficulties in reaching the full sample size that received the interventions within the project.

Research/Practical Implications: Based on our findings, the WHI for the micro and small enterprises can be successfully carried out despite limited resources when regional networks are involved.

Originality/Value: This study contributes to successful mechanisms for reaching difficult target groups via regional networks to enable WHI and develop prevention alliances. This, in turn, can promote availability and further development of suitable WHI.

1822 - EXPLORING THE EFFECTS OF WORKPLACE CLOTHING ON EMOTIONS

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With a recent trend being for organisations to utilise dress codes or uniforms for employee and organisational image enhancement, the impact of this practise on employees' emotions is not fully understood (Lightstone et al. 2011). A body of literature has demonstrated positive effects of wearing work-place clothing such as the business suit upon behaviours and emotions, including reduced anxiety and negative affect (King and Vickery 2013; Kwon 1994a; Moody et al. 2010). Literature had tended to focus on wearers perceptions of traits associated to wearing a business-suit, and enhanced negative mood, measured through self-report and retrospective surveys (Cardon and Okoro 2009; Kwon and Hilleary-Johnson 1998; Peluchette and Karl 2007). Although alternative literature suggested that wearing formal clothing was accompanied with negative outcomes such as feelings of physical discomfort and negative task performance (Bell, Cardello and Schutz 2005; Slepian et al. 2015). Adopting an exploratory approach to understanding the effect of work-place clothing on emotions and incorporating a more direct measure of wearing a ubiquitous work-place garment, a business suit, the present study examined wearers' emotions whilst wearing (or not) a business suit.

Participants (N = 83) took part in a between-subjects paradigm in which participants were randomly assigned to; seeing or wearing a business-suit (or a control group) in an anxiety inducing context – an employment interview simulation, negative mood and anxiety was measured to assess the ability of the business suit to alleviate negative emotions.

The results showed that wearing a business suit did not significantly reduce negative affect or anxiety levels, compared to seeing a business suit or the control group. However, a pattern was observed in the data, that when the business suit was worn, anxiety and negative mood mean levels were reduced. This was observed with caution but suggested that wearing a business-suit in a related context in which this style of clothing is commonplace can affect emotions.

The importance of beginning to investigate the direct effect of clothing on work-place behaviours and emotions will address what has previously been contrary or inconclusive evidence regarding the impact of imposing clothing styles on employees.

1823 - THE ROLE OF STUDENTS' NON-COGNITIVE SKILLS DEVELOPMENT IN TEACHERS' WORK

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The purpose of our research is to better understand the role of Non Cognitive Skills (Heckman, Humphries and Kautz 2014; Kautz et al. 2014) in teacher's work. The hypothesis is that a teacher with high NCS would work better, could be a model and better develop the personality, skills and knowledge of their students.

Our study is divided into two sections. In the first one, we want to analyze a potential correlation between two self-report questionnaires, PCQ-12 and TeiQUE, that evaluate respectively Psychological Capital (Luthans and Youssef-Morgan 2017) and Emotional Intelligence (Salovey & Mayer 1990), and a measurement of teaching effectiveness achieved through the MET. This instrument uses three sources of data: TRIPOD, INVALSI, and a readjusted version of the FFT. In fact we have created an interview based on the indicators of the FFT. What we expect to find is a positive relation between teaching effectiveness and the two measure of NCS.

In the second one, we want to do a qualitative survey to get information as rich as possible about which educational practices teachers use daily and believe are useful for developing the student's NCS.

Some possible limitations could be the low number of teachers involved and the self reported data collected with the two questionnaire for measuring personal abilities.

If our hypotheses were confirmed, this would throw the empirical bases to demonstrate the importance of professional development, such as the action learning training which could provide teacher with practices for the development of students's NCS.

1824 - PLANNED OBSOLESCENCE. CONSUMER SOCIETY'S HIDDEN ENGINE AND THE LOGIC OF THE GARBAGE HEAP.

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Planned obsolescence have existed since the 1920s. Manufacturers deliberately began to shorten the life span of their products to increase demand. The profit went up as the products life span went down.

This paper will present three different types of planned obsolescence: Planned obsolescence as death dating, planned obsolescence as innovation and planned obsolescence of desire, and show how they constitute a hidden engine in consumer society. Planned obsolescence in a variety of forms is one of the greatest stimulus in the growth economy. This creates not only a surplus of goods, but also a surplus of waste.

Planned obsolescence combined with the “use and dispose of”- mentality, was part of a carefully thought out consumer manipulation, that facilitated the transition from a needs to a desire driven society. In this process it constituted the consumer as a substantial wastemaker.

The paper will show that planned obsolescence in a desires driven society is one of the most substantial barriers that stops us from achieving sustainable development goals connected to climate and environmental degradation.

The connection between planned obsolescence and the desires driven consumer as central sources of wastemaking and environmental degradation, has to my knowledge, not been attempted before.

The empirical material consists of historical records, advertising campaign's, documentaries and scientific articles and books on the various topics.

1828 - DO MENTAL HEALTH PROFESSIONALS HAVE A RISK TYPE, AND IS THERE A LINK WITH RESILIENCE?

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Purpose

A combination of a concentration of acutely unwell mental health patients, as well as old and unsuitable buildings, on top of staff shortages and a lack of basic training, makes it a lot more likely that both patients and staff are at risk of suffering harm. This study aimed to examine the risk personality of mental health professionals, and assess the relationship with resilience, which is seen as a protective factor against, for example, emotional exhaustion and depersonalisation.

Design

The researcher administered two surveys to 232 mental health professionals. Survey one assessed risk personality using the Risk Type Compass (Trickey, 2017). Survey two assessed resilience using the Connor-Davidson Resilience Scale 25 (Connor & Davidson, 2003).

Results

Analyses suggest this occupation can be differentiated from a sample of the general population by their risk profile. There are many statistically significant strong positive correlations between various aspects of risk personality and resilience. Specifically, a higher tolerance to risk predicted greater resilience.

Limitations

This study was cross-sectional in design. Further longitudinal research across a greater number of service providers would allow for a more comprehensive understanding.

Practical Implications

Targeted interventions could be developed to assist in promoting the resilience in this group, in turn reducing the risk of burnout and staff attrition, and promoting staff retention, occupational mental health, and potentially recruitment.

Originality/Value

Risk as an aspect of personality brings originality to this paper, as well as adding to the limited empirical evidence with regards to supporting those in caring professions.

1829 - DEVELOPMENT OF A COMPUTER-BASED COMPETENCY SELF-ASSESSMENT TOOL FOR TRAINING PLAN DESIGN

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Purpose

With increasing changes in the job market, the ability to manage his occupational competencies increase the usefulness of subjective competency assessment.

This article looks to present the development process of a computer-based competency assessment tool used for training plan design. As a sole input, a competency profile, Cross Skill® aims to provide accurate and satisfying assessments in a cost-effective manner.

Design

This article presents one data set encompassing 357 dyads (mechanics and their supervisor).

In order to design a training plan, mechanics took a competency self-assessment and an objective MCQ focusing on the same competencies. Mechanic's supervisors assessed their subordinate's competencies with a similar tool as used by the subordinates.

Findings

Thanks to frequency scales and the decomposition of Likert scales in several randomized questions, we consider that we manage to get interesting inter-rater correlations ($r = .59$). An interesting result was also the fact that the correlations between the objective MCQ (golden standard?) and the self-assessment were lower than the correlations between self and supervisor assessment.

Limitations

This first use case (a small sample size of employees, with a specific job) is a limitation of this study. Some people might also consider that inter-rater agreement is not a relevant effectiveness' criteria.

Research/Practical Implications

If we manage to reproduce the same magnitudes of inter-rater correlations with other jobs and bigger samples, our computer-based assessment tool might be useful to increase the interest and use of subjective assessment practices.

1830 - AGING AND WORK ABILITY IN NURSING WORKERS

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The aging process is a multifaceted experience that results from the correlation of multiple development processes, being influenced by biological, social and psychological factors that interact in an uninterrupted way (Veloso, 2015). The national and international literature shows that nursing workers are exposed to a variety of workloads, due to the transformations inherent in the work process, coupled with constant contact with pain, suffering and death. Objective: to identify the capacity for work in nursing workers in the face of aging. Method: This is a cross-sectional epidemiological study, with a quantitative approach, performed at the University Hospital of São Paulo. The study population consisted of 272 workers of the nursing team, whose inclusion criteria were: workers who were active in the data collection period, were 45 years of age or older, were in active staff, and workers who had, at least six months of work in the Institution. The 45-year-old age criterion is anchored in the World Health Organization (WHO) framework that defines as an aging worker the age of 45 years old, recognizing changes in the various systems of the human body that lead to a gradual loss in the effectiveness of each of them (WHO, 2004). Thus, 211 workers participated in the study, corresponding to 79.9% of the university hospital workers. In order to collect data, the Work ability Index (ICT) (Ilmarien et al., 1991) was used, with validity and reliability of the Brazilian version verified by Martinez, Latorre and Fisher (2009), in which properties were found satisfactory as regards construct validity, criterion and reliability. The variable was categorized as optimal, good, moderate and low, according to the criteria of the Finnish Institute of Occupational Health (FIOH) (TUOMI et al., 2005): Great (44.0 to 49.0 points); Good (37.0 to 43.9 points); Moderate (28.0 to 36.9 points) and Low (7.0 to 27.9 points). Results: There was a predominance of the female population (89.1%), aged between 45.0 and 54.9 years (65.5%), higher level education (50.7%), including 33.6% postgraduate studies. The application of ICT revealed that 58.3% were able to work adequately (good or good) and 41.7% of workers, the ability to work compromised (moderate or low). The mean of the ICT score was 37, 8 points ($dp = 6.6$), with a median of 38.0 points and ranging from 9.0 to 49.0 points. Regarding the estimated loss of work due to injuries / illnesses, only 39.8% reported some type of limitation to perform work due to injury or illness. Conclusion: It was observed that the majority (58.3%) of nursing workers were able to work adequately (good or good) and in relation to the

estimated loss of work due to injuries / diseases, only 39.8% reported some kind of limitation to perform the job due to injury or illness. These data show a good prognosis, considering that the majority of workers are aging and maintain their capacity for work.

Aging, nursing, productivity

1833 - LEADER'S CHANGE READINESS AND INNOVATIVE TEAM PERFORMANCE

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Innovation becomes increasingly crucial for organizations in today's fast changing environments. Literature on innovation widely suggests that participative leadership is strongly associated with innovative behavior in teams. We argue that this relationship deserves a more nuanced examination in innovation-oriented and less innovation-oriented functional contexts. In particular, we hypothesize that leader's change readiness – a leader's characteristic that has received little attention in innovation literature yet – moderates the relationship between participative leadership and innovative team behavior. Further, we expect that this moderation effect will be stronger in less innovation-oriented departments than in innovation-oriented departments. To test our hypotheses, we collected survey-data from a German medical technology company (1300 participants, 139 teams) across five functional departments from team leaders and team members and apply structure equation modelling using SMART PLS. Since all of our study-participants were employees of the same organization, the results must be interpreted with caution in terms of specific influence of the particular organizational culture on the hypothesized relationships. Our study provides researchers and practitioners with a more nuanced understanding of the relationship between participative leadership and team innovation in the context of various functional departments and sheds light on the to date to the best of our knowledge unexplored role of leaders' change readiness for this relationship. These insights contribute to further theory building on leadership and team-innovation and to the adjustment of leadership trainings to the needs of the particular functional departments.

**1836 - NEW WAYS OF WORKING AND WORK RECOVERY: CHALLENGES OF USING SMARTPHONES
DURING LEISURE TIME**

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Research has shown that new ways of working have both positive and negative consequences on employees' well-being. The aim of this study was to investigate the relationship between work-related smartphone use and work recovery. Additionally, we wanted to get an insight in work tasks and reasons why employees used smartphones.

We collected a heterogeneous sample of 336 Croatian employees who participated in the first part of online study, which included several work- and well-being related measures. In the second part, 81 of them took part in the five-day diary study, which included repeated measures of work recovery strategies and questions on work-related smartphone use.

Results showed that using smartphones during leisure time was related to experiencing lower work recovery. The effect was most pronounced for psychological detachment, while smartphone use showed no correlation with recovery strategy of mastery experiences. The relationships varied between the days of the week. Participants reported they used smartphones primarily for checking e-mails, with motivation to be in touch with the job.

In generalization of the findings, we should note the convenient sample and participants' dropout from the diary study.

Eventhough flexibility seems appealing to both employees and employers, practical implications include suggestion that using smartphones for the work purposes during leisure should be limited in order to perserve employees' well-being.

We believe this scarce diary study broadens the existing occupational health literature by examining the reasons why employees use smartphones in their leisure time, and how is that related to their recovery from work.

1837 - POSITIVE ORIENTATION AND ITS AFFINITY TO THE PERSONALITY STRUCTURE IN BUSINESS CONTEXT.

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Positive orientation more than traits helps to predict job satisfaction and psychological well-being (Miciuk, Jankowski, Laskowska, Oleś, 2016) but the character of this pattern needs empirical verification. The aim of this research project was to check the connections between positive orientation and variables important for the functioning at work, and especially its affinity to the occupational personality traits. Positive orientation (or positivity) represents a general dimension that captures the stable categories of judgement used by individuals to interpret and give meaning to their existence (Caprara, Alessandri, Steca 2013). To be more specific, Caprara (2009) defined it also as a general tendency to receive life experience with a positive attitude and described as a stable personality disposition.

In this paper would be presented the validation data for Polish working-age group representatives (the age range: 20-59, N=254). Author will show the results of canonical correlation analysis (CCA) for positive correlation and occupational personality traits measure by Business Focused Inventory of Personality BIP (Hossiep, Paschen, 1998, 2013; Jaworowska, Brzezińska, 2014). Two main hypotheses tested are (1) there is a moderate canonical correlation between positive orientation and personality traits important form the perspective of job-related context, and (2) for business focused context this connection will be weaker than for general measures of personality based on Big Five Model.

Limitation of this research project are mainly in the sample construction which is incidental and relatively small; in the future it will be useful to control the professional status of participants and their attitudes towards work.

1840 - TESTING SIMPLE DE-BIASING STRATEGIES TO ENHANCE DELIBERATE THINKING IN THE COGNITIVE REFLECTION TEST

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Purpose

According to Kahneman (1973), there are two types of decision making processes, thinking fast by utilizing heuristics with low cognitive involvement and thinking slow using deliberate, cognitively strenuous techniques. Cognitive processing styles vary by context and available heuristics and can be identified through the Cognitive Reflection Test (CRT). Purpose of this study was to understand how known sex differences in CRT can be explained better by Faith in Intuition (FaithInt) and testing de-biasing strategies (Priming on difficulty, Explanation of decision) to overcome faulty decisions based on heuristics.

Design/Methodology /Approach/Intervention

175 students (54% female) took part in the 2x2 experimental design manipulating Priming and Explanation. Participants responded online to a 5-item version of the CRT (Frederick, 2005) and FaithInt using the Rational-Experiential Inventory (Keller et al., 2000).

Results

Step-wise regression analysis revealed significant impact of FaithInt on number of correct answers in CRT ($b = -.32$, $p = .03$, $R^2 = .03$). Sex and education increase explained variance establishing a small effect of FaithInt, sex and education ($R^2 = .09$, $\Delta R^2 = .06$). Both priming and explanation had no significant impact on usage of heuristics as tested with an ANOVA.

Limitations

Priming manipulation was not operationalized salient enough to trigger deliberate thinking processes, which would need to be implemented differently within online surveys.

Research/Practical Implications

Simple priming and explanation as de-biasing strategies are not sufficient to overcome use of heuristics in decisions, but need to be made more cognitively activating to connect to deliberate thinking.

Originality/Value

This study combines a focus on additional drivers of cognitive thinking processes as well as simple de-biasing strategies as opposed to complex ones.

1841 - HOW TO ASSESS THE TEST USERS' COMPETENCIES IN WORK AND ORGANIZATIONAL SETTINGS? THE POLISH IMPLEMENTATION OF EFPA EUROTEST-WO CERTIFICATION PROGRAM

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The aim is to disseminate, among EAWOP members, the idea of EAWOP-EFPA standard of competences in test use within the organizations, based on EFPA test use model. The process of building the Polish Level 2 Occupational Testing qualification from the beginning to the point in which it met the standards set by EFPA will be shown.

On the poster will be presented the set of [best practices](#) applied to the Polish WO test market due to launch the European benchmark standards for competence in test use. In Poland, there is no tradition to assess the test users' competencies in standardized way, so The Polish Psychological Association (PPA) took the effort to build three stages procedure to ensure this.

The timeline of the project with breaking points that the EFPA EuroTest-WO Implementation Team of PPA consider the most crucial for introducing the new testing culture to business environment will be presented. (five legs of the process will be presented: How to make the idea of ethical testing popular? How to adapt European standard to the local testing culture? How to build national procedure of assessing test user competence in WO settings? How to convince the market to implement it? How to get accredited by EFPA?)

The main idea of EuroTest-WO certificate is to obtain assessment that involve the use of tests from a competent and qualified professional, and the system should ensure this objectively. But how to remain neutral towards tests which are clearly the market products?

Carolina Henn⁽¹⁾ - Elané Odendaal⁽¹⁾

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Purpose of the study

The study investigated the psychometric properties of the Attitudes towards Mental Illness Questionnaire (AMIQ) and the Perceived Stigma Questionnaire (PSQ); as well as the influence of demographic variables (gender, race, education and age) on attitudes towards mental illness.

Design and Method

A quantitative, cross-sectional design was followed. Exploratory factor analysis was used to examine the factor structure of the AMIQ and PSQ. To measure differences in mean scores on stigmatised attitudes, t-tests and ANOVAs were performed.

Results

A one-factor structure was found for both questionnaires, and acceptable reliabilities. Gender and age significantly impacted attitudes towards alcoholism and schizophrenia; as did race towards heroin abuse, and education towards schizophrenia.

Limitations

The influence of other variables were not considered. Response bias may have influenced the results. The gender specified in the vignettes may also have influenced participants' responses.

Research/Practical implications

The study presents two instruments measuring attitudes towards mental illness that demonstrates evidence of construct validity and reliability, thereby showing potential to be utilised in research and in the workplace.

The study also demonstrates that not all employee demographic segments hold the same views with regards to mental illness. Organisations should bear this in mind when designing intervention strategies.

Originality

As far as could be established no such study has been conducted in the South African workplace. The study offers a unique perspective on stigmatised attitudes by examining the differences, in terms of demographic variables, between stigma towards mental illness in general, and stigma towards particular mental illnesses.

**1974 - THE ROLE OF SENSE OF COHERENCE IN STRESS AND MENTAL HEALTH AMONG WORKING
MOTHERS AND FATHERS**

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Institute of Applied Psychology, Jagiellonian University⁽¹⁾

PURPOSE: The goal of conducted study was to investigate whether sense of coherence could be the factor differentiating subjective stress, usage of coping strategies and mental health in professionally active parents.

DESIGN/METHODOLOGY/APPROACH/INTERVENTION: 340 subjects took part in the study. They filled in the following questionnaires: *Sense of Stress Questionnaire* by Plopa, *General Health Questionnaire-short version* by Goldberg, *MINI-COPE*, and *Sense of Coherence Questionnaire SOC-29*. 239 sets of answers of working parents were analyzed – they were provided by parents in a steady relationship (marriage or informal partnership) who had at least one child. One-factor ANOVA analyses were conducted.

RESULTS: The results indicated that parents with higher sense of coherence felt less stressed, had better mental health and used more constructive coping strategies when stressed. Working parents with higher sense of coherence when compared to those with lower sense of coherence scores used less frequently strategies such as: denying, stopping all the actions, self-incrimination or usage of psychoactive substances. Working mothers with higher sense of coherence more frequently used strategies: planning, seeking emotional support, positive reappraisal, doing something else.

RESEARCH/PRACTICAL IMPLICATIONS: It could be concluded that the sense of coherence promotes mental health and helps to cope with stress constructively. It is therefore important to take it into account while researching working parents.

LIMITATIONS: Usage of self-assessment techniques.

ORIGINALITY/VALUE: In presented study different levels of sense of coherence among men and women allowed to draw more accurate conclusions. It is important to separately analyze results of working mothers and fathers.

1985 - THE ROLE OF AGE IN REPORTS OF WORKPLACE BULLYING: RESULTS FROM A NATIONAL SURVEY OF U.S. WORKERS

James W. Grosch⁽¹⁾ - Paula L. Grubb⁽¹⁾ - Rashaun K. Roberts

National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention⁽¹⁾

PURPOSE. The goal of this study was to examine how employee age is related to the experience of bullying in a national sample of U.S. workers. Based on previous research, conducted primarily with convenience samples, we hypothesized that older workers (55+ years) would report less workplace bullying overall than younger age groups. We also examined age-related differences for source of bullying (co-worker, supervisor, customer), the type of bullying (verbal/physical, active undermining, passive undermining), and the association between workplace bullying and general health. **DESIGN/METHODOLOGY.** Data came from a workplace bullying module included in the 2012 General Social Survey (GSS), a representative, face-to-face survey of the U.S. population (N=1,178). Respondents were asked about their experiences with workplace bullying and mistreatment during the past 12 months. Factor analysis was used to identify three different types of bullying.

RESULTS. As hypothesized, there was an age-related decline in all three types of bullying, with passive undermining showing the strongest negative association with age. The source of bullying did not vary significantly by age, with co-worker being most common. There was a significant negative association between workplace bullying and general health for younger and middle-aged workers, but not for older workers (55+ years). **CONCLUSION.** Our findings indicate that the prevalence of workplace bullying declines consistently with age. The failure to find a relationship between workplace bullying and general health for older workers suggests that these workers may have developed greater resilience or better coping strategies than younger workers. Implications for future research will be discussed.

**2650 - WORKING CONDITIONS AND WORKERS HEALTH OF EU28-EMPLOYEES: TESTING THE JD-R
MODEL BASED ON THE EUROPEAN WORKING CONDITIONS SURVEY**

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Given the importance of promoting healthy working conditions within European policies, this study presents empirical findings on the associations between working conditions and workers' health in the EU28. Analysing the European Working Condition Survey Data from 2015 (N = 26968) we show that workers in the EU28 enjoy good health and well-being, whereas men are healthier, have higher well-being, fewer health symptoms, and better sleep quality than women. Relying on various theoretical approaches (JDC, JDSC and ERI-model), we show that exception of physical risks and social demands all job demands (quantitative, emotional, social demands and work intensity) and resources (social, work, organizational resources and rewards) produce health outcomes indirectly through a health-impairment (exhaustion) or motivational (engagement) processes. The model was found equally relevant for men as for women. Analysing trend data over the past 15 years no dramatic change were found in job demands and resources: Support did not improve while rewards and job control have. In contrast work is getting more demanding, indicated by a slight increase in work intensity and higher emotional demands. Risk groups for poor health and well-being can be identified: unskilled jobs carry the highest risks; job insecurity and downsizing create special risk groups - more work intensity, more social demands and fewer resources. Even if we rely on cross-sectional data we are the first to test the JD-R model based on a representative European-wide sample showing that the proposed relations hold for EU28 employees.