

**15th Conference of the European Association of
Work and Organizational Psychology Maastricht,
May 25–May 28, 2011**

Welcome

Dear Colleagues and Friends,

I am pleased that you all have come to Maastricht to attend the 15th EAWOP conference.

The organizers of this conference are the Dutch constituents of EAWOP (NIP-A&O and WAOP). Together with Maastricht University they have formed a local team that has worked hard and enthusiastically to develop an interesting conference program.

This conference is the 15th conference in this series. What started in 1983 as the “North–West European conference on W&O psychology” in Nijmegen (The Netherlands) became in 1985 in Aachen (Germany) the “Western European Conference on Work and Organizational psychology”. After the Aachen conference it was decided that the conference should be a bi-annual event, and the predicates “North-West” and “West” disappeared and since EAWOP was founded the conference series is generally known as “EAWOP conference”.

The organizers have worked hard to present an interesting conference program which has many interesting features to offer, both for Practitioners and for Academics. In the spirit of EAWOP’s mission the inter-

action between academia and professionalism will be one of the central aims of this conference. Moreover, the conference has a thematic structure. We have scheduled more than 1500 contributions, symposia, presentations, posters, and interactive poster presentations from all over the world, with conference delegates from about 50 countries attending the conference. Therefore we think that there is something there to everybody’s taste.

Furthermore, a conference party is planned in a very unique location: the “Caves of Caverne de Geulhem” to enlighten the spirits, and to show that W&O psychology can also be a lot of fun.

As you will experience, Maastricht is a lovely place to visit, with an old historic town centre and many places to recover from a long day in the conference centre, or meet friends in a sociable environment. And when visiting Maastricht, you will discover that The Netherlands actually is not as flat as most people think.

Therefore, I hope you enjoy the conference, and your stay in Maastricht.

On behalf of the organizers,

Fred Zijlstra

Conference Theme and Committees

Theme: “Decent work and Beyond”—W&O psychologists’ contribution to society

Our society has come at a cross road. The financial and economic crisis calls for radical decisions that will affect our lives, also in the workplace. The challenge will be to steer out of this crisis and to establish a sustainable society, in which everybody can participate. To achieve this many changes are required. However, the question is what kind of choices are we going to make? It is clear that labor participation needs to be increased to sustain prosperity. Making organizations and the labor market more flexible has become a key issue. But how can we renew our organizations, making them more innovative and competitive, while improving the health and well-being of the working population and protecting the environment? This translates into important questions that call for an answer: What does increased flexibility mean for the people in organizations? How does it affect job security? What does it mean for the opportunities for development of employees? How will it affect health and well-being? Where politicians and economists strive to create decent work for all, it is clear that the expertise of Work & Organizational Psychology is indispensable to make employees and organizations flourish and grow. With the theme of this conference we urge to look beyond economic rationality, because radical decisions often imply paradoxes. Such decisions have to be made constantly, day by day, and Work & Organizational Psychologists should contribute to make the right choices and to ensure that not only economic motives count, but that employees matter as well. Because, by the end of the day, the people in the organizations make the difference.

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 Michiel Kompier, Radboud University, Nijmegen
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EAWOP Executive Committee

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 Henry Honkanen, treasurer
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 Ann-Louise Holten
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Reviewers

The following people have been involved in reviewing the submitted abstracts to the 15th EAWOP conference 2011:

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General Information

Registration Desk

The Registration Desk will be open at the following times:

Wednesday, May 25, 08:30–20:00

Thursday, May 26, 7:30–17:30

Friday, May 27, 7:30–17:30

Saturday, May 28, 7:30–13:30

Name badges & Tickets

Name badges and conference bags will be provided at the registration Desk. Delegates are requested to wear the name badge visibly at all times, as this is your entry ticket to the conference venue.

Tickets for the conference party (Friday evening) are available at the registration desk for the price of Euro 75,- (including food and drinks).

Catering

Morning and afternoon coffee/tea and lunch are included in the registration fee. A lunch buffet will be available from 12:00 to 15:00 in the Expo Foyer.

Public transport

In the city centre of Maastricht public transport (with Veolia bus) is free for conference delegates on display of EAWOP 2011 conference name badge (this includes the rides to and from the MECC).

Wireless internet

Wireless internet is available throughout the conference location. In addition a few computers with internet access will be available. Delegates are requested to limit the use of these computers to 10 minutes when there is waiting line.

Mobile telephones

As a courtesy to presenters and other participants, please ensure that your mobile telephone is switched off or in “silent” mode during all presentations.

No smoking policy

Smoking is banned in public buildings, restaurants and cafés throughout The Netherlands, including the conference venue.

Medical information

Academic Hospital Maastricht “First Aid medical information”, Phone + 31 (0) 43-387 67 00

Police office

Address: Prins Bisschopsingel 53, Maastricht, Tel. 0900-8844

Tourist office

The tourist office is in the Dinghuis, Kleine Staat 1 (www.vvv-maastricht.eu) Phone +31 (0)43 3252121

Conference Venue

MECC Maastricht
Forum 100
6229 GV Maastricht, The Netherlands
<http://www.mecc.nl/en/Pages/default.aspx>

Conference Office

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Useful links

www.9292ov.nl – latest information on public transport in The Netherlands (bus, train, tram and metro)

www.ns.nl/reisplanner – Journey planner from Nederlandse Spoorwegen (Dutch railways).

Program Highlights and Social Program

Welcome Reception

The welcome reception takes place in the conference venue, MECC Maastricht, Wednesday, May 25, 19:00–20:30

Keynote Speakers

Thursday, 10:00: Fred Morgeson (Professor of Management, Valade Research Scholar, Michigan State University) on “Who is responsible for good work?”

Friday, 10:00: David Guest, Professor in Organizational Psychology and HRM, Kings College London, on “Human Resource Management and the Continuing Search for the Happy Productive Worker”

Saturday, 13:30: Greet Vermeylen, research manager - Surveys and Trends Unit, European Foundation for the Improvement of Living and Working Conditions (eurofound), on “Quality of Work and Employment in Europe: findings from the European Working Conditions Survey”

Interactive Debate Sessions

Thursday, 16:30: Psychology of decent work. Where we are, where we ought to be, how we can get there? With Robert Roe and Fred Morgeson

Friday, 16:30: Do we need an evidence based W&O psychology? With David Guest and Ber Damen

EAWOP General Assembly

The EAWOP general assembly will be held in Auditorium 2 on Thursday, May 26, 17:00–19:00. All members of EAWOP are invited. Membership in EAWOP is included in the regular conference fee.

Practitioners' Day

Friday, May 27, will also be of particular interest for professionals working in the field of W&O psychology.

Seminars and roundtable discussions on issues of practical relevance and usability will be scheduled on that particular day.

Social Activity/Partner Program

City Walking Tour with guide, Thursday, May 26, 10:30–12:00 Guided Running Tour, Thursday, May 26, 18:30–19:30 and Friday, May 27, 7:15–8:15. Additional information is available at the registration desk.

Receptions and Social Hours

Reception and social hours will be held on Friday, May 27, 18:00–19:30, prior to the conference dinner. Open receptions can be found in the program at this time slot.

Conference Party

The conference party will take place in La Caverne de Geulhem. La Caverne de Geulhem is an ancient underground limestone quarry in the South Limburg Hills, which is completely floor-heated and tastefully decorated. Over 400 shimmering candles create a unique and very intimate atmosphere, which you will not easily forget.

Address: Wolfsdriesweg 8a, 6325 PM Berg en Terblijt. Telephone: +31 43 604 10 00

Dress: Casual

Transport: Transport to the party location and back to Maastricht will be arranged. There are two boarding locations. The first boarding location is near the MECC Maastricht at the entrance of NH Hoteles; the second boarding location is Maaspromenade 58, 6211 HS Maastricht, in the town center. The busses will depart at 19:30. It is a 10-15 minutes drive to La Caverne de Geulhem.

End: 1:00 hours (Busses will leave from 00:00 till 1:00.)

Program Overview

Wednesday, May 25

From 08.30: Registration

09:30–17:00: Pre-conference workshops

10:00–19:00: Opening of the conference

19:00–20:30: Welcome Reception

Thursday, May 26

From 08.00: Registration

08:30–10:00: Parallel sessions and poster sessions

10:00–11:00: Keynote: “Who is responsible for good work?” Fred Morgeson, Professor of Management, Valade Research Scholar, Michigan State University

11:00–11:30: Coffee/tea

11:30–17:30: Parallel sessions and poster sessions

14:30–15:00: Coffee/tea

16:30–17:30: Interactive debate: “Decent work”

17:00–19:00: EAWOP General Assembly

19:00–20:00: EAWOP Reception

Friday, May 27

From 08.00: Registration

08:30–10:00: Parallel sessions and poster sessions

08:30–10:00: Practitioners’ Day

10:00–11:00: Keynote: “Human Resource Management and the Continuing Search for the Happy Productive Worker” David Guest: Professor in Organizational Psychology and HRM, Kings College London

11:00–11:30: Coffee/tea

11:30–17:30: Parallel sessions and poster sessions

11:30–17:30: Practitioners’ Day

14:30–15:00: Coffee/tea

16:30–17:30: Interactive debate: Evidence-based W&O psychology

18:00–19:30: Receptions and Social Hours

19:30–01:00: Conference Party

Saturday, May 28

08:30–13:30: Parallel sessions and poster sessions

10:00–10:30: Coffee/tea

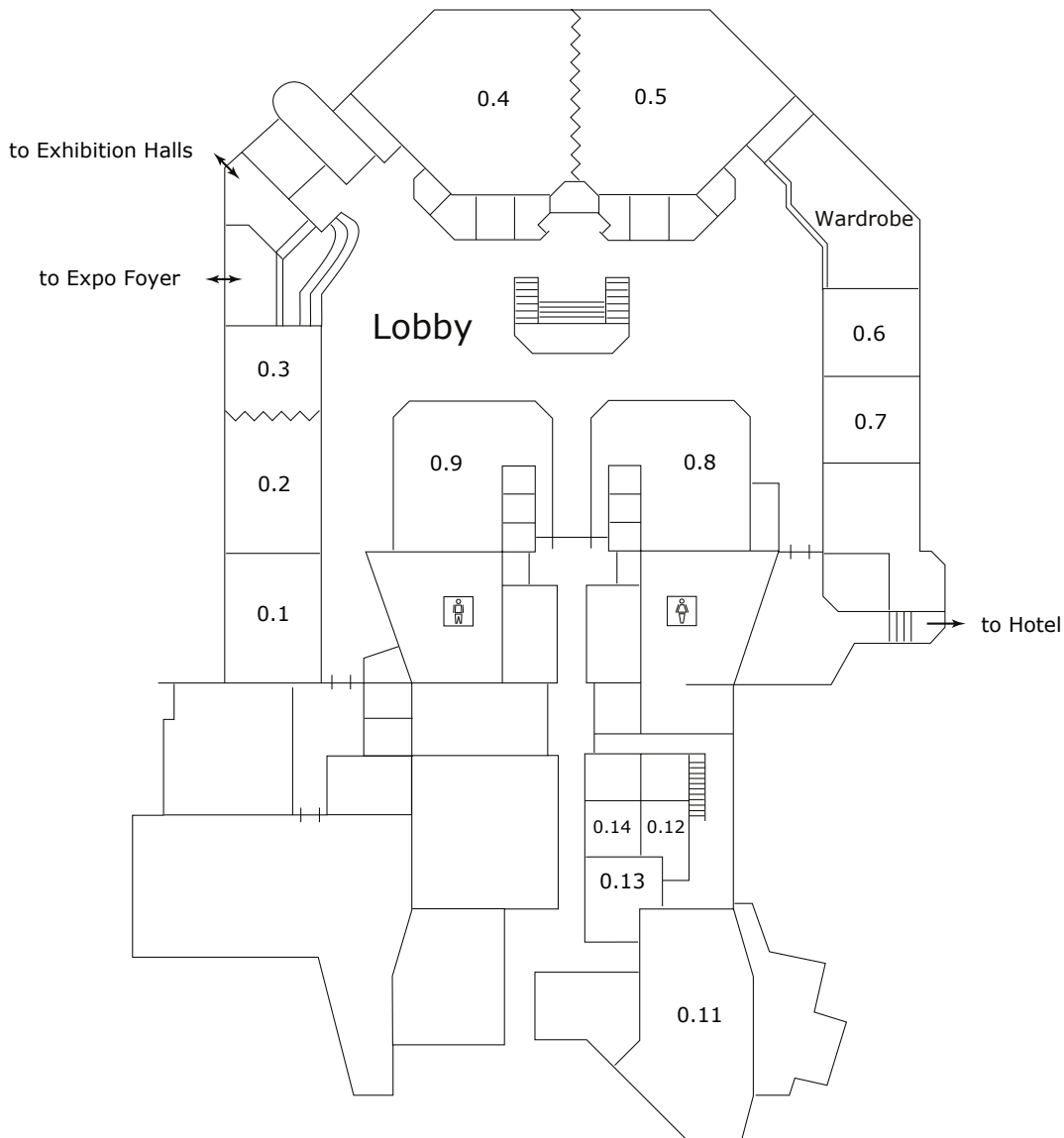
13:30–14:15: Keynote: “Quality of work and Employment in Europe: Findings from the European working Conditions Survey” Greet Vermeylen: Research manager–Surveys and Trends Unit, Eurofound

14:15–14:30: Closing of the Conference

Floor Plans

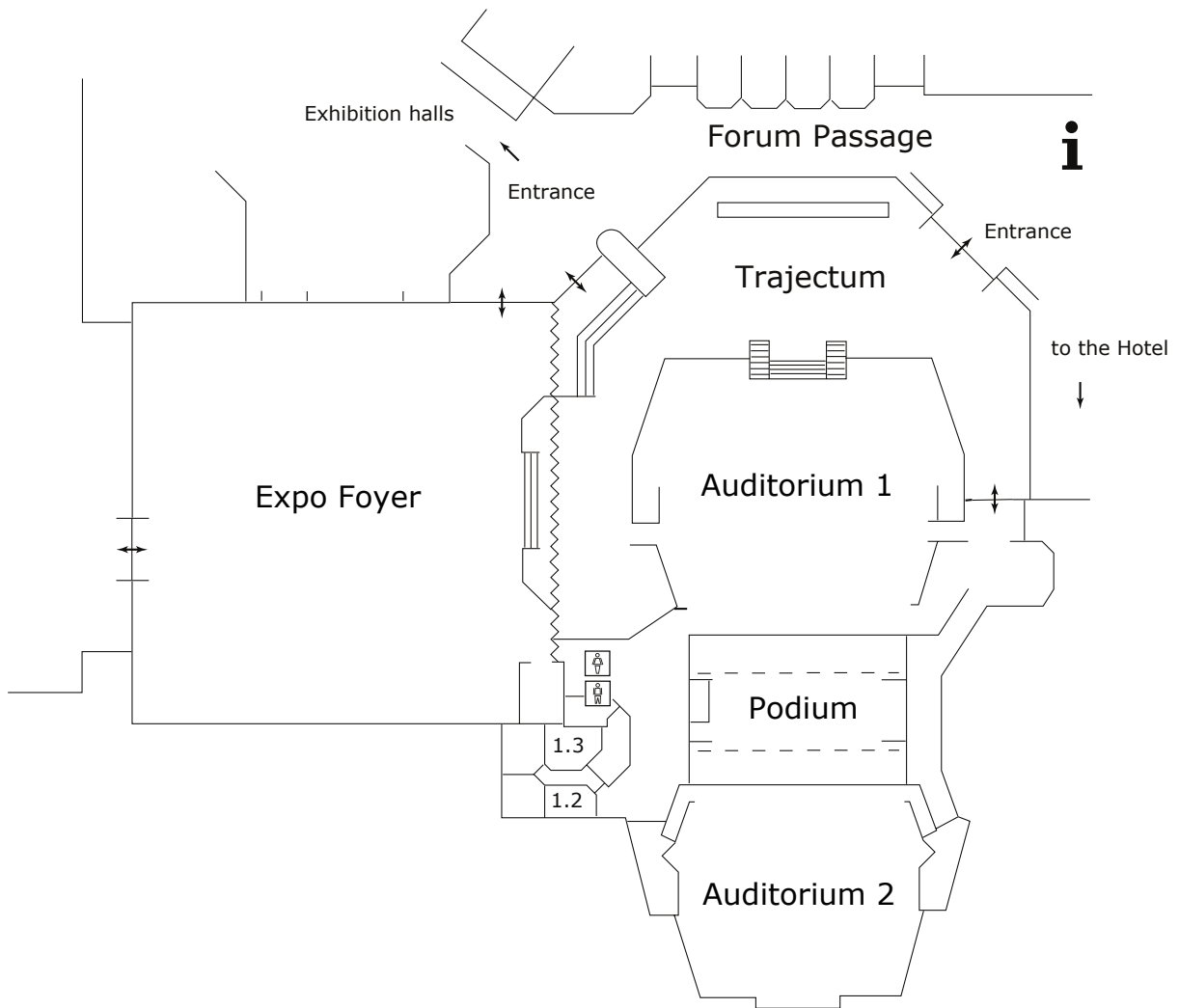
The following pages show the floor plans. The MECC has three levels. The entrance is at Level 1. With the exception of the expo foyer, all presentation rooms are either on Level 0 or on Level 2. The first part of the room number always indicates the level. Rooms on the 0 Level start with 0 and rooms on Level 2 start with 2 (e.g., 0.5 Paris is a room on Level 0).

Level 0

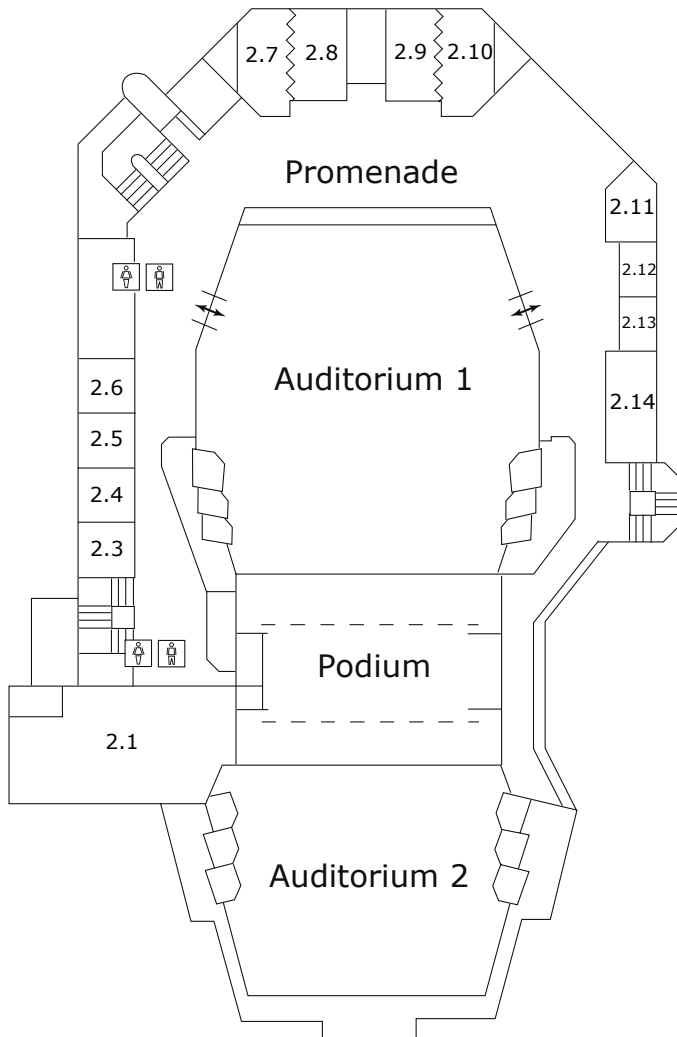


0.1	London
0.2	Berlin
0.3	Copenhagen
0.4	Brussels
0.5	Paris
0.6	Madrid
0.7	Lisbon
0.8	Rome
0.9	Athens
0.11	Pressroom

Level 1



Level 2



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- 2.3 Rhone
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Wednesday

14:00-15:45

EAWOP Constituent Council Meeting

Location: 0.8 Rome (14:00-15:45)

Chair: EAWOP Executive Committee

18:00-19:30

The Opening Ceremony

Location: Auditorium 1 (18:00-19:30)

Thursday

8:30-9:45

Symposium: The role of leadership, change and empowerment in management

Main topic area: Leadership and Management

Location: 0.1 London (8:30-9:45)

Chairs: Holten, A.L., *NRCWE, Copenhagen, Denmark*; Neves, P., *School of Economics and Management, Nova University, Lisboa, Portugal*

Abstract: The success of management has been related to both individual and organizational outcomes. Management does not occur in a vacuum but is embedded in a given context (organizational and relational). Management should thus be studied as part of this context. Based on three different empirical studies, this symposium presents three perspectives on management: 1) Leadership style and change management in the context of changing organizations 2) The role of supervisors' embodiment on the relationship between leader-member exchange and work outcomes 3) The role of empowerment and social support in managers' work satisfaction. Presenter one gives evidence of a positive relationship between leadership style (transformational and transactional) and change related actions and attitudes of middle managers. A direct relationship between leadership style, middle managers' actions and attitudes and followers' perceived exposure to change is found. Presenter two will discuss the relationship between the quality of the exchange relationship between employees and supervisors (LMX) and the degree of affective commitment to the organization. The degree to which employees identify supervisors with the organization is found to impact this relationship and ultimately the performance of employees. Presenter three presents results on the role of support in empowerment of middle-managers. The relationship between empowerment and work satisfaction is discussed in relation with effectiveness, emotional exhaustion and burnout. Presenter four discusses whether leaders' global mindset contribute to follower rated trust, leader-member-exchange, and organizational commitment. By presenting empirical evidence from three different European countries and one multinational organization the symposium contributes to

the ongoing debate on the role and impact of managers. Both theoretical and practical implications will be touched upon. An invited discussant concludes the symposium session.

LEADERSHIP STYLES, MIDDLE MANAGERS' CHANGE RELATED ATTITUDES AND ACTIONS AND FOLLOWERS' PERCEIVED EXPOSURE TO CHANGE

Holten, A.L., *NRCWE, Copenhagen, Denmark*; Brenner, S.O., *Associated NRCWE, Copenhagen, Denmark*

Abstract: Aim: Change has become the rule rather than the exception for many organizations. During organizational change, managers influence followers' perception of and commitment to change (Kieselbach, 2009). A recent study found that transformational leadership style has a positive impact on employees' commitment to change, while change management had no effect (Herold, 2008). Our study investigates how middle managers influence followers' perceived exposure to change (change in attitudes, procedures and working methods/theories-in-use) through leadership style and change related attitudes and actions (information sharing, positive approach, active engagement, etc.). Two leadership styles are considered: Transformational and transactional leadership. Method: Questionnaires were administered twice (baseline/T1 and follow-up/T2) to employees in two organizations (one public and one private) in the process of implementing team organization. The analysis included answers from 771 employees. Structural Equation Modeling was used for analyzing data. Results: Our final model demonstrates an acceptable fit with the following fit indices; AGFI = 0.96; CFI = 0.99, and RMSEA = 0.06. We find that transformational (T2) and transactional (T2) leadership styles are positively associated with middle managers' attitudes and actions during organizational change. Middle managers' change related attitudes and actions and transformational leadership style (T1) are positively associated with followers' perceived exposure to change. Transactional leadership style (T1) is negatively associated with followers' perceived exposure to change. Aim: Change has become the rule rather than the exception for many organizations. During organizational change, managers influence followers' perception of and commitment to change (Kieselbach,

2009). A recent study found that transformational leadership style has a positive impact on employees' commitment to change, while change management had no effect (Herold, 2008). Our study investigates how middle managers influence followers' perceived exposure to change (change in attitudes, procedures and working methods/theories-in-use) through leadership style and change related attitudes and actions (information sharing, positive approach, active engagement, etc.). Two leadership styles are considered: Transformational and transactional leadership. Method: Questionnaires were administered twice (baseline/T1 and follow-up/T2) to employees in two organizations (one public and one private) in the process of implementing team organization. The analysis included answers from 771 employees. Structural Equation Modeling was used for analyzing data. Results: Our final model demonstrates an acceptable fit with the following fit indices; AGFI = 0.96; CFI = 0.99, and RMSEA = 0.06. We find that transformational (T2) and transactional (T2) leadership styles are positively associated with middle managers' attitudes and actions during organizational change. Middle managers' change related attitudes and actions and transformational leadership style (T1) are positively associated with followers' perceived exposure to change. Transactional leadership style (T1) is negatively associated with followers' perceived exposure to change. Conclusions: Our findings demonstrate a positive relationship between leadership style and middle managers' attitudes and actions during organizational change. Managers exercising a high degree of transformational and transactional leadership perform positively during change. We find that middle managers' change related attitudes and actions and leadership style relate directly to followers' perceived exposure to change. Our findings demonstrate the importance of leadership style, actions and attitudes of middle managers during organizational change.

BUILDING THE BRIDGE BETWEEN LEADERS AND THE ORGANIZATION: THE ROLE OF SUPERVISOR'S ORGANIZATIONAL EMBODIMENT

Neves, P., *School of Economics and Management, NOVA University, Lisboa, Portugal*; Eisenberger, R., *University of Houston, Houston, USA*; Stinglhamber, F., *Université Catholique de Louvain (UCL), Louvain-La-Neuve, Belgium*

Abstract: Aim: The magnitude of the relationship between leader-member exchange (LMX) and affective commitment is heterogeneous, suggesting that unidentified moderators influence this association (Gerstner & Day, 1997). According to organizational support

theory, employees interpret the favorableness of their exchange relationship with the supervisor as indicative of the favorableness of the organization's orientation toward them. As such, we suggest that the supervisor's role as a representative of the organization, supervisor's organizational embodiment (SOE) is a key moderator of the LMX-commitment relationship. That is, when employees identify the supervisor, as well as his/hers actions and experiences with the organization's intentions, LMX should lead to higher levels of affective commitment to the organization, with consequences to performance. Method: Our sample was comprised of 346 employee-supervisor dyads, from diverse Portuguese organizations, with sizes ranging from less than 10 employees to more than 100 employees. Results: The model showed acceptable fit ($\chi^2(257) = 728.42^{**}$; CFI = .89; TLI = .88; RMSEA = .07). Our results suggest that SOE moderates the LMX-affective commitment relationship, such that this relationship was stronger when SOE was high ($t(343) = 5.62$; $p < .01$), than when SOE was low ($t(343) = 2.12$; $p < .05$). Additionally, the influence of LMX and SOE on affective organizational commitment extended both to in-role performance ($z' = 2.32$, $p < .05$) and extra-role performance ($z' = 2.43$, $p < .05$), thus supporting the mediated-moderation hypotheses. Conclusions: The findings support our suggestion that the LMX-affective commitment relationship stems, at least partly, from employees' view of supervisors as representatives of the organization (Kinicki & Vecchio, 1994; Major et al., 1995). The degree to which employees identify their supervisor with the organization influences whether LMX is experienced primarily as a favorable exchange relationship with the supervisor alone or with the supervisor and the organization together, ultimately influencing employees' performance.

THE PSYCHOLOGICAL EMPOWERMENT OF VICE-PRINCIPALS, ITS ANTECEDENTS, AND ITS EFFECTS ON JOB SATISFACTION AND BURN-OUT

Meyer, B., *University of Zürich, Zürich, Switzerland*; Schermuly, C.C., *University of Braunschweig, Brunswick, Germany*; Schermuly, R.A., *Ernst Born School, Bad Ems, Germany*

Abstract: The study speaks to the relationship between supervisor support, psychological empowerment, work satisfaction, and burnout among vice-principals (VPs) in primary schools. VPs find themselves in a middle-management work role, hierarchically embedded between principals, teachers and students. We argue that this configuration makes VPs susceptible to burnout, and that psychological empowerment can

alleviate burnout among VPs. We further assume that the negative relationship between empowerment and burnout is mediated by job satisfaction. 103 VPs from 103 different primary schools in Germany were surveyed with a questionnaire that included scales on the four facets of empowerment (competence, meaning, self-determination, and impact), emotional exhaustion, and work satisfaction. Emotional exhaustion (EE) was chosen as an operationalization of burnout, because it is central to different conceptualizations of burnout. Structural equation modeling revealed a strong indirect relationship of empowerment on EE via work satisfaction. The direct relationship between empowerment and EE did not reach statistical significance. Among the facets comprising the Gestalt of empowerment, competence was the strongest predictor of outcomes. EE and days absent were positively related. Further regression analyses also showed that, to alleviate burnout, VPs must receive support from different parties but especially from their principals. Because the empowerment facet "competence" had the strongest influence on work satisfaction, measures like training, mentoring, or coaching could foster the perceived competence of VPs. Because work satisfaction is highly related to emotional exhaustion, it could serve as an early alert system. For this reason, VPs should be surveyed regarding their work satisfaction in regular intervals.

DOES GLOBAL MINDSET MATTER? ITS IMPACT ON TRUST, LEADER-MEMBER-EXCHANGE, AND ORGANIZATIONAL COMMITMENT

Story, J.S.P., *NOVA University, Lisboa, Portugal*; Barbuto, Jr., J.E., *University of Nebraska-Lincoln, Lincoln, NE, USA*

Abstract: Aim: There is a dire need for effective global leadership (Sloan et al, 2003), which is a constraint on growth and effectiveness of multinational organizations (Zahra, 1998). Global mindset has been proposed to be a key construct for global leadership development and success (Oddou, Mendenhall, & Richie, 2000). However, empirical research has not determined the importance of global mindset. The goal of this research is to test if global mindset of leaders contributes to individual level outcomes such as trust in leader, leader-member-exchange, and organizational commitment as rated by followers. The complexity of the global role and leader distance is tested to see if they moderate the relationship between a global leader's global mindset and the outcome variables. Method: Data were collected from 78 leader participants and 240 raters from

one Fortune 100 multinational organization. A multi-level data analysis was conducted using Hierarchical Linear Modeling. Results: Global roles and physical distance between the leader and the follower did not moderate the relationship between global leadership and outcome variables, however the frequency of interaction between leaders and followers did. Specifically, the involvement of frequency of interaction between leaders and followers increased and strengthened the relationship between global mindset and followers' ratings of organizational commitment. The relationship between the frequency of leader-follower interaction when a single follower interacted on average with more frequency than others in the group (within), significantly moderated the relationship between global mindset and affect-based trust in leader, LMX, and organizational commitment. Conclusions: The combination of these findings suggests caution when stating that global mindset is a key construct that is essential for effective global leadership. While some significant relationships were found, the models were only able to explain between 4 to 6 percent in the variance of all outcome variables.

DISCUSSANT

Peiró, J.M., *University of Valencia, Valencia, Spain*

Symposium: Fair procedures and cooperative employees: Testing and extending relational models of procedural fairness

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (8:30-9:45)

Chair: Langendijk, G., *Open University of the Netherlands, Heerlen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: It is vital for the effective functioning of organizations that employees are willing to engage in behaviors that are beneficial to the collective, rather than focusing solely on their own outcomes (Derlaga & Grzelak, 1982; Smith, Carroll, & Ashford, 1995). An effective way for organizations to promote cooperation is by enacting procedures in a fair manner (see Cohen-Charash & Spector, 2001; Colquitt et al., 2001, for meta-analyses). The use of fair procedures indicates to individuals that they are valued and respected members of an organization that they can be proud of. This contributes positively to their identity (De Cremer & Tyler, 2005; Tyler, 1999) and consequently improves

cooperation (Tyler & Blader, 2009). These ideas have been formally developed into relational models of procedural fairness like the group value model (Lind & Tyler, 1988), the group engagement model (Tyler & Blader, 2000), and the self-based model of cooperation (De Cremer & Tyler, 2005); models that have received much research attention (see Blader & Tyler, 2009; De Cremer & Tyler, 2005, for overviews). It is safe to say that relational models of procedural fairness are among the most impactful attempts today to understand the pervasive workings of procedural fairness. However, it is also important to note, that relational models of procedural fairness leave unanswered a number of important questions. This symposium aims to address some fundamental issues that relational models of procedural fairness have not yet adequately dealt with. First of all, it is at present unclear how uncertainty can be incorporated in these relational models. This is regretful because uncertainty, including self-related uncertainty has been argued to be fundamental to the workings of procedural fairness (De Cremer et al., 2008; van den Bos & Lind, 2002). Ilse Cornelis presents work showing that relational and uncertainty concerns have an additive effect on cooperative behavior towards the organization. She suggests a dual pathway model in explaining cooperation as a result of procedural fairness. A second issue that has as yet not been addressed within relational models of procedural fairness is how employees can transform their motivation to support the organization's goals into action. To address this issue Gerben Langendijk presents an important variable that should moderate the effect of procedural fairness on cooperative action: power. Employees feeling more powerful are more prone to act, guided by intrinsic motivation such as the motivation to support the organization. This suggests that employees are often willing to go to great lengths to support the organization's goals (as a response to procedural fairness) but more is needed to reap the benefits of this motivation. A third issue is to what extent relational models can capture other leadership behaviors in addition to procedural fairness. Marius van Dijke presents work on two different empowering leadership styles – encouraging independent action and encouraging self-development. He shows that the former makes procedural fairness effects on cooperation stronger whereas the latter makes these effects weaker. Moreover, this results because both these leadership styles have a unique (and opposite) role in people's attempts to make sense of their status and value in the organization. This leads to the conclusion that relational models may be capable of encompassing a number of other leadership variables, in addition to procedural fairness. The final issue of this symposium, and an important aspect regarding lead-

ership behavior, is the question whether we can understand factors that make leaders enact procedures in a fair manner from the perspective of relational models – models that were originally developed to understand reactions to fairness, rather than antecedents of fairness. Employees have relational concerns that can at least partially be fulfilled by a leader acting fairly. An important question remains how sensitive leaders may be to these needs and thus when they may act in a fair manner. Niek Hoogervorst shows that particularly when leaders sense that followers have strong relational as well as strong control needs, they will respond by enacting procedures in a fair manner. The conference theme stresses that “work and organizational psychologists should help ensure to organizations that not only economic motives count, but that employees matter as well, because, by the end of the day, the people in the organizations make the difference”. Indeed, a decent and fair treatment of employees needs to be emphasized to organizations, not only for humanitarian but also for economic reasons as employees who are treated in a fair manner have been shown to deliver higher quality and quantity of performance (see e.g. Podsakoff, Ahearne & MacKenzie, 1997). The current insights may thus be incorporated in leadership development programs that address when fairness procedures are most likely to reveal positive results in reference to employees' psychological as well as organizations' economic concerns.

A TALE OF TWO MOTIVES: RELATIONAL NEEDS AND SELF-UNCERTAINTY CONCERNS INDEPENDENTLY MODERATE PROCEDURAL FAIRNESS EFFECTS ON COOPERATION

Cornelis, L., *Ghent University, Ghent, The Netherlands*; Hiel, A. van, *Ghent University, Ghent, Belgium*; Cremer, D. de, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous studies have indicated that procedural fairness affects cooperation because it conveys information relevant for both the relational self and the uncertain self. However, the simultaneous effects of relational and self-uncertainty motives have not yet been examined and it remains unclear whether these effects are additive, mutually reinforcing or mutually interchangeable. In a first study, we showed that the relational and self-uncertainty variables constitute two distinctive dimensions. Three additional studies demonstrated that relational and self-uncertainty motives yielded independent and additive moderating effects on cooperation and retaliation. A dual pathway

model is suggested in which procedural fairness may have an effect on cooperation through its ability to satisfy both relational and self-uncertainty reduction needs. Implications at the theoretical level are discussed and we further elaborate on the relationship between the two motives, as well as offer suggestions for future research.

EMPLOYEE SENSE OF POWER AS FACILITATING THE RELATIONSHIP BETWEEN PROCEDURAL FAIRNESS AND EMPLOYEE COOPERATION

Langendijk, G., *Open University of the Netherlands, Heerlen, The Netherlands*; Dijke, M. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Cremer, D. de, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Anderson, C., *Haas School of Business, University of California, Berkeley, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Procedural fairness positively influences employee cooperation. Building on recent theorizing and supporting research showing that high power makes people act more in line with situational goals and expectancies, we argued that particularly employees who feel powerful should act in line with the norms communicated by fair decision-making procedures and thus react with relatively strong cooperation to procedural fairness. A longitudinal and a multisource survey study supported this idea. This research is the first to apply theorizing on power as facilitating goal directed behavior to organizational contexts by focusing on the important outcome variable of employee cooperation.

WHEN DOES PROCEDURAL FAIRNESS PROMOTE ORGANIZATIONAL CITIZENSHIP BEHAVIOR? THE MODERATING ROLES OF TWO TYPES OF EMPOWERING LEADERSHIP

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Abstract: We explored how procedural fairness interacts with empowering leadership to influence employee OCB via the mediating mechanism of employees' self-perceived status. We focus on two core aspects of empowering leadership-encouraging independent action and encouraging self-development. We ar-

gued that the former increases the need for sense making regarding one's relationship with the organization whereas the latter decreases it. Hence, stimulating employees to act independently should strengthen the relationship between procedural fairness and employees' OCB, and this interaction should be mediated by self-perceived status. In contrast, stimulating employees to develop themselves should weaken the relationship between procedural fairness and OCB as mediated by self-perceived status. Two field studies (single and multisource) conducted in two different countries support this moderated mediation model. From a theoretical point of view, we are the first to integrate different types of empowering leadership as relevant variables in relational models of procedural fairness. From a practical perspective, our results imply that organizational leaders should not consider the use of fair procedures and empowering leadership in isolation, but rather in concert.

WHEN ARE LEADERS FAIR? A REVERSED PERSPECTIVE ON THE CONTROL AND RELATIONAL MODELS OF JUSTICE

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Abstract: In the present study we examine when and why leaders enact fair procedures in their interactions with followers. In doing so, we take a reversed perspective on the historical control and relational models of justice. Specifically, while these models provide explanations that fair procedure are valued by subordinates because it serves their control and belongingness needs, we examine whether leaders actually recognize these follower needs and (at least) partly attune the fairness of their decision making processes on such needs. In a laboratory experiment and a multisource organization study we found support that follower control and belongingness need have an interactive effect on leader's fairness enactment: leaders were the most fair in interactions with a follower with a strong control need and a strong belongingness need, compared to when one or both of these needs were low.

Presentations: Creativity in Work Groups

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (8:30-9:45)

Chair: Baer, M., *Washington University in St. Louis, St. Louis, USA*

COMPETITION IN TEAMS, MOTIVATION, AND CREATIVITY

Bittner, J.V., *Jacobs University Bremen, Bremen, Germany*; Heidemeier, H., *Jacobs University Bremen, Bremen, Germany*

Abstract: This research investigated the effects that competition may have on motivational factors and on subsequent creativity. It was experimentally examined in groups of three people whether the willingness to cooperate or compete in a group may increase or diminish creative performance. Two experiments looked at the motivational processes that may induce people to choose cooperative strategies and may influence subsequent creativity. More specifically, it was examined whether a promotion focus comes along with the willingness to cooperate with other group members, and thus increases creative performance, whereas a prevention focus may be associated with competition and may diminish creativity. Study 1 demonstrated that the willingness to cooperate activates a promotion focus, whereas the willingness to compete activates a prevention focus. Moreover, regulatory focus mediated the effect of cooperation on creativity. Only if cooperation was associated with an activated promotion focus, it increased creative performance in a divergent thinking task. Study 2 provided evidence for a bidirectional link between cooperation and regulatory focus. The induction of a promotion focus increased the willingness to cooperate and led to high creativity, whereas a prevention focus induced a willingness to compete with group members and thus led to low creativity. These findings have important implications for group settings, since they provide evidence for motivational processes that are associated with high or low creative performance. Competition between team members may foster a prevention focus in them and may therefore diminish creativity. These results show a bidirectional link between the willingness to cooperate or compete and motivational processes and point out that changes in regulatory focus should be considered simultaneously when investigating the effect of competition in groups on creative performance. Organizations should therefore pay attention to situational influences like competition that may induce a prevention focus in team members and may as a result diminish creativity.

LINKING PERCEPTIONS OF THE FEEDBACK ENVIRONMENT TO CREATIVITY AT WORK: A MODERATED MEDIATION STUDY

Davidson, T., *Vlerick Leuven Gent Management School, Gent, Belgium*; Stobbeleir, K. de, *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Feedback is an essential ingredient for stimulating creativity (see Zhou, 2008 for a recent review). When delivered in a developmental and constructive way, it can boost employees' intrinsic motivation, provide them with standards for creative work, and help them acquire creativity skills. Previous research efforts have enhanced our understanding of the relationship between feedback and creativity by investigating the effects of specific feedback components (e.g., feedback valence) in dyadic feedback exchanges (George & Zhou, 2001; Zhou, 1998; Zhou & George, 2001). However, given the value of a supportive and stimulating work environment for creative performance (Oldham, 2003; Zhou, 2003) it is surprising that virtually no studies have explored the impact of employees' perceptions of the broader feedback environment on their level of creativity. Building on recent theorizing in the creativity literature (West & Richter, 2008; Zhou, 2008) and self-determination theory (Deci & Ryan, 1985), we developed and tested a model exploring how the broader coworker and supervisor feedback environment influence employee creativity. Hierarchical multiple regression analysis of a sample of 482 supervisor-employee dyads showed that employees who perceive a supportive coworker and supervisor feedback environment experience higher levels of self-concordance (i.e., the degree to which they internalize their work goals and consider these goals as an expression of their authentic interests and values), which leads them to demonstrate higher levels of creative performance, as rated by their supervisor. Furthermore, moderated mediation analysis (Preacher & Hayes, 2007) indicated that autonomy moderates this mediating relationship, such that the coworker and supervisor feedback environment's effects on creative performance via self-concordance, are strengthened under high autonomy and weakened under low autonomy. Overall, our study highlights the importance of employees' perceptions of the feedback environment with regard to creative performance and unravels how the relationship between the feedback environment and creative performance is shaped. In terms of implications, our conceptual model can be a steppingstone for scholars investigating creative performance in organizations as well as for practitioners searching for ways to enhance employee creativity at work.

FROM IDEAS GENERATION TO ADOPTION: THE INTERPLAY BETWEEN WORK CHARACTERISTICS, LEADER-MEMBER EXCHANGE AND ENGAGEMENT ACROSS TIME.

Massei, F., *University of Bologna, Bologna, Italy*; Zapala, S., *University of Bologna, Bologna, Italy*

Abstract: Nowadays, the problem for companies is not 'how to produce more' but how to meet customer needs, improve quality and develop new products. The attention shifts from the adherence to formal rules and assigned tasks to a more proactive way of dealing with work. Companies and managers look for new ways to achieve organizational goals and encourage employees' proactive and innovative behaviours. Despite the relevance devoted to the concept of intrinsic motivation in promoting proactive and innovative behaviors, Shalley et al. (2004) say that few studies have directly tested its role in mediating the relationship between resources and IWB, and the studies that examined such mediating role provide ambiguous results. The main aim of this study is to investigate the motivational process that leads employees to perform innovative work behavior (IWB) by using the approach proposed by Schaufeli & Salanova (2007) in which resources are related to different outcomes via work engagement. We hypothesized that the quality of the interaction between an employee and his/her supervisor and the control asserted by the employee on his/her job, foster employee's work engagement that, in turn, will be positively related with the frequency of employee's IWB. A 2-waves longitudinal research design and structural equation modeling (SEM) were used ($N = 209$). We assessed the independent variables using employees' self-evaluation; in order to avoid the problem of common method variance, we used as dependent variable the supervisor evaluation of employees' IWB. The confirmatory factor analysis supports the hypothesized 3-factor structure of the scale measuring IWB (idea generation, idea suggestion and idea implementation) and the measurement equivalence across time. Results also show that engagement (at least partially) mediates the effect of job resources (job control and leader-member-exchange) on IWB. In particular, if an employee, experimented more (or less) control and an higher (or lower) LMX relationship from T1 to T2, this has an impact on the engagement that increases (or decreases) and, in turn, this predicts the increase (or decrease) in the frequency with which employees generate, propose and implement ideas. HR managers and companies need to support employees' engagement in order to increase employees' IWB.

LINKING LEARNING GOAL ORIENTATION TO EMPLOYEE CREATIVE PERFORMANCE: THE ROLE OF PROACTIVE BEHAVIOUR

Peeters, E.R., *Ghent University, Gent, Belgium*; Clippeleer, I. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Stobbeleir, K. de, *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: This study examines the role of proactive behaviour in the relationship between learning goal orientation and employee creative performance. Specifically, we develop and test a model that links learning goal orientation through three different types of proactive behaviours (i.e. proactive work behaviour, proactive strategic behaviour and proactive person-environment fit behaviour) (Parker & Collins, 2010) to employee creativity. In doing so, this research enhances our understanding of the impact of different proactive behaviours on employee outcomes and it examines some of the underlying mechanisms of the relationship between learning goal orientation and employee creative performance. In addition, we test whether these three types of proactive behaviours have a differential impact on creative performance. This research studies the actions that employees can take themselves to manage their creative process. Hypotheses were tested using a survey design on a sample of 378 employee-supervisor and employee-peer dyads. Results show that employee learning goal orientation impacts supervisor-rated and peer-rated creativity and that these effects are mediated by the three types of proactive behaviours. Results also show that the three types of proactive behaviour have a differential impact on creative behaviour, with a positive correlation between proactive strategic behaviour and employee creative behaviour on the one hand and a negative correlation between proactive person environment fit behaviour and employee creative behaviour on the other hand. This emphasizes the importance of proactive behaviour in the creative process and shows that proactive behaviour is not only a strategy that facilitates individual learning, but also a useful resource for achieving creative outcomes. Reference: Parker, S. K., & Collins, C. G. (2010). Taking stock: Integrating and differentiating multiple forms of proactive behavior. *Journal of Management*, 36, 633-662.

PEACE OR WAR? INTERGROUP COMPETITION AND ITS GENDER-SPECIFIC EFFECTS ON GROUP CREATIVITY

Baer, M., *Washington University in St. Louis, St. Louis, USA*; Vadera, A., *Indian School of Business,*

Hyderabad, India; Leenders, R., *University of Groningen, Groningen, The Netherlands*; Oldham, G., *Tulane University, New Orleans, USA*

Abstract: Beliefs in the virtues of competition are among the most widely shared, deeply held, and long-standing assumptions in most Western societies (Kohn, 1992). While the belief in the universal benefits of intergroup competition has permeated many Western societies, a shift in the demographic composition of the workforce of most industrial nations has occurred—a dramatic increase in women’s labor force participation rates. In fact, the increase in the proportion of women participating in the labor force, which began shortly after World War II, represents one of the most significant social and economic trends in recent history (Hayghe, 1997). Despite the significant change in the gender composition of the workforce, the use of intergroup competition as an organizing principle in businesses, which originated almost a century ago when organizations were populated and managed almost exclusively by men, has rarely been questioned let alone examined, especially with respect to such relevant outcomes as the production of new and useful ideas. The goal of the present study was to fill this important gap. Based on the male warrior hypothesis and a female communion hypothesis, we propose that intergroup competition promotes the creativity of groups composed of men but undermines the creativity of groups composed of women. These ideas were tested in two laboratory experiments and one field study. Study 1 showed that competition had the expected positive effects on the creativity of male groups but failed to produce the predicted negative effects on the creativity of female groups. Study 2 showed that the negative effects of competition on the creativity of female groups emerged when competition was examined across three levels allowing for the observation of quadratic effects. This study also indicated that in-group collaboration mediated the joint quadratic effects of competition and gender composition on creativity. Finally, Study 3 replicated the results of Study 2 in a field setting involving 55 multidisciplinary R & D teams. Our results suggest that intergroup competition provides an unequal creative advantage to groups and units composed predominantly of men and question the usefulness of intergroup competition as a universal vehicle to drive creativity in contemporary organizations.

Presentations: Employee Well Being - Stressors at Work

Main topic area: Employee Well Being

Location: 0.3 Copenhagen (8:30-9:45)

Chair: Pravettoni, G., *Universita degli Studi di Milano, Milano, Italy*

DEFINING WORK BURDEN AS A MULTIDIMENSIONAL CONSTRUCT – TESTS FOR CONSTRUCT AND DISCRIMINANT VALIDITY

Buttigieg, S.C., *Faculty of Health Sciences, University of Malta, Msida, Malta*; West, M.A., *Aston Business School, Aston University, Birmingham, UK*; Cassar, V., *Birkbeck, University of London, London, UK*

Abstract: This paper conceptualizes and operationalizes work burden as a work stressor. The second order construct work burden represents four distinct dimensions namely, psychological work demands, physical work demands, quantitative workload and qualitative workload, thereby providing the breadth and comprehensiveness of the construct but at the same time preserving the clarity and precision of the dimensions. The literature deals with various aspects of work burden, the most prominent being psychological demands and physical exertion (Karasek & Theorell, 1990), quantitative workload (Spector & Jex, 1998) and aspects of qualitative workload (Gray-Toft & Anderson, 1981). Therefore, although research has investigated these aspects of work as distinct work stressors, there has been no attempt so far to comprehensively articulate a holistic perspective of what constitutes the work burden as a stressor. The development of the latent construct work burden is justified on the basis of theoretical, empirical, and psychometric considerations (Little et al., 2002). The clustering of items on psychological and physical work demands, as well as those on quantitative and qualitative workload justifies their parcelling. Exploratory factor analysis on a randomly selected half of data from a sample of 1,137 health care professionals in an acute general hospital in Malta, followed by confirmatory factor analysis on the second half provides a more parsimonious model and a latent construct with a defined level of generality. Discriminant validity is also achieved since in line with the construct’s four-factor structure, the subscales of work burden loaded on four different factors, and were distinct from four other work stressors. Finally, the composite view of work burden is supported by three conditions namely, the critical ratios for all the factor loadings are significant with $p < 0.01$ assuring item reliability, construct reliability estimate is 0.98, whereas the average variance extracted is 0.51. The contribution of this study is towards achieving operational discretion when measuring the different components of work burden, while

providing a good basis for a composite view of this construct.

DECISION MAKING AND WELL-BEING AMONG ADMINISTRATIVE OFFICIALS AND INVESTIGATORS IN THREE SWEDISH PUBLIC AUTHORITIES

Allwood, C.M., *University of Gothenburg, Göteborg, Sweden*; Salo, M., *Department of Psychology, Lund University, Lund, Sweden*

Abstract: This study analyzed the relationship between the decision making styles Rational, Intuitive, Dependent, Avoidant and Spontaneous (Scott & Bruce, 1995; General Decision Making Style scale, GDMS) and judgmental self-doubt (Mirels, Greblo, & Dean, 2002; Judgmental Self-Doubt Scale, JSDS) and measures of Performance Based Self-esteem (PBS), Satisfaction With Life (SWL), Perceived Stress (PSQ), and Sleep among administrative officers and investigators at three Swedish public authorities: The National Tax board, the Social insurance agency, and the Police service (N = 473). The results showed that high values on the decision makings styles Avoidant (tries to avoid making decisions) and Dependent (dependent on advice from others before important decisions) were significantly associated with higher PBS, higher PSQ, and poorer Sleep. The Avoidant style was also associated with lower SWL. In addition, JSDS showed stronger correlations with PBS, PSQ, SWL and Sleep than the Avoidant and Dependent decision styles. The differences between organizations were small. Our results are important to consider in attempts to ameliorate stress and burnout in organizations and we suggest that it is important not just to pay attention to the overall group level of analysis but also to pay attention to subgroups, for example, decision making styles that may be extra vulnerable to stress in specific organizations.

WORK STRESSORS IN UNIVERSITY ACADEMICS

Teichmann, M., *Tallinn University of Technology, Tallinn, Estonia*; Ilvest, J., *Tallinn University of Technology, Tallinn, Estonia*

Abstract: University teaching has traditionally been regarded as a low stress occupation. In historical point of view it could be true, but it is no longer in modern universities. Drawing on a considerable body empirical evidence, it is argued that during the past decades stress among university teachers has tendency to increase in all continents. From theoretical perspective and for several reasons, we predict that our understanding of stressors in university has not progressed so far over

the past decade. The aim of present study is to get more detailed comprehension about stressors in university academics. The data were collected from the sample obtained from academics in Tallinn University of Technology. The sample consisted of 117 (73 male and 44 female; average age 43.76) academics, and includes 21 professors, 18 associate professors, 69 lecturers and 11 researchers. The qualitative research method was adapted for the reason to clarify specific stressors in university with the help of the 'public voice' e.g. open-answers unstructured interview was adopted. Participants named during the interview 7.81 4.53 stressors. We identified 90 separable stressors, among thus 43 were named more than 5% of all occasions. In order to build up categories of the stressors, we analyzed the reports written by interviewers and extracted the common elements. The Critical Incident Technique (Flagan, 1954) was adopted for enable the extraction of elements common to the stressors. Four researchers were separately code and split data into the frame and thereafter formulate categories. According theoretical frame and by applying the Critical Incident Technique the stressors were divided into the three main category: (1) individual sources of pressure; (2) stressors in work and organization includes five subcategories, namely, intrinsic to the job, occupational roles, relationships at work, organizational structure and climate, extra-organizational stressors; (3) sources of pressure outside the university e.g. in academic community. Current study enabled to propose a classification the stressors in university academics. Furthermore, our results hint that the number of different sources of occupational stress in university could be eliminate or minimise their stressful influence on academics.

WORKPLACE STRESSORS AS ANTECEDENTS OF EMPLOYEE MUSCULOSKELETAL PROBLEMS: A META-ANALYSIS OF LONGITUDINAL STUDIES

Lang, J., *RWTH Aachen University, Aachen, Germany*; Ochsmann, E., *RWTH Aachen University, Aachen, Germany*; Kraus, T., *RWTH Aachen University, Aachen, Germany*; Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*

Abstract: The purpose of the present meta-analysis was to conduct a systematic review of baseline-adjusted prospective longitudinal studies estimating the lagged effect of work stressors on musculoskeletal problems. Literature review was conducted by searching MEDLINE (1966 to August 2009) and PsychINFO (1872 to 2009). Two authors independently classified studies into categories of psychological work stressors (e.g.,

job demands), and musculoskeletal problems. Available effect sizes were converted to Odds ratios (OR). ORs were then pooled for each stressor-problem relationship using a random-effects model. Additionally, the possibility of publication bias was assessed. At least five effect sizes were available for 16 of the 44 possible psychosocial work stressors-musculoskeletal problems relationships. For 12 of these stressor-problem relationships, pooled OR estimates were positive and significant (range: 1.154 - 1.623). The largest pooled OR was found between highly monotonous work and lower back pain. The lagged effect of low social support on lower back problems was the only effect size for which the statistical test for bias was significant. However, the corrected effect size remained significant. The large majority of the 27 primary studies in our meta-analysis did not report the reliability of the measures and dichotomized continuous independent and outcome variables. Thus, the estimates likely seriously underestimate the true lagged effects. The present findings suggest that psychosocial work stressors are antecedents of subsequent musculoskeletal problems. From an applied perspective, some of the psychosocial work stressors in this investigation are inherent in a variety of jobs and cannot always easily be altered (e.g., high job demands). Still changes to job conditions (e.g., through job redesign) and specific interventions (e.g., stress prevention trainings) could be implemented to minimize psychosocial workplace stressors. From a methodological perspective future research should use structural equation modeling techniques and include tests of the lagged effect of musculoskeletal problems on the development of psychosocial work stressors.

WORK-RELATED STRESS AND INTERRUPTIONS IN THE EMERGENCY DEPARTMENT

Pravettoni, G., *Università degli Studi di Milano, Milano, Italy*; Lucchiari, C., *Università Degli Studi di Milano, Milano, Italy*; Jabes, D., *Università IULM di Milano, Milano, Italy*; Campagnoli, L., *Università Degli Studi di Milano, Milano, Italy*

Abstract: The impact of interruptions in the workplace has begun to receive a lot of attention in the last few years (Mark, Klocke, 2008). Different studies have shown that interruptions can result in lapses of attention, memory or perception increasing cognitive load, stress and anxiety, deteriorating decision-making performance, but data are not always convergent (Hudson et al., 2002). In particular, in healthcare only limited evidence (Ebright et al., 2003) has been available. This study investigated the impact of interruption of physician stress in an emergency care department of

an Italian Hospital. A total amount of 180 h of observation were performed. Observed physicians were evaluated for cognitive level of stress before and after the observed work shift. Visual analogical measures and a Self-Perceived Stress scale were used. We also evaluated personality dimensions using the BIS/BAS scale (Carver and Whyte, 1994). BIS reflects a reaction towards events that occurred (like interruptions), and hence a sensitivity to these events. We found that doctors were typically interrupted 7.1 times per hour; 18% percent of all tasks were interrupted. Consistent with the literature, the sources of interruptions most often were other physicians (23%), and fixed telephone (21%). In 84% of the interruptions, physicians returned to the interrupted activity; in 16% they did not. Interruptions led emergency department doctors to spend less time on the tasks they were working on. Furthermore, a significant correlation between the number of interruption and the level of stress variation was found. We also found that doctors with higher scores at the BIS scale actually showed higher level of work related stress, but we didn't find a correlation with the number of interruptions experienced. The study suggests that interrupted physicians often experience a higher workload, more stress, more time pressure, leading people to change not only work regularity but also mental and physiological states. The effect of this change might be mediated by some biological and personality dimensions. Our data may be a starting point to improve the emergency department sterilization by interruptions helping physician to reduce cognitive workload and stress and thus limiting the potentials effect on adverse events.

Symposium: Entrepreneurship journey: Understanding Entrepreneurs and business opportunities from a Psychosocial Perspective

Main topic area: Changing Employment Relations

Location: 0.4 Brussels (8:30-9:45)

Chair: Caetano, A., *ISCTE-Lisbon University Institute, Lisboa, Portugal*

Abstract: Today it is largely assumed that academic entrepreneurship is one of the fundamental motors of economic growth and wealth creation (Shane, 2004). This symposium intends to enhance knowledge on the main psychosocial and cognitive issues on entrepreneurship. There are two main entrepreneurial aspects that particularly benefit from psychological theory. On the one

hand, the entrepreneurial success, potential and intentions, have been progressively explained by psychosocial dimensions, using different theoretical frameworks and methods. On the other hand, the business opportunities recognition process and the entrepreneurial motivation have been progressively gathering evidence from the cognitive theory and motivation regulatory theories. Presenting five studies about these main subjects, this symposium includes innovative contributions based on psychosocial theories to the entrepreneurship research. The paper of Dominika Dej, Ute Stephan and Marjan Gorgievski explores cross-cultural similarities and differences in subjective entrepreneurial success evaluations on German and Polish entrepreneurs. Juan A. Moriano, Francisco Liñan and Inmaculada Jaén research aims to contribute to better understanding how values and socioeconomic factors determine, or co-determine, the entrepreneurial intention, on Spanish university students. The research of Susana Correia Santos and António Caetano presents a theoretical model on entrepreneurial potential and its operationalization through the Entrepreneurial Potential Assessment Inventory and the Entrepreneurial Potential Index. The study of Deirdre O'Shea and Finian Buckley develops a taxonomy of motivation regulation strategies used by early-stage entrepreneurs to progress their goals, as part of a wider study on self-regulatory processes. The paper from Sílvia Fernandes Costa and António Caetano aims to understand how individuals use the dimensions of the business opportunity prototype in two different stages of the entrepreneurial process: business opportunity recognition and decision to launch a venture. This symposium gathers important findings about entrepreneurship and on its explanation from a psychosocial perspective and suggestions for increasing entrepreneurial activity. Moreover, the psychology of entrepreneurship research findings presents itself as a tool of high value to the community, since it allows students, teachers, academics and financial funders of entrepreneurial projects to predict, understand and regulate the entrepreneurial behavior.

CROSS-CULTURAL DIFFERENCES AND SIMILARITIES IN IMPORTANCE AND ACHIEVEMENT OF SUBJECTIVE ENTREPRENEURIAL SUCCESS

Dej, D., *Technical University Dresden, Dresden, Germany*; Stephan, U., *Catholic University of Leuven, Belgium*; Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Entrepreneurship research focuses predominantly on traditional economic outcomes such as job creation (Newtion, 1995; 2001; Van Praag & Versloot,

2007), economic performance, and innovation (e.g. Hitt, Ireland, Camp, & Sexton, 2001; Lechler, 2001). In contrast, psychologists investigate the subjective perspective, such as how entrepreneurs themselves define and evaluate their own success. The current study explores cross-cultural similarities and differences in subjective success evaluations. We tested two contrasting hypotheses. On the one hand, the understanding of success was expected to be equivalent across cultures according to the fact that entrepreneurs worldwide have a common social identity. On the other hand we expected systematic differences in the importance attached to certain success criteria, attributable to variations in work values across cultures. Self-developed scales measuring the importance entrepreneurs attach to success criteria and the extent to which they have achieved them have been distributed to 184 German and 70 Polish entrepreneurs. Confirmatory factor analyses revealed the importance of success scale consists of: (1) personal fulfilment, (2) workplace relations, (3) community impact, (4) personal rewards and (5) company performance. Achievement of success is composed of (1) financial outcomes, (2) personal balance, (3) dynamism/growth, (4) workplace relationships and (5) community impact. Multigroup analyses revealed that the structure underlying the importance scale and the achievement of success criteria is equivalent across cultures. Furthermore, Polish and German entrepreneurs scored differently on both scales. Polish entrepreneurs value Personal and Financial Rewards (good life, personal income enhancement) higher than German entrepreneurs, who in turn reported greater achievement of their firms' community impact and their relations with employees and co-entrepreneurs. This study contributes to cross-cultural entrepreneurship research by providing valid measures of importance and achievement of success criteria and demonstrating their cultural equivalency. Furthermore, our study suggests that internationally active entrepreneurs should be aware of possible differences in the importance of success outcomes which may potentially lead to conflicting expectations. In particular, such differences should be taken into account when developing trainings of intercultural competencies in business settings.

THE INFLUENCE OF VALUES ON THE DEVELOPMENT OF ENTREPRENEURIAL INTENTIONS IN SPAIN

Moriano, J.A., *Universidad Nacional de Educación a Distancia (UNED), Madrid, Spain*; Linan, F., *Universidad de Sevilla, Sevilla, Spain*; Jaen, I., *Universidad de Sevilla, Sevilla, Spain*

Abstract: The theory states that the intention is the best predictor of any of planned behavior, including entrepreneurship. Thus, "potential entrepreneurs" are those with high entrepreneurial intention. It seems clear that the rate of entrepreneurial activity (start-ups) of a country or region depends essentially on the number and characteristics of its potential entrepreneurs. Therefore, this research aims to contribute to better understanding how values and socio-economic factors determine, or co-determine, the entrepreneurial intention, trying to fill this gap in the literature. The study examines the value-intention link in entrepreneurship on a sample of 3415 Spanish university students. Schwartz's Portrait Value Questionnaire (PVQ) is used to measure values. Results confirm the positive effects of openness to change and self-enhancement values dimensions on the development of entrepreneurial intention in Spain.

ASSESSING ENTREPRENEURIAL POTENTIAL: INVENTORY AND INDEX

Correia Santos, S., *Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal*; Caetano, A., *Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal*

Abstract: The present study aims to contribute to the development of the theoretical and empirical entrepreneurship field, through the proposal of an entrepreneurial potential assessment instrument and index. Thus, this study (a) presents a theoretical model for the operationalization of entrepreneurial potential including eleven first-order skills and four second-order dimensions; (b) empirically tests the theoretical model on two samples: one composed of university students (N=580) and the other composed of young employees; (N = 552) (c) contributes to the empirical validity of the Entrepreneurial Potential Assessment Inventory (EPAI); and (d) presents the Entrepreneurial Potential Index (EPI). Departing from the evidence in the literature, it is possible to explain the entrepreneurial potential construct on four dimensions: (a) entrepreneurial motivations; (b) psychological competencies; (c) social competencies; and (d) management competencies. Multi-group confirmatory factor analyses evidenced good fit indices. We also present the Entrepreneurial Potential Index algorithm and some predictive validity preliminary insights on a third sample of entrepreneurs (N=92). Generally, there are evident differences in the pattern of the first and second order dimensions of the entrepreneurial potential of the university students and young employees. This study also presented the development of the Entrepreneurial Potential Index (EPI).

This Index makes it possible to position individuals on a measurable continuum of entrepreneurial potential, and thus allows the comparison among them. The results evidence that young employees show a greater mean value of EPI than university students. The Inventory and the Index are presented, tested and validated methodologically. Regarding the practical implications, the Inventory and the Index can be established as a tool of high value to the community to help identify competencies requiring development, and to help design or adjust training courses in entrepreneurship.

KEEPING ONESELF ON TRACK: THE DEVELOPMENT OF A TAXONOMY OF MOTIVATION REGULATION STRATEGIES IN EARLY STAGE ENTREPRENEURS

O'Shea, D., *Kemmy Business School, University of Limerick, Limerick, Ireland*; Buckley, F.L., *DCU Business School, Dublin City University, Ireland*

Abstract: Entrepreneurs are seen as highly enthusiastic and driven towards their work, due to their high interest and investment in their ventures. However, in developing successful ventures, they must also engage in activities of less interest for them. It falls to the entrepreneur themselves to ensure that such tasks are accomplished to ensure the continued existence of their venture. This type of motivation is referred to in the literature as motivation regulation, and concerns the thoughts and actions through which individuals deliberately try to influence their motivation regarding a particular activity (Wolters, 2003). These strategies pertain to the striving portion of the motivational process. Kanfer and Heggestad (1997) suggest that the use of various self-regulatory strategies or motivational skills represent critical person skills in the workplace. The purpose of the present research was to develop a taxonomy of motivation regulation strategies used by entrepreneurs. Drawing on previous literature, a theoretical framework was developed, which included the macro-categories of metamotivation, metavolition, motivation regulation, volition regulation and regulation of volitional cognition. Motivation regulation strategies were assessed qualitatively by asking seventy five early-stage entrepreneurs how they keep their motivation high to progress their goals, as part of a wider study on self-regulatory processes. The responses were coded using the framework above, but the analysis was left open for emerging strategies. The strategies were subsequently analyzed using graph theoretic analysis to identify commonalities between them, and further support the theoretical framework. The results supported the framework, demonstrating that entrepreneurs utilize a wide range of strategies to enhance their moti-

vation. Given the nascent stage of research on motivation regulation, the present research advanced current thinking both from the perspectives of motivation skills/regulation, and entrepreneurial motivation. The theoretical framework developed and assessed will aid future research to empirically test the role such strategies play in the broader process of self-regulation. From a practical perspective, identifying effective strategies for the enhancement of motivation can inform the development of meta-skills training.

BUSINESS OPPORTUNITY RECOGNITION: THE ROOT OF ENTREPRENEURIAL PROCESS

Costa, S.F., *Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal*; Caetano, A., *Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal*

Abstract: Entrepreneurship's research field focuses on how, by whom and by what means business opportunities are discovered, evaluated and exploited (Baum, Frese, Baron & Katz, 2007). To answer these questions it is fundamental to understand entrepreneurship as a process that has its roots on business opportunity recognition (Baron & Shane, 2005). The present study aims to understand how individuals use the dimensions of the business opportunity prototype in two different stages of the entrepreneurial process: business opportunity recognition and deciding to exploit it. The research design includes scenarios on potential business opportunities based on the "connect the dots" perspective (Baron, 2006) and in the dimensions of the business opportunity prototype (Baron & Ensley, 2006), with three different conditions each (solves costumers problems, cash flow and manageable risk). Results allowed to identify the prototypical dimensions and to understand how individuals use them in the two stages of the entrepreneurial process. Both in business opportunity recognition and decision to launch a venture stages initial attention is offered to manageable risk analysis. However, in recognition stage attention directs to cash flow, while in the second stage attention is focussed to solving the costumers's needs. The present study contributes to the comprehension of entrepreneurship and points out the importance of cognitive theory in this study field. It also contributes to understand how individuals use their mental structures in the business recognition process.

Presentations: Emotions and Organizational Functioning

Main topic area: Emotions In The Workplace

Location: 0.5 Paris (8:30-9:45)

Chair: Bönigk, M., *Universite du Luxembourg, Walferdange, Luxembourg*

STRESSOR-EMOTION MODEL OF COUNTERPRODUCTIVE WORK BEHAVIOR: THE MODERATING ROLE OF IRRITABILITY

Fida, R., *Sapienza University of Rome, Rome, Italy*; Paciello, M., *International Telamatic University Uninettuno, Rome, Italy*; Barbaranelli, C., *Sapienza University of Rome, Rome, Italy*; Tramontano, C., *Invalsi, Rome, Italy*

Abstract: This study is aimed at investigating the moderation role of irritability in the stressor emotion model of counterproductive work behaviors (CWB, Spector & Fox, 2005). At the heart of this model is the idea that environmental stressors elicit negative emotional responses in individuals, who then are motivated to engage in CWB aimed at reducing the negative feelings. A large body of researches attests that individual differences variables can potentially affect the relation among job stressors, negative affective reaction and CWB. The majority of these studies have examined the role of basic traits of personality (neuroticism, agreeableness, anger trait, anger anxiety etc). Focusing on the literature of aggression and personality in the current work we will consider one of the most relevant aggression-related disposition, that is irritability (Bettencourt, 2006; Caprara et al., 1985). This personality dimension has been instrumental in examining both the traditional frustration-aggression, and in better appreciating the role of emotional regulation in various form of aggression. We are not aware of any research that have examined all the stressor-emotion relations simultaneously and considering as moderator a specific aggression related disposition. The participants for this study were about 700 working adults (53.5% women) with a mean age of 40 years (SD = 11). An anonymous self report questionnaire was administered. Results of a multigroup structural equations model and the correspondent fit indices clearly supported the evidence of the moderating action of irritability in the causal networks linking stressful job conditions, negative emotional reaction and CWB. Specifically irritable workers in the presence of job stressors are more at risk for negative emotional reaction and CWB. Results have in fact shown a higher propensity of these workers in engage in CWB in response of a certain frustrations. The study of individual differences may pave the way to a better understanding of persons who more frequently than others resort to aggression and CWB at work as

well as aid in the design of appropriate interventions aimed to prevent undesirable outcomes.

ARE ORGANIZATIONS INTELLIGENT? ORGANIZATIONAL EMOTIONAL INTELLIGENCE. DEVELOPMENT OF A MODEL

Giorgi, G., *University of Firenze, Firenze, Italy*

Abstract: The aim of this paper is to expand existing models of individual differences (Bliese, 2007) to the organizational level and provide an empirical study on the potential of the organizational emotional intelligence assessment. We propose that organizational emotional intelligence is composed of the average level of individual emotional intelligence of organization members. Sample comprised several Italian companies. More than 1000 employees compiled the Organizational Emotional Intelligence Questionnaire (Giorgi and Majer, 2009). We demonstrate sufficient within-organization and between-organization difference to consider emotional intelligence a collective organizational characteristic. A model of organizational emotional intelligence was also developed which incorporated relationships among emotional competencies. Structural equation modelling was used. In addition, the model show that organizational emotional intelligence is positively associated with employees' life balance, mood and stress. Thus, organizational emotional intelligence can be considered a new valuable advantage for organizations. The model developed within this paper integrates prior theoretical work on emotional intelligence and helps researchers to focus on individual differences at also different levels of analysis.

RESISTANCE TO ORGANIZATIONAL CHANGE: THE ROLE OF ANGER REGULATION STRATEGIES

Bönigk, M., *Universite du Luxembourg, Walferdange, Luxembourg*; Happ, C., *Universite du Luxembourg, Walferdange, Luxembourg*; Steffgen, G., *Universite du Luxembourg, Walferdange, Luxembourg*

Abstract: Based on the Affective Events Theory (AET; Weiss & Copranzano, 1996), it can be concluded that resistance to change can be predicted by employees' habitual anger regulation strategies during work. Anger regulation strategies that are functional for recovering or increasing individual well-being, like providing feedback, downplaying the incident's negative impact, humor or distraction, will decrease the likelihood of resistant behavior during change. Dysfunctional regulation strategies in terms of well-being, like venting, submission or rumination, will increase the likelihood of resistance against the change project. Further on,

it can be hypothesized that this relationship will be mediated by affective commitment to change and by the intensity of the experienced anger. 192 employees of an industrial company and of municipal administrations in Luxembourg participated in the study - 85 of them undergoing procedural change, 107 of them being confronted with short-time work and downsizing during the economic crisis in 2009. Habitual anger regulation strategies were measured with the Anger-Related Reactions and Goals Inventory (ARGI; Kubiak et al., in press) and affective commitment to change with a slightly shortened version of the Commitment to Change-Scale (Herscovitch & Meyer, 2002). Selected items of the State-Trait Anger Expression Inventory (Spielberger, 1999) have been chosen to assess anger state. Hypotheses were tested by hierarchical regression analysis. Findings indicate that the anger regulation strategies venting, rumination and humor increase the likelihood of resistance to change. Only submission decreases the likelihood of resistance to change when combined with avoidance intentions. These relationships are either mediated by affective commitment to change or by the intensity of change anger. Based on the results, a differentiation between judgment driven and affect driven resistance to change is suggested. Finally, specific implications of the different anger regulation strategies for resistance during organizational change are discussed, focusing on the prevention of deviant resistance and the productive use of judgment driven resistance. Considerations also include dealing with reduced well-being as a consequence of suppressed anger in organizations.

USING NEGATIVE EMOTIONS TO MOTIVATE ONESELF

Strack, J., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Lopes, P., *Catholic University of Portugal, Lisbon, Portugal*; Fernández-Berrocal, P., *University of Málaga, Málaga, Spain*

Abstract: Some people work best under pressure, while others break down under stress. The present studies examined how stressors can be motivating for some people but not for others. In particular, we focused on how people manage the negative emotions that are associated with stressful situations, i.e. anxiety and anger. In line with the framework of instrumental emotion regulation (Tamir, 2005), we explored how people can be motivated by these negative emotions. Although these negative emotions are unpleasant, they provide energy, focus and determination to work hard towards a future goal. Consequently, people may welcome experiencing stress and the negative emotions associated with it, because these emotions prompt them

to work with more effort. Therefore, they may appraise stressors as motivators. In line with this assumption, the present studies looked at how people motivate themselves with negative emotions at work and at university. In Study 1 (185 university students) we found that using anxiety to motivate oneself (i.e. anxiety motivation) was positively associated with persistence in goal striving, and this relationship was mediated by appraising stressors positively (challenge stress appraisals). Anxiety motivation was also associated with a higher academic grade. Likewise, in Study 2 (191 journalists) we found that anxiety motivation (and using anger to motivate oneself, i.e. anger motivation) was positively associated with persistence in goal striving. Again, this relationship was mediated by challenge stress appraisals. Anxiety motivation and anger motivation were also associated with higher job satisfaction. Importantly, in both studies clarity of emotions moderated the relationship between trait anxiety/anger and using these emotions to motivate oneself. Individuals high in emotional clarity were more likely to use their negative emotions to motivate themselves than individuals low in emotional clarity. Our findings offer an explanation for how people can not only cope with stress effectively, but even use this stress to their advantage. These findings provide a new perspective on stress perceptions and motivation, and therefore have implications for training, stress management and increasing motivation at the workplace. In particular, our findings suggest that targeting emotional clarity in employees may help them to use their negative stress emotions for motivation.

Symposium: Conceptualizing and operationalising HR practices

Main topic area: Human Resource Management

Location: 0.6 Madrid (8:30-9:45)

Chair: Beijer, S., *Tilburg University, Tilburg, The Netherlands*

Abstract: The relationship between Human Resource Management and performance is one of the dominant topics in contemporary HRM research (Paauwe, 2009). Knowledge on this relationship has moved forward and consensus seems to exist on the importance of Human-Resource (HR) practices as a vehicle through which HRM affects outcomes. Despite the importance attached to HR practices and the advancement of knowledge on the HRM performance linkage, a lack of consensus exists on how HR practices should be conceptualized and measured. This issue has already been

identified almost 15 years ago (Becker & Gerhart, 1996) but is still present today (Kepes & Delery, 2006). However, improving construct clarity of one of the core variables in HR research is crucial since it is a prerequisite for knowledge accumulation (Suddaby, 2010). This further development of the construct should go hand in hand with the development of measures of HR practices (Peccei, 2004). Current conceptualizations and operationalisations of HR practices can be argued to vary on a number of dimensions. The objective of the symposium is to discuss these dimensions of HR practices. One dimension concerns the range of functional practices included in conceptualizations and operationalisations of HR practices. The contribution by Mayrhofer focuses on the convergence of functional HR practices over time in Europe. Secondly, the specific level in the HR architecture that HR practices are studied at varies. Third, conceptualizations differ in what is thought to be the appropriate source of data collection. The contribution by Clinton and Guest shows though that the source of data might strongly affect findings of studies. Fourth, the scale of measurement, which includes the specific indicator (e.g., use, presence), varies strongly between studies. Marescaux, De Winne, and Sels examine an alternative measure of which the indicator refers to employee perceptions of HR differentiation. Lastly, which functional practices should be included in systems requires further attention. Dorenbosch examines the role of performance management practices in HPWSs. In the contribution by Beijer, Paauwe, Peccei, and Van Veldhoven HR practice items are classified in terms of the five dimensions outlined above which illustrates wide variation in operationalisations used in extant research. By discussing dimensions of HR practices, possible ways forward with regard to conceptualizing and operationalising HR practices could be discussed.

A CONTENT ANALYSIS OF HR PRACTICE ITEMS

Beijer, S., *Tilburg University, Tilburg, The Netherlands*; Paauwe, J., *Tilburg University, Tilburg, The Netherlands*; Peccei, R., *Tilburg University, The Netherlands & King's College London, UK*; Veldhoven, M.J.P.M. van, *Tilburg University, The Netherlands*

Abstract: Previous work on the conceptualization of HR practices has primarily focused on inconsistencies in the range of functional practices covered. Other issues, such as the number and nature of raters, and the specific indicators used, also require attention. In the current study, five dimensions of HR practice conceptualizations were examined (see above). A database

was created consisting of 922 HR practice items stemming from 39 studies. The 922HR practice items were then classified in terms of five dimensions providing a valuable insight into the conceptual domain of HR practices measures used in extant HRM research. Initial item-level analyses revealed wide variation in the conceptualization and operationalisation of HR practices. No less than 72 distinct functional practices were identified with only 7 practices covered in the majority of studies. The most frequently used response option was the Likert scale, but common use was also made of a yes/no response format and of ratings of the proportion of employees covered. Preliminary analyses indicated that choices made on different dimensions were interrelated suggesting that combinations of item-types can be distinguished. The implications of the findings for knowledge accumulation in the field of HRM are discussed.

MORE OF THE SAME? RESEARCHING HRM OVER TIME AND ACROSS COUNTRIES – MAJOR INSIGHTS AND LESSONS TO LEARN.

Mayrhofer, W., *Vienna University of Economics and Business, Vienna, Austria*

Abstract: This contribution uses insights and data gained from 20 years of research studying the developments of HRM in Europe to explore the notion of ‘European HRM’, the meanings of convergence and divergence in HRM, and the empirical evidence in particular within Europe. First, the contribution argues that there are a number of conceptually unique characteristics of European HRM. Second, focusing on convergence at the national level, the contribution offers a more nuanced conceptualization of convergence than has been evident in previous literature. Third, it draws upon a study that empirically analyzes the development of HRM of larger private sector firms in European countries in the last two decades. Overall, there is some evidence of directional convergence – practices increasing or decreasing in the same way across the countries – but no evidence of final convergence – countries becoming more alike in the way they manage people. The findings presented in this contribution have important implications for theories of convergence, theories of HRM, the methodology of researching HRM over time and in different countries, and for practitioners in multinational corporations.

AGREEMENT BETWEEN EMPLOYEE AND EMPLOYER REPORTS OF HR PRACTICES: A EUROPEAN STUDY

Clinton, M., *King’s College London, London, UK*;
Guest, D.E., *King’s College London, London, UK*

Abstract: This paper considers the appropriate source of information about the presence of HR practices within organisations and in particular whether this information should be collected at the organisational level using HR manager respondents (i.e. from employers) or from employees of the organisation. Data are presented from a large multinational study of over 200 organisations in the manufacturing, education and retail and service sectors in six European countries and Israel. Only a modest association was found between reports of HRM from employers and employees, as HR managers report a greater number of practices being present within the organisation than employees. This finding is invariant across both sector and country, supporting other findings in US, New Zealand and Japan and identifies a highly robust effect. Only employee-rated HRM contributed to higher employee performance (manager-rated), which suggests greater predictive validity of employee reports. However, little is known about why employers and employees differ in ratings of HR practices. Exploratory analyses point towards the psychological contract as a potential explanatory mechanism with differences between employers’ and employees’ perceptions of the delivery of commitments relating to HR practices contributing to this disagreement on the presence of HR practices. Implications for measuring HR practices are considered.

HR DIFFERENTIATION: YOU WIN SOME, YOU LOSE MORE

Marescaux, E., *Lessius University College, Katholieke Universiteit Leuven, Antwerp, Leuven, Belgium*;
Winne, S. de, *Lessius University College, Antwerp, Belgium, Katholieke Universiteit Leuven, Leuven, Belgium*;
Sels, L., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Standardization of HR has long been the norm in organizations. Accordingly, research focuses on measuring the presence of HR practices assuming they apply equally across all employees. However, it is increasingly argued that differentiating HR practices – e.g. based on workers’ performance or needs – may be crucial to attract, motivate and retain employees. Yet, as employees compare their work situation with the one of referent colleagues, differentiating HR practices may cause some employees to feel advantaged while others may feel set back. As such, what an organization wins

in terms of motivation, attitudes and behavior among the former group, she may lose among the latter. We therefore developed an alternative measure of HR, capturing whether employees perceive differentiation in their work environment and if so, whether they feel advantaged or set back. Preliminary analyses on a sample of 28395 employees show that HR differentiation relates negatively to justice perceptions and attitudes. Our findings also suggest that organizations lose more in terms of justice perceptions and attitudes among employees who feel set back than they gain among favorably treated employees. Differentiating HR may thus not unequivocally motivate and retain employees as a backfire effect is possible among less favorably treated employees.

INCLUDING PERFORMANCE MANAGEMENT PRACTICES IN HIGH PERFORMANCE WORK SYSTEM MEASURES: DON'T DO IT OR DO IT DIFFERENTLY?

Dorenbosch, L., *TNO Institute for Work & Employment*

Abstract: High performance work systems (HPWSs) are typically conceptualized as a group or bundle of separate but interconnected HRM practices that together recruit, select, develop, motivate, and retain employees in such way that it benefits organizational performance. Performance management-related practices such as performance appraisals and incentive pay are considered to be a core HRM practice that theoretically distinguishes HPWSs from other HRM models. Therefore, the multitude of measures used in research to tap the extent to which organizations deploy a HPWS almost always contains a certain type of performance management practice. Yet, empirical evidence that would justify its inclusion among other HRM practices in a single composite HPWS measure is remarkably mixed. First of all, a meta-analysis by Combs et al. (2006) including 92 studies concludes that performance appraisal (that theorists deem a high performance work practice) has no significant effect on organizational performance. Also in later studies and own research that included a HPWS measure, the separate performance management items do not act in accordance with HPWS theory. In this conceptual contribution we reflect on the theoretical and methodological reasons and solutions for this inconsistency that might obstruct knowledge accumulation, pollute theoretical advancements but also undermine the practical validity of the HPWS framework.

Presentations: Work Motivation

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (8:30-9:45)

Chair: Strobel, M., *Technische Universität München, München, Germany*

ADULT AGE DIFFERENCES IN ACHIEVEMENT GOALS: EFFECTS ON SELF-EFFICACY AND AFFECT AT WORK

Heidemeier, H., *Jacobs University Bremen, Bremen, Germany*; Staudinger, U.M., *Jacobs University Bremen, Bremen, Germany*

Abstract: This study examined age-related differences in the degree to which adults of working age endorse a performance- or learning-goal orientation, as well as different types of achievement goals (2 x 2 framework). Based on a literature review of results from lifespan research, the study tested the hypothesis that the adverse effects that are associated with a performance-goal orientation and avoidance achievement goals were more pronounced for older adults. Results from a field sample of 719 employees (21 - 62 yrs.) did not show age-related differences in the degree to which adults endorsed different types of achievement goals. Only learning-goal orientation yielded a small negative correlation with age. But as expected, older adults who endorsed a performance-goal orientation or avoidance achievement goals reported lower competence-related beliefs, as well as more negative and less positive affect at work. Implications for an aging workforce are discussed.

EFFECTS OF JOB ENRICHMENT INTERVENTIONS: A META-ANALYTIC INTEGRATION OF QUASI-EXPERIMENTAL STUDIES

Schewe, A.F., *Universität Bielefeld, Bielefeld, Germany*; Maier, G.W., *Universität Bielefeld, Bielefeld, Germany*

Abstract: Motivational work characteristics like autonomy, skill and task variety, task feedback and significance explain about 25 % of variance in job satisfaction and internal work motivation (Humphrey, Nahrgang, & Morgeson, 2007). For more than four decades, job redesigners are therefore trying to increase individual and organizational well-being and performance by enriching and enlarging jobs. Despite the fact that many documented implementations failed or caused only short-term changes, textbooks unequivocally promote their use and practitioners appreciate these classical tools.

Is this glorification deserved? Our work investigates the effect of job enrichment beyond cross-sectional research and meta-analytically integrates effects of more than 40 quasi-experimental studies. We assessed the interventions' effects on job characteristics and motivational states (as proposed by the Job Characteristics Theory: Hackman & Oldham, 1975), and effects on indicators of personal and organizational functioning and well-being. Analyses showed that job enrichment interventions indeed increase the motivating potential of the workplace. For direct and distal consequences (e.g., satisfaction, performance, and withdrawal) we found small to moderate overall effects. As moderating variables on the redesign effects we investigated cultural background, workers' skill level and occupational field, and the integration of the intervention in a strategic organizational change. Our work offers evidence-based insights how to use enrichment strategies in order to provide decent work for today's workforce.

EFFECTS OF AUTHENTICITY AND SOCIAL IDENTITY ON MOTIVATION, COMMITMENT AND OUTCOMES OF ORGANIZATIONAL MERGERS

Raes, J. van, *UC, Kortenberg, Belgium*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Steensma, H., *Leiden University, Leiden, The Netherlands*

Abstract: Aims. Aims were to test a model of the relationships between authenticity, personal and social identity, motivation, commitment, job satisfaction, and performance of employees during and after organizational mergers. Moreover, the aim was to develop instruments for organizational change projects and to contribute to evidence-based change management. The model integrates two modules: a Social Identity Theory (SIT) module and the authenticity module.. The model states that authentic persons demonstrate autonomy in selecting interpersonal or intergroup perspectives in perception, evaluation and behaviour, even in situations of high group salience. Frequently they select individualized perspectives, but contrary to predictions of SIT, authentic persons will communicate effectively in situations of non-shared social identity. Method. Modules were tested in two studies. In study 1, employees (N = 188) of six health centers which had been formed recently by a merger filled out questionnaires. Study 2. In five focus groups (N at least 13 participants in each group) group members discussed first, which well-known persons (politicians, captains of industry) were characterized by high authenticity; and secondly, the antecedents and outcomes of authenticity. Results. Study 1. The classical SIT model

stood its test very well. Pre-merger commitment and ingroup continuity predicted post-merger commitment of employees. Post-merger commitment predicted job satisfaction, job performance, and organizational citizenship. Other hypotheses, not derived from SIT, also were confirmed. Study 2. Authenticity of persons can be recognized easily. Authenticity seems to result from personal characteristics, 'key experiences', and intrinsic motivation. Authentic persons contribute strongly to the success of change projects. Conclusions. Combining knowledge of authenticity with SIT resulted in more refined predictions. Findings of the studies were used to develop better merger processes by enhancing new social identity, by selection procedures, and by appointing authentic 'change champions'. The project resulted in new instruments to monitor mergers and to train employees and leaders. Moreover, the project leads to advances in evidence - based change management.

HOW FUTURE ORIENTATION PROMOTES ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF REGULATORY FOCUS

Tumasjan, A., *Technische Universität München, München, Germany*; Strobel, M., *Technische Universität München, München, Germany*; Welp, I., *Technische Universität München, München, Germany*

Abstract: Future orientation has been associated with several positive work attitudes and behaviors. In this study we investigate how future orientation influences organizational citizenship behavior (OCB). Although future-oriented thinking has been positively associated with OCB in the previous literature, systematic empirical research on this relationship is still lacking. In particular, the mechanisms by which future orientation can enhance OCB are largely unknown. Building on previous theoretical work (Dewett & Denisi, 2007), we use regulatory focus theory to explain how future orientation differentially affects three components of OCB, namely civic virtue, conscientiousness, and altruism. We propose that future orientation exerts its positive influence on civic virtue and altruism by enhancing an individual's promotion focus, while it exerts its positive influence on conscientiousness by enhancing an individual's prevention focus. We tested our predictions in a series of multiple mediation structural equation models using a sample of 258 working adults. In line with our predictions, the influence of future orientation on conscientiousness was mediated by prevention focus, but not by promotion focus, while the influence of future orientation on civic virtue was mediated by promotion focus, but not by prevention focus. However, contrary

to our predictions, the influence of future orientation on altruism was mediated by prevention focus, but not by promotion focus. Our research indicates that fostering future orientation may enhance employees' engagement in extra-role behavior. Our findings also imply that distinct components of citizenship behavior can be supported by cultivating employees' promotion or prevention focus, respectively.

THE RELATIONSHIP BETWEEN MOTIVATIONAL TRAITS AND DEVIANT WORK BEHAVIORS IN AN INDUSTRIAL COMPANY IN IRAN

Arshadi, N., *Shahid Chamran University, Ahvaz, Iran*

Abstract: Relations between approach and avoidance motivational traits and workplace deviance were investigated. Approach motivation was divided in to 2 traits: personal mastery (i.e., desire to achieve) and competitive excellence (i.e., desire to perform better than others). Avoidance motivation, which reflects one's sensitivity to negative stimuli and the desire to escape such stimuli, was conceptualized as motivation anxiety. Using structural equation modeling (SEM), the relations were examined in a sample of 350 employees in an industrial company in Iran. For the approach motivational traits, results showed that personal mastery was negatively related to interpersonal and organizational deviance. Competitive excellence was unrelated to both types of workplace deviance. For avoidance motivation results showed positive relations with interpersonal and organizational deviance. Keywords: motivational traits, workplace deviance

Symposium: Juggling work and family: new perspectives in research

Main topic area: Work Time and Work-family

Location: 0.8 Rome (8:30-9:45)

Chair: Houkes, I., *Maastricht University, Maastricht, The Netherlands*

Abstract: The interface between work and non-work still constitutes major problems for employees and their families, employers, and society, and is therefore still high on the political and scientific agenda in many Western countries. Antecedents and consequences of this interface, which is also known as work-home interference, home-work interference, or work-life balance, have been studied extensively over the past two decades. Two recent reviews (Eby et al., 2005; Geurts & Demerouti, 2003) provide an extensive overview of

the theoretical and empirical literature regarding the work and non-work interface and provide several necessities for future research in this area. Among these necessities are a more explicit focus on what constitutes the non-work domain (assessing home characteristics), cross-national research regarding the conceptualization and prevalence of work-home interference, to introduce more variation in occupations and samples (the majority of research so far was restricted to white collar workers) and to investigate interventions that focus on the work-non-work interface. The objective of this symposium (five presentations) is to explicitly address these issues. In addition, this symposium aims to address the effect of non-standard work time arrangements, another topic which has not been studied extensively. The overall purpose of this symposium is to provide a more solid ground for effective interventions that improve the balance between work and family life.

WORK-HOME INTERFACE IN A CROSS-CULTURAL PERSPECTIVE

Putnik, K., *Maastricht University, Maastricht, The Netherlands*; Houkes, I., *Maastricht University, Maastricht, The Netherlands*; Kant, I., *Maastricht University, Maastricht, The Netherlands*

Abstract: With an ever increasing female labour participation, combining work and home duties has become a relevant topic for both men and women. However, we still do not know sufficiently about the expression of work-home interface across cultures and its inter-cultural variation (Geurts & Demerouti, 2003). This study focuses on negative work-home and home-work interference among human service professionals in three distinct European cultural contexts: Maltese, Serbian and Dutch. We compare its prevalence across the three countries, paying attention to gender and also examine cultural differences in variables that are associated with the work and home interference. Maltese data (720 participants) were gathered in May 2010 by means of self-administered surveys, including the SWING. Dutch data are based on Maastricht Cohort Study (2000, 8007 participants) and the Serbian data will be collected in November 2010. Preliminary analyses of Maltese and Dutch data suggest that the prevalence of negative WHI among Dutch men is 36% compared with 27% among Serbian men. For women, we see a reverse trend: 10% prevalence among Dutch women compared to 22% among Serbian women. Regarding negative HWI, 4% of Dutch and 32% of Serbian men experience this, compared to 3% of Dutch women and 26% of Serbian women. In conclusion, the differences in prevalence of WFI in the

Netherlands and Malta suggest that there are cultural and gender differences and we call for closer examination of these differences in order to create adequate policy and interventions in different cultural contexts.

DOMESTIC WORK AND WORK-HOME INTERFERENCE

Staland Nyman, C., *University of Gothenburg, Gothenburg, Sweden*

Abstract: To better understand the influence of WHI, more knowledge on the non-work domain, i.e. domestic work, and its interrelations with paid work and health is needed. The content of domestic work is complex, and the context in which this work is carried out is diversified, loaded with cultural meanings and emotional ties. Compared to paid work there is a less well developed framework for measuring domestic work per se. In studies on employed women and men in Sweden different dimensions of domestic work and domestic equality were analyzed in relation to self-rated health and sickness absence. In these studies high 'domestic job strain' and a lack of 'domestic work equity and marital satisfaction' were associated to lower self-rated health in women. The latter was also associated with sickness absence. 'Caring responsibility for children/adults with specific needs' was associated to higher sickness absence in women. Men who were satisfied with the 'division of domestic work' were less likely to report sick-leave while 'work-family conflicts' increased the likelihood for reporting sick-leave in both women and men. Based on these results the content of domestic work and importance for health will be discussed. Deeper knowledge on the influence of general, specific and situational domestic work can be of relevance in interventions aiming to improve balance between work and family life.

LABOR PARTICIPATION AND WORK-HOME INTERFERENCE AMONG VISUALLY IMPAIRED PERSONS IN THE NETHERLANDS

Goertz, Y.H.H., *Maastricht University, Maastricht, The Netherlands*; Houkes, I., *Maastricht University, Maastricht, The Netherlands*

Abstract: In Western countries the employment rate of visually impaired persons (VIPs) is much lower than in the general working population. Considering the ageing Dutch working population it is of utmost importance that as many people as possible remain active on the labor market. This also includes VIPs, even more so because active participation improves individual health and well-being. Work-home interference has

never been studied in this group, but it seems probable that balancing work and family is very difficult for this group and influences labor participation and well-being heavily. However, we face a considerable lack of knowledge considering (1) labor participation among Dutch VIPs, and (2) factors that are related to their labor participation and well-being. The current study aims to address both knowledge gaps, by means of a cross-sectional survey among clients of two large suppliers of equipment for VIPs. Telephone interviews were held with 500 VIPs between 15-64 years old. Preliminary results indicate that 40% of the VIPs in our sample has paid employment, 60% is married, 87% is fully or partially responsible for housekeeping, and 60% has children. Prevalence of work-home interference will be compared with the general working population and will be related to labor participation and well-being. Based on the results interventions aimed at improving work-life balance and labor participation of VIPs will be developed.

WORK TIME ARRANGEMENTS AND WORK-HOME INTERFERENCE AMONG NURSES

Peters, V., *HAN University of Applied Sciences, Nijmegen, The Netherlands*; Engels, J., *HAN University of Applied Sciences, Nijmegen, The Netherlands*; Rijk, A. de, *Maastricht University, Maastricht, The Netherlands*; Nijhuis, F., *Maastricht University, Maastricht, The Netherlands*

Abstract: Work schedules are high on the list of factors that contribute to leaving the nursing profession. Shift work also has a negative influence on work-home interference (WHI), and other outcomes such as health and satisfaction. To ameliorate work schedules, it should be identified which nurses work in which schedules and which working time arrangements affect WHI and other outcomes. The aim of this study was to describe the effect of working time arrangements; in particular objective and subjective characteristics of work schedules (control over and satisfaction with work schedules) and the associations of these with WHI and other outcomes. Questionnaires were distributed in 2009 to 975 Dutch nurses in residential eldercare (response rate 52%). Results showed that the most prevalent work schedules were the two-shift and three-shift schedules. Nurses in three-shift schedules reported less control over and satisfaction with their work schedule, and more WHI. They worked more hours, had fewer days off, a better general health and were more frequently absent. Satisfaction with work schedule was negatively associated with WHI and psychosomatic health complaints, and positively with job satisfaction. We con-

clude that subjective characteristics of the work schedule seem more important than objective characteristics in predicting WHI. Nurses working in the rotating three shifts need special attention. The findings identify characteristics of work schedules that reduce the impact on nurses' WHI and other outcomes.

COMBINING WORK AND CARE: A NEW LIGHT ON EFFECTIVE STRATEGIES AND EXPERIENCES WITH A PILOT INTERVENTION

Houkes, I., *Maastricht University, Maastricht, The Netherlands*; Rijk, A. de, *Maastricht University, Maastricht, The Netherlands*

Abstract: As opposed to the large amount of evidence for consequences of work and home interference, the evidence-base for strategies applied by employees and effective interventions is fairly limited. The KIK training was developed for workers who experience stress in combining work and care tasks. The training consists of three 8-hour group meetings and aims to raise the participants' awareness of their attitudes and line of thinking, and to improve their communicative and practical skills in combining work and care. The purposes of this qualitative study were 1) to explore the experiences of the participants with the training, 2) to investigate the different strategies participants use to deal with the stresses of working and caring and 3) to investigate the extent to which the training reached its goals. Three months after the training semi-structured interviews with open-ended questions were held with 10 participants, all female and all teachers. The interviews were transcribed verbatim and analyzed thematically, using the stages of change model of Prochaska & DiClemente (1985) as a theoretical framework. Results showed that experiences during the training were positive and participants reported changes in attitudes and thinking. Actual changes in behavior were reported as well, but less often. We conclude that 1) problems experienced and strategies applied vary widely, 2) given this variety, the results of this training are promising, 3) more intensive training seems necessary for sustainable behavior change. More qualitative research regarding the work-home-interference concept is warranted in order to develop high-quality interventions.

Symposium: Job Crafting I: Antecedents and Consequences

Main topic area: Health and Interventions

Location: 0.9 Athens (8:30-9:45)

Chair: Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Job crafting represents attempts on the part of the employees to adjust their job to their preferences and find meaning in it. Only recently research and practice recognized the importance of such voluntary behaviors for organizational life. It is therefore not surprising that several unexplored issues regarding job crafting remain. The present symposium focuses particularly on how job crafting unfolds over time, its antecedents on the job-level (i.e. demands, resources) and individual-level (i.e. affect) and its effect on organizational outcomes like work engagement, willingness to change, and job performance. The symposium includes five papers from four different countries. Briner critically reviews developments on job crafting and goes into issues of measurement, temporal development, practical interventions and detrimental effects of job crafting. The next three presentations concern three daily diary studies. Sonnentag and Buggert zoom in the effects of affect and job stressors on proactive behavior (i.e. problem identification, execution of proactive behavior) within working shifts. Hetland et al. focus on need fulfillment and work engagement as mediators in the relationship between daily job crafting and daily task performance. The diary study by Demerouti et al. investigates on a daily basis the following mechanism: job demands and resources ? work engagement ? job crafting ? in-role and extra-role performance. Finally, Petrou and Demerouti examine the longitudinal effects of job demands and resources on job crafting and the reciprocal relationships between job crafting and work engagement as well as willingness to change.

THE CRAFTING OF JOB CRAFTING: A REVIEW OF DEVELOPMENTS IN JOB CRAFTING RESEARCH

Briner, R.B., *Birkbeck, University of London, London, UK*

Abstract: It is now almost a decade since the publication of Wrzesniewski & Dutton's (2001) influential theory of job crafting. At its heart is the idea that workers are not simply the passive victims or recipients of job design. Rather, even in jobs with relatively low discretion, workers actively shape and change their work. The aim of this paper is to critically review developments in job crafting since this initial formulation. Job crafting has strong links with positive organizational scholarship (POS) as it focuses on positive work experiences, how they occur and can be facilitated. It has been connected to several concepts championed by

POS researchers including proactivity, vocational calling, positive deviance and flourishing. However, the job crafting notion has also proved useful to researchers in other fields and has much relevance to, for example, job design, the psychological contract, and engagement. Job crafting is a dynamic and unfolding process and has therefore been studied mostly using qualitative methods. More recently attempts have been made to develop scales to measure job crafting behaviours and specific antecedents. It has also led to practical interventions, such as the job-crafting tool. While job crafting is generally regarded as a positive activity, there has been some attempt to understand when it might be detrimental.

POSITIVE AFFECT, JOB STRESSORS, AND COMPONENTS OF PROACTIVE WORK BEHAVIOR: A DAY-LEVEL STUDY ON THE TEMPORAL DYNAMICS

Sonnentag, S., *University of Mannheim, Mannheim, Germany*; Buggert, S., *University of Konstanz, Konstanz, Germany*

Abstract: Job crafting often involves proactive work behavior. More specifically, necessities for change have to be identified and change has to be implemented. Previous research has largely neglected temporal dynamics of the interplay between affect, job stressors, and proactive work behavior; moreover, it has mainly looked at proactive work behavior as a unified behavior pattern without paying much attention to its various components. The present study aims at studying the association between positive affect, job stressors, and proactive work behavior by taking account a temporal perspective and by differentiating between problem identification and execution of proactive behavior as two core components of work proactive behavior. A sample of 92 blue-collar workers completed a general survey and a series of daily surveys (2 times during a shift), over the course of four to five shifts. At all daily measurement occasions we assessed problem identification, execution of proactive behavior, positive affect, time pressure, situational constraints. Hierarchical linear modeling identified positive affect as a strong concurrent predictor of the two components of proactive behavior, both during the first and the second half of the shift. Positive affect experienced in the first half of the shift had no lagged effect on proactive behavior during the second half of the shift. Job stressors showed concurrent relationships with execution of proactive behavior during the first, but not during the second half of the shift. Time pressure experienced in the first half of the shift had a lagged effect on problem identification during the second half of the shift. Our

findings suggest that blue-collar workers might need specific support so that they can remain proactive in the second half of their shifts. Moreover, as the effects of positive affect turned out to be rather short-lived, managers should find ways to stimulate workers' positive affect on a regular basis if they want them to be proactive.

DAILY JOB CRAFTING AND TASK PERFORMANCE: THE MEDIATING ROLES OF PSYCHOLOGICAL NEED FULFILLMENT AND WORK ENGAGEMENT

Hetland, J., *University of Bergen, Bergen, Norway*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Hetland, H., *University of Bergen, Bergen, Norway*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Recently, it has been suggested that employees' ability and opportunity to craft their jobs may be essential for their satisfaction, engagement and performance at work. Job crafting has been defined as self-initiated change behaviors employees engage in, with the aim to align their jobs with their own preferences, motives, and passions. In the present diary study, job crafting is defined as the changes employees make in their job demands and job resources. The aim of the study is to investigate the relationship between daily fluctuations in job crafting behaviors and task performance. More specifically, we examine the potential mediating role of daily need fulfillment and engagement at work in this relationship. The sample includes 109 employees working in 14 organisations in Norway. The respondents initially filled out a background survey, and then completed a daily questionnaire during five consecutive days. To measure our constructs, we adapted existing scales such that they could be answered on a daily basis. Multilevel analysis was performed using MLwiN. Multilevel analysis revealed that daily fluctuations in increasing structural job resources were positively linked to day-level task performance, while increasing social resources at work was not. Furthermore, the relationship between increasing structural job resources and task performance was mediated through fulfilment of the need for autonomy at work, and work engagement. This study showed that when employees undertake job crafting behaviours, and in particular when they increase their structural resources, this is beneficial for their daily task performance. Furthermore, this study uncovered the mediating mechanisms explaining this relationship. Namely, employee's work engagement and fulfilment of the need to be autonomous explain why job crafting, in the form

of increased structural resources, has favourable effects such working days.

DAILY IN-ROLE AND EXTRA-ROLE PERFORMANCE: THE ROLE OF WORK ENGAGEMENT AND JOB CRAFTING IN THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND PERFORMANCE

Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Halbesleben, J., *University of Alabama, Tuscaloosa, AL, USA*

Abstract: The present study focuses on the mechanism through which job characteristics influence in-role and extra-role performance on a daily basis. It does so by integrating work engagement and job crafting with classic job design theories. Job crafting was conceptualized in terms of “resources seeking”, “challenges seeking” and “demands reducing”. We expected that high daily job demands and job resources will be associated with higher daily work engagement which will be related to higher in-role and extra-role performance. Furthermore, we hypothesized that daily job crafting will mediate the relationship between work engagement and performance such that daily resources and challenges seeking will be positively and daily demands reducing negatively related to work engagement and performance.⁹⁵ employees with different occupations filled in a questionnaire providing information on the general level (trait) variables and then, for five consecutive working days, they filled in a diary, providing information on the day-level (state) variables. Findings of multilevel analyses largely substantiated our hypotheses: Daily work engagement partially mediated the relationship between daily job demands and resources on the one hand and daily performance on the other hand. The relationship between daily work engagement and extra-role performance was mediated by all dimensions of daily job crafting. Moreover, the relationship between daily work engagement and in-role performance was partially mediated by daily resources seeking. The study suggests that the following mechanism seems to take place on a daily basis: job demands and resources ? work engagement ? job crafting ? in-role and extra-role performance. Our findings have implications for management and practice and propose new research avenues towards integrative job characteristics frameworks. Employers should create conditions that promote work engagement and job crafting such that consequently employee performance is enhanced

THE ROLE OF JOB CRAFTING DURING ORGANIZATIONAL CHANGE: A TWO-WAVE LONGITUDINAL DESIGN

Petrou, P., *Utrecht University, Utrecht, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Job crafting behaviors involve shaping the task or the relational boundaries of one’s job and have been suggested to form a strategic advantage during organizational changes. The study aims to link job crafting to change and to investigate its contextual antecedents and two motivational outcomes. Job crafting was conceptualized as “resources seeking”, “challenges seeking” and “demands reducing”. We expected that increase in job demands and job resources will be linked to performed job crafting behaviors and that job crafting will predict work engagement and willingness to change. Furthermore, we hypothesized that the latter effects will be reciprocal: willingness to change and engagement will predict job crafting as well. The present study is using data of a two-wave longitudinal study with 1-year time interval. The participants of the study were 580 police officers experiencing organizational restructuring and culture change. Findings of Structural Equation Modeling provided full or partial support to our hypotheses and the tested model had overall adequate fit to the data. Increase in job demands positively predicted T2 demands reducing, whereas increase in job resources positively predicted T2 challenges and resources seeking. T2 work engagement was positively predicted by T1 resources seeking and negatively by T1 demands reducing, whereas T2 willingness to change was positively predicted by T1 resources seeking. Both T1 willingness to change and T1 work engagement predicted positively T2 resources and challenges seeking and negatively T2 demands reducing. The study suggests that job crafting does occur at the workplace, it is predicted, at some extent, by job characteristics but mostly by employee motivational states and it can have both positive and unfavorable effects for an organization. Employers should be aware of and enhance the employee motivational states and the conditions that promote those aspects of job crafting leading to work engagement and willingness to change.

Symposium: Appreciation at work – relationships, causes, and consequences

Main topic area: Employee Well Being

Location: 2.1 Colorado (8:30-9:45)

Chair: Jacobshagen, N., *University of Bern, Bern, Switzerland*

Abstract: We all know the delight due to the appreciation that we receive at work. It gives us the feeling of being acknowledged and likely encourages us to work even harder. Herzberg (1974) was among the first to recognize that appreciation enhances motivation and job satisfaction. However, despite this early recognition, there is only scarce research on this issue. In the effort-reward model by Siegrist (1996), appreciation is one of the three reward-factors along with money and job security/career opportunities, and findings by van Vegchel et al., (2002) suggest it is the most important one. A study has shown that young workers experienced higher job satisfaction if appreciation was high over the course of four years (Elfering et al., 2007). Supervisors, colleagues and, clients (Jacobshagen & Semmer, 2009) have been identified as sources of appreciation at work, and a cross-sectional study showed promising relationships to work satisfaction and reduced negative affect (Stocker et al., 2010). Questions about other relationships, causes, and consequences of appreciation at work remain unanswered by scientific research yet. The symposium tries to answer some of these questions using different methods (e.g., questionnaires and diaries) and analyses (e.g., moderation and multilevel analysis).

APPRECIATION AT WORK: LONGITUDINAL AND DAILY INFLUENCES

Jacobshagen, N., *University of Bern, Bern, Switzerland*; Semmer, N.K., *University of Bern, Bern, Switzerland*

Abstract: Appreciation at work has rarely been investigated in detail, even though most people will probably find it plausible that it is important. Our goal was to explore whether appreciation should be considered a resource in its own right, and whether daily appreciation would influence situational well-being. In the first study, appreciation was assessed with a measure containing ten items assessing appreciation by supervisors and colleagues. The sample consisted of 139 employees of two Swiss corporations. Well-being indicators were feelings of resentment and affective commitment. Data were analyzed with multiple regressions, controlling for age, gender, and the three important resources job control, social support, and interactional justice. In the second study, 75 employees recorded 282 events pertaining to appreciation over five work days. For each event, they answered questions with regard to who, why, and how appreciation was given; furthermore, they indicated how they felt. Appreciation was associated with both outcomes, explaining variance

over and above all controls. In the diary approach it is noteworthy that colleagues were the main source of appreciation (99 situations, followed by clients and then supervisors). Multilevel analyses revealed that appreciation affected well-being less strongly when colleagues were the source, as compared to others. Based on our theoretical approach (Stress-as-Offense-to-Self-Concept) and the results, we believe that appreciation is an important resource. Analogous to findings on social support, appreciation by supervisors seems to be especially important. Supervisors should be trained to show appreciation regularly, thus enhancing their employee's well-being.

NICE CUSTOMERS, EXCELLENT SERVICE: CUSTOMERS' SERVICE APPRECIATION AS A PREDICTOR OF POSITIVE SERVICE OUTCOMES

Decker, C., *German Police University, Münster, Germany*; Fischbach, A., *German Police University, Münster, Germany*

Abstract: Interacting with customers is an important characteristic of service work. Emotional labor researchers have focused rather on negative than on positive customer behaviors and the detrimental effects of these behaviors for service workers' health, performance and wellbeing. An important positive customer behaviour is customers' display of appreciation in service interactions. Service workers may feel supported by experiencing customers' appreciation, and this may help service workers to sustain high quality service performance. Aim of this study is to examine the relationship of customers' service appreciation (operationalized as customers' positive evaluation of the service a service worker accomplishes perceived by the service worker) and service workers' performance (operationalized by service workers' self-reports of service quality and affective delivery). Preliminary results of a study with a sample of 143 German service workers from 30 stores are reported. In regression analyses we found as predicted that customers' service appreciation affects service workers' service quality and affective delivery. The results underline the importance of positive service interactions both for service workers and customers. Limitations of that cross-sectional single source study and further practical implications of these findings are discussed.

APPRECIATION: DETERMINANTS AND ASSOCIATIONS WITH WELL-BEING.

Grebner, S., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*

Abstract: Appreciation such as positive feedback is a basic need (e.g., Epstein, 1998; Semmer, 2009), promotes positive emotions and well-being (e.g., Grebner et al., 2010; Siegrist, 1996), and motivates to good performance (e.g., Locke & Latham, 2002). However, most employees receive positive feedback less frequently as desired (London, 2003). London assumes that supervisors are afraid of spoiling subordinates by positive feedback. Nonetheless, it is not clear whether a) working conditions influence positive feedback and b) positive feedback contributes uniquely to well-being beyond goal attainment. The following research questions were investigated: a) which working conditions predict receiving positive feedback and b) does positive feedback predict well-being of the receiver beyond goal attainment? Employees of 2 Swiss organizations filled in a questionnaire (N = 203). Positive feedback and goal attainment were assessed using the SUCCESS scale (Grebner et al., 2010). Task stressors and job control were measured using the ISTA (Semmer et al., 1995), workplace conflicts by using the BITE (Grebner et al., 2009). Data were analyzed using multiple regression analysis. Goal attainment predicted positive feedback positively beyond job control. Conflicts predicted positive feedback negatively beyond other working conditions. Positive feedback explained positively job satisfaction, affective commitment and work engagement and negatively exhaustion and feelings of resentment beyond goal attainment. The importance of positive feedback for well-being and burnout-prevention should be emphasized in conflict management and leadership trainings.

SERVICE CLIMATE AS ANTECEDENT OF CUSTOMER SERVICE APPRECIATION

Lichtenthaler, P.W., *German Police University, Münster, Germany*; Fischbach, A., *German Police University, Münster, Germany*

Abstract: Appreciation at work has come into the focus of recent occupational stress research and theory. Appreciation relates to positive evaluation by others. Existing research indicates that appreciation by supervisors and co-workers is positively related to employees' job satisfaction and negatively related to feelings of resentment and that customers are a further important source of appreciation in the service context. Goal of the current study is to examine service climate as an antecedent of customer service appreciation. Based on theory and empirical findings on service climate, we propose that store service climate (i.e., customer orientation, managerial practices supporting service, and service worker proactive service behaviours) is positively related to customer service appreciation.

We tested this idea in a field study in the retail context. Study participants (N=261 employees of 29 German retail stores) evaluated their own customer orientation and proactive service behaviour and perceived customer service appreciation. Store managers evaluated their managerial practices supporting service. Applying a multilevel modelling approach we found as expected that service climate (store level customer orientation, managerial practices, and proactive service behaviours) was positively related to perceived customer service appreciation. Strength and limitations of this study will be discussed. The practical implication of our findings is that service organizations should enhance their service climate to boost customer service appreciation.

ILLEGITIMATE TASKS AND PSYCHOLOGICAL STRAIN: THE ROLE OF APPRECIATION BY SUPERVISOR

Scherp, E., *University of Trier, Germany*; Maier, C., *University of Trier, Trier, Germany*; Antoni, C., *University of Trier, Trier, Germany*

Abstract: Illegitimate tasks are tasks that are considered as (a) unnecessary or (b) unreasonable and as not being part of one's professional role, and therefore, they cannot reasonably be expected from an employee. In brief, illegitimate tasks stand for a new stressor concept that is specifically tied to feeling offended. Previous research has shown illegitimate tasks to be related to several indicators of strain, controlling for other stressors. Appreciation at work refers to specific behaviors that explicitly signal acknowledgment and recognition of one's work behavior. Experiencing appreciation increases job satisfaction and decreases feelings of resentments, over and above the effects of job control, social support, and interactional justice. The effort-reward theory suggests that appreciation is one of the reward factors, and is therefore regarded as an important resource in the context of stress. In this study, we focus on appreciation by supervisor as a potential moderator of the association between illegitimate tasks and psychological strain, which has not been analyzed so far. 264 IT-employees participated in the study. Results show that, controlling for age, dysfunctional social support, and distributive justice, illegitimate tasks increase emotional irritability. Unexpectedly, unnecessary tasks, but not unreasonable tasks, are related to emotional irritability more strongly when appreciation by supervisor is low. Thus, the study indicates the importance of expressing acknowledgment and recognition by supervisor to consider that when appreciation by supervisor is low, unnecessary tasks have a negative effect on well-being.

Symposium: Unemployment and Job Seeking: Implications for Well-Being, Job Search Motivation, and (Re)employment Counselling

Main topic area: Labor Market Issues

Location: 2.7 Meuse (8:30-9:45)

Chair: Hooft, E.A.J. van, *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: Due to the recession many people lost their jobs. In November 2009 a total of 22.9 million people were unemployed in the European Union (9.5%; Eurostat, 2010). Because unemployment has detrimental effects on well-being (McKee-Ryan et al., 2005; Paul & Moser, 2009), it is important to assist unemployed individuals in managing their well-being and moving back to work. The present symposium aims to further our understanding of why unemployment has such a profound negative effect on well-being, and what job-seekers and their counselors can do to improve well-being, job-search motivation, and reemployment probabilities. The first two presentations address the question what exactly explains the negative effects of unemployment on well-being. In their study among (un)employed, Paul and colleagues demonstrate that unemployment hinders attainment of life goals, explaining lowered well-being. Lootens and Van Hove present a study on time structure among unemployed individuals, suggesting that well-being may be improved by increasing sense of purpose, present orientation, and time structure. An important problem-focused coping strategy for dealing with unemployment is job-search. Because intense job-seeking increases reemployment probabilities (Kanfer et al., 2001), it is of importance to stimulate unemployed peoples' job-search intensity. The third presentation (Van Dam and Menting), focuses on the role of approach/avoidance motives in predicting job-search intensity, demonstrating the importance of stimulating employment motives. The fourth study (Koen et al.) tests the impact of career adaptability training in increasing job-search intensity and job attainment among recent graduates. The final presentation (Noordzij et al.) focuses on identifying effective behaviors of counselors in guiding unemployed individuals back to work. In summary, the proposed symposium presents a rich variety of studies from different countries, using diverse methods, aiming to extend previous research on unemployment and job-seeking by developing and testing new theoretical perspectives. The papers offer explanations for the lowered mental health among unemployed, present sug-

gestions for how to increase job-search motivation and reemployment probabilities, and provide guidelines for effective counselor behavior.

UNEMPLOYMENT AND LIFE GOALS

Paul, K.I., *University of Erlangen-Nürnberg, Nuremberg, Germany*; Vastamäki, J.V., *University of Erlangen-Nürnberg, Nuremberg, Germany*; Moser, K., *University of Erlangen-Nürnberg, Nürnberg, Germany*

Abstract: Life goals are integral part of eudemonic well-being and play a crucial role as predictors of hedonic well-being. The current study aimed at unraveling the effects of unemployment on this important class of human goals. A sample of 256 employed and unemployed German adults was studied with scales measuring current realization, future attainability, and importance of six life goal domains. Current realization and future attainability of life goals, particularly of agency goals such as power, achievement and variety, was significantly reduced among unemployed persons in comparison to employed persons. There were only few and weak differences with regard to importance ratings of life goals. Current realization and future attainability of life goals were found to be mediators of the negative effect of unemployment on life satisfaction and affectivity. In sum, unemployment did not change the goals people wanted to achieve in their lifetime, but it inhibited the success of these strivings and casted doubts on the possible future development of these strivings. This process mediated the negative impact of unemployment on subjective well-being.

DETERMINANTS OF TIME STRUCTURE AND PSYCHOLOGICAL WELL-BEING DURING UNEMPLOYMENT

Lootens, H., *Ghent University, Belgium*; Hove, G. van, *Ghent University, Ghent, Belgium*

Abstract: Previous research has shown that unemployment negatively affects psychological well-being (Hanisch, 1999). According to McKee-Ryan et al. (2005), individuals can make an appeal on time structure - the extent to which people perceive their time as purposive and structured (Bond & Feather, 1988) - in order to cope with these negative consequences of unemployment. Several studies suggest that personality and role demands might determine differences in individuals' ability to structure their time (Bond & Feather, 1988; McKee-Ryan et al., 2005). Therefore, this study investigates how personality (openness

to experience, conscientiousness, extraversion, neuroticism, and proactivity) and role demands (marital status, being the only breadwinner, having children, and household demands) are associated with time structure and psychological well-being during unemployment. We examined the global time structure score, as well as five specific factors of time structure: sense of purpose, structured routine, present orientation, effective organization, and persistence. In a sample of 231 Flemish unemployed individuals, we found that sense of purpose, present orientation, and total time structure were positively associated with psychological well-being. Overall, our findings suggest that personality might be more important for explaining time structure during unemployment than role demands, with conscientiousness as a positive predictor and neuroticism as a negative predictor. In addition, time structure, as a coping resource, partially mediated the negative relationship between neuroticism and psychological well-being during unemployment.

APPROACH AND AVOIDANCE MOTIVATION IN JOB SEARCH

Dam, K. van, *Tilburg University, Tilburg, The Netherlands*; Menting, L., *Tilburg University, Tilburg, The Netherlands*

Abstract: During the last decades, research has greatly increased our understanding of the antecedents and consequences of job-search behavior. Despite this expanding research domain, little attention has been paid to the different approach and avoidance motives of unemployed individuals and how these motives may affect job-search behavior. The purpose of the present study was therefore to examine approach and avoidance motives, and to investigate their antecedents and consequences. Based on the literature and extensive interviews in the field, two approach motives (i.e., employment, P-J-fit), and two avoidance motives (low-expectation, low-motivation) were distinguished. The model included individual and contextual antecedents, and two indicators of job-search behavior. A total of 303 unemployed clients and their counselors participated in the study. The findings showed that unemployed individuals and their counselors had similar views on the specific motivation of the individual. Additionally, different motives were predicted by different antecedents. For example, individuals with a low-expectation motive were on average older, introverted, and lower on optimism and perceptions of personal control. Hierarchical regression analyses indicated that employment motives were significantly related to job-search intensity and job-search effort. This study con-

tributes to a better understanding of individual differences in the reemployment process, and may be helpful for identifying motivations that are (in)effective for job-search, and for developing possible interventions aimed at increasing reemployment success.

PREPARE BEFORE YOU PURSUE: THE EFFECTS OF CAREER ADAPTABILITY TRAINING ON JOB-SEARCH SUCCESS AMONG UNIVERSITY GRADUATES

Koen, J., *University of Amsterdam, Amsterdam, The Netherlands*; Klehe, U.-C., *University of Amsterdam, Amsterdam, The Netherlands*; Vianen, A.E.M. van, *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: The labor shortage caused by the current economic crisis is especially troublesome for newcomers to the labor market, for whom it can take twice as long to find a suitable job than in economical better times (SEO, 2010). They may therefore feel discouraged, ending up with no job or a job below their qualifications (Feldman & Leana, 2000). However, the threat of unemployment can also trigger people to examine more options and plan their careers (i.e., career adaptability), fostering job-search and increasing the odds on finding suitable employment (Zikic & Klehe, 2006). Career adaptability prevents negative consequences of unemployment and helps people to manage career transitions from school to work (Savickas, 2005). It comprises looking ahead to one's future (planning), knowing what career to pursue (decision making), looking around at options (exploration), and having the self-efficacy to undertake activities needed to achieve career goals (confidence). Engaging in these adaptive behaviors before career transitions serves as a preparation that positively affects career success (Hirschi, 2010) and is useful for predicting employment quality (Koen et al., 2010). Promoting career adaptability might thus help university graduates to find a suitable job. In this study, we developed a training aimed at enhancing career adaptability, following the recommendations of Savickas (2005). The training was tested with a field experiment among university graduates, by comparing the development (T2-T1) in career adaptability of an experimental group (n=49) with a control group (n=52). A follow-up will be conducted in November 2010, assessing job-seekers' career adaptability, job-search behavior and job status to draw conclusions on the long-term effects of the training.

EFFECTIVE EMPLOYMENT COUNSELING: THE PREDICTIVE VALIDITY OF THE EMPLOYMENT COUNSELORS' QUESTIONNAIRE

Noordzij, G., *Erasmus University Rotterdam, The Netherlands*; Hooft, E.A.J. van, *University of Amsterdam, Amsterdam, The Netherlands*; Mierlo, H. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Born, M.Ph., *Erasmus University Rotterdam, The Netherlands*

Abstract: Unemployment has a large economical and psychological social cost for individuals as well as for their nations (McKee-Ryan et al., 2005). Finding a job is a complex task during which individuals are confronted with disappointing experiences. Because of the complexity of job search, many unemployed individuals get assistance from employment-counselors in finding reemployment. However, surprisingly little evidence is available about the specific behaviors that contribute to the effectiveness of employment-counseling. Therefore, based on Flanagan's (1954) Critical Incident Technique we developed a questionnaire with items on five broad categories of behaviors and competencies of employment-counselors. The predictive validity of the questionnaire was investigated using different objective and subjective performance criteria (i.e., turnover, sickness-leave, supervisor-rated and self-reported performance). Data were collected among 160 employment counselors and their supervisors, showing support for the following five factors of counselor competencies/behaviors: 1) Coaching and mediating between clients and employers and environment; 2) Stimulating clients; 3) Giving feedback to governmental agencies and clients; 4) Networking with colleagues and employers; 5) Skills and competencies of employment-counselors. Hierarchical regression analyses revealed support for the validity of the five behavioral factors in predicting counselors' performance as rated by their supervisors, sickness-leave, turnover, and self-reported performance ratings.

Symposium: Positive Occupational Health Psychology: A Series of Diary Studies

Main topic area: Employee Well Being

Location: Auditorium 1 (8:30-9:45)

Chairs: Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Xanthopoulou, D., *University of Crete, Rethymnon, Greece*

Abstract: Positive Occupational Health Psychology is the study and application of optimal functioning in the

workplace. It promotes occupational health and flourishing, and examines how positive phenomena can be used to protect against occupational risks. A focus on positive occupational health psychology (POHP) illuminates how work contexts affect, and are affected by positive relationships, positive emotions, and positive meanings. This symposium includes five papers that use a diary approach of POHP. The first contribution by Christoforou et al. examines the effects of daily fluctuations in organization-based self-esteem on job and life satisfaction through positive energetic arousal. The second contribution by Nielsen and Daniels examines whether training middle managers in how to implement and manage teams increases job crafting behaviors and daily well-being. In the third contribution, Xanthopoulou investigates the role of time-management in explaining daily fluctuations in flow and recovery after work. The fourth contribution by Binnewies and Steinhoff examines the predictors of daily detachment from work. In the final contribution, Bakker and his colleagues use a day reconstruction approach to examine which daily activities during non-work time can best be engaged in by workaholics.

A DAILY DIARY STUDY OF THE EFFECTS OF ORGANIZATION-BASED SELF-ESTEEM ON JOB AND LIFE SATISFACTION THROUGH POSITIVE ENERGETIC AROUSAL

Christoforou, P.T., *National University of Singapore, Singapore*; Arvey, R., *National University of Singapore, Singapore, Singapore*; Koopman, J., *Michigan State University, East Lansing, MI, USA*; Dimotakis, N., *Michigan State University, USA*; Ilies, R., *Michigan State University, USA*

Abstract: Organization-based self-esteem (OBSE) depends on workplace experiences and, specifically, on messages received from others. Where performance depends on social interactions, OBSE may prompt energetic arousal and, in turn, influence attitudes, behavior, and well-being. Thus, we examine the mediating role of positive energetic arousal on the relationships of daily OBSE with job and life satisfaction. We also investigate whether extraversion augments the effects of OBSE on positive energetic arousal. Our sample consisted of 62 employees in a large Southeast Asian University; for 10 working days, employees filled out 2 online surveys while at work. The first survey (sent in mid-day) measured OBSE, and the second survey (sent out close to the end of work) measured job and life satisfaction. In all, we obtained 410 person-day data points. Extraversion was measured with a separate survey. Hierarchical Linear Modeling showed that

OBSE positively influenced positive affect (PA), job satisfaction, and life satisfaction. Also, PA scores were significantly related to both job and life satisfaction scores. Analyses indicated that PA fully mediated the effect of OBSE on life satisfaction, and partially mediated the effect on job satisfaction. Finally, Extraversion moderated the effect of OBSE on PA such that the effect was stronger for those with high rather than low standing on Extraversion. The findings suggest that OBSE is dynamic in nature and influences job attitudes through positive energetic arousal. Thus, showing to people that they matter at work is particularly important for occupations where performance depends on social interactions.

TEAM MANAGEMENT TRAINING AND MANAGERS' WELL-BEING: INVESTIGATING AN INTERVENTION WITH EXPERIENCE SAMPLING DATA

Nielsen, K., *The National Research Centre for the Working Environment, Denmark*; Daniels, K.J., *Loughborough University, Loughborough, UK*

Abstract: In this study, we examined whether training middle managers in how to implement and manage teams increases job crafting behaviours and daily well-being. We investigated whether: (1) training in how to implement teams was related to higher levels of well-being and higher levels of job complexity amongst managers; (2) the effects of training on well-being and job complexity were stronger for managers that managed teams with higher levels of openness to change; (3) intra-individual variation in job complexity was related to lower well-being. An intervention study was used to investigate these research questions (N = 29 managers). The intervention consisted of six days training given over a six month period. Managers provided experience sampling data six months before and six months after training (K = 1125). Both before and after the intervention, experience sampling data were collected on average eight times a day for two weeks. Measures included managers' levels of job complexity and well-being. Subordinates provided data on their teams' openness to change six months after the intervention. The results indicated that teams' openness to change moderated the impact of training on inter-individual differences in job complexity and well-being. Also, intra-individual variation in job complexity was related to intra-individual variation in well-being. However, where intra-individual variation in job complexity was greater than average levels of job complexity, well-being was higher. The results indicate the importance of considering team context as a key determinant of the success of management training.

IS THE DAY ENOUGH TO BE HAPPY? RELATIONSHIP OF TIME-MANAGEMENT TO DAILY FLOW AND RECOVERY

Xanthopoulou, D., *University of Crete, Rethymno, Greece*

Abstract: This diary study focuses on the role of (dispositional) time-management in explaining daily fluctuations in work-related flow and recovery after work. It was hypothesized that time-management moderates the relationship between daily workload and flow. Employees with a high workload were predicted to be more happy, motivated and absorbed in their work (i.e. to be in flow), if they manage their time effectively. Furthermore, it was expected that on days that employees reach flow, they experience a lower need for recovery, and in turn relaxation during off-job hours is more likely to occur. A diary study was conducted among 45 Dutch teachers. Participants filled out first a survey and then a diary for five consecutive workdays, twice per day: after work and before sleep. Multi-level analyses showed that time-management moderated the relationship between daily workload and daily flow. As hypothesized, workload was positively related to flow for those employees high in time-management. In contrast, the relationship between workload and flow decreased for employees who were unable to manage their time well. Also, results showed that employees, who dealt effectively with their workload by managing their time well, experienced frequent states of flow that -due to their resourcefulness- decreased employees' need for recovery after work. Finally, results revealed that need for recovery related negatively to relaxation. These findings underline the beneficial effect of time-management for employees on a daily basis.

HOW CAN I SWITCH OFF FROM WORK DURING LEISURE TIME? A DIARY STUDY ON PREDICTORS OF PSYCHOLOGICAL DETACHMENT FROM WORK

Binnewies, C., *University of Mainz, Mainz, Germany*; Steinhoff, K., *University of Mainz, Mainz, Germany*

Abstract: Recovery during daily leisure time is important to unwind from daily job stress and to stay healthy. According to prior research psychological detachment from work is one of the most important recovery experiences. However, until now our knowledge about predictors of psychological detachment from work is limited. The goal of this study was to examine which leisure time activities' characteristics benefit psychological detachment from work. Specifically,

we investigated the role of cognitive absorption, physical absorption, pleasure, social relatedness, and work-related conversation during daily leisure time activities for day-level psychological detachment during leisure time. Over a period of five working days, 84 employees answered to a general survey and to daily surveys before they went to bed. Specifically, participants indicated in which leisure time activities they engaged and their level of cognitive absorption, physical absorption, pleasure, social relatedness, and work-related conversation during leisure time activities. Hierarchical linear models showed that after controlling for a person's general level of psychological detachment and daily time pressure, cognitive absorption, pleasure and social relatedness were positively related to psychological detachment while work-related conversation was negatively related to psychological detachment. In addition, daily time-pressure was a negative predictor of daily psychological detachment. Results suggest that employees should engage in activities characterized by a high degree of cognitive absorption, pleasure and social relatedness while avoiding to talk about work if they want to experience a high level of psychological detachment during leisure time.

WORKAHOLISM AND DAILY RECOVERY: A DAY RECONSTRUCTION STUDY OF LEISURE ACTIVITIES

Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Oerlemans, W., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Sonnentag, S., *Konstanz University, Konstanz, Germany*

Abstract: Workaholism is an individual difference characteristic referring to self imposed demands, compulsive overworking, and an over-indulgence in work to the exclusion of most other life activities. Workaholics are reluctant to disengage from work and they persistently and frequently think about work when they are not at work. There is accumulating evidence that workaholism is related to poorer psychological and physical well-being. This study used a day reconstruction approach to examine whether workaholism moderates the relationship between daily activities during non-work time and daily well-being (happiness, vigor, and state of being recovered). Specifically, it was hypothesized that daily work-related activities during the evening have a stronger negative relationship with daily well-being for employees high (vs. low) in workaholism and that daily physical and social activities have a stronger positive relationship with well-being for employees high (vs. low) in workaholism. Eighty-five Dutch employees

from a wide range of occupations filled in a background survey about work-related well-being, and then an online diary during nine workdays. The results of multilevel analysis supported the hypotheses for physical and work-related activities, but not for social activities. These findings imply that organizations should not encourage their employees and particularly those who score high on workaholism to work during non-work time and instead promote physical exercise.

Presentations: Person-Systems Interface Innovations and Acceptance

Main topic area: Technology and Knowledge

Location: Auditorium 2 (8:30-9:45)

Chair: Beenkens, F.H.C., *Delft University of Technology, Delft, The Netherlands*

PATIENT TECHNOLOGY ACCEPTANCE OF INNOVATIONS IN LIFESTYLE SELF-MANAGEMENT SERVICES

Beenkens, F.H.C., *Delft University of Technology, Delft, The Netherlands*; Rook, L., *Delft University of Technology, Delft, The Netherlands*; Andriessen, J.H.T.H., *Delft University of Technology, Delft, The Netherlands*

Abstract: A massive weakness of technology acceptance research in health care settings is that these studies often focus on aspects related to use of medical information technologies by health care professionals rather than health care consumers. In a field study among the patients of seven anti-coagulation service organizations in The Netherlands (N = 485; 330 men and 155 women; M Age = 57.68, SD = 11.83), we omitted this error and tested the most relevant explanatory effects on patients' Behavioral Intention. Controlling for age, gender, patients' experience with hard and software use at home, and social-economic status, we predicted and found significant effects of Performance Expectancy, Self-Efficacy, and the Quality of Care Provided on the Behavioral Intention of patients. Moreover, we predicted and found that Self-Efficacy functioned as a moderated mediator for the Effort Expectancy. The present research thus shows that the overall added service value of expected performance is an eminent factor influencing the behavioral intention of patients in using medical innovative communication technologies.

VISUAL ASSISTANCE FOR MERGING OPERATIONS: EFFECTS ON CONTROLLERS' PERFORMANCE, SITUATION AWARENESS, AND MENTAL WORKLOAD

Weber, B., *University of Magdeburg, Magdeburg, Germany*; Oberheid, H., *German Aerospace Center, Braunschweig, Germany*

Abstract: In future air traffic management, aircraft with modern equipment will approach airports autonomously along optimized trajectories with a minimum of fuel consumption and noise emission ('Continuous descent approaches', CDAs). Yet, the majority of today's aircraft fleet is not equipped to fly CDAs and is directed by the air traffic controller. Thus, there will be a transitional phase in which two traffic streams will approach the airport that have to be merged before landing. In this study we investigated visual aids to support the air traffic controller when preparing the merging of both aircraft types. Specifically, we compared two types of visual assistance for a better anticipation of the merging situation: ghosting and targeting. While ghosts are projections of the autonomously approaching aircraft onto the arrival route of the actively controlled aircraft, targets indicate where the air traffic controller should position the aircraft under his control to avoid merging conflicts. We examined the effects of several variants of ghosting and targeting on safety, visual attention, resultant situation awareness, and workload with $N = 78$ undergraduate students in a complex and dynamic microworld setting. While all types of visual assistance had the intended positive effect on merging safety, visual attention for real aircraft was diminished when working with visual aids. Yet, conflict detection rates did not decrease when working with manually activated ghosting system or with targeting. Moreover, anticipation of future conflicts was improved by visual aids. No effects of visual assistance on workload were found. Visual aids are indispensable to accomplish late merging operations safely, although controllers have to be involved actively to avoid losses of situation awareness. The results will inform the design process of assistance systems and procedures.

HUMAN REDUNDANCY IN NON-DESTRUCTIVE TESTING: THE EFFECT OF SOCIAL LOAFING WITHIN THE 4-EYE PRINCIPLE IN NUCLEAR WASTE MANAGEMENT

Bertovic, M., *Federal Institute for Materials Research and Testing (BAM), Berlin, Germany*; Manzey, D., *University of Technology, Berlin, Germany*; Mueller, C., *Federal Institute for Materials Research and Testing (BAM), Berlin, Germany*

Abstract: Often applied in complex hazardous systems, such as the nuclear power industry, human redundancy does not escape some application problems, one of which is social loafing. The so-called four-eye principle, applied to non-destructive testing (NDT) methods used for the inspection of structural integrity of canister parts to be used for permanent storage of spent nuclear fuel, refers to 'independent' checks by two operators. However, complete independency of both operators is not always guaranteed, especially in small inspection companies. To what extent does the presence of another operator influence the performance and what is the optimal way to implement human redundancy in this specific application are the main aims of this study. The study was divided in two parts: one testing the difference between working alone and working in a team of two as the first operator, where 29 participants performed the 'identifying task' (looking for defects in the material) of evaluation of ultrasonic data in both conditions, and the second, where additional participants performed the 'checking task' of what was thought to be the evaluation results of the first operator. One group of the participants were not given any information about the first operator, whereas the other group was informed that the first operator was very experienced. Whether social loafing occurs even in teams of two, regardless of who the other operator was, or whether knowledge about the experience level of the first operator causes the social loafing is being tested in an ongoing experiment. The results are expected to lead to the optimization of the procedures followed by the NDT operators and consequently to the improvement of the overall NDT reliability.

EVALUATION OF ACCEPTANCE AND USABILITY OF AN ICT-BASED WEB TOOL THAT PROVIDES FEEDBACK ON ELECTRIC ENERGY CONSUMPTION IN AN OFFICE BUILDING

Rögele, S., *University Trier, Trier, Germany*; Schweizer-Ries, P., *University Saarland, Saarbrücken, Germany*

Abstract: Giving feedback about energy consumption is found to be effective in reducing energy consumption (see the overview articles of Abrahamse, Steg, Vlek & Tothengatter, 2005 and Fischer, 2008). Most of these studies were conducted in the context of households but Siero, Bakker, Dekker and van den Burg (1996) and Staats, van Leeuwen and Wit (2000) found similar results in the context of organizations. Fischer (2008) summarises that feedback about energy consumption works best, if it is computerized offering multiple options and if it uses interactive elements. Therefore, an

ICT-based web tool was developed in the EU funded BEST Energy project. Through this web tool, staff members of a university office building can receive feedback on their energy consumption. This study evaluates the acceptance and usability of this newly developed web tool among the staff members: The model of information system success (DeLone & McLean, 2003) and the technology acceptance model (Venkatesh, Morris, Davis & Davis, 2003) both try to explain why a information system or technology is accepted and used. As this web tool isn't an information system that helps staff members to attain goals in their jobs (predictor 'performance expectancy' in the Venkatesh et al. model), but is a system that should be used alongside the daily work tasks, some additional assumptions seem to be necessary. Therefore it is hypothesized that additional variables like job demands (Karasek, 1979) or specific environmental awareness concerning the consumption of energy are important to explain the acceptance and use of this energy consumption feedback tool. A special focus will be on the summative usability evaluation of this newly developed tool because system quality, information quality and effort expectancy are important predictors in both acceptance models (DeLone & Mclean, 2003; Venkatesh et al. 2003). The study is scheduled to take place in the beginning of 2011 by gathering the data via an online questionnaire among the staff members, so that the results can be presented at the conference.

CRITICAL FACTORS IN KNOWLEDGE MANAGEMENT: A CONCEPTUAL MODEL FOR SOCIAL ECONOMY ORGANIZATIONS

Meireles, A., *University of coimbra, Coimbra, Portugal*; Cardoso, L., *University of Coimbra, Coimbra, Portugal*; Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*

Abstract: The purpose of this communication is to present an empirical research, which aimed to validate a conceptual model that includes critical factors for knowledge management (considering formal and informal practices). It includes organizational commitment, cultural orientation towards knowledge, and training as critical variables for the success of formal and informal knowledge management practices. The research is a cross-sectional study and involved collection of quantitative data. Sample is made up of Portuguese organizations belonging to the social economy sector and developing their activity within Viseu region (a set of nine organizations). The survey consisted of 205 workers. It was applied the path analysis, using maximum-likelihood estimation procedures. Path analysis results

showed that the proposed model has a good fit with the data. Two hypotheses were not confirmed, and another one was added. Although a structured and comprehensible model is presented, it does not accomplish an exhaustive list about critical factors for knowledge management. A suggestion for future research is the enhancement of the model in order to incorporate other critical factors. Additionally, this research has a cross-sectional nature. It would be important to develop longitudinal studies with the considered variables, capturing the dynamic changes occurring within organizations. The research contributes to the existing pool of knowledge about the critical factors for knowledge management strategies. The design and development of a knowledge management strategy also demands an integrated and comprehensive framework about its critical factors. Organizations that are developing knowledge management strategies should attend to the predominant type of organizational commitment and should base their training policies on a cultural orientation towards knowledge. Empirical evidences obtained in this study will be of use not only to organizations wanting to become knowledge management companies, but also to researchers wanting to develop a more comprehensible framework about factors that influence (positive or negatively) knowledge management.

9:00-10:00

Posters session: Employee well-being

Location: Expo (9:00-10:00)

INDIVIDUAL FACTORS AND SUBJECTIVITY IN THE ORGANIZATIONAL WELLBEING

Biggio, G., *Universita' Della Tuscia, Viterbo, Italy*

Abstract: Introduction The research investigates well-being at work as a set of attitudes that could improve the working life. Several authors analyzed organizational wellbeing and subjectivity with respect to job satisfaction (see among others, Judge, Klinger, 2008). Some concentrate on the sense of individual coherence and optimism which generate wellbeing at work (Feldt, Mäkikangas, Aunola, 2006). Others talk about the extraversion interactive effects in organization (Jansen, Dubin, Witt, 2010) and on employee resistance (Hughes, 2005). It seems also important to examine people's awareness of the importance of subjectivity in wellbeing at work. Method The research has

been conducted so far on a sample of 39 employees of National Health Service divided into 3 focus groups. We also formed another sample consisting of 16 employees of a multinational rental services company. The hierarchical levels as well the age of the respondents were heterogeneous. Interviews in the National Health Service lasted 3 hours per group while the 16 employees of the multinational company were interviewed individually for 45 minutes. We asked each group 5 open-ended questions about the concept of organizational well-being, the characteristics of the workplace people consider important and so on. All interviews were recorded and reported. Results All of the respondents recognize the relevance of subjectivity in the organizational well-being, especially the employees of the private company. Both groups have defined a kind of personal "positive" conception characterized by a set of capacities such as resistance to frustration, confidence in own internal resources, capability to manage conflicts, ability to reject short vision and so on. Some respondents acknowledge a contradiction between what they think and what they do but they believe that the support of the group is important to put into practice a positive vision. Conclusions The research highlights the importance of subjectivity in organizational well-being as part of construction of organizational environment (see also, on this point, Alvesson, Willmott, 2002). We will further investigate which are the subjective qualities useful for the organizational well-being as well as the different kinds of subjectivity related to organizational effectiveness.

IDENTIFYING COPING PROFILES AND PROFILE DIFFERENCES IN ROLE ENGAGEMENT AND WELL-BEING: A LATENT CLASS ANALYSIS APPROACH

Rantanen, M., *University of Jyväskylä, University of Jyväskylä, Finland*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Tolvanen, A., *University of Jyväskylä, Jyväskylä, Finland*

Abstract: The traditional way to classify coping strategies into narrow categories (e.g., problem- and emotion-focused coping) has been recognized to be too limited approach to understand the ultimate nature of coping. Accordingly, it has been recommended to investigate coping beyond this taxonomy approach. The present study addressed this by examining what kinds of individual coping profiles can be found in a sample of Finnish health care and service sector employees (n = 2756). Specifically, coping profiles were identified by a latent class analysis (LCA). In addition, we evaluated whether role engagement (family-to-work-enrichment, work-to-family-enrichment, emotional energy at work,

and work engagement) and well-being (life, parental, and marital satisfaction, and psychological distress) differ by these coping profiles. LCA revealed seven distinct coping profiles. These profiles (groups) were defined as passive' (n = 34), low' (n = 351), moderate' (n = 1251), high' (n = 406), active' (n = 300), active accommodating' (n = 182), and highest' (n = 13) copers. Covariance analyses showed statistically significant differences in role engagement and well-being between these coping profiles. The low copers', who used all coping strategies at a relatively low level reported the highest distress. The lowest levels of distress, instead, were experienced by active copers', who used all coping strategies at a high level except avoidance, and high copers', who used all coping strategies at high levels. Active' and high' copers reported more family-to-work enrichment than moderate' copers. In addition, active' copers were more engaged with their work than the moderate group. Active' and highest' coping groups felt more emotional energy at work than the moderate' group. Thus, active' and high' coping seem to be beneficial for well-being and role engagement. Employees should be provided stress management training, the focus of which is on both active coping strategies and flexible use of different coping strategies.

DISPLAY RULES AND BURNOUT IN HEALTH PROFESSIONALS: TESTING THE MULTIPLE MEDIATOR EFFECTS OF EMOTIONAL LABOR

Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*; Carvalho, C., *University of Coimbra, Coimbra, Portugal*; Silva, D., *University of Coimbra, Coimbra, Portugal*

Abstract: Emotions are considered a primary constituent of human and organizational life, particularly, in professions that require face-to-face contact with the public, like health professionals, who face every day, physical and emotional stressing job situations that may fall into burnout. This study focuses on the evaluation of the multiple mediatory effects of emotional labor and emotional exhaustion in the relationship between organizational display rules and two dimensions of burnout (depersonalization and personal accomplishment). In light of previous theory and research we tested two general hypotheses: 1) deep acting mediates the relationship between the expression of positive emotions and personal accomplishment; 2) Surface acting and emotional exhaustion mediate simultaneously the relationship between hiding negative emotions and depersonalization. Display rules, emotional labor and burnout were operationalized using consolidated scales:

Emotions Work Requirements Scale (Best Downey & Jones, 1997), Emotional Labor Scale (Brotheridge & Lee, 2003) and Maslach Burnout Inventory (Maslach & Jackson, 1986), respectively. For testing the hypotheses, Structural Equation Models were specified and analyzed using AMOS 18.0. The three steps of Baron and Kenny (1986) for testing mediation effects were followed and the bias-corrected bootstrap with 2000 samples was conducted for generating a 95% confidence interval of the point estimations. We found that the simple mediating effect of deep acting in the relationship between expression of positive emotions and personal accomplishment cannot be tested since there is no relationship between the mediator variable and criterion variable (Baron & Kenny, 1986). Still, we found a direct impact of expressing positive emotions on deep acting and personal accomplishment. In the multiple simultaneous mediator tests, surface acting and emotional exhaustion fully mediated the relationship between hiding the expression of negative emotions and the dimension of burnout, depersonalization. We found evidence that supports the development of intervention programs aiming at coping with the perceived organizational display rules. Moreover, these interventions should aim not only the dimensions of burnout but also the emotional regulation strategies in a complementary way. Alternatively, recruiting strategies preventing vulnerable employees from performing certain work and a change in the organizational display rules could improve the well being of health professionals.

DOES WORK MOTIVATION FUEL BURNOUT AND ENGAGEMENT? REVISITING THE HEALTH IMPAIRMENT AND MOTIVATIONAL PROCESSES OF THE JOB DEMANDS-RESOURCES MODEL

Fernet, C., *Université du Québec à Trois-Rivières, Trois-Rivières, Canada*; Austin, S., *Université du Québec à Trois-Rivières, Trois-Rivières, Canada*

Abstract: Integrating and building upon the job demands-resources model and self-determination theory, the authors propose and test a model in which job demands and resources have a unidirectional effect on employee motivation, and that motivation has a unidirectional effect on burnout and engagement. A total of 827 novice school teachers participated in this study. Data were collected at two time points, nine months apart. Results of SEM analyses support the proposed model ($X^2 = 528.796$, $df = 165$, $NNFI = .92$, $CFI = .94$, $RMSEA = .065$). Specifically, results show that job demands at T1 are negatively related to work motivation at T2 ($= -.11$, $p < .05$) and positively linked to burnout at T2 ($= .15$, $p < .05$), whereas job resources at T1 are

positively linked to motivation at T2 ($= .11$, $p < .05$) and engagement at T2 ($= .12$, $p < .05$). Furthermore, work motivation at T1 is negatively related to burnout at T2 ($= -.12$, $p < .05$), and positively linked to engagement at T2 ($= .19$, $p < .00$). These results suggest that employee motivation is a relevant psychological mechanism in the understanding of both the motivational and health-impairment processes. The present findings shed new light on the importance of work motivation and more particularly by specifying its role in relation to job characteristics and employee well-being. This study has practical implications. From an organizational standpoint, interventions that aim to reduce job demands and increase job resources are recommended. In the workplace—such as school settings—where it is difficult to eliminate or reduce job demands, it appears that increasing job resources would be a promising approach.

LEADERSHIP AND EMPLOYEE ENGAGEMENT: A DIARY STUDY

Breevaart, K., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: This study examines the relationship between daily transformational leadership behavior and daily employee work engagement based on the Job Demands-Resources (JD-R) model and Self-Determination theory (SDT). Daily work engagement is also referred to as state work engagement: a transient, positive, work-related experience that fluctuates within individuals over a short period of time. Research on the JD-R model indicates that job resources and job demands are important predictors of employee work engagement and performance. However, the process through which this happens has not received much research attention. We focus on daily basic need fulfillment as a mediator of this relationship. Also, fostering job resources is argued to be an effective strategy to influence employee work engagement. Since leaders can have a profound impact on follower outcomes, we focus on leadership behavior as an effective way to increase the availability of job resources. We expect daily transformational leadership behavior (as rated by the employee and the leader) to be positively related to daily work engagement, both direct and indirect via daily job resources, job demands, and basic need satisfaction. We expect that transformational leadership behavior positively influences the job demands (work

load and mental task effort) and job resources (autonomy, feedback, social support, and skill variety) of employees on a daily basis. The specific combination of those job demands and job resources positively influence the fulfillment of the needs for competence, relatedness and autonomy. On a daily basis, these will influence employee work engagement and (in-role and extra-role) performance as rated by both the employee and the leader. Data was gathered among work agencies using online diaries. Participants worked in small teams consisting of the leader and five to ten employees. Employees had daily contact with their colleagues and their leader.

ORGANIZATIONAL STRESS AND RISK-FACTORS FOR WELL-BEING OF BANK OFFICES' PERSONNEL

Leonova, A., *Moscow State University, Moscow, Russian Federation*

Abstract: A methodology for evaluation of organizational stress (further, Org/Stress) was elaborated on the basis of the three-levels' description of stress manifestations: individual stress responses, group cohesion/disintegration and personnel disagreement with the norms of organizational culture (Beehr, 2000; Leonova, 2003, 2009). A battery of 12 psychometric tests for verification of this approach in a series of empirical studies was composed. The investigations were carried out with a staff of the three biggest bank companies in Russia ('All-Russian Saving Bank', 'Russian Bank for Development', 'Russian Standard Bank', in total 242 subjects). By a cascade factorization of the whole set of measured stress indexes there were revealed the following main components in the structure of experienced Org/Stress' syndromes: (1) socio-motivational context of job; (2) worker's attitudes to the job context; (3) feelings of social protection. The data of a cross-organizational analysis have demonstrated the principal similarity of the structural composition of Org/Stress manifestations in different companies and their departments. It made a base for elaboration a set of integrative Org/Stress indicators that helped to depict a specificity of Org/Stress' syndromes both at the level of the whole company and of the different categories of personnel. A qualitative analysis of the Org/Stress syndromes allow to define the most risky groups of personnel for negative impact of Org/Stress on their mental health (in our study, the serving client's staff, subordinates vs. managers, young vs. experienced employees). The results of the study have also shown a high congruence of integrative indicators of Org/Stress with the objective criteria of suffered well-being of personnel in all different enterprises

(the indexes of job satisfaction, turnover, sick-rate and absenteeism). These findings stimulated an implementation of health promotion programs that were developed for each of the mentioned categories of personnel to improve social climate and job design at work place.

A STUDY IN AN ITALIAN UNIVERSITY: DETERMINANTS OF JOB SATISFACTION

Zito, M., *Universita degli Studi di Torino, Torino, Italy*; Colombo, L., *Universita Degli Studi di Torino, Torino, Italy*; Ghislieri, C., *Universita Degli Studi di Torino, Torino, Italy*; Emanuel, F., *Universita Degli Studi di Torino, Torino, Italy*; Fabbri, T.M., *Universita di Modena, Modena, Italy*; Curzi, Y., *Universita di Modena, Modena, Italy*

Abstract: Several organizational studies analyze the determinants of job satisfaction, as an indicator of cognitive well-being at work (Diener, Emmons, Larsen & Griffin, 1985). Instead, the studies concerning well-being (and discomfort) in the academic context are poorly treated, particularly in Italy. Referring to international literature, researches about academic staff working in different countries highlight that the occupational stress in universities is increasing and the psychological discomfort is higher than similar professional groups (Kinman, Jones, 2008). The aim of this study is to inquire the principal determinants of job satisfaction among a north Italian university's teachers and researchers. Data were collected through a questionnaire filled out individually by 279 respondents. The questionnaire gathers information about different variables: job satisfaction (24 items, 6-point agreement scale, a .93); workaholism (8 items, 4-point frequency scale, a. 80); career advancement orientation (6 items, 4-point importance scale, a .82); supervisors support (4 items, 6-point agreement scale, a .90); co-workers support (4 items, 6-point agreement scale, a .91); work-life conflict (5 items, 6-point frequency scale, a .90); emotional dissonance (3 items, 6-point frequency scale, a .92); workload (6 items, 6-point agreement scale, a .86); job autonomy (7 items, 6-point agreement scale, a .91); commitment (4 items, 6-point agreement scale, a .85). Data analysis (Pasw 18) was performed as: means, standard deviations and alpha reliabilities (a) for each scale; one-way analysis of variance; correlations and multiple regressions. Multiple regression analysis shows that job satisfaction is influenced (42% explained variance) as follows: positively by supervisors support, commitment and job autonomy and negatively by work-family conflict. Findings highlight the variables that can support the job satisfaction in the

specific academic context: the role of supervisors support is prominent but is also useful to promote commitment and job autonomy. Moreover findings suggest that work-family conflict can negatively influence the cognitive well-being: intervention projects supporting the work-family balance can be helpful to deeper understand the dynamics of promoting well-being in organizations.

EMPLOYEE'S WELL-BEING: THE ROLE OF PSYCHOSOCIAL FACTORS IN A PORTUGUESE SAMPLE

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Abstract: The labor reality in industrialized countries has experienced profound changes in recent decades. Along side with comprehensive changes of production conditions and realities in industry, administration and service, demands on the employees are also changing. As a consequence of these developments, the psychological stress has markedly increased. The Copenhagen Psychosocial Questionnaire (COPSOQ), developed in 2000 by the National Institute of Occupational Health in Copenhagen, is considered one of the most powerful tools in the evaluation of important psychosocial dimensions at work, such as cognitive skills and emotional rewards, interpersonal conflict, work-family interface, stress and harassment, directly related to the employee's welfare. This questionnaire seems to be comprehensive and to include most of the relevant dimensions according to several important theories on psychosocial factors at work. The purpose of the COPSOQ concept is to improve and facilitate research, as well as practical interventions at workplaces. This study, with the Portuguese version of the COPSOQ, was based on a sample of portuguese employees aged 18-65 years. The values obtained in this sample will be analysis taking into account the different professions and sectors of employment and the relation with the psychological and social factors that influence the well-being of workers, assessed by measures of cognitive, somatic and behavioral stress, job satisfaction and general health. These results will be compared with international data taking as an important starting point for the assessment and intervention in occupational health. We adapted this instrument to the Portuguese population and assessed the psychosocial factors directly related to our working reality. So, we intend to pass it by promising and innovative nature of the evaluation

of the psychosocial work environment, promoting communication between researchers, employers and occupational health and evaluation of interventions on the welfare and health work.

WHEN PERCEIVING CONTROL AND AUTONOMY AT WORK INFLUENCES THE TYPE OF PASSION YOU HAVE TOWARDS YOUR WORK AS WELL AS YOUR PSYCHOLOGICAL HEALTH: A TEST OF THE DUALISTIC MODEL OF PASSION

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Abstract: Workers' poor psychological health is a very costly problem for organizations (Stephens & Joubert, 2001; Danna & Griffin, 1999). Consequently, understanding the individual and motivational variables influencing workers' health is of predominant importance. Vallerand and colleagues (2003) developed the Dualistic Model of Passion towards activities in which two types of passion are proposed: harmonious (autonomous engagement) and obsessive (controlled engagement) passion. Much research (Carbonneau, et al., 2008; Forest, et al., 2010; Lavigne, et al., 2010; Vallerand, et al., 2010) has shown that a harmonious passion towards one's work is associated with good psychological health while an obsessive passion to health problems. However, little research has tried to identify the antecedents of both type of passion. To our knowledge, only one past research (Mageau et al., 2009) tackled this issue and showed that significant individuals' display of autonomy supportive behaviors predicted the development of a harmonious passion while the display of controlling and pressuring behaviors predicted the development of an obsessive passion. However, nothing is known about how workers' own perceptions of control and autonomy at work can influence the type of passion they will come to hold towards their work. We hypothesized that workers who perceive some levels of control and autonomy at work will come to adopt a harmonious passion towards their work while workers who perceive low levels of control over how to do their work will come to adopt an obsessive passion. In turn, we hypothesized that a harmonious passion would be negatively related to symptoms of psychological distress while an obsessive passion would be positively related to them. The results of a series of three studies (Study 1: correlational cross-sectional design, n = 146, Study 2: longitudinal full cross-lagged panel design, n = 592, Study 3: SEM path analysis cross-sectional design, n = 626) with three different samples

of teachers from the province of Quebec (Canada) supported our hypotheses. The present results represent an important contribution to the Dualistic Model of Passion (Vallerand et al., 2003) and offers promising research avenues for the domains of organizational behaviors and organizational health.

THE VOW/QFT: PSYCHOSOCIAL RISK FACTORS, PLEASURE AT WORK AND WORK ABILITIES AMONG OLDER WORKERS

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Abstract: Maintaining older workers in the labour raises many questions: which are the work abilities of the older workers? Did these abilities evolve favorably these last years? What is the older workers health condition? What are their job constraints? Tuomi and its colleagues developed the Work Ability Index (WAI), a very simple questionnaire to measure the work abilities of oldest (Tuomi, Ilmarinen, Jahkola, Katajarinne and Tulkki, 1994). The WAI validity and utility were shown in great international epidemiologic research (Radkiewich and Widerszal-Bazyl, 2005; de Zwart and Frings-Dresen, 2002). However, to understand and to make prevention, the tool is rather fragmented: it does not make it possible to analyze the contents of work requirements, nor the detail of worker mental resources; it does not tackle the question of psychosocial workload. In Belgium, Work Humanization Management of the Federal Public Service Employment, Labour and Social Dialogue started a series of studies in order to look further into the concept and to create a more complete questionnaire, in French and in Dutch: the VOW/QFT (Vragenlijst Over Werkbaarheid / Questionnaire sur les Facultés de Travail). The VOW/QFT analyzes how the worker perceives and lives balance between its own characteristics (perceived health condition, personal resources, effectiveness, intention to remain, knowledge and capacities) and the requirements he is confronted (job requirements, psychosocial workload, physical workload, safety) (Hellemans, Piette and Himpens, 2010). The VOW/QFT was completed by 45-plus workers (n = 1767) during the medical examinations by the occupational medicine. Churchill paradigm (Churchill, 1979; Roussel, 2005) was used to test the validity of the two VOW/QFT principal modules: psychosocial aspects and work abilities. The exploratory (N = 598) and confirmatory (N = 631) phases have highlighted a stable factorial structure and good internal consistencies (.74 to .90). Regression analysis (N = 538) proposed that psychosocial aspects, and especially, pleasure at

work, are better predictors of the work abilities than the perceived health condition.

NEED OF RECOVERY AS MEDIATOR BETWEEN JOB CHARACTERISTICS, HOME DEMAND AND WELL-BEING.

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Abstract: Need of recovery is defined as a conscious state characterized by a temporal reluctance to continue with present demands or to accept new demands. It is associated with a wish for low baseline activity and with the expectation that a break is necessary in order to be able to confront future demands (Craig & Cooper, 1992). Previous studies underlined that need of recovery mediated the effects of job characteristic and off-job activities on fatigue and poor well being (Sonnetag & Zijlstra, 2006). In two empirical studies we examined the role of need of recovery as mediator between job characteristic, home demand and well-being. In the first study 50 bus drivers (100% male; mean age 41.67.7) filled in a questionnaire that analyzed job demand, home demand, perceived stress, need of recovery, fatigue and well being. In the second study 84 nurses (87% female; mean age 41.67.5) were assessed with a questionnaire that studied job demand, home demand, perceived stress, need of recovery, burn-out and well being. Both our studies, conducted in two different stress full activity, confirm the mediator's role of need of recovery.

COMPARING ORGANIZATIONAL WELLBEING: PUBLIC SECTOR AND NON-PROFIT ORGANIZATIONS

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Abstract: Purpose - This research aims at comparing organizational wellbeing between Non-profit and Public Sector organizations. Avallone and Paplomatas have defined organizational wellbeing as 'The set of organizational processes and practices, as well as the cultural core that animate the cohabitation in the workplace setting, promoting, maintaining and improving the physical, psychological and social well-being of the working communities'. Outcomes of organizational wellbeing are: more productive and healthier employees, lower level of absenteeism and turn-over, organizational development and customer satisfaction. This all translates into increased productivity and higher performance, as well as a competitive advantage for

the organization. We hypothesize that Non Profit Organizations' employees show significantly higher levels of organizational wellbeing than Public Sector Organizations' employees. Methodology - The Multidimensional Organizational Health Questionnaire (MOHQ, Avallone e Paplomatas, 2005) was administrated to 787 participants, of whom 312 (39.65%) work in public sector organizations and 475 (60.35%) in Non Profit Organizations. The MOHQ has a scale for each independent dimension of organizational wellbeing (Objectives, Valorisation, Active listening, Information, Conflicts, Personal relationships, Operativity; Organizational justice; Stress; Social usefulness; Innovation; Personal positive indicators) and it has been previously standardized and validated with fairly acceptable results. Conclusions - In comparison to employees from the Public Sector Organizations, Non Profit Organizations' employees show significantly higher levels of organizational wellbeing. Higher mean scores are in favour of Non Profit Organizations' employees in eight out of the twelve scales of the questionnaire. The results that emerged in the remaining scales showed no substantial differences between Public Sector Organizations and Non Profit Organizations' workers. Research limitations/implications: The group that was interviewed is a convenience sample, not a statistical representative sample. Practical implications: The paper identifies areas with a strong need of intervention in order to improve the organizational wellbeing of the employees of Public Sector Organizations. Originality/value: Organizational wellbeing has rarely been addressed among Non-profit organizations, especially in terms of comparison between Public Sector and the third sector.

PHYSICAL ENVIRONMENT AND SAFETY OUTCOMES: THE ROLE OF 'RESTORATIVENESS' AT THE WORKPLACE

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Abstract: The theoretical framework of this study comes from Environmental Psychology, an area that studies the relationships between people and the socio-physical environment. This study investigates the relationship between the physical setting and safety performance at the workplace. Physical characteristics of the environment affect directly psycho-physiological wellbeing. Stress occurs when there is an imbalance between physical setting demands and human resources, because individuals cannot cope with in the proper way. In fact one of the causes of unsafe behaviors and performance are physical and mental resources put

in jeopardy by stress due to the workplace physical characteristics. Physical characteristics mostly related to psycho-physiological stress and mental fatigue are: Stimulation, actually intensity, variety and complexity of the physical setting; affordances namely ambiguous or in conflict information concerning the function of elements in the physical setting; control that is the possibility to manage and/or change bad characteristics of the physical setting. The construct 'restorativeness' refers to the presence/absence level of all these characteristics that can be measured with the Perceived Restorativeness Scale (PRS; Hartig, Korpela, Evans & Garling, 1996; Pasini, Berto, Scopelliti, & Carrus, 2009), a self-report instruments based on the Attention Restoration Theory (Kaplan, 1993). A sample of 1617 metal-mechanic workers from eight north-east Italy companies participated in a study on safety at work. A short version of the PRS tailored to metal-workers' physical setting was used to measure perceived restorativeness of workplace, and self-report accidents were recorded. A negative relation was found between perceived restorativeness and accidents ($F(2,1595) = 16,96; p < .001$): Workers who perceived their workplace as less 'restorative' also referred they had more accidents since they were in the company.

DOES ETHICAL ORGANISATIONAL CULTURE ASSOCIATE WITH SICKNESS ABSENCES?

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Abstract: This study had two aims. The first aim was to investigate, what kinds of evaluations Finnish managers give on the ethical culture of their organisations. The second aim was to test, whether the ethical organisational culture is related to sickness absences. Results from a previous study (Huhtala et al., submitted) indicated, that if ethical culture was rated low, it was connected to more experiences of ethical strain and to higher emotional exhaustion. Therefore, this study gives new information about the connections between organisational culture and occupational well-being: whether ethical culture is also related to sickness absences. The ethical culture of organisations was measured with the Corporate Ethical Virtues-scale (CEV; Kaptein, 2008). We used the total CEV-score and its' eight sub-dimensions: clarity, congruency of management, congruency of senior management, feasibility, supportability, transparency, discussability and sanctionability. Sickness absences were asked with one open-ended question: How many work days in total

have you been away from work due to your own sickness during the last year? The participants consisted of 902 managers from various organisations across Finland, who responded to a postal questionnaire study in Autumn 2009. The average age of the participants was 46.40 years (SD = 9.29), and 69.7 percent were men. 47.1 % of the participants were in upper management, and 52.9 % in middle management. Majority of the participants were working in the private sector (80.9 %), and a large majority had a permanent employment contract (98.4 %). On average the managers gave quite positive evaluations of their organisation's ethical culture. From the eight factors supportability got the lowest mean, and clarity was rated highest. The mean of sickness absences was 3.58 days (SD = 7.89). Lower evaluations of the whole CEV-score and of congruency of senior management, supportability, transparency, discussability and sanctionability were correlated with more sickness absences. Thus, ethical organisational culture is associated with occupational well-being, also when measured with a 'hard' indicator such as sick leave.

THE WELL-BEING OF NON-PROFESSIONAL COUNSELLORS IN SOUTH AFRICA

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Abstract: Counsellors are faced with various stressors in the diverse multi-cultural country of South Africa. Counsellors are under severe pressure and therefore the maintenance of counsellors' well-being is essential. The aim of this study was to determine the relationship between emotional intelligence, burnout, engagement and coping among non-professional counsellors in South Africa. A cross-sectional survey design was used. A non-probability convenience sample was used. The sample consisted of 172 non-professional counsellors in Gauteng and the North-West Province. The Maslach Burnout Inventory, The Emotional Intelligence Scale (SEIS), Utrecht Work Engagement Scale (UWES) and The COPE Questionnaire (COPE) were administered. Results indicated a relationship between coping and burnout factors; between emotional intelligence factors and coping, and between emotional intelligence factors and work engagement. Differences in the use of strategies based on province and language was found. Multiple regression analyses showed that emotional intelligence, and coping predicted the variance explained in burnout and work engagement of non-professional counsellors. The practical relevance of

this study is that emotional intelligent non-professional counsellors are able to recognise and manage their emotions, express emotions accurately and use emotions for decision-making and problem solving. Furthermore emotionally intelligent non-professional counsellors are able to apply coping strategies with more positive outcomes to prevent and cope with burnout.

THE FACTORIAL STRUCTURE OF PASSION SCALE TO AN ACTIVITY IN SPANISH POPULATION.

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Abstract: The study of passion could be included on Positive Occupational Psychology because is related with feel positive emotions related with Employee well-being. The passion is defined as a strong inclination toward an activity and invests time and energy in it because like it and is relevant to people (Vallerand & Houliort, 2003). As the study of wellbeing on students have been showed the relevant of positive feelings on performance, Passion to an activity could be related on the one side with motivation to performance and on the other side with Burnout or Workaholics (Salanova, Martnez, Bres, Llornes & Grau, 2005; Burke, Fiksebaum, 2009; Vallerand, Paquet, Philippe, Charest, in press). However there is not any measure to Spanish population to could use. For this reason it has been validated to Spanish students the Passion Scale of Vallerand et al. (2003). The aim of the study is analyse factorial structure of Spanish validation of Pasion Scale in an activity (Vallerand et al., 2003; Lisbona, Bernab, Palac, Martn-Arag y Gmez, in press). Method. Participants were 266 students from different universities, 72.3% were women. The mean age was 28 years old (SD: 9.42). Factorial Exploratory and Internal Consistency Analysis were carried out. Results. Barlett Test shows adequate rates for data matrix (KMO=.85; $\chi^2 = 1568,947$ (df: 91); $p < .000$). It is extracted two factors, Harmonious and Obsessive. The explained Variance is 53.4%. The Cronbach's levels were .82 and .85 respectively. Conclusions. The results reproduce the original structure, the study make possible the study of the Passion construct in Spanish students. The theoretical and practical implication are discussed on the study.

CHANGES ON THE WORK CONTROL – SPECIFIC RESOURCES NEEDED?

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Abstract: Several changes have taken place in the world of work in the last decades. A particularly important change concerning the control of work is related to the increasing output-orientation of working processes. The assigning of tasks has become highly output-oriented, employees have become increasingly responsible for both the working process itself and the achievement of goals and the importance of goal attainment for the assessment of employee performance has increased. Preliminary research has shown that output-oriented work control is negatively related to Well-being when stressors are high and resources low. However, it remains unclear which specific resources employees need to adequately react to or buffer demands in output-controlled working systems (OcWS) and whether these are different from those needed in input-controlled working systems (IcWS). This study examines which specific resources are associated with well-being in IcWS and OcWS. We hypothesised that resources which increase employees' flexibility and control at work would be more critical for well-being in OcWS than in IcWS, as employees in OcWS are often confronted with disturbances and changing environmental conditions. Data from 280 employees of two German companies from the financial and industrial sector were obtained by means of a questionnaire. Assessment of work control orientation took place through expert interviews. The survey assessed perceived demands and resources at work as well as Irritation (scale of Mohr, Rigotti and Mller, 2005) as Well-being indicator. The analysis compared groups with 'low Irritation' and 'high Irritation' scores for OcWS and IcWS. In OcWS, employees with 'low Irritation' reported more possibilities for development and higher autonomy, flexibility control and goal adaptability. In IcWS, employees with 'low Irritation' reported higher role and goal clarity, organisational participation and goal attainability. In support of our hypothesis, these results show that employees in OcWS and IcWS require different resources. Resources related to flexibility at work were most strongly associated with well-being in OcWS, whereas resources related to clarity in the workplace were most strongly associated with well-being in IcWS. This means that organisations with OcWS should provide resources which increase flexibility in order to maintain employee well-being.

NEGATIVE RELATIONSHIPS WITH DOCTORS AND SUPERVISOR AND INADEQUATE PREPARATION AMONG NURSES: THEIR RELATIONSHIPS WITH BURNOUT AND WORK ENGAGEMENT

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Abstract: Positive work relationships between nurses, doctors and supervisors are crucial in order to achieve a common good, that is the health and well-being of patients. The central idea underlying the theoretical model of this study, is that negative relationships have an impact on nurses' perceptions of inadequate preparation (the feeling of lack of skills which makes one's not being able to face everyday-work's requests), which in turn have an impact on burnout and work engagement. This means that inadequate preparation is a mediator between negative relationships at work and burnout and work engagement. An innovation of the present study is to include both the cynicism and depersonalization constructs in the assessment of burnout. The current study was part of a broader research project on nurses' wellbeing. Data were collected from 297 healthcare workers (70% female) by means of structured face to face interviews. Results generally supported the hypotheses, although more evidence was found for burnout: inadequate preparation mediate the relationship between negative relationships at work and burnout and work engagement. By considering the general framework of the JD-R model, this study provide more evidences for the role played by personal demands (e.g., inadequate preparation) with regard to the model's basic assumptions. Based on our results, organizational training program developers should consider the importance of reevaluate the doctor-nurse and supervisor-nurse relationships and assess the value of making them more collaborative ones, in order to foster well-being among healthcare workers.

STRESS AND ORGANIZATIONAL WELL-BEING: A COMPARATIVE STUDY OF HOSPITAL STAFF

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Abstract: Many studies showed that hospital staff have higher risk to develop burnout and job stress than other professionals (Aguir & Prez-Hoyos, 2007;

Maslach, 1982; McVicar, 2003; Su et al., 2009). Most studies conducted in health settings mainly focused on one or two professional categories at a time (especially doctors and nurses) and paid less attention to the other hospital personnel. Therefore, the first aim of this research was to compare organizational well being level among different professional categories working in the same hospital: doctors (N=13), trained nurses (N=46), physiotherapists (N=28) and nurses (N=23). Job engagement is defined as the positive opposite of burnout and includes three components - energy, involvement and efficacy - that represents a goal to achieve for any prevention initiatives (Maslach & Leiter, 2008). In this prospective, the second aim of this study was to identify perceived organizational factors in predicting engagement in the total sample of workers (N=110). Data collection was carried out by using the Occupational Stress Indicator (Cooper, Sloan & Williams, 1988) and the Organizational Check-up System (Maslach & Leiter, 1997). Results showed that physiotherapists have the lowest mean scores in energy and involvement, the highest prevalence of perceived sources of stress, the lowest scores on locus of control and on satisfaction with their own job, with the relationships with others, with the organizational structure and with their career. The results of the regression analysis are consistent with some previous studies and showed that the organizational predictors of energy are workload and reward, involvement is predicted by workload, control and community, and efficacy is predicted only by values. The identification of the psychosocial risk factors in the workplace is crucial to adopt preventive measures and to develop intervention strategies in order to reduce the impact of stressors and to promote engagement of health care staff.

EMPLOYEES' PERCEPTIONS OF ORGANIZATIONAL CHANGE IN A MENTAL HEALTH CARE CENTRE

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Abstract: This study was conducted within a Mental Health Care Centre in Northern Italy, with the aim of analyzing the organizational well-being level among health care professionals involved in a organizational change process due to a merger of two independent services. Many researches (Callan, 1993; Moyle & Parkes; Rafferty & Griffin, 2006; Vakola & Nikolaou, 2005) showed that organizational changes can be extremely stressful for operators and negatively affect the physical and psychological health. The Occupational Stress

Indicator (Cooper, Sloan & Williams, 1988) and the Organizational Check-up System (Maslach & Leiter, 1997) were administered to the whole centre which is composed by 20 health care operators. Participants were split in two groups: a) Executives (N=10) which include physicians and psychologists, and b) Staff (N=10) which includes nurses, social workers and psychomotor rehabilitation technicians. Quantitative data were combined with qualitative ones obtained from two focus groups. The OCS identified stressors related to Workload, Fairness, Work-group Cohesion and Leadership, whereas the OSI revealed sources of stress in Relationship with Others, Climate and Organizational Structure and Management Role. Comparing the two professional groups, significant statistical differences were found for Leadership ($F = 7.064$; $p < .01$): Executives obtained the highest mean scores ($M = 3.28$) and refers to coping strategies: effective Time management was the best strategy to face the stress for staff ($F = 4.808$, $p < .05$). These results, consistent with the ones shown by focus groups and previous studies, are relevant in order to plan effective management change interventions and strategies to reduce the impact of stressors on mental health care staff. From an applicative standpoint, our study showed that to successfully manage a process of organizational change it is necessary to reinforce leadership, to create an adequate time management program, to improve the communication processes at all the organizational levels and to empower the individuals' coping strategies.

PREDICTORS OF THE SUBJECTIVE WELL-BEING IN PORTUGAL: THE MODERATING ROLE OF OPTIMISM AND RESILIENCE

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Abstract: The aim of this paper is twofold. Firstly, we intend to understand which are the predictors of the two dimensions of the subjective well-being - cognitive dimension and emotional dimension - in a representative sample of the Portuguese population. Secondly, we pretend to analyze whether the dispositional characteristics - such as individual's optimism and resilience - can work as personal resources and mitigate the negative effect of some variables that may be potential stressors for the individual. The present study used data from the European Social Survey regarding the Portuguese population. However, we only selected for our sample the active working participants (N = 916). Cognitive well-being was operationalized as life satisfaction and emotional well-being was measured as

positive and negative emotional states. The results show that although dispositional characteristics, measures of economic well-being and job security are positively associated with both life satisfaction and emotional states, there are some variables that are more intensely associated with emotional well-being (more positive emotional states and less negative emotional states) - for ex., measures of health and job satisfaction - rather than to the cognitive dimension of well-being (life satisfaction). As for the moderating role of personal resources, optimism interacts with the perception of health, job satisfaction, and job insecurity to predict life satisfaction, so that these relationships are stronger the lower the level of individual's optimism. Therefore, optimism mitigates the negative impact that health problems can have on the life satisfaction of the Portuguese. Additionally, resilience exhibits a similar pattern regarding the interaction with measures of health and the perception of income regarding subjective well-being. In fact, in general the results point to a tendency for the relationship between predictors and subjective well-being to be more salient (in terms of magnitude of relationships and of greater significance) when individuals report lower levels of resilience, which is consistent with our hypotheses and with the literature. Hence, these results point to the importance of health, economic well-being and well-being at work as predictors of subjective well-being but especially when individuals have lower levels of personal resources, such as lower levels of optimism or resilience.

ASSESSMENT OF PSYCHOSOCIAL RISKS: A CASE STUDY

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Abstract: The project stands as a possible example of an intervention methodology aimed at the assessment of psychosocial risks in a large company in Milan. The main aims of the intervention were to evaluate the perception of potential diseases that could result from organizational factors (Warr, 2005) and to suggest coping strategies aimed at starting a virtuous cycle (Spaltro, 2003) oriented to the achievement of well-being. The project was carried out in collaboration with the Prevention and Protection Service. 53 employees have been identified who could be representative of the Organization for job positions and years of service. All the subjects have been interviewed on seven areas; Physical environment, Social environment, Working day, Organizational context, Individual characteristics and subjective evaluations, External influences, Psychological diseases. The information collected has been integrated

with the answers to a questionnaire administered to the same subjects by the PPS on ergonomic topics and with structured observations of their workplace. The feedback process took place at several levels: a meeting with the Institutions involved a written report and a meeting with the delegates of workers safety. Finally a six focus were made with the subjects of the investigation, where the results obtained were discussed and confirmed. The sample of subjects observed perceived a low level of work stress connected mainly with the distribution of power inside the organization. One relevant source of frustration is the feeling of lack of credit for their work and the perception of a large gap between management and employees, mainly due to a lack of communication during the process of transformation that involve all the organization. At the end of the process some possible intervention have been proposed like training courses on the topic of conflict, communication and emotional management and the institution of an hearing point as a tool to permit the expression of anxieties of staff. Spaltro E. (2003), 'Psichica: bellezza e gruppi per una psicologia del benessere', *Psicologia e Lavoro*, XXXIII, 130. Warr P.(2005), *Work, well-being, and mental health*, in Barling J., Kelloway E. K., Frone M. R. (a cura di), *Handbook of Work Stress*, Sage, London.

SUBJECTIVE WELL-BEING AND PSYCHOLOGICAL DISABILITY ABSENTEEISM IN EMPLOYEES WORKING IN A PUBLIC SCHOOL ORGANIZATION: A PROSPECTIVE STUDY

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Abstract: Being absent from one's job because of a psychological disability is costly for both individuals and organizations (Darr & Johns, 2008) and frequent in employees working in the field of education. To prevent psychological disability in employees, theoretical models focused on subjective well-being (SWB), but few studies are interested in evaluating its different facets (Diener et al., 1999; 2002). The objective of this prospective study was to disentangle how the SWB and its components [(i.e. Positive Affect(PA), Negative Affect(NA), and General Life Satisfaction(GLS)] can potentially predict psychological disability absenteeism. A sample of 283 employees from a Canadian public school organization was used to evaluate the relationships between SWB and psychological disability

absenteeism. SWB was collected at T1. GLS was measured with a French version of the Satisfaction With Life Scale (Blais et al., 1989). The affectivity components of SWB was measured with eight positive affect (PA) items and eight negative affect (NA) items (Diener and Emmons, 1984; Watson et al., 1988). Usually defined by three related components (PA, NA, and GLS), SWB can be operationalized by discrete or aggregate scores of these components. The aggregate score of SWB was calculated by the difference between PA and NA, multiplied by GLS. Psychological disability absenteeism was measured one year later (T2) with record-based professionally certified data (number of single day absences) supplied by the organization. Logistic regression analysis showed that psychological disability was significantly predicted only by the aggregate score of SWB ($\text{Exp}(B) = .96$). Observing the -2 times the log of the likelihood ($-2LL = 120$), as a measure of how well does the model fit the data, we can consider a low predictive capacity of this model ($\chi^2(1) = 5.96$, $df = 1$, $N = 228$, $p < .05$), probably in accordance to the consistence of a subgroup who experienced psychological absenteeism between T1 and T2 (absent = 20, non absent = 263). These findings represent a contribution to the conceptualization of SWB and to the promotion of well-being interventions aimed at preventing psychological disability absenteeism in organizations.

LESS STRESS THROUGH A SHORT-TERM TIME MANAGEMENT TRAINING?

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Abstract: On the one hand time management trainings are widely applied in the occupational context. On the other hand empirical research concerning the effectiveness of time management training is scarce (Claessens, Van Eerde, Rutte, & Roe, 2007). Former studies reported mixed results with respect to the influence of time management training on stress and performance (e.g., Van Eerde, 2003; Macan, 1996). We explored the effectiveness of a short-term time management intervention, which lasted for about two hours, on different indicators of perceived stress. The training focused on various aspects of planning behavior such as prioritizing, daily planning, and monitoring. All trained strategies were developed with respect to psychological theory and research, such as intention theory (e.g.,

Gollwitzer, 1999). In a first study participants were randomly assigned to either time management training or an active control group, which was designed as neutral intervention. In a second study we included a third group in which relaxation exercises were realized. Our results show positive effects of the short-term time management training on different indicators of stress. Even short time management interventions seem to be helpful instruments to deal with time pressure and increasing time related demands. Psychological theory and research should function as source for the development of time management trainings.

AMBULATORY ASSESSMENT OF SKIN CONDUCTIVITY DURING FIRST THESIS PRESENTATION: LOWER SELF-CONFIDENCE PREDICTS PROLONGED STRESS RESPONSE

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Abstract: Public speaking is a demand in many occupations. Public speaking is often stressful and increases physiological arousal as part of the stress response. Anticipation of public speaking and public speaking itself induce ego-threat and a shift of attention focus towards the self (Kallus, 1992). Self-confidence as a personal resource helps one to focus on the task and to recover quickly after the presentation (Semmer, Jacobshagen, Meier & Elfering, 2007). Therefore, greater self-confidence should be related to a healthy response' to the stressor (McEwen, 1998). A healthy response includes increasing activation prior to the talk, high activation during the talk in order to cope actively with the stressor and decreasing activation after the talk has ended in terms of physiological recovery. Conversely, lower self-confidence should be related to a prolonged response', i.e. a sustained or even increasing activation after the talk has ended (McEwen, 1998) owing to perseverative cognition (Brosschot, Pieper & Thayer, 2005), for instance in terms of rumination about one's performance level. In this field study self-confidence was tested to predict the course of galvanic electrodermal stress response prior, during and after public speaking. Ten graduate students initially rated their self-confidence and afterwards presented their thesis proposals orally in a ten-minute presentation to their supervisor and peers. Galvanic skin response level was measured throughout and analysed for ten minutes prior to, during, and ten minutes after the presentation. Two major galvanic electrodermal stress response types were observed. Five students showed a healthy response', i.e. an anticipatory increase in electrodermal

conductance, followed by a decrease after termination of the presentation. The other five students showed a steady increase of skin conductance during and after their presentation (prolonged response'). In line with the allostatic load model the prolonged response' group reported significantly lower self-confidence before presentation than the healthy response' group ($p < 0.01$). Self-confidence is a resource in novices facing public speaking. Occupational training should address public speaking, e.g., teach presentation skills and deliver adequate feedback to enhance self-confidence.

IDENTIFYING PATTERNS OF RECOVERY EXPERIENCES AND THEIR LINKS TO PSYCHOLOGICAL OUTCOMES ACROSS ONE YEAR

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Abstract: Employees' recovery from job strain is momentous: if recovery does not occur load reactions start to accumulate and in the long-term result in chronic health problems. In this study, our aim is to discover whether there exist subgroups of employees with unique and distinctive patterns of mean-level stability and change in recovery experiences (psychological detachment, relaxation, mastery, and control) across one year. Our second aim is to investigate how the patterns identified differ in psychological outcomes (job burnout, work engagement, and sleep problems) across one year to ascertain which kinds of patterns promote psychological recovery outcomes. The study was conducted among 274 Finnish employees from a variety of different jobs. The data were collected in two stages (2007 and 2008) using mailed questionnaires, and the response rates were 50.6% and 63.8%. Of the employees, 56.9% were women and the average age was 45.9 years. A majority (63.7%) had a university degree, 60.6% worked in the public sector and 39.4% worked in the private sector. The patterns of recovery experiences were identified using Latent Profile Analysis (LPA), and differences in psychological outcomes between the patterns were investigated by means of ANOVA/ANCOVA for repeated measures. Five patterns of recovery experiences were identified through LPA. Over 70% of the employees belonged to a pattern with high stable levels of all four recovery experiences across time. This pattern seemed to suffer least from job burnout and sleep problems. The pattern with experiences of high levels of mastery and control during off-job time (12.4%) had highest work engagement, and

among those with decreasing levels of all recovery experiences (12.4%) job exhaustion increased across time. In addition, the patterns of employees' recovery experiences were associated with their family and work situations. Altogether, the results demonstrated that recovery experiences are successful in maintaining psychological well-being across one year. The information obtained from differences between the patterns is useful in occupational health care to identify those at risk. Further, the study illustrates that individuals should seek out situations during their leisure time where they can optimize their recovery experiences and thus maximize their recovery processes and outcomes.

YOUNG PROFESSIONALS: THE MORE I WORK, THE MORE I AM STRESSED? THE MODERATING ROLE OF WORK-RELATED PERSONALITY TRAITS.

Weseler, D., *University of Leipzig, Leipzig, Germany*; Sobiraj, S., *University of Leipzig, Leipzig, Germany*; Otto, K., *University of Leipzig, Leipzig, Germany*

Abstract: During the last decades flexible working practices and high work demands have become common in Western economies. Overall, employees more often work in flexible time programs which have been found to lead to increased work overtime. Particularly, young professionals are supposed to be in need to be competitive on the labor market and work longer than agreed in contract. However, work overtime is assumed to impact employees' well-being negatively. In the context of personal resilience we hypothesized that some work-related personality traits as work-based flexibility, career orientation and personal initiative, for example, might buffer the negative impact of workload on employees' well-being. Young professionals working in varying psychological areas ($N = 217$) completed measures of workload, well-being (cognitive and emotional irritation, job satisfaction), and work-related personality traits (work-based flexibility, career orientation, personal initiative). Next to main effects of working hours per week on cognitive irritation, regression analyses revealed interaction effects of working hours with career orientation and personal initiative: Those low in career orientation or high in personal initiative seemed to be better off. These interaction effects could be found only for cognitive irritation, but not for emotional irritation and job satisfaction. In contrast to our hypothesis, there were no interaction effects of working hours with work-based flexibility. According to the results, high workload is related to heightened cognitive irritation. However, being less career-oriented and having high personal initiative seem to be resources under conditions of increasing workload. The results indicate

that work-related personality traits like career orientation and personal initiative help professional newcomers in psychology to buffer the negative effect of high workload on psycho-social well-being. Implicating these results into students' vocational training by encouraging personal resources might facilitate young professionals to deal with career entry when confronted with increased work demands. Nevertheless, the negative impact of working hours on cognitive irritation calls not only for behavior-oriented prevention, but also for structural prevention, namely an avoidance of work overtime.

Interactive posters: Employee wellbeing

Main topic area: Employee Well Being

Location: Expo (9:00-10:00)

DIFFERENCES BETWEEN PUBLIC AND PRIVATE SECTOR EMPLOYEES WITH RESPECT TO EXPOSURE TO BULLYING AT WORK: EVIDENCE FROM TURKEY

Soylu, S., *London School of Economics, London, UK*

Abstract: This study aims to investigate sector differences (i.e. public vs. private organisations) with respect to exposure to workplace bullying in the Turkish context. In Turkey, when a new party is elected to government, existing executives, top and middle-managers in public organisations are replaced by new ones who have strong relations with the governing party representatives. These replacements contribute to high levels of perceived injustice among subordinates. Such problems may lead to bullying since perpetrators often take out their frustration on others, when it is really aimed at the organisation. In line with these arguments, it was hypothesised that Turkish public sector employees experience bullying at work more than Turkish private sector employees do. Turkish adaptation (Soylu, 2009) of the Negative Acts Questionnaire (Einarsen & Raknes, 1997) was distributed to white & blue-collar employees in Turkey. A total of 715 surveys were collected (357 from public and 358 from private sector organizations). Factor analysis revealed five bullying dimensions, namely 'work-related criticism', 'task pressures', 'social isolation', 'non-work related criticism', and 'attacks on attitudes / ethnicity'. Results of the MANOVA indicated significant multivariate effects (Pillai's Trace=.068, $F=10.204$, $p < .001$). Univariate analyses indicated that public sector employees experience 'non work-related criticism' and 'attacks on attitudes/ethnicity' more than private sector employees

did ($MPublic > MPrivate$, $p < .001$). However, no significant differences were observed between private and public sector employees with respect to experiences of task pressures, social isolation, and work-related criticism. Findings revealed that public sector employees experience non-work related criticism and attacks on attitudes and ethnicity more than private sector employees did as hypothesised. However, differences with respect to exposure to task pressures, work-related criticism and social isolation were not statistically significant. Polarisation of employees in public sector due to the current political turmoil in Turkey might be the major reason why Turkish public and private sector employees differ with respect to experiences of attacks on attitudes and non-work related criticism. Practical Relevance of the Contribution Overall, the present study implied that public sector organisations should pay greater attention to the development of their human resources management policies regarding ethical issues and workplace aggression.

THE ROLE OF SELF EFFICACY AND TRANSFORMATIONAL LEADERSHIP IN THE DEVELOPMENT OF PERCEPTIONS OF A CLIMATE OF FEAR IN WORK

Moreno Hoyos, O., *University of Valencia, Valencia, Spain*; Tordera Santamatilde, N., *University of Valencia, Valencia, Spain*; Polo, M. de, *Universitat di Bologna, Cesena, Italy*

Abstract: Literature shows that when people develop and maintain different kinds of either personal and organizational resources, they are more able to face aversive situations in life, that means that even if the context is not as good as it should be to promote a good performance quality, people who have these personal and organizational resources, will not perceive that environment as threatening for their well being and performance. Some studies have focused on how psychological climate influences the levels of Self Efficacy of workers, but few research has centralized on how the levels of Self Efficacy as an individual recourse can be an antecedent of a Climate of Fear. The following research has also the purpose to contribute to the lack of empirical support that literature has in exploring the differential contributions of individual and organizational resources in relation to de development of a Climate of Fear. This study will not only test if Self Efficacy and Transformational Leadership are negatively related to the development of perceptions of a fear climate in aversive situations, but also will analyze the differences between the capacity of prediction that both have over the Climate of Fear. One of

the greatest empirical support for organizational practice that this study offers, is that organizations must foster the development of different resources, individual and organizational, in their workers, by generating strong support of Transformational Leadership and design training programs to improve the levels of self efficacy in each worker. Another organizational implication is that recruiting and selection processes, especially at high levels such as managers should be focused in detecting transformational leadership characteristics.

EXAMINING PERCEPTIONS OF SUPPORT, PERSISTENT FATIGUE, AND AUTONOMOUS MOTIVATION ON TEACHERS' TURNOVER INTENTIONS AND OCCUPATIONAL COMMITMENT

Austin, S., *Universite du Québec a Trois-Rivieres, Trois-Rivieres (Québec), Canada*; Fernet, C., *Universite du Québec a Trois-Rivieres, Trois-Rivieres (Québec), Canada*

Abstract: It is estimated that one out of every five beginning school teachers leaves the profession within their first five years of employment (Martel & Ouellette, 2003). In light of the Self-Determination Theory (SDT; Deci & Ryan, 2000), a theory of human motivation which focuses on the social-contextual conditions which may facilitate optimal self-motivation and psychological functioning, this study aimed to propose and test a model of beginning teachers' turnover intentions and occupational commitment. The model posits that support from school principals and colleagues predicts turnover intentions and commitment through autonomous motivation - a feeling that one's actions are autonomous and stem from the self rather than from external forces. Because beginning teachers are asked to reach the same goals and maintain the same workload as more experienced colleagues, and that without extra help or resources, the effect of persistent fatigue was controlled for in the model. The model was tested among 702 beginning school teachers and yielded relatively good fit indices ($X^2 = 396.97$, $df = 379$, $NNFI = .91$, $CFI = .93$, $RMSEA = .07$). Results indicated that support from school principals and coworkers were positively associated with autonomous motivation ($b = .17$, $p < .01$; $b = .14$, $p < .05$, respectively) while perceptions of persistent fatigue was negatively associated with autonomous motivation ($b = -.13$, $p < .05$). In turn, autonomous motivation was positively related to occupational commitment ($b = .41$, $p < .01$) and negatively related to turnover intentions ($b = -.22$, $p < .01$). The practical implications of the present findings lie in promoting factors that underpin occupa-

tional commitment in the early years of the teaching profession. Findings reveal that perceptions of support nurture autonomous motivation, which ultimately optimize occupational commitment and minimize turnover intentions. School principals and more experienced colleagues should thus be trained to be more supportive of beginning teachers' needs. Prospects for future research along these lines are discussed.

THE RELATIONSHIP BETWEEN EMPLOYEE PARTICIPATION, WELL-BEING AND SELF-EFFICACY IN RUSSIAN ENTERPRISES

Romanko, I., *Saint-Petersburg State University, Saint-Petersburg, Russian Federation*

Abstract: In Russia there is practically no research which tried to explore the problems of participation and of industrial democracy. According to the results of the previous researches (which have been made, in the European countries, England and the USA), we can conclude that participation has interrelations with well-being and self-efficacy of employees. The aim of the present study is to investigate how organizational participation influence on well-being and self-efficacy of employees from Russian enterprises and its relationship with organizational structure, organizational culture, demographic characteristics (age, gender, term of employment, type of employment, supervision functions) and personal variables. In our study we consider participation on three levels: on the level of organizational context (organizational structure, organizational culture and technology), on the level of communication structure in organization and on individual level. As the participation process in our research we investigated: the experience of participation and influence, using the opportunity to influence, the quantity of influence which employees would like to have on, and the self estimation of skills to influence on different organizational matters, the perception of the opportunities to have influence on decisions in the company. In the limits of the current research we are going to investigate (1) whether organizational structure, organizational culture are influences on employee's participation, (2) whether the participation is influence on employee's well-being and self-efficacy, and the level of satisfaction with the current job (3) whether participation depends on demographical and personal variables of employees. The results of preliminary research in IT company showed that organizational structure, organizational culture, demographic and personality characteristics are influences a lot on employee's participation, well-being and self-efficacy, also we didn't derived any correlations between participation and employee's

well-being and self-efficacy, and the level of satisfaction with their current job, we find out that participation a lot depends on manager's influence behavior and satisfaction of the basic needs at work (in competence, relatedness and autonomy). During this year we are going to extent our study and to collect more data from companies of the same professional sphere but with other organizational culture, organizational structure and the type of technology.

GREY HAIR SERVICE WORKER – A CHALLENGE OR A NIGHTMARE?

Molan, M., *University Clinical Centre, Ljubljana, Slovenia*; Molan, G., *Comtrade, Ljubljana, Slovenia*

Abstract: Later retirement is the reality of a labour market in the 21st century. We evaluated results of well being for 1633 service workers (banks - 1126, hospitals - 507); 8% of them were young (below 30) and 28% (461) were senior (after 50). Senior workers in banks reported lower level of availability, more fatigue and exhaustion. Senior workers in hospitals reported the same level of availability as workers below 50. According to the results of root causes analyses of perceived fatigue and exhaustion among workers with lower level of well-being the main root cause were unmotivation for the job, high level of unemployment in the surrounding, not adequate competences for work, disappointment with their profession and conflict with younger generation. In hospitals the main root causes of perceived exhaustion were shift work, longer working hours and work extension. For senior bank workers work is perceived as a nightmare. For seniors in hospitals, especially for physicians and experts, work after 50 is a challenge. They are willing to continue with their work and they have to do due to the late admission in the world of work. As results of longitudinal study and root cause analysis, tailored humanisation measures have been suggested. For bank workers humanisation measures were: divided working day with lunch break for resting, offering of more consulting individual service for customers, adapted education and training programs according to age homogenous group, development of new competence and creation of combined teams from senior and younger service workers - for each customer age relevant service worker. For hospitals we have suggested separation of pure operational tasks from more consulting activities, creation of balance between responsibility and competences, reorganization of work schedulers, implementation of soft motivation (praises and small benefits) and encouraging of team problem solving. In both groups, special concern has been put to govern conflict between generations.

Special activities have been focused to create friendly atmosphere and to reduce narcissism and aggression of younger in relation to senior. The guidance has been: grey hair is silver for the future. Everybody wish to achieve it once.

FROM FRESH AND POSITIVE TO WORN CRITIQUES – SIX CLUSTERS FOUND AMONG SWEDISH DENTAL STUDENTS

Schéle, I., *Umea University, Umea, Sweden*; Hedman, L., *Umea University, Umea, Sweden*

Abstract: Psychology is a science that focuses on individuals and groups of individuals, yet researchers tend to present results based on the average linear relations between variables. Hrenstam et al. (2003), contrast this reductionist variable orientation with a holistic approach and person-oriented methods such as cluster analysis. The researchers present a model in which variables are sorted into four themes: WHERE are specific circumstances found? WHAT constitutes these circumstances? WHO reacts to these circumstances? What Consequences do the circumstances have? We aim to describe cluster-profiles, within the WHERE-WHAT-WHO framework, in order to illustrate the span of experiences and its consequences in a Swedish student population. 40% (218 women, 114 men) of all Swedish dental students in the clinical part of their education answered our survey. The cluster analysis was conducted on WHAT-variables. The six-cluster solution that emerged explained 65% of the error sum of squares, which is acceptable, and showed good cluster homogeneities. The clusters found are: Cluster 1-The Fresh and Positive: These young students at the beginning of the programme report the best work environment and the least stress. Cluster 2-Satisfied but tired. Cluster 3-In the balance: This cluster balances between the clusters where positive dominates and those where the negative prevails. Students in the middle of the programme are overrepresented. Cluster 4-Values matter. Cluster 5-Tired Women: This cluster of 81% women reports the worst ergonomics of all, and the second most tiredness in neck and shoulders and limiting fatigue. Cluster 6-The Worn Critiques: This cluster is in many respects the opposite of Cluster 1. The students perceive the least justice of all students. The students in this cluster were older than the students in all other clusters when they entered the dentistry programme, and most of the have entered the two final years of the programme. We conclude that the dentistry programme tends to take its toll on students, but the circumstances and ways in which men and women fare less well differ. Teachers and staff at

the dentistry programmes can incorporate these finding into their understanding of the students they encounter.

10:00-10:45

Keynote 1: Frederick P. Morgeson - Who is responsible for good work?

Location: Auditorium 1 (10:00-10:45)

Speaker: Morgeson, F.P., *Professor and Valade Research Scholar, The Eli Broad Graduate School of Management, Michigan State University, East Lansing, MI, USA*

11:00-11:30

Coffee Break

Location: All levels (11:00-11:30)

11:30-12:30

Posters session: Work stressors, burn-out and fatigue

Location: Expo (11:30-12:30)

IDENTITY DISRUPTIONS AND IDENTITY WORK IN THE CONTEXT OF WORKPLACE BULLYING

D'Cruz, P., *Indian Institute of Management Ahmedabad, Ahmedabad, India*; Noronha, E., *Indian Institute of Management Ahmedabad, Ahmedabad, India*

Abstract: Targets' experiences of interpersonal bullying in India's international facing call centres, studied empirically via van Manen's (1998) hermeneutic phenomenology, unleash a range of identity disruptions across the bullying and post-bullying phases including a heightened sense of naivete and vulnerability, chronic uncertainty and discomfort, public scapegoating and sullyng of image, deepening ontological insecurity and a pronounced sense of discontinuity in one's life story. Targets engage in identity work to address these disruptions. Their identity work includes recreating equilibrium and maintaining dignity and poise

during the bullying phase and building up personal security and insulation, re-establishing ontological foundations and seeking continuity in one's evolution which span the bullying and post-bullying phases. Targets' goal of self-preservation, support networks, career focus and professional identity as well as the job market and the availability of extra-organisational redressal options serve as stabilizing influences across both phases. The study findings underscore that workplace bullying is a traumatic experience which threatens targets' sense of self. Identity disruptions emerge, causing targets to strive for comfort, meaning and integration against a backdrop of turbulence, ambiguity and fragmentation. Targets experience a heightened awareness of the constructed quality of identity and engage in concentrated identity work, where they seek to form, maintain or revise constructions of the self that are productive of a sense of coherence, continuity, distinctiveness and positive value. Whereas under stable conditions, identity work is comparatively unselfconscious and reasonably automatic, entailing largely routinised reproductions of the self, in traumatic situations such as bullying, the attempt to restore the self acquires a crisis-like quality and is acutely painful, involving incessant and intense vacillations between self-doubt and self-openness until the self-narrative has been restored and a quasi-stationary equilibrium has been re-established. . Since identity has not been studied in the context of workplace bullying, the current study represents a pioneering effort. Its findings deepen our understanding both in terms of the impact of bullying on targets as well as targets' coping with bullying. In terms of application, the findings underscore the importance of long-term counseling and rehabilitation programmes.

DOES PERSONALITY MATTER? RELATIONSHIPS BETWEEN LIFE STYLE PERSONALITY ATTRIBUTES AND WORKPLACE HARASSMENT

Astrauskaite, M., *Vytautas Magnus University, Kaunas, Lithuania*; Kern, R., *Vytautas Magnus University, Kaunas, Lithuania*

Abstract: The subject of work harassment has been investigated since 1990's (Moayed et al., 2006). Previous studies revealed several important findings considering bullying at work and personality of the victim. Researchers claim that the targets of bullying are often more neurotic and less agreeable, conscientious, extraverted, have lower level of self-esteem, lower lever of social competency and express higher levels of aggressiveness (Glaso et al., 2007; Matthiesen, Einarsen,

2007). Despite the several studies related to bullying and personality of the victim, there are no studies that examine the Individual Psychology's construct of life style and its relations to bullying and harassment in the workplace. Life style was Adler's term to describe personality and can be described as a subjective set of organized beliefs that the individual develops in his/her family of origin and is used to solve the problems of living evolving from social, work and intimate relationship (Eckstein & Kern, 2009). The goal of the following presentation is to discuss the interrelatedness of life style personality attributes and harassment at work. The sample consisted of 320 employees (200 men, 116 women, and 4 persons who failed to identify their gender) working in service sector in three organizations in Lithuania. The mean age of the respondents was 39 years. One hundred thirty seven respondents had higher education, the other 183 respondents had lower than higher education. The respondents were requested to fill out the Work Harassment Scale (WHS, Björkqvist, Osterman, 1992) and Basic Adlerian Scale for Interpersonal Success (BASIS-A, Wheeler, Kern, Curlette, 1993). The findings of the study indicated that the scale of Taking Charge was negatively related to higher levels of work harassment. In addition the scales of Wanting Recognition, Being Cautious and Harshness were positively related to work harassment. We believe that the following results should contribute potential methods of assessment of individuals within the organizational setting from which in service training as well as human resource interventions may be designed to improve the quality of organizational climate related to harassment in the workplace.

THE MEASUREMENT OF LEVELS AND CAUSES OF WORK STRESS OF EMPLOYEES IN A COMPETITIVE OPEN MEDICAL SCHEME IN THE PRIVATE SECTOR

Steyn, G.J., *University of Pretoria, Pretoria, South Africa*; Zyl, P. van, *University of Pretoria, Pretoria, South Africa*

Abstract: INTRODUCTION Stress appears to be everywhere and for most people it has become so prevalent that it is almost unavoidable. Examining stress thus provides a focussed vehicle by which to explore how the sense of the individual relates to a particularly modern and widespread discourse. Organisations increasingly find themselves in an environment of social responsibility and accountability and thus have to pay more attention to work related stress as it can be harmful, almost fatal but also beneficial to the individual and his/her organisation. In most competitive

industries and growing organisations, change has become the absolute norm. Planned change results from a deliberate decision to alter the organisation to remain sustainable and to acquire a competitive edge over its completion. Change, however, leads to uncertainty and lack of control and these two are of the most important and stressful demands employees face in modern organisations. The organisation undergoing drastic change will be required to identify the causes and levels of stress to enable it to react proactively and in a responsible manner to a phenomenon which is a reality and part of organisational behaviour. The aim of the study was to measure the levels and causes of stress of employees in an organisation undergoing immense change. **METHOD** The population comprised all the permanent employees of the organisation totalling 99 at the time when the questionnaires were presented to them. The data was collected electronically via the organisation's Intranet by means of the Experience of Work and Life Circumstances Questionnaire (WLQ). The questionnaire consists of three different parts namely, a demographic questionnaire, experience of work which determine the levels of stress and finally, circumstances and expectations which analyses the causes of stress. The results were analysed statistically. It was clear from the study that organisational change, such as is experienced by the employees of this organisation, does lead to increased and higher stress levels. It was further demonstrated from the results that uncertainty and lack of control over their own destiny and immediate circumstances, contributed to an increase in the levels of stress. Applicable conclusions and recommendations were made.

JOB SATISFACTION AND PSYCHOSOCIAL RISKS LINKED TO WORK STRESS

Mondo, M., *University of Cagliari, Cagliari, Italy*; Simone, S. de, *University of Cagliari, Cagliari, Italy*; Cicotto, G., *University of Cagliari, Cagliari, Italy*

Abstract: The legislative decree n. 81/08 about safety and health at work, while does make effects to rules of European Agreement on Work Stress, has introduced the mandatory evaluation of work stress as a part of Risks Evaluation Paper which employers of labour must every year fill. School and other organizations as well must comply to new legislation. To be more specific, the School manager is the individual deputy in charge for filling Paper above, aimed to evaluating job risks. Present research aims to survey on connection between job satisfaction and psychosocial risks linked to work stress in the scholastic context. Sample consists of 3820 participants coming

from several school of Sardinia. Tools used in producing data does foresee JSGS (Job Satisfaction General Scale) (Schleicher, Watt, Greguras, 2004 in the Italian version of Marini, 2007) and a questionnaire especially made on results of specialistic literature of the matter (Cooper, 1978, 1988; I.S.P.E.L., 2000; O.P.R.A., Magnani, Mancini, Majer, 2009), aimed to find psychosocial risks in scholastic context. Data have been analysed by mean of Factor Analysis, Analysis of Variance, Linear Regression. Results highlight a significant of psychosocial risk factors on felt job satisfaction. The role on job, the job environment, innovation and connection family-job especially work as predictor of job satisfaction.

PERSONAL AND ORGANIZATIONAL ANTECEDENT OF WORK STRESS

Tanucci, G., *Universita di Bari, Bari, Italy*; Epifani, C., *Universita di Bari, Bari, Italy*; Palano, F., *Universita di Bari, Bari, Italy*

Abstract: Work stress is one of the risks at work that deteriorates mental and physical health of the workers. It represent an important amount of labour costs. A level approach combining micro and macro perspectives engenders a more integrated science of organizations (Klein and Kozlowski, 2000). The aim of this paper is to understand the relationship between certain characteristics possessed by the subjects in relation to its working condition, and certain organizational characteristics. The proposed model was built from the national and international literature on the topic and is composed of three areas: the first explores the organizational context, the second the actual work experience of employees and third reports of workers within the organization. Since that model has been developed a questionnaire consisting of seven sections: socio-demographic variables, description of the work environment, description of work, perception of work role, perception of work environment, self-perception of current health status. The questionnaire was administered to workers in different organizational contexts of southern Italy. Will present and discuss the main findings.

WORK-RELATED STRESS RISK EVALUATION: APPLICATIVE EXPERIENCES OF AN OBJECTIVE APPROACH

Setti, I., *University of Pavia, Pavia, Italy*; Argentero, P.G., *University of Pavia, Pavia, Italy*; Bruni, A., *University of Pavia, Pavia, Italy*

Abstract: This study aims to present a new approach to stress evaluation based on objective analysis of

the work conditions recognized as dangerous for the workers' psychophysical health. The OSFA (Objective Stress Factors Analysis) method is an approach to stress evaluation based on objective risk factors recording, according to the Italian law (Legislative Decree 81/08) as well as to national and international guidelines. It comprises two main phases: phase A (company data analysis) and phase B (analysis of work-related stress conditions). Particularly, phase B is centred on the work conditions peculiar to the different organizational units, and it is conducted by means of structured interviews to experienced employees who know the specific company work environment. The interviews, based on a 72 items questionnaire, consider four main work aspects: organization, social environment, safety, and management. The final version of the instrument has been tested on 34 medium-small Italian companies, operating in various fields, with a number of employees ranging from 5 to 800. These method experimentations allowed to verify its adequacy in relation to the exhaustiveness of the examined areas, the intelligibility of the items, and their capacity to discriminate the stress risk factors peculiar to the various productive activities. The results indicate that the described approach is easy to apply, and favourably accepted by employers and workers for its objectivity. The OSFA method promotes organizational commitment and employees involvement in evaluating sources of work-stress and allows to plan preventive and ameliorative interventions to reduce the impact of stress factors. Furthermore, OSFA method is an effective instrument to verify and monitor the output of the preventions and protection plans of stress in the workplace. Finally, the information obtained can represent the basis for a further stress risk evaluation through subjective evaluation methods.

MEDIATORS AND MODERATORS OF INDIVIDUAL AND ORGANISATIONAL ANTECEDENTS TO INSTIGATED INCIVILITY

Griffin, B., *Macquarie University, Sydney, Australia*; Dulagil, A., *Macquarie University, Sydney, Australia*; Pyper, D., *Macquarie University, Sydney, Australia*

Abstract: There has been very little research on the antecedents of instigated incivility at work. This study tests a model where the effect of organizational climate and individual work factors are mediated by the instigator's experience as a target of incivility. It also examines organizational and individual factors that moderate the link between experienced and instigated incivility. Data were collected from a sample of 687 Australian employees from the financial services, profes-

sional services and not-for-profit sectors. Linear regressions were conducted, indicating that experienced incivility mediated the relationship of role ambiguity, cohesion, and competitive climate on instigated incivility. The relationship between role conflict and instigated incivility was only partially mediated by experienced incivility. These results not only suggest that similar factors predict both instigated and experienced incivility, but support Andersson and Pearson's (1999) 'tit for tat' theory explaining how experiencing incivility in the workplace can spiral to increasing levels of interpersonal mistreatment. Our finding that both organizational and individual factors moderated the extent that targets reciprocated with uncivil behaviour has important implications for intervention. Organisational climate for incivility, perceived organisational support, emotional reactivity and trait gratitude all moderated the impact of experienced incivility on instigated incivility. We discuss how the results can be used by organizations and individuals to reduce the incidence of incivility at work.

PARTIALLY DISAGREE' AND 'SOMEWHAT OFTEN' STRESSED – HOW DOES IT SHOW IN THE DAILY WORK LIFE OF GERIATRIC NURSES?

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Abstract: Introduction. In times of demographic change the work of the nursing staff and the quality of care plays overall a significant role. In numerous questionnaire studies this profession indicates to be 'partially disagree' or 'somewhat often' stressed by work organizational aspects (e.g. time pressure, interruptions). But what working conditions in the practice of a geriatric nurse are these subjective assessments based on? And what consequences do they have for the quality of care? Method. In the research project 'Professionalisation of interactive work', funded by the 'Federal Ministry of Education and Research' (BMBF) and the 'European Social Fund' (ESF) an adapted version of the Contrastive Task Analysis (KABA) was used in a pilot study with geriatric nurse. There have been four exemplary analysis in two senior centres. In KABA observation and interview are combined and allow a differentiated description and evaluation of the work processes. Results. The results show that because of the very good documentation little informational impediments arised. In times of staff shortage (e.g. due to illness) there was a very high time pressure. Striking are numerous interruptions in the work

of geriatric nurses. These particularly result from the interactive share with colleagues and residents. For geriatric nurses interruptions are negative since they involve additional work. In interactive service work interruptions can be negative for the residents if they relate to their own care. But disruptions may also lead to an increase of service quality when the nurse responding flexibly to customer requirements. Discussion. Implications for the work of geriatric nurses and the quality of care as well as initial design options are discussed.

JOB STRESS, EMPLOYEE HEALTH AND HOSPITAL ORGANISATIONAL WELLBEING: A PARTICIPATIVE RESEARCH

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Abstract: The study presented aims to describe the implementation, development and phases of a participative intervention aimed at individuating theory grounded and empirically supported adverse psychosocial and physical work factors, and their harmful health effects and bad working conditions for care providers . The intervention was realised in a huge Italian hospital, that manage forty-four structures and two thousand and eight hundred care providers. A prior risk evaluation was performed, using a quantitative approach, to determine the prevalence of adverse psychosocial work factors and of psychological distress in the hospital, We have done several job analysis interviews with chief physicians, chief nurses, medical staff and health aider operators. In addition, the qualitative approach included observation in the care units, during the three different work shifts. Then a checklist with the specific factors of the units, has been prepared to be discussed with the care providers of each ward. The previous risk evaluation has showed a presence of adverse psychosocial factors and psychological distress among care providers. Psychosocial variables at work associated with psychological distress in the prior risk evaluation were high psychological demands, low social support from superiors and co-workers, lack of appreciation for nurse work that has limited opportunity for growth or promotion, emotional demands, low emotional support in the units where the staff has to deal with high level of sufferance or death, role ambiguity, and conflicts among nurses an physicians in ethical matters related to the patient care. Targets of intervention were in a first idea associated to staffing processes (e.g., participatory methods give to workers opportunities to participate in decisions and actions

affecting their jobs), work organisation (e.g., presence of regular briefings and debriefings), communication, and ergonomics. The participative method permitted the identification of several adverse conditions and the great collaboration of the staff, that felt the human presence of the researchers as real interest of the management to their wellbeing. Moreover, while adverse conditions in the psychosocial and physical environment identified in this study may be specific to the healthcare sector, we consider the intervention process used highly exportable to other work organisations.

JOB RELATED EXHAUSTION, INCIVILITY AND VERBAL ABUSE: A MULTILEVEL STUDY IN THE SERVICE SECTOR

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Abstract: Introduction: Empirical research suggests that employees targeted with uncivil behavior show greater job stress, cognitive distraction, psychological distress and lower job satisfaction. Personnel targeted with pervasive incivility ultimately leave their organizations at higher rates (Lim, Cortina, & Magley, 2008). Moreover, emotional exhaustion is a likely response to being the target of verbal abuse. The arousal from negative emotions, such as fear and anger, is a mechanism by which verbal abuse from supervisors and coworkers is likely to induce exhaustion, as discussed by others (Schat & Kelloway, 2000). Method: This study applies a diary design with a multilevel analysis. The sample includes 105 employees from different organizations of the service sector in Madrid (Spain). Participants had to complete two different measures: a general and a daily questionnaire. The daily questionnaire had to be completed during a work week from Monday to Friday at three different moments: in the morning before work, in the afternoon after work and at night before going to bed. The variables included were measured with: PANAS, Meaning in Life Questionnaire, Workplace Incivility Scale, Interpersonal Conflict at Work Scale and Scale of Job-Related Exhaustion. Data were analyzed with MLwin. Results: Multilevel analyses showed that day-levels of workplace incivility and verbal abuse during work time significantly predicted day-levels of emotional exhaustion in the afternoon. Day-level positive, negative affect and meaning in life in the morning were not significantly related with emotional

exhaustion in the afternoon. Conclusion: This study shows the influence of the organizational context on the employees' health in the service sector. Workplace incivility and verbal abuse might negatively affect the health of employees. Furthermore, this diary study analyzes the negative consequences of day to day workplace aggression levels on the health of in the service sector working employees. These findings reveal practical implications for employees and organizations and explicit policies regarding workplace aggression may help organizations to reduce aggression.

WORK-RELATED STRESS PREVENTION: A RESEARCH ON SOURCES OF RISK

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Abstract: Work-related stress and its consequences is an obstacle to welfare, organizational efficiency and direct and indirect costs for companies, employees and societies (sickness, turnover, interpersonal conflicts, health costs etc.). Eustress (good stress) and distress (bad stress) occur in organizations with a different likelihood in relation to personal and contextual elements. A survey conducted in 2006 in Veneto (Italy) noted that stress has become the leading cause of lack of health perceived by workers (27%), beyond factors such as low back pain (18%) and pain due to incorrect posture (11%). This project is part of a research for innovative ways in the process of detection and management of work-related stress in companies in Veneto (according to European Agency for Safety and Health at Work). We used an anonymous, self-administered online tool, with a web-based platform through intranet (16 areas studied, 260 items, 5-step Likert's scale) that wants to capture workers' experiences (77subjects), in terms of thoughts and representations, relationship between different members of the organization and those events linked to biological stressors. The results identify sources of organizational malaise, sensed at the level of discomfort, in the organization of work (dissatisfaction with one's own qualification), in the workplace (uncomfortable), in relation to leadership and representation of the boss (misunderstanding), the quality of relationships between colleagues (conflicts and disputes), and in the connection between work and family (difficulty in the management of children by women). The data show that, despite the constant applied academic attention to these issues and the actual improvement

of working conditions, there are still quite important sources of stress for a good part of workers. In practice, this translates into some issues, ranging from absenteeism to psychosomatic illnesses, from discomfort to malaise. Some trade associations have also joined this project, which are currently administering the questionnaire and the database is continuously updated. The construction and validation of this questionnaire on work-related stress, the development of awareness-raising activities and promotion of a safety culture in the workplace, not to mention the spread of results, represent the achievements and points from which to begin and find one's way to wellness.

EFFECTS OF PATIENTS' FREQUENCY OF ATTENDANCE ON GP EMOTIONAL EXPERIENCE AND WELL-BEING

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Abstract: Dealing with patients with high frequency of attendance to health care services have been identified as one of the main challenges in the sustainability of public health systems because they spent a considerable amount of resources. Despite of attending frequently to different medical specialties (more than 12 times per year) most of these patients perceived they are not receiving the attention their health demands. High attendance increases the professionals workload and patients' low satisfaction with the service delivered reduces professionals positive feedback. Generally it is assumed that delivering care for frequent attenders constitutes an additional source of strain for health professional. This study analysis if there is difference in the emotional experience of GP during the surgery depending on the level of attendance of the patient. It analyzes the difference in emotional exhaustion and emotional numbness too. A sample of 50 GP were asked to fill a questionnaire on after the surgery with different kinds of patients. Results showed that GPs emotional experience was more negative when the patient attends frequently. There were also higher levels of GP's emotional exhaustion and emotional numbness after the interaction with frequent attenders.

IS ATTACHMENT STYLE PROTECTIVE IN THE FACE OF HIGH EMOTIONAL LABOUR WORK ROLES?

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Abstract: A key issue related to the conference theme of a decent work and beyond is the notion of emotional labour. This study explores the interrelationship between emotional labour (EL), personality and attachment style (AS). Why so some people find emotional labouring at work intrinsically satisfying, whilst others find that it exacts a greater psychological cost in stress and burn out? The paper examines the relationship between AS and EL. The concept of emotional labour advanced by Hochschild (1983) has been repeatedly identified as a key dimension of work, especially in the service sector, though its importance in professional and semi professional roles has been increasingly studied. According to Hochschild, emotional labour is the display of socially desired feelings or conversely, the suppression of emotions- required by the job. Although usually conceived in terms of psychological costs, some studies have pointed to the positive benefits of some types of EL. AS, a psychological characteristic founded on early experiences of parenting by the individual, form the basis for an internal working model of self and others that can be either secure (others and self are perceived positively) or insecure (others or self are perceived negatively). The various styles of attachment have been linked to workplace resilience and leadership style, as well as being influential on perceptions and conduct of work and team relationships. The context for the study is those caring for older people, and shows that the socioemotional requirements of being a paid carer for older people are experienced differently depending on the individual's attachment style. Existing scales such as the ECR are used in the study. Possible practical applications of the research, particularly in ameliorating work place stress for those whose disposition may render them vulnerable is suggested. This is particularly important in the UK context where Health and safety Legislation has recently placed a greater focus and responsibility on employers and line managers in regard to preventing and dealing with workplace stress, and indeed to the conference theme, 'decent work and beyond'.

COMPARISON BETWEEN VICTIMS OF BULLYING IN ITALY AND IN GERMANY: THE POST TRAUMATIC EMBITTERMENT DISORDER (PTED)

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Abstract: Nearly every research showed that bullying can cause serious impairment in psychological functioning. Also often victims of bullying are classified and diagnosed as affected of Post Traumatic Stress Disorder

(PTSD). But if we are following the diagnostic criteria of the DSM IV TR in Bullying situations it can't be diagnosed because of the lack of being exposed to a life-threatening traumatic event. In the last years we used for this reason a further sub classification of adjustment disorder: the Post Traumatic Embitterment Disorder (PTED), introduced by Michael Linden. While in Post Traumatic Stress Disorder (PTSD) anxiety is the predominant emotion, in Post Traumatic Embitterment Disorder (PTED) it is embitterment. Also we can not find the specific causal connection between the trigger event and symptomatology in Post Traumatic Embitterment Disorder, like to the depression affect. Also we have no tendency to spontaneous remission in Post Traumatic Embitterment Disorder, like to the adjustment disorder. So the objective of this research was to use the criteria of the Post Traumatic Embitterment Disorder (PTED) comparing victims of bullying in Italy and in Germany. According to the fact that the Post Traumatic Embitterment Disorder (PTED) is a specific form of adjustment disorder, we tried to use the criteria for the victims of bullying. The instruments for this research have been a specific PTED- questionnaire and guided psychological interviews. The interviewed persons are all examined cases of bullying victims of the Associazione PRIMA in Italy and patients in Germany. We have 2 basically results: In reality nearly all bullying victims are affected to the Post Traumatic Embitterment Disorder (PTED), and we have no cultural difference of perception between german and Italian victims.

ROLE STRESS AND OVERALL LIFE SATISFACTION IN YOUNG WORKERS: THE MODERATING ROLE OF WORK CENTRALITY

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Abstract: The assumption that the work stress usually is related to a decrease in job satisfaction of workers has been demonstrated by a variety of studies; however the relationship that may exist between role stress and the overall life satisfaction in general has been less studied. The following research seeks, in a sample of 1.402 young Spanish workers aged between 16 and 30, the moderating role of absolute work centrality between role stress (role ambiguity, role conflict and role overload) and life satisfaction. The results show that role conflict and role ambiguity predict negative and significantly overall life satisfaction. On the other hand the absolute centrality predicts significantly and negative overall life satisfaction. As for interactions between role

overload and absolute work centrality it significantly and negatively predicts for overall life satisfaction and role ambiguity and absolute work centrality interaction also predicts life satisfaction. High role ambiguity and high absolute centrality of work decrease overall life satisfaction in the same way a high role overload with high absolute centrality of work decrease overall life satisfaction. The principal findings as well as theoretical and practical implications of this study are discussed.

PREVALENCE AND DIAGNOSIS OF BURNOUT AMONG BELGIAN POPULATION

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Abstract: Background: The past 35 years of research have established burnout as a complex construct. Burnout is usually considered as a prolonged response to chronic job stressors, and is defined by three dimensions: emotional exhaustion, depersonalization and a sense of reduced effectiveness. Due to various definitions and different instruments, little is known about the prevalence of burnout among the international and the Belgian population. However burnout is recognized as an important issue because of its represents considerable social and economic costs. Goals: The aim of this study was to estimate the prevalence of burnout among Belgian workers through burnout cases collected within the practices of general practitioners and occupational physicians. Methodology: The prevalence estimation was based on the clinical judgment of general practitioners and occupational physicians. Based on literature and focus-groups, a diagnostic form for health professionals was elaborated in order to help them in their diagnostic when they examine patients facing job problems. This diagnostic form was used by 178 general practitioners and 168 occupational physicians to collect burnout cases during three months. The database was also used to identify which symptoms and working characteristics were the most frequently related to burnout and to discriminate the early-onset stage cases (beginning of the process) and the more severe burnout cases. Results: 135,131 patients were examined during the collection time. Among them, 1089 burnout cases were identified. Overall, the prevalence of burnout was estimated at about 0,8 % of the Belgian population. The most frequent symptoms were

sleep disorders (61%), decreased energy (53%) and neurovegetative and functional complaints (52%). Workload (58%), time pressure (41%), organizational change (38%) and lack of social support (63%) are the working characteristics the most frequently related to burnout. Practical Implication: As restriction of job demands is difficult, it is important to provide job resources to workers to balance the negative impact of job demands on burnout. Furthermore in order to prevent burnout, it is essential to identify the beginning of the process. The diagnostic form can be an important assistance for health professionals in this regard and will be presented at the conference.

WORK-FAMILY INTERFACE AND BURNOUT IN TWO NORTH-WEST ITALIAN HOSPITALS

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Abstract: Introduction Care professionals are particularly exposed to the risk of burnout (Maslach, 1982). Among determinants of burnout, a very important role is played by job characteristics, which can be measured by using the Job Demand-Control (JDC) model (Karasek, 1979). This is, nevertheless, quite a simplistic model (Verhoven et al., 2003). To supplement it, also social support at work (Johnson & Hall, 1988) and patients expectations (Dormann & Zapf, 2004) can be considered. As evidenced by the European Agency for Safety and Health at Work (2007) also work-family interface (expressible by the complementary concepts of work-family conflict and enrichment; Lapierre & Allen, 2006; Rothbard, 2001) can be a risk for well-being at work. Thus, the aim of the study is to understand which elements influence the perception of burnout syndrome experienced by workers in two North-West Italian hospitals. Method The questionnaire, filled by 307 workers in the two hospitals, included scales measuring burnout (Emotional Exhaustion, Depersonalization, Personal Accomplishment; Maslach & Jackson, 1981) and possible determinants, such as Job Demand-Control-Support, exceeding patients expectations, work-family conflict and enrichment. The reliability of the scales is between .69 and .94. Data were analysed by PASW 18. After correlations, hierarchical regressions estimate influences on burnout. In the first step we set as determinants 'classical' work aspects, in the second step, we set work-family conflict and enrichment. Results Multiple regressions evidence that work characteristics have an influence on burnout factors: job demand and control, exceeding patients

expectations and support at work on Emotional Exhaustion; support at work and patients expectations on Depersonalization; job demand, control and support on Personal Accomplishment. The introduction of work-family conflict and enrichment as determinants, in the second step of the models, nevertheless, enhance the R-square for all dimensions of burnout. Conclusions If job characteristics in terms of demands (workload, patients expectations) and quality of relationship (perceived support), as expected, play a key-role in the perception of burnout, a critical matter is represented by work-family conflict and enrichment. Thus, sanitary organisations should focus their attention on the workers' work-family interface in order to sustain well-being at work.

BURNOUT SYNDROME IN UNIVERSITY PROFESSORS: THE DIFFERENTIAL ROLE OF WORK-FAMILY CONFLICT AND FAMILY-WORK CONFLICT

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Abstract: Scientific research has shown great interest in the problem of teacher's burnout, seeking to determine not only levels of burnout in these professionals but also the factors that contribute to its manifestation. This study focuses on the relationships between work-family and family-work conflicts and burnout. With a cross-sectional study and a sample of 226 university professors, we tested the contribution that both types of work-family conflicts (i.e., conflict of work with family/personal life and conflict of family/personal life with work) have in predicting burnout (i.e., emotional exhaustion, depersonalization and reduced personal accomplishment). Consolidated scales were used: Maslach Burnout Inventory (Maslach & Jackson, 1986) to measure the three dimensions of burnout syndrome and Sloan Work-Family Researchers Electronic Network (MacDermid, 2000) to evaluate the levels of work-family conflict and family-work conflict. Moreover participants reported age and number of hours worked per week. These demographics were used as control variables. We conducted hierarchical multiple regression analysis and concluded that both types of conflict significantly predicted levels of emotional exhaustion, and that only the conflict of family to work explains variance in depersonalization after controlling for demographics. Contrary to expectation, neither type of conflict revealed a significant impact on perceived levels of personal accomplishment. The conceptual and practical implications of these results are

analyzed and discussed. Indeed, these results can be understood taking into account the importance of paying attention to the source (work or personal life/family) in addressing the different dimensions of burnout (Halbesleben, 2006). When work to family conflict exists, emotional exhaustion is prevalent, and when family to work conflict emerges, depersonalization occurs. Therefore different strategies need to be implemented in order to enhance professional well being and reduce levels of burnout.

EXPLORING BURNOUT AMONG ESTONIAN TEACHERS AT THE END OF A SCHOOL-YEAR

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Abstract: The large majority of studies on burnout among teachers have employed the Maslach Burnout Inventory. The present study examined teacher's (n= 263) burnout with Copenhagen Burnout Inventory in domains of personal, work- and pupil-related burnout. Research result showed, that teachers experienced moderate level of burnout, with the pupil-related burnout being the lowest of the three domains ($F(2,522) = 44,20; p < .00001$). It was also discovered, that burnout profile differs according to gender ($F(2,522) = 6,28; p < .002$). For female teachers the highest average score was at personal and for male teachers at work-related burnout domain. Results indicate that prevention programs for female teachers should focus more at physical and psychological exhaustion. For male teachers the program should focus at exhaustion that is perceived to be related to work, especially at the lack of time for family and friends.

A POLISH VERSION OF THE MASLACH BURNOUT INVENTORY – GENERAL SCALE: FACTORIAL VALIDITY AND CONSISTENCY ACROSS OCCUPATIONAL GROUPS

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Abstract: This paper concerns the psychometric evaluation of the Polish version of a self-report questionnaire to measure burnout. Although the Maslach Burnout Inventory (MBI) is the most commonly employed measure of burnout, researchers have been troubled by some of its psychometric limitations. The aim of this study is to validate the Polish version of the MBI-GS (General Scale), and more specifically, to examine the MBI-GS factor structure in four occupational groups (both within the human services sector and elsewhere),

and to evaluate its reliability (internal consistency). In evaluating factorial validity, we carried out an explanatory analysis and a number of confirmatory analyses (using the total database and the four occupational groups). An additional aim was to explore the relationships between biographic characteristics (gender, age, work experience, employment level, and occupation) and burnout. The results of the confirmatory analyses show us that all three models fit the data almost acceptably, both in the total sample (N=998) and in the separate occupational groups, and that the fit of the three-factor solution appears to be somewhat better than that of the one- and two-factor solutions. When the initial model failed to fit the data well, we had to eliminate two items with weak reliability. The results then confirmed the factorial validity of the MBI-GS as expected, the MBI-GS consists of three scales that are moderately correlated. The present findings are also consistent with criticism of the three-component model of burnout: we identified exhaustion as the core element of burnout, and cynicism as perhaps a subsidiary dimension. We also address the shortcomings of the MBI-GS, and we discuss the implications of this study for practice - we suggest how to improve psychometrically the measurement of burnout, and we suggest some research directions that stem from our findings.

BURNOUT AND QUALITY OF CARE IN THE HEALTH SECTOR

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Abstract: Burnout has been widely studied in several different work contexts, as a prolonged response to chronic stressors on the job (Maslach, 1999). Indeed, more than a few studies have shown the presence of burnout syndrome among medical personnel and some underlie the hazards of burnout symptoms in health care, such as emotional distance and depersonalization toward patients or even medical error (e.g. Bakker, Schaufeli, Sixma, Bosveld & Dierendonck, 2000; Shanafelt, Bradley, Wipf & Back, 2002). The present study has three main objectives: to study the actual factors that may influence the emergence of burnout symptoms within the health care context from the perspective of the professionals; to understand what the main actors in the health context, professionals and patients, perceive as quality of care;

and exploring the possible overlapping of the two areas (burnout and quality of care) within the discourse of professionals by looking at the emergence of references to burnout symptoms or causes in the quality of care related speech and at the emergency of quality of care related reflections when thinking about burnout issues. We conducted 8 focus groups with 4 to 5 people each, on three topics: stress in the health professionals, quality of care from the patient's perspective and from the professionals' perspective. Most of the participants were recruited from one teaching hospital in Lisbon, Portugal, and the interview's guide was tested in a pilot phase with a sample from different health care providers. The data was analyzed using content analysis and Atlas.TI. A mixed process of coding was used, where some codes were defined a priori based on previous literature review and some of them emerged a posteriori from the process of analysis. To assure reliability of analysis, both inter-rater and intra-rater agreement were computed. The results are important for understanding the specific questions raised by a hospital setting that are crucial in promoting both the professionals health and well-being and also the patient's safety. Researchers ought to address this context in order to help promoting a safer environment for patients and to shape a work context that boosts motivated and enthusiastic professionals.

ASSOCIATIONS BETWEEN ORGANIZATIONAL CHARACTERISTICS, OCCUPATIONAL CHARACTERISTICS, AND EMOTIONAL EXHAUSTION IN BREAST CENTER EMPLOYEES: RESULTS FROM A MULTILEVEL REGRESSION ANALYSIS

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Abstract: Background: Studies in psychology and sociology have examined both the association between personality traits and emotional exhaustion and the association between workplace characteristics and emotional exhaustion. The aim of the present study is to integrate both predictor groups of emotional exhaustion and to investigate whether organizational and occupational characteristics persist as predictors of emotional exhaustion in breast center employees after accounting for personality traits. Methods: Data collection was still in process at the time this abstract was written. Multilevel regression analysis will be applied, combining two datasets: 1) survey data from an expected n =

2000 employees of breast center hospitals in the German state of North Rhine-Westphalia (data collection: October ? December 2010) and 2) data from a 2010 survey of key hospital informants (network coordinators, department heads, quality assurance managers and nursing managers) from all of the 91 North Rhine-Westphalian breast centers (completion date: October 2010). At the employee level sociodemographic data and data on personality traits are currently being collected. Data on emotional exhaustion are being obtained using the Maslach Burnout Inventory - HS. Data collected at the hospital level included number of patients, teaching status, organizational culture, and hospital ownership. Results: Of the 317 key hospital informants contacted, 232 completed and returned the questionnaires (response rate: 73.2%). We received at least one completed questionnaire from 87 of the 91 hospitals (95.6%). Initial results from the employee survey are expected in February 2011. Discussion / Practical relevance: At the time this abstract was written, the employee survey had not yet been completed.

BURNOUT-RELATED EEG CHANGES: OCCURRENCE IN HEALTHY SUBJECTS INDUCED BY A DEMANDING LEARNING TASK

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Abstract: Burnout is a very common and incapacitating occupation-related mental health problem. The current discussion of the topic includes increasingly the interplay of the associated cognitive factors and changes in the neurophysiological correlates of information processing, which might underlie a chronicity of the condition. A recent study has shown various EEG components in subjects diagnosed with Burnout Syndrome to be altered in comparison to healthy controls. Burnout patients showed a reduction in P300 response, Alpha peak frequency and beta power when compared to healthy controls. In our study, we investigate the changes of these parameters in healthy subjects during the course of an exhaustive learning task over the course of several hours. We hypothesized that only a combination of increased Emotional Exhaustion and Mental Fatigue together with a low subjective feeling of Personal accomplishment will lead to the pattern changes in EEG parameters that have been found in

Burnout patients. Relevant parameters such as task related Mental Effort, Mental Fatigue, Emotional Exhaustion, Personal Accomplishment and performance were either monitored continuously or on several occasions in the course of the task. EEG was measured at three periods during task execution in order to measure baseline band power changes over time. Intermittently, an auditory oddball task was implemented to detect changes in amplitude and latency of the P300 ERP component. Preliminary results support these hypotheses, albeit final results will be presented on the conference itself. We aim to demonstrate that the neurophysiological changes that have been identified as being characteristic for Burnout can be reproduced in the course of a few hours in healthy subjects. More insight in the mechanisms that mediate the influence of stressors on changes in brain function might render valuable insights into how these changes can become permanent in Burnout patients.

PERSON – JOB INCONGRUENCE AND DIMENSIONS OF BURNOUT AMONG MEDICAL PROFESSIONALS

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Abstract: A significant number of empirical research has identified a number of variables important in the development of burnout. There is a relationship between the exhaustion and cynicism dimensions of burnout and the corresponding consistency and stability of burnout and engagement patterns (Maslach & Leiter, 2008). People with consistent patterns (burnout, engagement) would be more stable in their experience and would show less change over time, while those with inconsistent, early warning patterns (exhaustion or cynicism only) would show more change. Given the relationship between burnout and the work-life factors as workload, fairness, control, etc., the direction of change is highly influenced by the person-job congruence/incongruence in one of these worklife factors. The objectives of the present study are: 1) to identify and compare the patterns of burnout among medical professionals practicing in private and public settings; 2) to compare the burnout dimensions and factors of worklife among medical professionals from these two settings; 3) to identify if incongruities between person and job in each of the six areas of worklife are correlated with burnout. Method: 427 medical professionals from private and public settings from Cluj-Napoca were investigated for burnout with Maslach

Burnout Inventory - Human Services Survey (MBI-HSS) and for the person-job congruence/incongruence with Areas of Worklife Survey (AWS). Results: Consistent patterns of burnout and engagement are more frequent than inconsistent patterns, but no differences were identified between the two categories of medical settings. However there have been identified differences in the type of person-job incongruities in areas of worklife between medical professionals from public and private settings. Incongruities in areas of worklife are significantly correlated with burnout in medical professionals on the factors workload and values. Practical relevance: The implications of these results are discussed in terms of identifying early signs of burnout and designing intervention programs to reduce it.

Interactive Poster: Health and Interventions

Main topic area: Health and Interventions

Location: Expo (11:30-12:30)

RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL JUSTICE AND WORK PLACE VIOLENCE INTENTION AMONG STEEL INDUSTRY EMPLOYEES

Mehdad, A., *Islamic Azad University Khorasan Branch, Esfahan, Iran*; Tabakh Eshghi, Y., *Islamic Azad University Khorasan Branch, Esfahan, Iran*; Mehdizadegan, I., *Islamic Azad University Khorasan Branch, Esfahan, Iran*

Abstract: The purpose of this research was to study the relationship between perceived organizational justice and work place violence intention among one of the steel industries employees in Esfahan province of Iran. Three hundred and twenty subjects from production line workers were selected via random selection participated in this research. This research is a correlation study and a set of questionnaires consisting of organizational justice with 18 questions including of distributive justice with 5 items developed by Niehof and Moorman (1993), procedural justice with 7 items developed by Moorman (1991) and relational justice with 6 items which developed by Moorman (1991) and second one for measuring of work place violence intention with 23 questions, which developed by researchers. In this study Cronbach's Alpha coefficients of distributive justice, procedural justice, and relational justice were 0.86, 0.86, and 0.91 respectively, and for work place violence intention questionnaire was 0.96. Data analyzed with use of Pearson's correlation coefficient, simultaneous and stepwise regression analysis. The analysis data

showed that there are relationship between perceived organizational justice ,sand related dimensiondistributive, procedural and relational justice with work place violence intention ($P < 0.01$). The results of simultaneous regression analysis showed that: relational justice significantly accounted for 8/6 of the variance in workplace violence intention ($\beta = -0.263$, $F = 4.179$, $P < 0.01$). Also, the results of analysis of variances indicated that, there are significance differences between workplace violence intention between married and single employees. There aren't significance differences between workplace violence intention between low educated and high educated employees and there aren't significance differences between workplace violence intention between young and adult employees.

SEXUAL INTIMIDATION AT THE WORKPLACE AND THE MODERATION OF PERSONALITY TRAITS ON PHYSICAL AND MENTAL HEALTH

Pouwelse, M., *Open University of the Netherlands, Breda, The Netherlands*; Uijtdeuwilgen, L., *Open University of The Netherlands, Breda, The Netherlands*; Stevelmans, I., *University of Haifa, Haifa, Israel*

Abstract: In this cross sectional survey, building on the Michigan Stress model, the influence of personality traits on the relationship between sexual intimidation in the workplace and physical health and / or depressive symptoms has been examined. Hypothesized was that employees who report more sexual intimidation will report more health and depressive symptoms (H1 and H2) and that personality traits moderate the relationship between sexual intimidation and physical health and / or depressive symptoms (H3). The sample consisted of employees obtained from TNT ($N = 288$) and staff from four municipalities ($N = 175$). The response rate was 27%. The data has been collected with a self-report questionnaire that mainly consisted of validated and reliable scales (VOEG, BDI, NEO-FFI, Spanningsmeter (Stress indicator) and SEQ). Hierarchical regression analyses were used to analyze the data and examine the hypotheses. The results show that 34% of the employees have suffered at least one of the forms of sexual intimidation. Findings confirmed H1, but not H2. There is also moderation of personality trait Type A behavior, but not of extraversion and neuroticism, on the relationship between sexual harassment and physical health complaints. Contrary to the prediction in hypothesis 3 in case of depressive symptoms as dependent variable there is no interaction effect. There is a strong direct relation between neuroticism and depressive symptoms. Our conclusion is that our findings support mostly our hypotheses about

the relation between reported sexual intimidation at the workplace and experienced health but not about the relation with reported depressive symptoms. At least one personality trait, Type A behavior, moderates the relationship between sexual harassment and health complaints. It is recommended to conduct further research into the influence of personality traits on sexual intimidation and to develop effective interventions to predict sexual intimidation. Important is not only to concentrate upon the individuals (perpetrators, targets and bystanders) with interventions as conflict management and deescalating and coping strategies, but also upon the culture of the organizations, given the reluctance of the approached public organizations to join this survey, even if they had an official anti-intimidation policy.

PUPILS' SCHOOL SATISFACTION AS PREDICTOR OF TEACHERS' SICKNESS ABSENCE: A PROSPECTIVE COHORT STUDY

Ervasti, J., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Background: Although health is an important determinant of sickness absence, social relationships at the workplace may also affect absence levels. This study examined the extent to which pupils' self-assessed satisfaction with school was predictive of teachers' sick leaves in Finnish lower secondary schools. In an international comparison, although the Finnish school system has been a success in academic comparisons, Finnish 15-year-olds were amongst those who most disliked school. Methods: School satisfaction was measured by a survey of 17 033 pupils aged 14 to 16 (the School Health Promotion Study) and aggregated to school-level ($n = 90$ schools). These school-level data were then linked to sickness absence records for 2364 teachers in the survey year and the following year. For sickness absence longer than nine days, diagnoses were obtained from national health registers. Results: Multilevel Poisson and logistic regression models adjusted for relevant baseline covariates showed a rate ratio of 1.2 (95% confidence interval 1.0-1.5) for long-term (> 3 days) sickness absence among teachers working in schools with average and most dissatisfied pupils when compared with teachers of the most satisfied pupils. Diagnosis-specific analysis suggested a particularly strong association with psychiatric sickness absence among teachers (OR 1.9, 95% CI: 1.1-3.2), and more specifically, neurotic and stress-related disorders (OR 2.6, 95% CI: 1.2-5.9). Pupils' school satisfaction was not associated with teachers' self-certified sickness absence episodes (1-3 days). Conclusions: These data

suggest a link between social relationships at school, as expressed by pupils' school satisfaction, and teachers' health, especially with regard to long-term sickness absence due to mental health problems. Relevance to practice: The findings imply that attention should be paid in policies improving pupils' school satisfaction because they probably would not only benefit the pupils but would also improve teachers' health. Mental health problems among teachers may lead to a vicious circle at school, in turn affecting pupils' satisfaction, academic achievement and health.

WORK-RELATED STRESS SURVEY: THE CASE OF ITALIAN PUBLIC TRANSPORT

Scatolini, E., *University of Florence, Bologna, Italy*; Gattai, A., *University of Florence, Bologna, Italy*; Marocci, G., *University of Florence, Florence, Italy*

Abstract: Introduction This work pertains to the studies concerning the detection of psychosocial risks in the workplace. The recent European and Italian legislation (Directive 89/391, framework agreement of 10.8.2004 and D. Lgs. 81/08) on Work Health and Safety offers some interesting considerations regarding the psychosociological approaches to workers' health and allows us to rethink the practices of intervention in Organizations. The innovations introduced by the previous regulations substantially aimed to assign greater responsibility to the operators in charge of security (RSPP (Health & Safety Manager), RLS (Health and Safety Representatives), Occupational Physician, etc). This new law, instead, deals with Work Health and Safety in accordance with the logic of primary prevention, promoting the development of a safety culture. Recent researches have shown that several organizational factors affect workers' safety and health, and that it is necessary to tackle the topic of work security through a multidimensional and interdisciplinary approach, taking into account classical psychological organizational constructs such as organizational climate, internal communication, leadership styles, team working, workloads, quality of the work environment, etc. Method The methodology employed involves the use of both quali-quantitative instruments such as an ad hoc built questionnaire assessing organizational well-being and focus group interviews on the topics of work security and work-related stress. Results About 2000 questionnaires were administered in seven urban Public Transport Companies. The study did identify the organizational dimensions involved in the work-related stress survey useful in order to draft a set of guidelines for organizational interventions aimed at protecting

Work Health and Safety in these environments. Conclusions For Organizations protecting workers' health and safety is a duty that goes beyond the compliance with legal requirements. A participated intervention may facilitate the transition from the culture of mere duties performances to one of promotion and dissemination of safety culture.

WORK SKILLS IN GRADUATE OCCUPATIONS

Okay, B., *University of Strathclyde, Glasgow, UK*; Scholarios, D., *University of Strathclyde, Glasgow, UK*

Abstract: Introduction The 'infection control nurse', in Italian 'Infermiere addetto al controllo delle infezioni' (ICI), is a specific professional profile that in Italy have been defined with a specific law in 1985. As a specialization of nurses it exists till 1955 in other nation. The development of the professional profile has been not linear and differentiated in the different area of the nation. During the year 2009-2010 a national project has been conducted to identify the characteristics of this profession, the source of satisfaction of people employed and their perceived professional needs. Method In this communication we present the analysis of 17 focus groups that have been conducted with the ICI of different regions of Italy (nearly one in each region). Focus groups have been literally transcribed and analyzed using a quail quantitative content approach (Teddlie e Tashakkori, 2009). The analyses have been conducted separately with the support of two software T-Lab and Atlas.ti and the results have been compared then the processes have done a second time to validate each analysis using the other technique. The aim was to augment the strength of conclusion maintaining the text richness, during the presentation this topic will be explored deeply. First results The 'infection control nurse' is identified for its competencies on prevention, control and care of infection. Most of the subjects speak about a work that need competencies differentiated and connected with activities that involve managerial dimension and clinical work. Conclusions Our analysis shows that nowadays ICIs have a liminal profile, close to the idea of Tempest and Starkey (2004). Their work is partly inside and part outside of the organization and their identity is different from the administrative peoples and from the other nurses too. This shows some analogies with a growing number of profiles of worker in different field. Tempest, S. & Starkey, K. (2004). The Effects of Liminality on Individual and Organisational Learning. *Organisational Studies*. vol. 25. no. 4. pp. 507-527. Teddlie, C. e Tashakkori, A. (2009). Foundations of mixed methods research :

integrating quantitative and qualitative approaches in the social and behavioral sciences. Thousand Oaks : Sage.

EVIDENCES ON THE RELATIONSHIP BETWEEN THE HSE INDICATOR TOOL AND STRESS-RELATED WORK OUTCOMES IN THE ITALIAN CONTEXT

Toderi, S., *University of Bologna, Bologna, Italy*; Sarchielli, G., *University of Bologna, Bologna, Italy*; Tovoli, D., *AUSL, Bologna, Italy*; Perna, A., *AUSL, Bologna, Italy*

Abstract: The Management Standards approach developed by the UK Health & Safety Executive is an interesting method aimed to help firms to reduce work stress, but little empirical research is available about the relationship between the Management Standards and stress-related work outcomes. Kerr et al. (2009) highlighted this issue and provided first positive evidences in this way, considering job satisfaction, wellbeing and errors/near misses. The aim of this study is to provide further support to this relationship in two ways, considering: a) additional outcomes; and b) a different context (Italy). The Italian version of the Indicator Tool (Toderi et al., In Press) was administered to 191 employees of a National Health Service center in Italy, measuring also wellbeing, emotional dissonance, sleep problems and psychosomatic symptoms. After controlling for gender and age, regression analysis show that wellbeing (anxiety - depression) and sleep problems are all predicted by Management Standards. Anxiety is predicted by demands ($B = .25$; $p = .002$) and depression by control ($B = -.30$; $p < .001$); sleep problems are predicted by demands ($B = .22$; $p < .008$) and coworker support ($B = -.20$; $p < .027$). Furthermore, several management Standards are related to different psychosomatic symptoms declared by employees. These results confirm and extend previous findings of Kerr et al. (2009). However, important differences with the previous study emerge considering the pattern of relation between Management Standards and stress-related work outcomes. These differences underline the importance of considering the contextual factors in the work stress evaluation. Overall, results support the use of the Management Standards approach by firms, aimed to identify psychosocial factors that have to be improved in a continue development of a non stressing environment. References Kerr R, McHugh M, & McCrory M. (2009). HSE Management Standards and stress-related work outcomes. *Occupational Medicine*, 59, 574-9. Toderi, S., Broccoli, M., Sarchielli, G. e Mancini, G. (In Press). I Management Standards per

la gestione dei rischi psicosociali e prima validazione italiana dell'Indicator Tool. *Risorsa Uomo*

ORGANISATIONAL MOBING PREVENTION MECHANISMS IN VIEW OF THE POLISH ANTI-MOBING LEGISLATION

Durniat, K., *University of Wroclaw, Wroclaw, Poland*

Abstract: The presentation is based on the authors latest research (2010, N=260) on diagnosing the presence and effectiveness of organisational mobbing prevention mechanisms in the Polish workplace. Poland in one of the few countries in Europe which has an anti mobbing legislation (since January 2004). In view of that Polish legislation it is the employer who is responsible for mobbing occurrence in the workplace. Thus it seems the employers and employees should be well aware of the mobbing phenomenon, as well as should develop effective prevention strategies and mobbing coping organisational mechanisms. The author of the study, who has already had a long experience in mobbing researching and diagnosing (work in the Polish anti-mobbing society; construction of the psychometrical tool for mobbing diagnosing; two vast research projects on the occurrence, character, socio-organisational mobbing factors and mobbing consequences) in her present study explores the range and effectiveness of anti-mobbing organisational mechanisms and intervention practices. Sample: N=260 - heterogeneous in terms of the controlled demographic variables (sex, education, work position, work experience, sector and branch of employment, etc). The data was collected from employees of various organisations, working in Wroclaw (which is the fourth biggest city in Poland). The respondents were examined individually and in groups, always in the presence of a psychologist and always outside the workplace. The participation in the study was voluntary and anonymous. Tools: The original, validated SDM questionnaire for mobbing diagnosing accompanied by questions concerning organisational mobbing prevention mechanisms, interventions practices and their effectiveness. The SDM Questionnaire consists of 2 scales: Scale of mobbing behaviours (43 items) and a Scale of victims feeling and interpretations (21 items). The scale of mobbing behaviours (result of factor analysis) is build of three subscales with a Cronbacha of 0.927, 0.932 and 0.803. Results: The author diagnosis the level of awareness of mobbing , along with the range organisational anti-mobbing mechanism and practices, relating them to the mobbing prevalence. She also discusses the limitations of the content and

execution of Polish anti-mobbing law and tries to indicate some practical suggestions for combating workplace bullying on the level of organisation.

COMPETENCIES EVALUATION: A QUALITATIVE APPROACH FOR A RISING NURSE'S PROFILE.

Crescentini, A., *SUPSI, Locarno, Switzerland*; Scatolini, E., *Universita Statale, Firenze, Italy*

Abstract: Introduction The 'infection control nurse', in Italian 'Infermiere addetto al controllo delle infezioni' (ICI), is a specific professional profile that in Italy have been defined with a specific law in 1985. As a specialization of nurses it exists till 1955 in other nation. The development of the professional profile has been not linear and differentiated in the different area of the nation. During the year 2009-2010 a national project has been conducted to identify the characteristics of this profession, the source of satisfaction of people employed and their perceived professional needs. Method In this communication we present the analysis of 17 focus groups that have been conducted with the ICI of different regions of Italy (nearly one in each region). Focus groups have been literally transcribed and analyzed using a quail quantitative content approach (Teddlie e Tashakkori, 2009). The analyses have been conducted separately with the support of two software T-Lab and Atlas.ti and the results have been compared then the processes have done a second time to validate each analysis using the other technique. The aim was to augment the strength of conclusion maintaining the text richness, during the presentation this topic will be explored deeply. First results The 'infection control nurse' is identified for its competencies on prevention, control and care of infection. Most of the subjects speak about a work that need competencies differentiated and connected with activities that involve managerial dimension and clinical work. Conclusions Our analysis shows that nowadays ICIs have a liminal profile, close to the idea of Tempest and Starkey (2004). Their work is partly inside and part outside of the organization and their identity is different from the administrative peoples and from the other nurses too. This shows some analogies with a growing number of profiles of worker in different field. Tempest, S. & Starkey, K. (2004). The Effects of Liminality on Individual and Organisational Learning. *Organisational Studies*. vol. 25. no. 4. pp. 507-527. Teddlie, C. e Tashakkori, A. (2009). *Foundations of mixed methods research : integrating quantitative and qualitative approaches in the social and behavioral sciences*. Thousand Oaks : Sage.

11:30-12:45

Symposium: Understanding the complex effects of conflict at work: The importance of conflict management

Main topic area: Leadership and Management

Location: 0.1 London (11:30-12:45)

Chair: Rispens, S., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Understanding the complex effects of conflict at work: The importance of conflict management Conflict is a pervasive and inevitable phenomenon within organizations. Conflict, in general, is defined as perceived incompatibilities between two or more parties –individuals, teams, or organizations. Past empirical research has shown that conflict can have destructive effects, for example decreasing performance, satisfaction, and well-being. Some studies, however, demonstrated that under certain conditions conflict may enhance productivity and performance. This debate - whether conflict can have positive consequences or not - still continues in the literature. Research suggested that how conflicts are managed or coped with can have diverse consequences ranging from escalation to resolution. However, there are still several unanswered questions about the role of conflict management styles or strategies. Aim of this symposium is to bring together innovative research on conflict management in order to unravel the complex effects conflicts have for individual, team, and organizational functioning and performance. This symposium includes four studies that together cover conflict management at the individual, team, and organizational level of analysis. The study of Benitez et al. investigates the moderating role of team conflict management styles on the link between relationship conflicts and emotional exhaustion in service organizations. Benitez et al. found a positive association between relationship conflicts in teams and team-level emotional exhaustion. Moreover, avoiding and integrating conflict management strategies buffered the positive link between relationship conflict and emotional exhaustion, while a compromising management style increases the association between relationship conflict and emotional exhaustion. Dijkstra and Beersma examined the relationship between perceptions of leader conflict management strategies, interactional justice, and one specific type of employee behavior: gossip. They tested their hypotheses on data collected among police officers, and the results

showed leader avoiding and forcing conflict management strategies were negatively related to interactional justice. Yielding and problem solving were positively related to interactional justice. Interactional justice, in turn, was found to be negatively related to negative gossip behavior and positively to positive gossip behavior. Finally, Dijkstra and Beersma demonstrated interactional justice partly mediated the relationship between avoiding and forcing and negative gossip behavior, and fully mediated the relationship between yielding and problem solving and positive gossip behavior. Rispens and Demerouti's diary study showed the buffering effect of psychological conflict detachment – the cognitive ability of an employee to detach oneself from the conflict- on the relationship between conflict and individual performance and well-being. Euwema will present three lines of current research. First, demonstrating the antecedents and effects of informal peacemaking of coworkers in teams in schools. Second, a study among managers and service workers showed the relevance of different third party conflict management behaviors by managers. Furthermore, Euwema will address conflict management at the system level of organizations. Good practices of different organizations in which conflict professionals worked aligned with management will be presented to demonstrate how to promote a conflict positive organization. The general conclusion of this symposium is that conflict management is an important factor influencing how people are affected by conflicts at work. Furthermore, these four presentations highlight new developments in the study of conflict management.

MANAGING RELATIONSHIP CONFLICT AND EMOTIONAL EXHAUSTION AT WORK IN SERVICE ORGANIZATIONS

Benitez, M., *University of Seville, Seville, Spain*; Medina, F.J., *University of Seville, Seville, Spain*; Munduate, L., *University of Seville, Spain*

Abstract: This study analyzes the link between relationship conflict and emotional exhaustion at work, exploring the moderating role of conflict management styles. We study which specific conflict management styles (avoiding, integrating and compromising) reduce or increase the link between relationship conflict and emotional exhaustion at the work-unit level. Hypotheses are tested by tracking 91 work-units (398 employees) from 42 hotels and restaurants in southern Spain. Results revealed that; a) relationship conflict is positively related to work-unit emotional exhaustion; b) this relationship depends, in part, upon how work-unit members handle the relationship conflict. That

is, avoiding and integrating conflict management styles buffered the link between relationship conflict and emotional exhaustion, while compromising increased this positive link. Thus, this study supports the idea that, at work-unit level, integrating and avoiding conflict management styles are effective in preventing emotional exhaustion at work while compromising is prejudicial in service contexts.

ORGANIZING CONFLICT MANAGEMENT AND INFORMAL THIRD PARTIES AT WORK

Euwema, M.C., *Leuven University, Leuven, Belgium*

Abstract: Conflict management too often is limited to the direct interaction of conflicting parties at work, and the detrimental effects of these conflicts for relations, productivity and wellbeing at work. Conflict management is essential to counter these negative effects, and make conflicts productive for working relations and innovations. Current work design and work force developments require evermore competencies in conflict management, at all levels in the organization. Employees should be able to deal with their diverging needs, ideas and interests. In three different studies we explored elements of conflict management. First, the antecedents and effects of informal peacemaking of coworkers in teams. This study among 180 teachers in Belgium secondary schools shows relations between personality characteristics, conflict styles and informal peacemaking. Secondly, a study among 40 Dutch managers and 200 service workers, shows the relevance of different 3d party roles of managers, and the detrimental effect of forcing interventions by these managers. Thirdly, two separate studies in a large ministry in the Netherlands shows the needs for active conflict management. Employees were not satisfied over the conflict management by supervisors and HR professionals. In addition, a survey among 800 line managers and 160 human resource managers shows a strong need for proactive policies, advice and support structures in the organization. The presentation concludes with good practices in conflict management systems, and the promotion of peacemaking behavior by co-workers and supervisors, and presents lessons learned for the implementation of such systems.

HOW LEADERS' CONFLICT MANAGEMENT TRIGGERS GOSSIP: THE MEDIATING ROLE OF INTERACTIONAL JUSTICE.

Dijkstra, M.T.M., *VU University, Amsterdam, The Netherlands*; Beersma, B., *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: Interpersonal conflict at work is between two or more persons, as is embedded in the term. Thus, during conflict, individuals react to each other emotionally and behaviorally. However, the vast majority of studies on workplace conflict has concentrated on the effects of a particular individual's conflict management strategies on that same individual, thus ignoring the interpersonal nature of conflict. The current study takes a different approach, and examines the relationship between perceived leader conflict management strategies and employee behavior. We focus in particular on employees' gossip behavior, defined as the exchange of information with evaluative content about absent third parties (Foster, 2004). Within organizations managers spend 20 % of their time handling conflicts (Thomas, 1992). Moreover, researchers have estimated that people spend up to 90 percent of their conversations gossiping (Dunbar, Duncan, & Mariott, 1997; Emler, 1994). So apart from the important consequences that conflict management and gossip may have for primary organizational processes, the amount of valuable time spent on these activities alone already calls for a thorough understanding of the relationships between workplace conflict management and gossip. We propose that leaders' conflict management strategies are related to employees' perceptions of interactional justice; employees perceive more interactional justice when managers engage in conflict management strategies that reflect a high concern for the other party (i.e. integrating and yielding) than when they engage in conflict management strategies that reflect a low concern for the other party (i.e. forcing and avoiding). In turn, we expect perceived interactional justice to be related to the frequency and nature of gossip behavior. Survey respondents were 97 employees of the Amsterdam-Amstelland police force. Results revealed that leaders' avoiding and forcing behavior were negatively related to perceived interactional justice, whereas leaders' yielding and integrating behavior were positively related to perceived interactional justice. Furthermore, interactional justice was negatively related to negative gossip behavior and positively to positive gossip whereas interactional justice fully mediated the relationship between all leader conflict management strategies and negative employee gossip. Finally, Interactional justice partly mediated the relationship between leaders' forcing and integrating behavior and positive employee gossip and fully mediated the relationship between leaders' avoiding and yielding behavior and positive employee gossip.

COPING WITH CONFLICT: A DIARY STUDY ON THE MODERATING ROLE OF PSYCHOLOGICAL DETACHMENT

Rispens, S., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: This study examines the link between task and relationship conflicts at work and individual performance and well-being, exploring the role of individual conflict management strategy. Specifically, we studied whether psychological conflict detachment - the cognitive ability of individuals to actively distance themselves from conflict- moderates the relationship between experienced conflict and outcomes such as performance and well-being. Sixty-four employees completed a diary study over 5 consecutive workdays. Data were analyzed with hierarchical linear modelling and the results revealed that psychological conflict detachment is an important moderator buffering the negative effects of conflict. Psychological conflict detachment buffered the negative relationship between relationship conflict and in-role performance, such that a stronger unfavorable effect of conflict on in-role performance was found for those who were unable to detach themselves from the conflict. We found similar interaction effects regarding the conflict-aftermath feeling of sadness and the level of conflict resolution. Regarding task conflict, we found that employees who were able to detach from the conflict, experienced less exhaustion and more conflict resolution. Thus, cognitively detaching oneself from the conflict seems to be a very fruitful strategy for individual employees. Theoretical and practical implications of these findings are discussed.

Presentations: Performance: Measurement and Theory

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (11:30-12:45)

Chair: Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*

FLUCTUATIONS OF PERFORMANCE OVER TIME: EVIDENCE FROM PROFESSIONAL BASKETBALL

Ramos, P.J., *University of Oviedo, Oviedo, Spain*; Navarro, J., *University of Barcelona, Barcelona, Spain*; Garcia-Izquierdo, A.L., *University of Oviedo, Oviedo, Spain*

Abstract: In the last years a growing interest in the relationship between time and organizational behaviour is developed. In job performance topic, the research about how it fluctuates across the time is called “dynamic criteria”, and research proved that performance is more unstable than we thought some years ago, but is also predictable in some degree. In this communication we contribute to the study of dynamic criteria in two ways: first, we identify if job performance describes any pattern in their fluctuations over time; and second, we compare the fluctuations at individual and team levels. To do this we use the theory of nonlinear dynamical systems (NLDS), which is developed to study dynamical phenomena without any assumption about their evolution over time (linear, nonlinear, non-deterministic, etc.), and that is scarcely used in I/O Psychology until now. In the present study we analyze the performance of 94 professional basketball players and 23 teams with analytic techniques derived from the NLDS. These techniques (maximal Lyapunov exponents, recurrence plots, and surrogate data testing) allow distinguish between deterministic and non-deterministic patterns. The job performance measure was a composite criterion based on individual and team stats of each match. Results reveal that 88.30% players and 100.00% teams have deterministic patterns, and that are low-dimensional chaos pattern in the most cases (81.92% in players and 65.22% in teams). The conclusions of our study are the following: first, as previous literature states, job performance show fluctuations across time. Second, in most cases these fluctuations have chaotic deterministic patterns (i.e. are predictable, at least in the short-term). Third, based on the comparison between individual and team data, we find evidence about how order emerges from instability, but further research is needed about this question. Talking about implications and further research, we stress the convenience of use NLDS techniques when phenomena under study show high fluctuations. Lastly, as practical implication, we strongly recommend the use of repeated measures to assess performance, and the need to acknowledge the instability is inherent in teams, avoiding attempts to control the team and trying, by contrast, to manage uncertainty.

CONCEPTUAL FRAMEWORKS OF INDIVIDUAL WORK PERFORMANCE - A SYSTEMATIC REVIEW

Koopmans, L., *TNO & VU University medical center, Leiden, The Netherlands*; Bernaards, C., *TNO, Leiden, The Netherlands*; Hildebrandt, V., *TNO, Leiden, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*; Vet, H. de, *VU University Medical Center, Amsterdam, The Netherlands*; Beek,

A. van der, *VU University Medical Center, Amsterdam, The Netherlands*

Abstract: Objective Many studies in the occupational setting incorporate individual work performance as a relevant outcome measure. However, despite its importance, there is no consensus on how individual work performance should be conceptualised and operationalised. Aim of the current review was twofold: 1) identifying conceptual frameworks of individual work performance, and 2) integrating these in order to reach one comprehensive conceptual framework of individual work performance. Methods A systematic review was conducted in medical, psychological and management databases. Studies were selected independently by two researchers based on title and abstract, and if needed, full text. Studies were included when they presented a framework describing the construct of individual work performance. Results This review included 58 studies. 36 Studies presented an original conceptual framework of individual work performance. The remaining 22 studies did not present a new framework, but referred to an original framework. 16 Generic frameworks (applying to individual work performance across occupations) and 20 job-specific frameworks (applying to individual work performance in a specific occupation) were identified. Based on the individual work performance dimensions identified in these frameworks, three main dimensions were distinguished which should be included in an integrated conceptual framework: task performance, contextual performance, and counterproductive work behavior. Additionally, adaptive performance appeared to be a relatively new and relevant dimension that should also be included in such a framework. Conclusion Based on the literature, it was possible to develop an integrated, comprehensive conceptual framework of individual work performance, consisting of four separate dimensions. This contribution is practically relevant because it presents a framework that can serve as a theoretical basis for future research and practice. Empirical support for and practical relevance of the framework should be determined. An important next step is developing a measurement instrument based on this framework.

SELF-EVALUATION OF JOB PERFORMANCE: THE OVERPOWERING EFFECT OF SOCIAL COMPARISON

Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*

Abstract: In our achieving society, excellence and success are often defined in terms of an individual's achievement relative to others, as exemplified by prizes, bonuses, and honors. Accordingly, employees routinely

evaluate their job performances by comparing themselves with others, that is, through social comparison. They may also evaluate their own job performances by focusing on their past selves, that is, through temporal comparison. Because interpersonal and intrapersonal comparison standards tend to evoke negative and positive response patterns, respectively, it is interesting and important to examine the strength of social comparison versus temporal comparison. Remarkably, however, the relative impacts of these comparison standards on self-ratings of job performance have been neglected in psychological science. For example, how do employees rate their own job performances when they learn that they clearly improved their own job performance, but nevertheless performed worse than their colleagues? The present research was conducted to address this issue at the workplace and in laboratory settings. In four studies, individuals were asked how they evaluated their own performances. In Study 1, call center agents indicated that the main reason for negative self-ratings of their job performances was performing worse than their colleagues; the primary reason for positive self-ratings was performing better than their colleagues. In contrast, temporal comparisons were not associated with self-ratings. To determine whether it was the comparison standard that led to differences in self-ratings, comparison information was experimentally manipulated in three subsequent laboratory studies. These studies revealed that when combined with interpersonal standards, intrapersonal standards tend to be neglected (Study 2), even in a context in which the importance of temporal comparison is strongly emphasized (Study 3). Only in the total absence of social comparison information, self-ratings of performance were determined using temporal comparison (Study 4). Self-evaluation based on interpersonal standards tends to disrupt concentration and elicit uncertainty, self-doubt, and anxiety. In contrast, intrapersonal standards direct individuals' monitoring processes to task-related cues and improve their perceptions of control over achievement outcomes. Therefore, practitioners should emphasize intrapersonal standards as a counterpoise against the power of social comparison.

EMPLOYEE – LEADERSHIP REGULATORY FIT. HOW FIT IN DUAL FOCUS LEADERSHIP AND DUAL FOCUS EMPLOYEES LEADS TO BETTER WORK PERFORMANCE

Beudeker, D.A., *Leiden University / TNO, Leiden, The Netherlands*; Ellemers, N., *Leiden University, Leiden, The Netherlands*; Blonk, R., *TNO, Quality of*

Life, Hoofddorp, The Netherlands; Rink, F., *Groningen University, Groningen, The Netherlands*

Abstract: Goal We examine whether a regulatory fit between leaders and subordinates in the public sector influences the work performance of subordinates. Previous research shows that fit between the regulatory focus of a leader and a subordinate can increase individual performance (Stam, Van Knippenberg & Wisse, 2010). At the same time, recent findings show that within the public sector specifically, employees who have a dual focus (employees who switch focus if this is required by a task) function more effectively than employees who use one focus across different task situations (Beudeker, Ellemers, Blonk & Rink, 2010). In this study, we will examine whether leaders in the public sector acknowledge this dual focused nature of the work and adjust their leadership style accordingly. **Hypotheses** We expect leaders with a dual focus to have a better fit with employees. Employees will then recognize that their leaders consider both foci to be important. Consequently, we expect that a fit in dual focus between leaders and subordinates will enhance the employees' work performance. **Method and results** Questionnaires were distributed among 80 subordinates in a Dutch public service organization. Subordinates rated both themselves and their leaders on regulatory focus. Dependent variables were 1) innovative work behavior and 2) work satisfaction of the subordinates. Additionally, we obtained objective performance score cards for each employee (rated by their leaders). Preliminary results show that subordinates with a dual focus report more innovative work behavior and work satisfaction and objectively performed better when their leader also had a dual focus than (1) subordinates who did not have a regulatory fit with their leader, and (2) subordinates who had a fit with their leader, but in one focus only. **Conclusion** We conclude that public sector employees perform best at their job when their own, as well as the focus of their leader entails both a prevention- and a promotion oriented nature. **Practical relevance** This research shows that by leaders adapting a dual focus, employees' performance in the public sector can be optimized.

Symposium: Multiteam systems processes and effectiveness: A new era for teams research

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (11:30-12:45)

Chairs: Rico, R., *Universidad Autónoma de Madrid, Madrid, Spain*; DeChurch, L., *University of Central Florida, Orlando, USA*

Abstract: Tremendous progress has been made in understanding the drivers of team performance during the last 25 years (Mathieu, Maynard, Rapp, & Gilson, 2008). What was long discussed as the increasing trend towards team-based work has now transitioned into a new era characterized by team-based organizations in which tightly coupled networks of teams are tasked with goals at multiple collective levels (DeChurch & Mathieu, 2008). Continued progress in the area of team effectiveness will require further endeavors; one squarely focused on understanding the complex socio-emotional dynamics of teams working with other teams. The importance of this boundary-focused perspective on teams is clear when we consider that many teams fail not because individual teams collapse, but because of defunct handoffs between distinct teams – failure to share information, to coordinate timelines, to utilize knowledge sets. Organizational effectiveness in the era of fast-paced, globalized, digitized teamwork requires embracing these sources of complexity, broadening our theories of teamwork, and empirically refocusing the lens to a larger system level of analysis. The four papers that comprise this symposium represent a mix of theoretical and empirical work and begin to investigate some of the challenges these types of systems face.

A MULTILEVEL MODEL OF MULTITEAM PERFORMANCE

Rico, R., *Universidad Autónoma de Madrid, Madrid, Spain*; DeChurch, L., *University of Central Florida, Orlando, USA*

Abstract: This paper presents a multilevel episodic theoretical model of multiteam performance. This paper and model help to frame the session, and make an important contribution to understanding the shift in focus of effort regulation that underpins performance when individuals are nested within teams embedded within larger systems of teams during transition and action phases of its performance. The MTS perspective focuses on network-level performance and the coordination of teams with one another, as opposed to the effectiveness of isolated teams. The chain of events leading to multiteam performance begins with individual activity, and so we consider individual effort as the core building block of performance. Importantly, performance requires emergent states that routinize behavioral patterns both within teams as they work toward proximal team goals, and also between teams, as

teams bridge boundaries. Thus, the two major components of the model explain, below a temporary perspective, the: (1) the role that goal hierarchy plays on core processes through which individual attention and effort are regulated across goal levels (i.e., team, multiteam), and (2) how functional process interdependence influence emergent compositional and compilational processes which translate effort into performance outcomes.

DEVELOPMENT OF AN OPERATIONAL CONTROL CENTRE AS A MULTI-TEAM SYSTEM: A CASE STUDY

Essens, P., *TNO, The Netherlands*; Vries, T. de, *University of Groningen, Groningen, The Netherlands*

Abstract: The present paper reports a case study of the the Operational Control Center Rail (OCCR) in The Netherlands. The development of that new working model and the initial observations of its beginnings, will be presented using the key aspects model of multi-team systems as described by Zaccaro, Marks, & DeChurch (in press). The nature of interdependence is addressed in terms of common environmental conditions, inter-team/intra-system interaction requirements, and outcome interdependencies. Finally other notable attributes of the multi-team systems and component teams are discussed, including core values and norms of behaviour, domains of expertise, team/multi-team history, leadership structures, and other notable features. The analysis of the real life system OCCR will provide valuable insight into the development of a robust MTS, in particular the roles of leadership, the intra-group and inter-group balance, and perceptions in the sourcing organizations.

AN EPISODIC STUDY OF MULTI-TEAM SYSTEM PLANNING, ANTICIPATION, AND COORDINATION

Cuijpers, M., *Maastricht University, Maastricht, The Netherlands*; Günter, H., *Maastricht University, Maastricht, The Netherlands*; Uitdewilligen, S., *Maastricht University, Maastricht, The Netherlands*

Abstract: This paper builds on recent findings on MTS literature regarding teams need for synchronizing their actions effectively over time to accomplish overall MTS goals. To reach that goal, they investigate the effects of between team-planning processes during MTS transition phases on the between team coordination processes during MTS action phases. In so doing, it was conducted a simulation with 67 MTSs, each consisting

of two teams of two members who performed in a computerized fire fighting simulation. In a longitudinal design, it is explored the effects of deliberate and contingency planning during three transition phases on team anticipative actions, coordination, and reactive planning during the three subsequent action phases combining survey data as well as video-taped data of the transition periods.

MULTITEAM SYSTEM EFFECTIVENESS: LEADERSHIP, COMMUNICATION, AND TRUST WITHIN AND BETWEEN TEAMS

DeChurch, L., *University of Central Florida, Orlando, FL, USA*; Murase, T., *University of Central Florida, Orlando, USA*; Doty, D., *University of Central Florida, Orlando, FL, USA*

Abstract: This paper examines leadership, communication and trust in a MTS simulated environment. The current study explores the structural contingency theory (SCT) prediction that collaboration is a function of alignment between the form of leadership and structure of trust and communication networks. Ideas were tested in a sample of 100, 6-person networks tasked with performing a laboratory pc-game-based humanitarian aid task. Leadership form (vertical v. collective), and trust and communication network structures were manipulated in a 2 x 2 x 2 between-MTS design; effects on socio-cognitive networks, teamwork processes, and multiteam effectiveness were examined. Findings support a multiteam extension of SCT whereby MTS performance is highest when the leadership and communication structures are in alignment. MTSs with vertical leadership outperformed those with collective leadership when the MTS was centralized and the reverse was true when the MTS was decentralized.

Presentations: Employee Well Being - Organizational Perspectives of Wellbeing

Main topic area: Employee Well Being

Location: 0.3 Copenhagen (11:30-12:45)

Chair: Albrecht, S., *Monash University, Caulfield East, Victoria, Australia*

HOW THE ORGANIZATIONAL LEVEL RESOURCES OF PERCEPTIONS OF SENIOR MANAGEMENT AND A CLIMATE FOR ENGAGEMENT INFLUENCE JOB RESOURCES AND EMPLOYEE ENGAGEMENT: TEST OF A MODEL.

Albrecht, S., *Monash University, Caulfield East, Victoria, Australia*

Abstract: Introduction The study extends research on the relationship between job resources and employee engagement by examining the upstream influence of the organizational level resources of senior leadership and a 'climate for engagement'. More specifically the study set out to test a pattern of relationships showing job level resources (autonomy, supervisor support, skill utilization, career development opportunities), and work meaningfulness mediating the influence of organizational level resources (perceptions of senior leadership and a 'climate for engagement') on employee engagement. Method The sample on which conclusions are based consisted of 222 full time employees occupying a diversity of roles within a diverse range of organizational settings. Confirmatory factor analysis (CFA) and structural equations modelling (SEM) were used to test the measurement and structural models proposed. Results CFA showed acceptable fit indices for the measurement models after respecifying a reduced number of items for each of the established variables. New measures of perceptions of senior management and climate for engagement demonstrated acceptable psychometric properties. Structural equations modelling of the proposed model also yielded acceptable fit indices and showed that self-perceptions of senior management influence a climate for engagement and supervisor support which in turn have downstream influences on the job resources of autonomy, skill utilization, and career development opportunities. Furthermore, work meaningfulness was found to mediate the influence of job resources on engagement. Conclusions Results are discussed in terms of the importance of considering organizational level resources such as perceptions of senior leadership and climate for engagement as well as job level resources. The practical utility of the suite of measures used in the study is also discussed. The results will be of interest to practitioners and researchers.

KEEPING THE PASSION TO INNOVATE: INNOVATOR RESILIENCE AND INNOVATION PROJECT TERMINATIONS

Weiss, M., *WHU-Otto Beisheim School of Management, Vallendar, Germany*; Moenkemeyer, G., *WHU-Otto Beisheim School of Management, Vallendar, Germany*; Hoegl, M., *WHU-Otto Beisheim School of Management, Vallendar, Germany*

Abstract: Innovation projects fail at an astonishing rate. Yet, even though abundant research on innovation failure has looked at, e.g., success and failure factors of these terminations, the decision making process underlying termination decisions, as well as delayed terminations and escalating commitment to underperforming innovation projects, what has gone largely unnoticed in the research streams dealing with innovation project terminations is that these terminations have the palpable potential to negatively affect employees associated with terminated innovation projects. This is particularly noteworthy since these people and all their motivation and capabilities are among the most valuable resources a company possesses, especially regarding future innovative activities which have to be executed by the same individuals who have experienced the termination of an innovation project. Therefore it is important to maintain or even strengthen project members' innovative capabilities, and their passion and commitment for subsequent innovation projects after a termination and to foster learning from failure. For this, the concept of resilience is fundamental. As resilience has never been regarded in the context of innovation, we identify six factors that are important for the project members' innovative ability, passion, and commitment after a termination and that are possibly influenced by a project termination, together forming the construct of innovator resilience. Building on social cognitive theory as well as a in-depth case study of the termination of a large corporate innovation project, we develop a multi-faceted conceptualization of innovator resilience, including self-efficacy, outcome expectancy, optimism, hope, self-esteem, and risk taking. Moreover, we specify propositions regarding possible determinants of innovator resilience. By studying the influence of innovation project terminations on the project members and their future functioning, this study provides recommendations how to effectively support project members in strengthening their innovator resilience and foster their innovative capacity in future innovation projects after a termination. These insights will help managers to appropriately care for the members of terminated innovation projects, thus protecting the most valuable resource a company possesses regarding future innovative activities.

MANAGING COPING STRATEGIES TO DECREASE STRESS LEVELS IN MEXICAN GENERAL MANAGERS.

Cervantes, I., *Monterrey Technological Institute, State of Mexico, Mexico*; Powell, L., *Monterrey Technological Institute, State of Mexico, Mexico*

Abstract: This research focused its findings on the organizational behavior management approach. The main objective was to apply cognitive-behavioral programs to reduce distress at the workplace in three service companies in Mexico City. The specific objective was to analyze the intra and extra organizational stressor factors and the impact on employees work performance. The research design was Quasi-Experimental n=99 with a pre test and post test. Maslach Burnout Inventory - General Survey (MBI-GS) was administrated and results were analyzed with T Student at a 0.05% significance level to confirm the hypothesis and a variance analysis among three groups; in which group one was the control group with 33 subjects, group two receive a brief combined coping skills training with 33 subjects and group three received a single technique on stress inoculation with 33 subjects. In order to determine how much relevance the variables such as emotional exhaustion, depersonalization and personal accomplishment have over each one of the techniques applied. The sample was composed by one hundred Mexican General Managers from 35 to 65 years old. Variables such as emotional exhaustion, depersonalization, and personal accomplishment were measured by MBI-GS. Several cognitive-behavioral programs were used according to the groups assigned such as coping skills training, stress inoculation and programmed relaxation techniques to increase resilience at work. Results demonstrated a significant decrease on their emotional exhaustion during the intervention and in the second baseline with an average of 34.6%. Pre and post tests were compared and showed a decrease in depersonalization at 26.7% and personal accomplishment increased 23.4%. These psychological variables were reduced significantly after the intervention. A generalization and maintenance behavioral program was installed in order to keep monitoring and supporting the progress on their programmed coping skills to face stressor factors at the workplace.

THE TRIPLE-MATCH PRINCIPLE IN THE TECHNOLOGY SECTOR: A TWO-WAVE LONGITUDINAL PANEL STUDY

Ven, B. van de, *Ghent University, Ghent, Belgium*; Vlerrick, P., *Ghent University, Ghent, Belgium*

Abstract: The present study investigates the issue of match between job demands and job resources in the prediction of employee well-being and job strain in a two-wave longitudinal panel study in the technology sector. Previous research stresses the importance of work characteristics, such as job demands and job resources in relation to job related outcomes. Job demands as well as job resources and job related outcomes

are not one-dimensional concepts. At a very basic level they comprise cognitive, emotional and/or physical components. The Triple Match Principle (TMP; de Jonge & Dormann, 2006) proposes that the strongest, interactive relationships between job demands and job resources are observed when job demands, job resources and strains are based on qualitatively identical dimensions. In this study three measures of employee well-being (cognitive, emotional and physical well-being) and three measures of job strain (cognitive, emotional and physical strain) are included. We specifically hypothesize that the likelihood of interaction effects between time 1 job demands and job resources in the prediction of time 2 job-related outcomes increases as the number of matching variables increases. Self report data were gathered in a large organization in the technology sector using a two-wave panel study with a one-year time lag ($n = 720$). Analyses were conducted with structural equation modeling. We found two out of six tested triple-match interactions: a significant interaction effect of time 1 emotional job demands and time 1 emotional job resources on time 2 emotional well-being and a significant interaction effect between time 1 cognitive job demands and time 1 cognitive job resources on cognitive job strain. Furthermore, the pattern of significant interactions confirms our hypothesis. These findings provide support for the triple-match principle. However, in line with previous research, emotional job resources are strongly related to the studied well-being and strain indicators, irrespective of their qualitative dimension. Study limitations and implications will be discussed.

THE RELATIONSHIP BETWEEN EMPLOYEE PARTICIPATION, WELL-BEING AND SELF-EFFICACY IN RUSSIAN ENTERPRISES

Romanko, I., *Saint-Petersburg State University, Saint-Petersburg, Russian Federation*

Abstract: In Russia there is practically no research which tried to explore the problems of participation and of industrial democracy. According to the results of the previous researches (which have been made, in the European countries, England and the USA), we can conclude that participation has interrelations with well-being and self-efficacy of employees. The aim of the present study is to investigate how organizational participation influence on well-being and self-efficacy of employees from Russian enterprises and its relationship with organizational structure, organizational culture, demographic characteristics (age, gender, term of employment, type of employment, managing a supervision functions) and personal variables. In our study we

consider participation on three levels: on the level of organizational context (organizational structure, organizational culture and technology), on the level of communication structure in organization and on individual level. As the participation process in our research we investigated: the experience of participation and influence, using the opportunity to influence, the quantity of influence which employees would like to have on, and the self estimation of skills to influence on different organizational matters, the perception of the opportunities to have influence on decisions in the company. In the limits of the current research we are going to investigate (1) whether organizational structure, organizational culture are influences on employee's participation, (2) whether the participation is influence on employee's well-being and self-efficacy, and the level of satisfaction with the current job (3) whether participation depends on demographical and personal variables of employees. The results of preliminary research showed that organizational structure, organizational culture, demographic and personality characteristics are influences a lot on employee's participation, well-being and self-efficacy, also we didn't derived any correlations between participation and employee's well-being and self-efficacy, and the level of satisfaction with their current job, we find out that participation a lot depends on manager's influence behavior and satisfaction of the basic needs at work (in competence, relatedness and autonomy). During this year we are going to extent our study and to collect more data from companies of the same professional sphere but with other organizational culture, organizational structure and the type of technology.

Presentations: Changing Employment Relations - Power and Influence

Main topic area: Changing Employment Relations

Location: 0.4 Brussels (11:30-12:45)

Chair: Kozusznik, B., *University of Silesia, Katowice, Poland*

THE EFFECT OF HOLDING A UNION LEADERSHIP POSITION ON UNION SATISFACTION AND COMMITMENT: RESULTS FROM A LONGITUDINAL STUDY

Connelly, C.E., *McMaster University, Hamilton, Canada*; Gallagher, D.G., *James Madison University, Harrisonburg, USA*

Abstract: We use inducements-contributions equilibrium theory (March & Simon, 1958) to investigate

how holding a voluntary leadership position in an organization affects the office-holder's organizational attitudes. This theory suggests that individuals are satisfied when there is a balance between inducements provided by the organization and contributions given by the worker. Applied to our context, this theory suggests that workers who take on voluntary leadership positions as union stewards are likely to feel as though they have contributed more to the organization than they are receiving in return, because the organization will continue to treat them the same way as before, as per union by-laws, despite their contributions as union stewards. As such, the ratio of inducements to contributions becomes unbalanced, and their satisfaction and commitment to the union will gradually decline until an equilibrium is achieved. Our data ($n = 100$, four time periods over ten years) was analyzed with hierarchical linear modeling (HLM; Raudenbush & Bryk, 2002). This method is suitable for longitudinal data and allows us to examine how changes in union satisfaction and commitment are affected by whether or not someone holds a voluntary union leadership position (union stewards vs. non-stewards). Our results suggest that union stewards have a pattern of union commitment and satisfaction that is significantly different from non-stewards, both before and after they take office. In the time periods preceding their becoming a union steward, these individuals had increasing levels of union commitment and satisfaction, while non-stewards had stable levels of union satisfaction, and slightly decreasing levels of commitment. Seven years after they were a union steward, these individuals had lower levels of union satisfaction and commitment, whereas non-stewards' union satisfaction and commitment increased gradually over time. Those workers who were union stewards at the third wave of data collection were no longer stewards in the final time period. These findings contribute to our understanding of how worker attitudes change over time, and suggest a possible downside to an otherwise positive worker behavior (i.e., voluntary leadership). Our discussion will focus on practical implications and future research directions.

THE EFFECT OF EMPLOYEE PARTICIPATION ON DIFFERENT INNOVATION OUTCOMES: A MIXED-METHODS APPROACH

Shajek, A., *Humboldt University of Berlin, Berlin, Germany*; Janetzke, H., *Humboldt University of Berlin, Berlin, Germany*; Breitling, K., *Humboldt University of Berlin, Berlin, Germany*; Scholl, W., *Humboldt University of Berlin, Berlin, Germany*

Abstract: Economic competition is increasingly becoming an innovation contest. Therefore innovations become a prerequisite for employment creation and economic wealth. The innovative capability of organizations is highly dependent on whether abilities and knowledge of all employees, irrespective of their hierarchical position, are used. This demands the participation of all parties involved, as it is realized in participation-oriented organization forms. Employee participation has been suggested by different authors as one way of making full use of the organization's knowledge. In our study, we assume that the effect of participation on different innovation outcomes such as economic success and improved working conditions is mainly mediated by two factors: knowledge gain and the reduction of employees' resistance to change. Since most studies in this field investigate the effects of different forms of participation (e.g. work groups, quality circles) on performance, job satisfaction or innovative behaviour in general, we conducted a study to investigate the actual effect of employee influence in $n = 40$ real process innovations. For every innovation project, 2-4 interviews were carried out with the people most involved. The interviewees were also asked to fill in questionnaires on the extent of direct employee participation, important process aspects and different innovation outcomes. Path analyses of the quantitative data show significant effects of participation on knowledge gain, reduction of employees' resistance and improved working conditions. However, correlations between participation and most economic success indicators were insignificant. The interviews were used to shed light on the quantitative results and illustrate the importance of general conditions such as innovation type, organizational culture, conflicting interests and the involvement of management consultants. Given the increasing importance of process innovations and the prevalent call for employee participation in management literature, the study helps to clarify whether participation can meet these high expectations in real-life working settings. Moreover, we aim to specify under which conditions and how participation can be most successful.

THE CONSCIOUS INFLUENCE TACTICS REGULATION AND RECOGNITION VERSUS WORK TEAM EFFECTIVENESS.

Kozusznik, B., *University of Silesia, Katowice, Poland*; Pollak, A., *University of Silesia, Katowice, Poland*

Abstract: PURPOSE of this contribution is to answer the question how to use different influence sources and tactics for the full use of the work team capital and

its effectiveness. The studies indicate how leaders use their power and social influence when trying to achieve their goals (Bass, 1998; Hollander, 1988; Argyris, 1976; Deci, 1975). A lot of studies document the close relationship between the skillful use of social influence by leaders and the accomplishment of difficult institutional goals (Neustadt 1990; Kellerman 1984; Vroom 1976; Fiedler 1979). However, we observe the overuse of individual managerial influence and still its closeness to control (Argyris, 1998). The analysis of influence effective use reveals the lack of skill to recognise and regulate their influence by managers. The question arises if deinfluencing (ability to conscious regulation of one own's influence) (Kozusznik, 2005) and if recognition of influence tactics and deinfluencing correlate with the effectiveness of traditional or virtual work team. **METHODS.** DEI-beh Scale (Kozusznik, 2007) Influence Behavior Questionnaire (IBQ) (Yukl, 1994), Team Effectiveness Scale (Pollak, 2010), Influence Behavior Observation Scale (IBOS) (Kozusznik, 2010). Research and observations concern 35 traditional and 35 project virtual teams (each team about 5-10 members). The questionnaires results are enriched by observation data. **RESULTS.** There is a positive relation between ability to conscious reducing of influence (deinfluencing) and effectiveness in traditional and virtual teams. The ability of conscious influence regulation seems more important in virtual teams. Some of the influence tactics are well and some are poorly recognized. Adequate recognition of influence tactics and deinfluencing behavior correlates with work team effectiveness. **CONCLUSION AND PRACTICAL IMPLICATIONS.** The results confirm that there is a need to change leader behaviour towards not only flexible use of influence tactics but also towards influence regulation ability which helps in better use of intellectual capital in traditional and virtual team. The important thing is also to help work team members recognize influence tactics and deinfluencing to be more conscious of the possible effects of social influences at work. The ability could be trained and developed in traditional forms and in virtual environment.

MODERATING EFFECTS OF UNION SUPPORT IN THE RELATIONSHIP BETWEEN UNION PARTICIPATION AND EMOTIONAL EXHAUSTION IN A SAMPLE OF SPANISH DELEGATES

Crego, A., *Rey Juan Carlos University, Alcorcón, Spain*; Martínez-Inigo, D., *Rey Juan Carlos University, Alcorcón, Spain*; Zacharewicz, T., *Rey Juan Carlos University, Alcorcón, Spain*; Domínguez-Bilbao, R., *Rey Juan Carlos University, Alcorcón, Spain*; Gil, M., *Rey Juan Carlos University, Alcorcón, Spain*

Abstract: Turnover rate among Spanish trade union delegates/stewards) is relatively high with more than fifty percent of them quitting their positions after the first term of office. Considering the shortage of human resources that trade unions are facing, to understand the psychosocial processes involved in the continuity of delegates on their roles becomes a relevant question. Previous research has been focused on the attitudinal antecedents of continuity in individuals' union participation. Higher levels on pro-union attitudes, instrumental orientation and union loyalty are positively related with more diversity or frequency of participation behaviors. However, negative consequences of union participation that may explain turnover remain relatively unexplored. This paper explores the negative effects of union participation in the delegates well-being. As poor well-being is associated with higher intentions of quitting an organization, the negative effects of union participation on emotional exhaustion could explain the high level of turnover among union delegates. According with previous research, organizational support was expected to moderate the relationship between union participation and emotional exhaustion. A survey study was conducted on a sample of UGTs delegates (Union General de Trabajadores) from different sectors (N=931). Results showed a positive correlation between union participation behaviors and emotional exhaustion. Hierarchical regression analysis confirmed a moderating effect of union supports in the relationship between union participation and emotional exhaustion. The positive relationship between union participation and emotional exhaustion was stronger when perceived union support was low and weaker when union support was high.

Symposium: New directions in emotional labour research I: Consequences of emotional labour

Main topic area: Emotions In The Workplace

Location: 0.5 Paris (11:30-12:45)

Chairs: Fischbach, A., *German Police University, Münster, Germany*; Hülshager, U.R., *University of Maastricht, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The regulation of emotions has become part of organizational rules and occupational norms because of the wide held believe that the expression as well as

suppression of certain emotions helps influencing customers and clients in order to meet higher-order performance goals. The relationship of emotional labour with impaired psychological health and performance outcomes is well documented in the literature. The present symposium will built upon previous research and illuminate the consequences of emotional labour by addressing topics that have, to date, only received scant attention: Martinez and Crego investigate job involvement as a potential moderator of the emotional labour-burnout relationship, Hülshager and colleagues test the direction of effects in the relationship between emotional labour, strain, and performance, Bernhardt and Zapf compare emotional requirements and their consequences of leaders with those for service employees, Fischbach and colleagues examine emotional labour in leadership in relation to authentic leadership, and Hahn and colleagues investigate how emotional climate within service organizations relates to affective delivery and business performance. To examine these topics, the researchers assembled in the present symposium have made use of a variety of methodological approaches, such a cross-sectional field, diary, and longitudinal studies. Results of these studies yield important implications for organizations. Presenters will therefore conclude their presentations by indicating how research findings can be used to shape work environments, design training programs and adapt management practices in order to enhance organizational performance and alleviate the burden of emotional labour for employees.

THE MODERATING ROLE OF JOB INVOLVEMENT ON THE SURFACE ACTING AND EMOTIONAL EXHAUSTION RELATIONSHIP IN A SAMPLE OF MENTAL HEALTH REHABILITATION STAFF

Martinez-Inigo, D., *Rey Juan Carlos University, Mostoles, Spain*; Crego, A., *Rey Juan Carlos University, Alcorcón, Spain*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous research on emotion work has consistently shown that regulating emotions through surface acting –display an emotion not aligned with the inner feelings- becomes a hazard for the employee’s well-being. Despite of its deleterious effects, surface acting is a ubiquitous strategy in occupations involving interaction with people. This presence is more intense in those settings where negative events are pervasive, as it is the case of professionals working with stigmatized populations. In this scenario, identifying the psychological variables that may contribute to buffer against or attenuate surface acting’s negative effects

on employees’ well-being has practical implications for occupational health. This paper analyzes whether employees’ job involvement moderates the relationship between surface acting and emotional exhaustion in a sample of professionals working in the rehabilitation of people with severe mental disorders (N= 175). Results revealed that the positive relationship between surface acting and emotional exhaustion was strong when job involvement was low and weak when job involvement was high.

THE CHICKEN OR THE EGG: TESTING RECIPROCAL RELATIONSHIPS BETWEEN EMOTIONAL LABOR, STRAIN AND PERFORMANCE

Hülshager, U.R., *Maastricht University, Maastricht, The Netherlands*; Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*; Maier, G.W., *Bielefeld University, Bielefeld, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Models of emotional labour suggest that emotional labour leads to strain and affects job performance. Although the link between emotional labour, strain, and performance has been well documented in cross-sectional field studies, not much is known about the causal direction of relationships between emotional labour, strain, and performance. Goal of the present study was therefore to test the direction of effects in a two-wave longitudinal panel study using a sample of 151 trainee teachers. Longitudinal lagged effects were tested using structural equation modelling. Results revealed that the emotional labour strategy of surface acting led to increases in subsequent strain while deep acting led to increases in job performance. In contrast, there was no indication of reverse causation: Neither strain nor job performance had a significant lagged effect on subsequent surface or deep acting. Overall, results support models of emotional labour suggesting that surface and deep acting causally precede individual and organizational well-being. This finding has important practical implications for service organizations that are discussed in conclusion.

DIFFERENCES IN EMOTION WORK OF LEADERS AND SERVICE EMPLOYEES

Bernhardt, L., *Goethe-University of Frankfurt, Frankfurt, Germany*; Zapf, D., *Goethe University, Frankfurt am Main, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Research on emotion work has focused on how service employees regulate their emotions in customer interactions with consequences on well-being and

performance. Only little research has examined how leaders regulate their emotions in interactions with employees. We analyze the whole emotion work process on an interaction level for leaders and service employees. It is stated that leaders have more freedom and thus emotion regulation should be easier; others argue that leaders are in a sandwich position and thus required to display a variety of emotions. We hypothesize that: a) leaders have same requirements regarding the perception of emotions, but higher expression requirements because they have to show a greater variety of emotions; b) leaders have more emotion control because of their status; c) different regulation strategies are used with leaders using more deep acting; d) emotion work is less exhausting for leaders. We have data from a diary study with service employees reporting 389 interactions and a diary study with currently 50 leaders reporting 5 interactions each. Preliminary results show that leaders have more emotional requirements and control. Further, emotion work is less stressful for them. The less negative consequences might be a result of better workplace conditions. Thus, one practical implication is to adapt the workplaces of employees so that emotion work is less negative for them as well.

EMOTIONAL LABOUR AND AUTHENTICITY IN LEADERSHIP

Fischbach, A., *German Police University, Münster, Germany*; Wohlers, C., *German Police University, Münster, Germany*; Lichtenthaler, P.W., *German Police University, Münster, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Recent research indicates that leaders' who regulate own emotions and who try to influence followers' emotions are more effective. For instance, leaders' positive emotion displays can foster followers' creativity, while leaders' negative emotion displays can promote followers' attention to details. Thus, effective leadership may involve management of own and followers' emotions (i.e., emotional labour). However, in recent years, scholarly and public publications have emphasized the importance of authentic leadership. Authentic leaders are proposed to be highly effective in influencing followers' work behaviours and attitudes. Claims for emotional labour in effective leadership seem to be conflicting with claims for authentic leadership. Aim of this study is to examine the relationship of emotional labour and authenticity in leadership. In a survey study, leaders (N=28) were asked for their expressed and felt emotions as well as their regulation strategies when interacting with followers.

Their followers (N=347) were asked for their perception of leaders' authenticity. Our analyses revealed that leaders express more positive than negative emotions, that they most frequently express genuinely felt emotions, and that they use deep acting strategies more frequently than surface acting strategies when interacting with their followers. Moreover, leaders' use of deep acting was positively related to employees' perceptions of leader authenticity. A practical implication of our findings is that organizations may train leaders in deep acting strategies to foster authentic leadership. We will discuss strength and limitations of this study.

EFFECTS OF EMOTIONAL CLIMATE ON BUSINESS PERFORMANCE IN SERVICE ORGANIZATIONS

Fischbach, A., *German Police University, Münster, Germany*; Lichtenthaler, P.W., *German Police University, Münster, Germany*; Hahn, A.C., *German Police University, Münster, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: What can service organizations do to promote the delivery of positive emotion displays toward customers? Based on theory and empirical findings on emotional contagion and service climate research, we propose that positive emotional behaviours within a service organization (i.e. positive emotional climate) sustain the positive emotional behaviour delivered to their customers. We argue that the positive emotional climate of service organizations affect the positive emotional delivery of service workers and in turn business outcomes of service organizations. We tested this idea in a field study in the retail context. Study participants (N=215 employees of 22 retail stores) were asked to rate the frequency of displayed positive emotions of their store managers and their colleagues. After demonstrating within-group agreement, we aggregated individual-level perceptions of displayed positive emotions within each store to store level positive emotional climate. As expected, a positive emotional climate was positively related to positive emotional delivery and to business performance. The practical implication of our findings is that service organizations may enhance frequency of positive emotional displays of their service workers and raise business performance by providing a general positive emotional climate within their organization.

Symposium: Psychological contracts in teams: Horizontal and vertical perspectives

Main topic area: Human Resource Management

Location: 0.6 Madrid (11:30-12:45)

Chair: Jong, J. de, *Tilburg University, Tilburg, The Netherlands*

Abstract: This symposium focuses on a new perspective of psychological contract theory, applying psychological contracts to intra-team relations and inter-team relations. Although work is increasingly structured around teams (e.g. Morgeson & DeRue, 2005), there is little attention for the psychological underpinnings of the relations between team members (horizontal relations) and between the team as a whole and representatives of the organization in which the team is embedded (vertical relations). Strong and reciprocal relations between team members have a considerable impact on team effectiveness (Reagans & Zuckerman, 2001). There is little attention, however, for the content of these relations, and evaluations of these relations over time. Furthermore, these strong relations provide possibilities for matching beliefs about what the organization owes their employees, and to their teams. This allows for the emergence of 'shared psychological contracts' (Nicholson & Johns, 1985; Rousseau, 1995). Despite calls for more research on psychological contracts in team contexts (e.g. Marks, 2001; Shore et al., 2004), psychological contracts underlying intra- and inter team relations remains an understudied area of research. This symposium aims to open up the discussion on psychological contracts in teams, and to contribute to knowledge about relations within teams and between teams and organizational agents. The symposium features one conceptual study and three empirical studies on psychological contracts in teams. Two studies take a horizontal and vertical perspective (Sverdrup and Linde & Schalk), focusing on psychological contracts between team members and between team members and the team as a social entity. The two other studies take a vertical perspective (Raeder and De Jong), exploring shared psychological contracts in teams. In doing so, the former perspective takes the individual as the level of analysis, while the latter takes a team-level approach by applying multi-level designs. The symposium features studies using samples from different European countries and beyond, including respondents from Norway, Switzerland, the Netherlands, and South Africa.

A DESCRIPTIVE AND PRESCRIPTIVE FRAMEWORK OF PSYCHOLOGICAL CONTRACTS IN TEAMS

Sverdrup, T.E., *Norwegian School of Economics and Business Administration, Bergen, Norway*

Abstract: High-performance team is a commonly used phrase to describe a group of people that are extremely committed to reach a common goal. Team organization has been and still is implemented in many organizations because of the belief that a group of people can exceed the contributions of individuals. Hence, studies of teams have increased to find answers to questions like: What makes a team effective or high-performing? How do we utilize the team's potential? In this paper we introduce a framework that answers some of these questions. The framework classifies some characteristics of teams, namely level of task interdependence and leadership level. This is because the essence of a team comprises individuals that are interdependent to reach a common goal, and must be managed one way or another to reach this goal. As a result, teams vary as to how interdependent the individuals are, and also how formally they are led. To categorize teams is not new, but the application of the concept of psychological contract to this categorization is. The concept of psychological contract has traditionally been used to describe the reciprocal promises between an employer and an employee, and the last couple of decades, the concept has been embraced for its dynamic characteristics. Considering the assumption that teams are dynamic, complex and adaptive systems (Ilgen, Hollenbeck, Johnson, & Jundt, 2005), the utilization of the psychological contract to understand the dynamics of teams may be valuable. In teams, team members interact both with each other and with the team leader to reach a common goal. Therefore, psychological contracts will develop between the different parties in the team. The framework illustrates different combinations of horizontal and vertical psychological contracts in teams, based on the degree of interdependence and leadership level. Furthermore, the framework is suggested as a prescriptive tool for managers that aim to develop high-performing and effective teams.

THE LINK BETWEEN THE TEAM EXCHANGE RELATIONSHIP AND PERFORMANCE

Schalk, R., *Tilburg University, The Netherlands*; Linde, B., *North-West University, South Africa*

Abstract: Some influences that can cause a workgroup not to function optimal, include misguided use of energy and time, establishing norms of low productivity, patterns of destructive conflict, and the exploitation of emotions. It is argued by some authors that the advantageousness of workgroups is not a definite given, since certain circumstances in such groups can cause emotionally based disruptions. Performance-based work

teams are especially exposed to the experience of satisfaction and the exchange relationship. Within sport teams such team work is not an option, but a necessity, where specific roles with clear obligations exist. The research question that arises is: Do the variations in the experienced quality in exchange relationships in the team reflect in the team's performance? A longitudinal survey was done among the players of a semi-professional rugby team. Questionnaire data was gathered two days before and two days after eleven games to measure the exchange relationships in the team, satisfaction and perceived performance. The exchange relationship measurement comprised of eight items (e. g. 'I like the way we played in the game'; 'The team acted as a unit during the game') with a five-point Likert scale (Strongly disagree; Somewhat disagree; Neither agree or disagree; Agree somewhat; Strongly agree). Four satisfaction items (e. g. 'I am satisfied with the team's effort during the game') were also measured on the five-point Likert scale. Four items also measured the perceived performance of the team and member on a ten-point interval scale. Relations were found between the experiences of the exchange relationship, satisfaction and performance. The level of correlations differ between the before and after game measurements. Links were also found between the results of the games and the means of the experiences of the exchange relationship, satisfaction and performance of those same games.

AGREEMENT IN PSYCHOLOGICAL CONTRACTS IN TEAMS AND WORK-RELATED OUTCOMES

Raeder, S., *University of Oslo, ETH Zürich, Zürich, Switzerland*

Abstract: Some researchers have argued that the psychological contract emerges from organizational culture (see Rousseau, 1989) meaning that employees in social units develop a common understanding of their psychological contract as they develop a common understanding of their organizational culture. Consequently, work-related outcomes should be affected by the individual perception of the psychological contract as well as by the common understanding of the psychological contract in the social unit. Multilevel analysis was applied to test these assumptions in a sample of 360 employees working in 70 teams in a Swiss logistics company. The influence of the psychological contract on work-related outcomes (intention to quit, performance, self-perceived employability, emotional exhaustion) was investigated. Different dimensions of psychological contracts were distinguished. The common understanding was measured as the level

(=mean) and the agreement (=variance) in the team regarding the specific dimension of the psychological contract. Apart from the effects of the psychological contract at the individual level, agreement (=variance) in the psychological contract was related to intention to quit and the level (=mean) was related to self-perceived employability and emotional exhaustion. The results support the cultural component in terms of a common understanding of psychological contracts. In managing psychological contracts, employers should also consider the dynamics of psychological contracts in teams and departments.

ON COLLECTIVE BETRAYAL. THE IMPACT OF TEAM PSYCHOLOGICAL CONTRACT BREACH ON TEAM EFFECTIVENESS

Jong, J. de, *Tilburg University, Tilburg, The Netherlands*

Abstract: Teams are commonly defined as collections of individuals that independently work on a common task and consider themselves and are considered by other as social units embedded in a larger social system (Cohen & Bailey, 1997). Teams actively manage their team boundaries, and as such, they are involved in social relations with organizational agents that provide resources and support (e.g. training, facilities, political support, etc.) to facilitate the team in accomplishing their task. In this paper, I propose that teams develop shared beliefs about team-related promised obligations within the exchange agreement with organizational agents, or a team psychological contract (TPC). Similar to individual-level promised obligations, these obligations are not always fulfilled, leading to beliefs that the organization has failed to fulfill one or more promised obligations within the TPC. This research focuses on the implications of TPC breach on team effectiveness. The impact of shared beliefs of TPC breach on team effectiveness was analyzed using a sample of 35 teams embedded in 8 Dutch organizations. Moreover, the moderating roles of frequency of interaction with agents and contract content (transactional and relational) was assessed. Data on TPC breach was obtained from team members and interrater agreement scores (Rwg(j)) supported aggregation to the team level. Data on team effectiveness was provided by the team leader. The results show that shared TPC breach impacts team effectiveness. Moreover, this effect is stronger when transactional promised obligations are breached, and when the team had strong relations with organizational agents.

Presentations: Trust: Antecedents and Outcomes

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (11:30-12:45)

Chair: Geertshuis, S., *The University of Auckland, Auckland, New Zealand*

CO-WORKER TRUST AND WORK OUTCOMES: THE MEDIATING ROLE OF WORK ENGAGEMENT AND LEARNING GOAL ORIENTATION

Chughtai, A.A., *Dublin City University, Dublin, Ireland*; Buckley, F.L., *Dublin City University, Dublin, Ireland*

Abstract: Traditionally, trust research has primarily concentrated on examining leader-subordinate relationships. Recently however, co-worker trust has assumed increased significance because of the emergence of work-teams within organizations. The success of these teams requires employees to work collaboratively and coordinate effectively with one another. To this end, co-worker trust has been found to be a major driver of interpersonal cooperation and synergistic team relationships. In spite of the growing importance of co-worker trust, relatively few studies have empirically investigated this phenomenon. The present study therefore, sought to address this gap by exploring the effects of trust in co-workers on three work outcomes, namely, in-role job performance, innovative work behaviour and feedback seeking for self-improvement. Furthermore, this paper endeavoured to examine the mediating role of work engagement and learning goal orientation in these relationships. Data for this study were obtained from 168 research scientists, drawn from six Irish science research centres using paper and pencil and web-based surveys. Structural equation modelling was used to test the research hypotheses. The results of this study showed that work engagement and learning goal orientation fully mediated the effects of co-worker trust on in-role job performance and innovative work behaviour, while they partially mediated the link between co-worker trust and feedback seeking for self-improvement. The findings of this investigation indicate that trust in co-workers is liable to have an important bearing on employees' performance, innovativeness and their inclination to seek diagnostic feedback. Additionally, the results suggest that trust in co-workers may influence these work outcomes through two distinct processes - that is, by strengthening employees' work engagement and by raising their learning goal orientation. Practically speaking, these findings

indicate that facilitating the formation of co-worker trust can prove critical because it is likely to exercise a significant impact on individual and organizational effectiveness. The approaches and strategies that may be employed to enhance trust in lateral group relationships are discussed.

CUSTOMER AGGRESSIVE BEHAVIOR AND SERVICE QUALITY: THE ROLE OF TRUST

Gur, A., *University of Haifa, Haifa, Israel*; Tzafir, S., *University of Haifa, Haifa, Israel*; Dolan, S., *ESADE, Barcelona, Spain*

Abstract: Healthcare Organizations (HCO) have to cope with aggressive behaviors of customers against employees, a phenomenon which is stressful for employees and harmful for organizations. The current study attempts to discover ways to face up aggressive behavior at the organizational level from twofold, individual and organizational. From that perspective, the key to understanding aggressive behavior is to be found in the service process. Following Bandura's Social Learning Theory (1973), the service setting might encompass elements which are likely to encourage aggressive behaviors. One might claim that organizational elements and personal characteristics could probably lead to aggressiveness against employees which eventually harm also the organization. Furthermore, since service process in HCO often involves risk and uncertainty, trust plays an important role in customer-relationship and has a potential to influence its dynamics. Therefore, customers' trust could serve as a tool that HCOs can utilize to decrease aggressive behavior through attributional process. Yet, despite its potential, customers' trust as a proactive organizational tool for coping with aggressiveness was not studied. The current study explored the relationships between personal and organizational elements, aggressive behavior of customers, and service quality in healthcare setting. Data collection was made through questionnaires for employees (N=394), managers (N=79) and customers (N=575) from 45 primary medicine clinics and organizational archive data concerning formal report and customer's service quality. Our findings show that low level of service quality increased the level of aggressiveness resulting in decreased level of service quality. Also, indicate a different pattern of relationships between organizational and personal elements, aggressiveness against employees, and service quality in clinics with high vs. clinics with low levels of customer trust. From practical aspect, we suggest that trust act as a moderate mechanism that balances customer behavior. Higher levels of customer's trust create more positive attitude

toward the organization and its employees, while low level of trust is likely to escalate customers' reaction to organizational elements that might result in aggressive behavior. Organizational investment in nurturing customers' trust will be a strategic decision to coping with the phenomenon and its implications.

WHEN DO PERPETRATORS APOLOGIZE? AN INSTRUMENTAL VERSUS A NORMATIVE PERSPECTIVE

Leunissen, J., *Rotterdam School of Management, Rotterdam, The Netherlands*; Cremer, D. de, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Reinders Folmer, C.P., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*

Abstract: Trust repair has become a topic of increasing attention over the last decade. In line with this trend, research has zoomed in on apologies as a trust repair tactic. Most research has concentrated on the effects that apologies elicit on the victim's behaviors and perceptions. Virtually no research has adopted the perpetrator perspective: do perpetrators indeed deliver apologies and when they are most likely to do this? In the present research we adopt this perpetrator perspective. In 2 experiments, we test two different motivations of perpetrators to apologize. According to an instrumental motivation, perpetrators apologize in order to obtain the positive effects associated with apologizing. Perpetrators apologize more when positive effects will emerge (i.e. they will be forgiven) and less when forgiveness is unlikely to happen. An apology can thus be understood as a means to an end. According to a moral motivation, perpetrators apologize regardless of whether they will be forgiven or not. Indeed, sociological and psychological research has identified a strong norm to apologize and as such, an apology can be an end in itself. We tested these two motivations in a scenario study and a lab experiment. In both studies, the participant was the perpetrator of a transgression. We manipulated whether the victim was known as a forgiving person or not. If apologies are given on instrumental grounds, one would expect perpetrators to apologize more when the victim seems forgiving, and less when the victim seems unforgiving. If apologies are given on normative grounds, one would not expect a difference between these conditions. Our results supported the instrumental motivation to apologize: perpetrators were found to apologize more when the victim was known as a forgiving person rather than an unforgiving person. This effect was mediated in both studies by the perceived likelihood that an apology would elicit a positive effect. These results paint

a clearer picture of the apology process. The expected forgiveness reaction of the victim to a transgression is an important determinant of whether the trust repair process (by means of delivering an apology) will be initiated or not.

IT'S NOT WHAT YOU SAY IT'S THE WAY THAT YOU SAY IT.

Geertshuis, S., *The University of Auckland, Auckland, New Zealand*; Cooper-Thomas, H., *The University of Auckland, Auckland, New Zealand*; Morrison, R., *AUT University, Auckland, New Zealand*

Abstract: Subordinates vary in the influencing tactics they use and high and low performing members of staff appear to use tactics differently. The link between performance and tactic use however is not fully understood with some workers suggesting that tactic use is associated with managers' performance appraisals rather than with subordinate performance. This paper presents the results of a survey of over 200 subordinates working in a range of roles in a variety of organisations. Respondents were asked to rate their own performance using a differentiated measure of performance that assessed task proficiency, proactivity and adaptivity. They also reported LMX, engagement and political skill and were asked to assess the frequency with which they used rational argument, ingratiation and assertive tactics in an effort to influence. At a simplistic level it might be expected that, if tactic use is associated with performance rather than with managers' performance appraisals, influencing tactics, which are supposed to be used proactively to bring about change, should be associated more strongly with proactive performance levels than with either proficiency or adaptivity. This expectation was borne out for rational tactic use but not for ingratiation or assertiveness. The moderating roles of engagement, political skill and LMX on the tactics to performance relationship were also examined. The results are interpreted as reflecting that tactic use is determined by performance capability but moderated by dispositional and situational factors and, additionally, it is argued that different tactics serve different purposes in subordinates' efforts to influence their superiors. The paper is important in mapping the communication differences between superior and weak performers. The practice implications for managers of the associations between performance and communications and the way these benefits can be lost if the work context is suboptimal are outlined.

Presentations: Promoting Work-life Balance

Main topic area: Work Time and Work-family

Location: 0.8 Rome (11:30-12:45)

Chair: Gonzalez-Morales, M.G., *University of Guelph, Guelph, Canada*

CROSSING THE BORDER: THE RELATIONSHIP BETWEEN BOUNDARY MANAGEMENT, WORK-FAMILY ENRICHMENT AND JOB SATISFACTION

Daniel, S., *University of Konstanz, Konstanz, Germany*; Sonnentag, S., *University of Mannheim, Mannheim, Germany*

Abstract: Work-family enrichment is a relatively new construct in work-family research. It is defined as the extent to which experiences in one role improve the quality of life in another role. Despite increasing interest in positive interdependencies between work and family, still little is known about their antecedents and consequences. Particularly, there is barely any research on how working parents can manage their life domains and how organizations can support them, not only to reduce work-family conflict but, moreover, to feel enriched by having multiple roles. Building upon Boundary Management Theory the present study aims at investigating boundary management strategies as predictors of work-to-family enrichment and job satisfaction. We consider boundary management strategies both as an individual (preferences of an individual) as well as a contextual variable (perceived supplies from an organization) regarding the two boundary dimensions permeability (psychological boundary) and flexibility (time and spacial boundary). In a paper-based survey of employees from different occupational groups having at least one child (N=222) we assessed permeability and flexibility preferences of the employees, perceived permeability and flexibility supplies of the organization, work-to-family enrichment and job satisfaction. Regression analysis showed a strong positive association between permeability preferences of an employee, work-to-family enrichment and job satisfaction and between perceived flexibility supplies of the organization, work-to-family enrichment and job satisfaction. The more employees prefer boundaries to be permeable and the more they perceive the organization to be flexible the more they experience work-to-family enrichment and job satisfaction. Additional mediation analysis indicated that work-to-family enrichment partially mediated the relationship between permeability preferences and job satisfaction. It fully

mediated the relationship between perceived flexibility supplies and job satisfaction. Our results offer strong practical implications regarding the work-family interface. Organizations should provide flexibility policies (e.g., flextime) to their employees with children so that they can not only experience less work-family conflict but also high work-family enrichment and high job satisfaction. Furthermore, preferring to have permeable psychological boundaries from work to home fosters work-to-family enrichment and job satisfaction. Hence, employees should integrate working life into family life, for example by thinking at home of accomplishments at work.

THE POSITIVE IMPACT OF VIRTUAL TEAM WORK SATISFACTION ON WORK-LIFE BALANCE PERCEPTIONS

Olivero, N., *Universita Milano-Bicocca, Milano, Italy*; Vecchio, L., *Universita Milano-Bicocca, Milano, Italy*

Abstract: Portable electronic tools, such as PDAs and Intelligent Mobile Phones, are increasingly adopted in work organisations to extend flexibility in the timing and location of work and, thus, enabling distant collaboration between knowledge workers. Previous research that explored the impact of the virtual office and/or virtual teams on aspects of work and work-life balance indicated the raise of working hours and positive effects on perceived productivity. Negative influences on the work-life balance are also commonly described. In this study, 24 qualitative interviews on IBM Italian employees were carried out to provide a grounded and interpretative account of the perceived effects of the virtual office. Results indicate that portable electronic tools are often associated with Internet usage for non-working purposes and that the raise of working hours is caused by a higher flexibility in the traditional working practise. Positive perceptions for the work-life balance appeared to be greatly associated to work satisfaction when the individual was part of a virtual team.

EMOTIONS EMBEDDED IN WORK-FAMILY COPING STRATEGIES: SPANISH UNIVERSITY PROFESSORS, WORK-LIFE BALANCE, AND WELL-BEING

Kuschel, K., *Universidad Autónoma de Barcelona, Barcelona, Spain*

Abstract: Purpose: The study of emotions in organizational settings has been a neglected line of research in the past. This study attempts to bridge this gap by introducing the emotion issues in the work-family (WF) research. The paper examines the unique work-family

interface coping strategies among Spanish university professors, and identifies how some WF strategies are embedded with emotions. This work analyzes how particular emotional coping strategies can undermine well-being. Method: A qualitative approach was used to investigate the work-family interface antecedents, outcomes, and coping strategies. A survey administered to 146 female and male Spanish university professors asks if they perceive a lack of, a sufficient amount of, or a surplus of time to do their work. Seventeen interviews and two focus groups were also conducted in Barcelona. Findings: A unique set of WF interface antecedents, outcomes, coping strategies, and linkages to other factors were identified in the professors' responses. Work overload (as a perceived lack of time to complete work) is the main stressor that spills over to the family domain. Professors' work overload is due to the very nature of the profession and the multipurpose character of their work: teaching, research, and management. Work family conflict has been related to several negative emotions (i.e., guilt, frustration, anger, sadness, shame, envy, jealousy, bad mood), which resulted in lower levels of general well-being. Emotions are embedded in the strategies to cope with all types of WF conflict. Emotions also generate particular coping strategies that may have detrimental consequences on work. This is the reason why employees self-regulate and manage their (bad and good) feelings. Professors' rank plays an important role in anger scripts played out in dyads within organizations. Practical Implications: The study of emotions in the workplace has the potential to add to our understanding of behavior in organizations and employees' well-being. Originality/-value: The main contribution of this research consisted in placing WF research in a particular profession and context: teaching and research professors in Spain. It also recognizes that particular emotional coping strategies are predictors of WF conflict.

DIARY STUDIES AND THE POSITIVE RELATIONS BETWEEN WORK AND FAMILY: A METHODOLOGICAL ANSWER TO OUR THEORETICAL PROBLEMS

Gonzalez-Morales, M.G., *University of Guelph, Guelph, Canada*; Tetrick, L.E., *George Mason University, Fairfax, VA, USA*

Abstract: The positive relations between work and family or other non-work domains has been conceptualized using three different approaches: first, work-family positive spillover refers to the transfer of positively valenced elements from one domain to the other resulting on beneficial effects (Hanson et al., 2006); enrichment refers to 'the extent to which experiences in one role

improve the quality of life in the other role' (Greenhaus & Powell, 2006); third, the broadest concept that contemplates system-level functioning is facilitation, defined as the extent to which an individual's engagement in one social system contributes to growth and enhanced functions in another system or life domain (Grzywacz et al., 2007). These are three different inclusive levels and building items to measure these constructs gets more complex as we advance in the levels. Positive spillover is simple: items reflect how a particular experience or element or its effects transfers domains (when something positive happens at work, I am in a good mood at home'). Enrichment is complicated, we need a wording that suggests that there is a transfer of elements and that this transfer improves the general quality of life in the other role (double-barrelled items: not only involvement at work puts me in a good mood, but in addition this good mood actually makes me a better family member). Finally, facilitation items are triple-barrelled: my engagement in work provides my family members with unique opportunities, and this improves overall functioning in my family'. Even though we should follow theory to design measurement, we should consider that measuring various ideas in one item is not only cognitively challenging for respondents, but a threat to measurement validity. We propose diary methods for solving this dilemma: facilitation items can be divided in three pieces to be measured at different times: I am engaged at work; Today/ week/ month my job has provided me with new skills / positive attitudes; Today/week/month my family functioning has been good. The aim of this paper is to discuss the suitability of cross-sectional designs for the study of enrichment and facilitation and explain how to approach this problem with longitudinal methodology.

Symposium: Job Crafting II: Antecedents and Consequences

Main topic area: Health and Interventions

Location: 0.9 Athens (11:30-12:45)

Chairs: Bipp, T., *Technische Universiteit Eindhoven, Eindhoven, The Netherlands*; Demerouti, E., *Technische Universiteit Eindhoven, Eindhoven, The Netherlands*

Abstract: In the field of job design, the research focus has shifted in the last decades from the pure investigation of management driven top-down processes to design jobs, to the acknowledgement of an active employee that changes or customizes his or her own

work. Job crafting, as defined in the seminal article by Wrzesniewski and Dutton (2001), includes all “actions employees take to shape, model, and redefine their jobs” (p. 180). The four papers presented in this symposium provide insights into recent, international findings in this newly emerging research field, by investigating important antecedents and consequences of job crafting. The first contribution by Niessen and Gunkel examines different predictors of task, relational, and cognitive job crafting not only on the situational but also personal level (e.g., job control and job satisfaction). The second contribution by Bipp and Demerouti deepens the knowledge about individual differences as antecedents of job crafting not only on a cross-sectional but also an experimental basis. The third contribution by Tims and colleagues investigates in a daily-diary study the effects of crafting ones resources on extra- and in-role job performance, and corroborates the role of state self-efficacy as antecedent and work enjoyment as mediator of job crafting on performance. The fourth and final contribution by Dorenbosch focuses on possible interventions in low-skilled jobs. Does freedom in work planning or stimulation of proactive goal-setting really have effects on job crafting behavior? The studies presented in the symposium are based on a variety of applications fields and use various operationalizations of job crafting, in order not only to contribute to theory building in this field, but also to enlarge our knowledge on the phenomena of job crafting for practice.

PERSONAL AND SITUATIONAL ANTECEDENTS OF JOB CRAFTING

Niessen, C., *University of Konstanz, Konstanz, Germany*; Gunkel, J., *Technical University of Munich, Germany*

Abstract: In many organizations and occupations individuals engage in job crafting. Job crafters actively shape and utilize their jobs to fit their needs, values, and identities. The purpose of the present study was to identify personal antecedents (job satisfaction, well-being) and situational antecedents (job control, time pressure) which motivate job crafting. Relying on the theoretical framework of Wrzesniewski and Dutton, we investigated three job crafting activities, namely altering the form and number of tasks (i.e., changing task boundaries), the cognitive framing of the job (i.e., changing cognitive task boundaries), and deciding with whom one interacts while doing the job (i.e., changing relational boundaries). We conducted a survey with 445 German school teachers. Hierarchical regression analyses revealed that job control positively predicted the extent with which teachers altered the form and

number of tasks. In addition, time pressure was also positively related to changing task boundaries, and changing relational boundaries. Under time pressure teachers increasingly chose with whom they interacted (e.g., colleagues, parents). Moreover, reduced well-being was also related to changing relational boundaries. Altering cognitive boundaries of the job was predicted by personal antecedents such as job satisfaction, and well-being. Teachers who experienced low job satisfaction reported a higher tendency to see their job according to their personal values. Furthermore, when individuals experienced low time pressure, reduced well-being was also positively related to changing cognitive task boundaries. Theoretical and practical implications of the study will be discussed.

THE RELATIONSHIP BETWEEN INDIVIDUAL DIFFERENCES AND JOB CRAFTING

Bipp, T., *Technische Universiteit Eindhoven, Eindhoven, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Prior research has shown that job crafting can have positive effects on work outcomes, as job satisfaction. In order to prevent potential negative outcomes (as additional stress), it is important to understand who changes his or her job proactively in which way. Since job crafting refers to changes employees make in order to align their work with their own expectations, needs, values or interests, it can be expected that individual differences shape job crafting behavior. We investigated in two studies how two basic dimensions of personality in terms of Approach and Avoidance temperament influence job crafting, operationalized in terms of seeking resources or challenges at the workplace, or reducing demands. Study 1 investigated the relationships in a sample of 99 international employees with various job backgrounds. After controlling for effects of age, gender, and job complexity, the temperament dimensions were able to account for up to 18% of the variance in job crafting. The results showed that persons scoring high on Approach temperament increased resources and demands, whereas persons scoring high on Avoidance temperament tended to reduce demands in the current work situation. Study 2 aimed to experimentally manipulate the approach and avoidance focus on a state basis, in order to investigate the causal relationships. Three experimental conditions (approach, avoidance, control) were realized and the intention to craft the job within the next working week was assessed afterwards. Preliminary results

of this study (n=48) also provide support that persons with an avoidance focus have a higher tendency to decrease demands in their work situation. Taken together, the two studies provide important insights into the effects of individual differences on job crafting. The results will be discussed with regard to person-job fit and the relevance of the findings for practice.

JOB CRAFTING EXPLORED: HOW JOB CRAFTING LEADS TO JOB PERFORMANCE

Tims, M., *Erasmus University, Rotterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Derks, D.A.J.A., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: In this 5-day diary study it is examined whether one aspect of job crafting, namely increasing one's structural job resources (autonomy and variety) led to better in-role and extra-role performance mediated by work enjoyment. Job crafting was operationalized as the self-initiated changes that employees made in their own level of job resources. Job resources are seen as those work characteristics that enhance work performance, individual growth and learning and buffer against the negative effects of high job demands. Furthermore, we investigated the role of state self-efficacy as a predictor of job crafting. The results of this study supported our hypothesized mediation: Employees who scored high on state self-efficacy on one day were also more likely to craft more job resources on that day. This increased level of autonomy and variety in turn enhanced their work enjoyment. Finally, employees who enjoyed their work were more likely to perform well on in-role tasks. However, work enjoyment did not reach significance in predicting extra-role performance. Here only job crafting mediated the relationship between self-efficacy and extra-role performance. Job crafting may be an important mean to keep employees motivated because they can craft tasks or responsibilities they find interesting. As a consequence, this study showed that employees who enjoyed their work more performed better on their own tasks but also on tasks that were not prescribed in their jobs (i.e. extra-role).

REFLECTING ON JOB CRAFTING IN LOW-SKILLED JOBS: QUANTITATIVE AND QUALITATIVE INSIGHTS FROM TWO SMALL-SCALE INTERVENTION STUDIES

Dorenbosch, L., *TNO Institute for Work & Employment, The Netherlands*

Abstract: Following a dynamic person-job fit perspective, this study states that job crafting concerns a range of behavioral techniques that employees use to sustain a fit by aligning their job with their (physical/cognitive) abilities and their strengths, motives and passions. By some labeled as job redesign from "bottom up", job crafting implies that employees can proactively engage in the modification of task, relational and cognitive boundaries of their job in order to gain or restore a healthy, meaningful or challenging job. In low-skilled jobs with low-skilled workers two factors might, however, withhold employees from crafting their job: their work discretion and their work goal orientations. In contrast to higher-skilled jobs, low skilled-jobs in general provide less functional discretion and control which is found relate to lower levels of job crafting. Otherwise, work values research indicates that low-skilled workers attach more value to extrinsic work goals than to intrinsic work goals (e.g., growth, challenge), which makes that low-skilled workers might feel less reason to pursue proactive job crafting goals because a change toward an future intrinsic work-related outcome is marginally important to them. This study presents the results of two small-scale intervention studies aimed at dealing with these job crafting obstacles for lower-skilled workers by (1) giving a team of maintenance workers more discretion in the work planning and (2) stimulating proactive goal-setting among elderly care workers. Installing discretion with regard to the work planning was found to increase the instances of collaborative (and not individual) job crafting through which they successfully negotiated the allocation of best-fitting tasks for each team member. A workshop with elderly care workers to stimulate the process of proactive goal-setting for sustaining a person-job fit showed (1) the difficulty of envisioning critical future fit risks, (2) variance in the extent to which they were motivated to decrease health risks or increase job meaningfulness and job challenge and (3) variance in the job crafting techniques they considered to be effective in reaching the same type of goals.

Symposium: Workplace Bullying: Overcoming Existing Shortcomings

Main topic area: Employee Well Being

Location: 2.1 Colorado (11:30-12:45)

Chairs: Baillien, E., *HU Brussel, Brussels, Belgium*; Rodriguez-Munoz, A., *Autonoma University of Madrid, Madrid, Spain*

Abstract: The economical crisis has triggered organizations to substantially change their work environment and policies to become more cost-efficient; often neglecting devastating social consequences of these acts. This symposium aims to focus on one particular negative social outcome that may be linked to such economic changes: workplace bullying. In five presentations, this symposium aims to (a) take scientific knowledge about bullying to the next level by addressing a range shortcomings in the domain so far (cross-sectional designs, lack on intervention studies, conceptualization) and (b) strive for insights that can guide practitioners that want to prevent/counteract bullying and aim to improve the quality of social relations at work. First, data from Spanish and Costa Rican employees showed that gender differences impact on how bullying is defined; underlining that there could be differences in when female versus male managers might act against bullying. Second, addressing the urban legend that targets and perpetrators of bullying are 'one and the same', a study among Belgian employees revealed that being a target versus perpetrator can be regarded as different classes. Third, a longitudinal Belgian sample revealed that job demands and job recourses are antecedents rather than consequences of bullying and can be used to prevent bullying. Fourth, an Italian longitudinal study advanced these findings by adding the individual characteristic of workaholism as a factor to predict bullying. At last, a longitudinal intervention study in Spain assessed whether training in conflict management can be used as a strategy to prevent (more) future bullying.

GENDER DIFFERENCES IN CONCEPTUALIZATIONS OF WORKPLACE BULLYING

Escartin, J., *University of Barcelona, Barcelona, Spain*; Salin, D., *Hanken School of Economics, Helsinki, Finland*; Rodriguez-Carballeira, A., *University of Barcelona, Barcelona, Spain*

Abstract: This presentation focuses on the significance of gender for conceptualizations of bullying. Analyses are based on validated taxonomy of six different bullying behavior categories: isolation, control and manipulation of information, abusive working conditions, emotional abuse, professional discredit, and devaluation of the target's professional role. We draw upon data from three studies. First, we investigated how men and women define bullying in a convenience sample of 246 Spanish and Costa Rican employees who provided their own definitions of bullying. The second and third study analyzed gender differences in the perceived severity of the different bullying categories. First, 30 Spanish

experts from various fields (psychology, law,..) were asked to do a severity rating by distributing 100 points among the bullying categories. Second, 300 Spanish employees were asked to rate the severity of 35 bullying behaviors, belonging to the bullying categories, on a scale from 0 (no harassment) to 10 (maximum severity). The results showed that, when defining bullying, women emphasized emotional abuse and professional discredit more than men. Moreover, both female employees and female experts considered emotional abuse to be more severe than their male counterparts. In fact, men rated the severity of all bullying categories as lower than women. These findings suggest that gender is an important factor for how bullying is conceptualized. This may have implications for how and when managers of either gender think it is necessary to take measures against negative behavior and what kind of measures they deem appropriate for specific offences. It also highlights the need for contact and support persons of both sexes and for a balanced gender composition on grievance committees.

IDENTIFYING PERPETRATORS AND TARGETS OF BULLYING WITH A LATENT CLASS MODELLING APPROACH.

Notelaers, G., *Maastricht University, Maastricht, The Netherlands*; Baillien, E., *HU Brussel, Brussels, Belgium*

Abstract: The majority of studies on workplace bullying address this phenomenon solely from a target perspective. However, bullying does not only exist in the eye of the beholder but unfolds in the social workplace setting with perpetrators, non-involved observers and potential collaborators. In this contribution we would like to shed light on a important part of this multi-actor phenomenon. Following reflections in the field that bullying does not simply follow a sender-receiver pattern, we first aim to identify different classes of targets and perpetrators using Latent Class Modelling on data of 693 Belgian employees. Second, longitudinal data from 320 Belgian employees are used to investigate the probability that targets become perpetrators versus vice-versa. For this aim, detailed transitions between the different LC of targets and perpetrators are studied over time. Preliminary results showed a moderate correlation between being a perpetrator or a target of bullying; in line with earlier findings. LCA however revealed that this moderate correlation may be owed to a high overlap between the occasionally bullied and the occasionally perpetrator classes. LCA additionally showed separate and thus unique classes of targets versus perpetrators of bullying. Furthermore, longitudinal

LC factor models indicated that perpetrators may become targets over time, whereas targets do not tend to become perpetrators.

THE LONGITUDINAL RELATIONSHIPS OF JOB DEMANDS AND JOB RESOURCES WITH TARGETS' AND PERPETRATORS' REPORTS OF BULLYING.

Baillien, E., *HU Brussel, Brussels, Belgium*; Vandebroeck, A., *U Brussel, Belgium, KU Leuven, Belgium*; Rodriguez-Munoz, A., *Autonoma University of Madrid, Madrid, Spain*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: The current study investigates causal relationships between work characteristics, in terms of job demands and job resources, and targets' and perpetrators' reports of workplace bullying. In line with the Job Demands-Resources model and the bullying literature, we assumed that both high job demands (workload, role conflict and job insecurity) and low job resources (task autonomy, social support and skill utilisation) increase bullying over time (i.e. normal causation). Results of structural equation modelling analyses ($n = 177$) partially supported our hypothesis. As expected, we found that T1 job demands related positively to T2 targets' reports of bullying and that T1 job resources related negatively to T2 targets' reports of bullying. Unexpectedly, there was no significant cross-lagged effect of T1 job demands and resources on T2 perpetrator's reports of bullying. No evidence was found for reverse causation or reciprocal effects. Overall, these findings support the validity of the theoretical models postulating a causal link from work characteristics to workplace bullying.

WORK ENVIRONMENTAL AND INDIVIDUAL DIFFERENCE FACTORS AS ANTECEDENTS OF BULLYING AT WORK: A LONGITUDINAL INVESTIGATION

Balducci, C., *University of Bologna, Italy*; Cecchin, M., *National Healthcare Service, Italy*; Fraccaroli, F.F., *University of Trento, Rovereto, Italy*

Abstract: Most research on bullying antecedents has focused either on work environmental factors or on individual difference factors, and are cross-sectional in nature. The present study examines longitudinally whether individual difference factors interact with work environmental factors in the escalation of bullying; in line with an interactionist perspective in the explanation of the phenomenon. We focused on role stressors

(role conflict and role ambiguity) for the work environmental factors. For individual differences, we considered workaholism: Workaholism could be an interesting factor in relation to bullying, since workaholics show several characteristics of the "hot temperament", which seems to be an important condition for involvement in interpersonal conflicts at work. Participants were Italian employees of the health sector. Data were collected in two waves approximately 12 months apart (May-August 2009/2010), with 574 employees participating to the first survey (response rate 80%) and 450 to the second survey (response 62.7%). Preliminary cross-sectional SEM analyses on both time points indicated that role stressors and workaholism were independently related to bullying. Furthermore, workaholism strengthened the role stressor-bullying relationship, with the interaction factor explaining 3% (survey 1) and 4% (survey 2) variance more in the bullying construct. Longitudinal data analysis will be based on the 280 employees who participated in both times and for whom data matching was possible. Longitudinal confirmation of cross-sectional results would make stronger the idea that primary prevention of bullying is possible, and that this prevention should focus on traditional work-stress factors such as role conflict and role ambiguity.

INTERPERSONAL CONFLICT AND WORKPLACE BULLYING PREVENTION: A PROSPECTIVE INTERVENTION STUDY

León-Pérez, M., *University of Sevilla, Spain*; Arenas, A., *University of Seville, Seville, Spain*

Abstract: Although many researchers and practitioners advocate training as a way to reduce bullying, few studies have empirically examined the effectiveness of the interventions. Therefore, following the idea that workplace bullying is an escalating process in which an unresolved conflict becomes destructive for the individuals involved, we aim to study the effectiveness of a conflict management training to prevent bullying. To this aim, data on working conditions, interpersonal conflicts, and workplace bullying were collected in a Spanish manufacturing company. Based on this baseline survey, an intervention containing conflict management training for key staff members and supervisors was implemented. Then, different qualitative and quantitative measures were taken during a follow-up period in order to assess the intervention effectiveness. Finally, the baseline survey was repeated eight months after the implementation of the intervention. The effectiveness of the intervention will be examined following Kirkpatrick's Evaluation Model: participants' re-

action to the training (“customer satisfaction survey” just after the intervention), learning process (a measure of the extent participants felt that they improved their conflict management knowledge and skills), training transfer (a measure of the extent that participants changed their behaviour), and results derived from the training (comparing measures from before and eight months after the training). Theoretical and practical implications are discussed.

Presentations: Employee Well Being - Theoretical Approaches

Main topic area: Employee Well Being

Location: 2.14 Amazon (11:30-12:45)

Chair: Drury, M.E., *Leeds University, Leeds, UK*

DO EMPLOYEES’ PERCEIVED CONTROL AND IMPORTANCE OF WORK-RELATED DISCUSSIONS INFLUENCE THEIR TASK SATISFACTION? AN INTERACTION EFFECT.

Drury, M.E., *Leeds University, Leeds, UK*; Robinson, M.A., *Leeds University, Leeds, UK*

Abstract: Social interaction (e.g. pre-planned meetings and informal discussions) is paramount to working life, due to its role in communication and knowledge sharing. Testimony to this is the finding from the current investigation that even in technical roles social interaction accounts for around a third of working time. Previous research in the field of job design has found that many job characteristics, such as autonomy and task significance, are important predictors of positive job outcomes, such as job satisfaction. However, social interaction has rarely been examined with respect to such variables and interaction between variables, particularly at the task-level of analysis. To address this omission, this research investigates a possible interaction between task control and task importance, and their effect on task satisfaction, within social interaction at work. A work sampling approach was used to collect task-level data. Fifty-two engineers from a multi-national engineering organization each carried a personal digital assistant (PDA) for 20 working days. Engineers answered alarms on their PDAs, at random time-points within each hour, and categorised their work activity by entering data on 12-16 screens. Therefore, enough data was collected to precisely infer the percentage of time engaged in each task. Analyses

revealed that within social activity, participants perceived that they had significantly more control over informal discussions than pre-planned meetings, but perceived meetings as significantly more important than discussions. This suggests there may be a conflict between task control and task importance (both of which are key to satisfaction) in differing types of social interaction. Further analyses examined any interaction effects between task control and task importance with respect to satisfaction for meetings and discussions. An interaction approaching significance was found for discussions, such that task control moderated the relationship between task importance and task satisfaction. No such interaction was found for meetings. Results will be discussed in relation to job design theory, and their relevance to employee wellbeing in social interaction at work. (Full references and results will be provided during presentation).

ACHIEVEMENT GOALS AND PERFORMANCE ATTAINMENT: A DOMAIN SPECIFIC AND CROSS-DOMAIN META-ANALYTIC REVIEW

Blaga, M., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*; Postmes, T., *University of Groningen, Groningen, The Netherlands*

Abstract: The main focus of this meta-analysis was a review and synthesis of the literature to explore the links between achievement goals and performance attainment in the work domain. Furthermore, the findings in the work domain were compared to effects found in both the educational domain and the sports domain. We meta-analyzed 84 correlational studies, comprising 309 independent effect sizes and a total of 35,670 participants. Achievement goals were classified according to the 2x2 achievement goal framework developed by Elliot (1999; Elliot & McGregor, 2001), which is based on a definition dimension (performance vs. mastery) and a valence dimension (approach vs. avoidance). In the work domain, mastery-approach goals were positively correlated with performance attainment ($r = .21$), performance-approach goals were positively, but weakly, correlated with performance attainment ($r = .09$, $p = .06$), while performance-avoidance goals were negatively correlated with performance attainment ($r = -.32$). These results were generally in line with those found in both the educational domain and the sport domain. More exactly, in the educational domain, we found positive correlations between mastery-approach goals and performance attainment ($r = .11$), performance-approach goals and performance attainment ($r = .09$), and a negative correla-

tion between performance-avoidance goals and performance attainment ($r = -.11$). Additionally, mastery-avoidance goals were negatively correlated with performance attainment ($r = -.10$). Finally, in the sport domain, we found significant and positive correlations between mastery-approach goals and performance attainment ($r = .21$), and performance-approach goals and performance attainment ($r = .16$). Our results confirm positive and robust cross-domain correlations between approach- goals and performance, and particularly between mastery-approach goals and performance. Worth mentioning is the positive correlation between performance-approach goals and performance across domains, as researchers (particularly in the work domain and the education domain) tend to be skeptical about potential benefits of these goals. Although we cannot draw causal conclusions on the basis of the correlational studies we meta-analyzed, a practical implication may be to emphasize approach goals (mastery in particular), and downplay avoidance goals as an attempt to positively influence performance attainment in organizations, but also in the classroom, and on the sports field.

ASSESSING THE RELATIONSHIP AMONG BURNOUT/ENGAGEMENT, TRAIT-AFFECT AND PSYCHOSOMATIC COMPLAINTS IN HUMAN SERVICES

Escobar Sanchez, E., *University of Valencia-Master WOP-P, Valencia, Spain*; Martinez-Tur, V., *University of Valencia-Master WOP-P, Valencia, Spain*; Carvalho, C., *University of Valencia-Master WOP-P, Valencia, Spain*

Abstract: Burnout, engagement and affect and their relationship with workers health are topics extensively studied in the organizational context. However, there is not much literature assessing the integration of all these three topics in predicting psychosomatic health. Furthermore work conditions can lead to burnout, indeed these work-related causes of stress have contributed to psychosomatic complaints. The European Agency for Safety and Health at Work reports that the 13% of workers complain about headaches, 17% about muscular pains, 30% about back pains, 20% about fatigue and 28% about stress. These psychosomatic complaints also impact on the organizational and public health costs, as the EU estimates, those costs arising from work-related stress come to around 20 billion annually within the EU that represents the 3% of the EU's GDP. With this in mind, our research aims to study simultaneously the relationship between trait-affect, burnout/engagement and psychosomatic complaints.

We propose a total mediated model for testing if the situational factors (burnout/engagement) mediate the relationship between trait-affect and psychosomatic complaints, being the situational factors (burnout/engagement) the ones that mediate the relationship between affect and complaints. This total mediated model was compared with two partial mediated models in order to analyze the influence of the direct relationship between affect and psychosomatic complaints. The sample consisted of 782 employees within the human services sector. The results of structural equation modeling showed that, the total mediated model of burnout is the one that best fits and explains the relationship between affect and psychosomatic complaints. Practical implications have been shown by our results. As has been confirmed, affection plays a decisive role on the tendency to suffer burnout or engagement, although is not the only factor for determining the tendency to suffer psychosomatic complaints. However, working conditions that favor the appearance of burnout may impact on workers health through psychosomatic complaints, which even people with PA traits can end up to suffering psychosomatic complaints if the employment situation is experienced as burnout, and these psychosomatic complaints can embody into sick leaves that directly impact on organizational and public health costs.

ARE TIME MANAGEMENT TRAININGS EFFECTIVE?

Häfner, A., *University of Würzburg, Würzburg, Germany*; Schwäble, S., *University of Würzburg, Würzburg, Germany*; Stock, A., *University of Würzburg, Würzburg, Germany*

Abstract: Although time management trainings are very popular, only few training programs have been evaluated (Claessens, Van Eerde, Rutte, & Roe, 2007) and they are mainly derived from self-help literature. Our aim is to investigate whether perceived control of time, perceived stress and performance can be improved through a time management training, which was based on psychological theory and research. 74 employees were randomly assigned to a training or waiting-list control group. Directly before and in the sixth week after training both the groups answered questionnaires measuring perceived control of time, perceived stress, performance and improvement of time management. In a diary they also specified how much time they spent on a self-selected, important task. As a more objective measurement, performance and self-organization were rated by superiors. Additionally, the trained were asked about the quality of the training. The training's quality was rated very high, as

well as the willingness to use the learned techniques. The trained group tried harder to improve their time management and was more of the opinion that their own time management improved. A 2x2 MANCOVA with time of measurement and training-participation as independent, perceived control of time, perceived stress and self-organization as dependent variables and perceived workload as covariate - since workload was postulated as predictor of perceived control of time and stress (Claessens, Van Eerde, Rutte, & Roe, 2004) - showed a significant interaction for perceived stress and perceived control of time in the expected direction: through time management training, perceived control of time increased and perceived stress decreased. There was no significant effect on self-rated self-organization or the other performance measures. The training shows effects on self-rated improvement of time management, perceived stress and perceived control of time, which underlines the usefulness of this time management training especially regarding variables of well-being.

A COMPARISON OF LINEAR VERSUS NONLINEAR MODELS OF FLOW IN THE WORKPLACE

Ceja, L., *IESE Business School, University of Navarra, Barcelona, Spain*; Navarro, J., *Social Psychology Department, University of Barcelona, Barcelona, Spain*

Abstract: Introduction: With the flow theory as the backdrop, it is predicted that the quality of the daily experiences of employees will depend on the challenge experienced and skill required in their work activities. Using a hierarchical linear regression approach, the first aim of the present study is to examine the positive influence of perceived levels of challenge and skill on the daily subjective experience (i.e., enjoyment, absorption and interest) of employees. The second goal is to examine the former prediction as a cusp catastrophe effect, proposing a cusp model, which accounts for discontinuities in the flow experiences of employees. In other words, the present study intends to compare the cusp catastrophe model with a comparable linear model. Methods: Participants were 60 employees from various occupational backgrounds. Employees' perceptions of challenge and skill regarding work-related activities and their subjective experience in terms of enjoyment, interest and absorption were measured using the experience sampling method. Each participant was given a handheld personal digital assistant (PDA) to carry for 21 consecutive days. The PDA produced six signals per day at random time intervals during working hours until at least 100 trials were completed. To analyze the fit of the cusp catastrophe model to the flow data and compare the fit to a

linear regression model, the R software was used. Results: According to the AIC and BIC indexes, the cusp model fitted better the data than the linear regression model. Both the AIC and BIC are lower for the cusp model (AIC=6134.5/ BIC=6169.4) as compared to the linear regression model (AIC=23048.6/ BIC=23064.1). Likewise, the R2 is higher for the cusp model (R2=0,3619) as compared to the linear regression model (R2=0,1327). Discussion: Our results support the cusp catastrophe model, which accounts for the discontinuous changes in employees' flow experiences. More specifically, the model shows that perceived challenge acts as bifurcation variable, that is, a threshold there exists beyond which small variations in perceived skill (i.e., asymmetry variable) can cause a nonlinear shift from high to low levels of enjoyment, interest and absorption.

Symposium: Multilevel perspectives on work, employee well-being and organizational performance

Main topic area: Employee Well Being

Location: 2.7 Meuse (11:30-12:45)

Chair: Voorde, K. van de, *Radboud University Nijmegen, Nijmegen, The Netherlands*

Abstract: Research on work, employee well-being and organizational performance has been characterized by a split along the level of analysis. On the one hand 'micro' research explores the impact of work context on employee well-being on the individual level. On the other hand 'macro' research explores linkages between activities associated with the management of employees (HRM) and organizational performance on the organizational level. The breaking down of barriers between 'macro' and 'micro' research is highly recommended. The integration of 'macro' organizational context in employee well-being literature (Rousseau & Fried, 2001) and the integration of 'micro' organizational behavior concepts in HRM literature (Wright & Boswell, 2002) is needed to progress both fields. Numerous multilevel frameworks describing relationships across different levels of analysis (Kozlowski & Klein, 2000; Rousseau, 2010) and multilevel methods (e.g. Croon & van Veldhoven, 2007; Preacher et al., 2010) have been proposed in the last decade. However, the area of work, employee well-being and organizational performance appears to be lagging behind in this respect. Although the organizational context

(e.g. HRM) is known to be important for shaping individual's well-being, which is consequently a condition to be met to achieve organizational performance, knowledge on the role of organizational context (e.g. HRM) for employee well-being and on the role of employee well-being for organizational performance is minimal (Hart & Cooper, 2001). Few studies look at how organizational context influences employee well-being, and how this influences organizational performance across different levels of analysis (i.e. top-down and bottom-up processes) (Bliese & Jex, 2002; Nishii & Wright, 2008). The aim of this symposium is to explore and discuss theories and methods for incorporating multilevel perspectives into research on work, employee well-being and organizational performance relationships. The first three presentations set the stage for this symposium by presenting overviews of the state of the literature, previous research and multi-level research methods. The three presentations are followed by presentations of two empirical, multi-level papers on the impact of organizational context on employee well-being and or organizational performance. Each presentation takes 15 minutes; this will leave 15 minutes for discussion across the papers. In summary, the presentations in this symposium seek to enhance our understanding of the multi-level pathways through which organizational context elements (e.g. HRM) influences employee well-being and or organizational performance by focusing on theory, methods and empirical research. Below, the five presentations are introduced.

REINFORCING THE MICRO-MACRO BRIDGE

Rousseau, D.M., *Carnegie Mellon University, Pittsburgh, USA*

Abstract: Bridging micro and macro perspectives in organizational research is critical for two reasons. Reality is that organizational phenomena are inherently multiple level. So too are the policies and practices needed to move the expression of these phenomena toward a preferred state. I argue that organizational research is less divided along micro and macro lines than is often assumed. Indeed in the past 30 years we have witnessed the mainstreaming of multi-level, organizational thinking as standard practice. Related developments include the multi-level heuristics commonly used in the field's research design, including Hackman's (2003) notion of "a level up and a level down," and approaches to self-organizing multilevel processes and cross-level interventions. Advocating integrative pluralism (Mitchell, 2000), I suggest three approaches to expanding and deepening micro/macro integration, including active use of alternative representations in re-

search, systematic reviews that integrate findings across levels, and computer simulations modeling cross-level complexity.

HRM, EMPLOYEE WELL-BEING AND PERFORMANCE: A SYSTEMATIC REVIEW OF THE LITERATURE

Voorde, K. van de, *Radboud University Nijmegen, Nijmegen, The Netherlands*

Abstract: The impact of HRM on organizational performance has become one of the major topics in HR research. Employee well-being has been increasingly included in explanatory models of the HRM-performance link. However, two competing views stand out with respect to the position of employee well-being at work in HRM - performance research. This review examines which of the competing perspectives, 'mutual gains' or 'conflicting outcomes' is more appropriate to describe the role of three employee well-being dimensions: happiness, health and relationships. It covers 36 empirical studies published from 1995 to May 2010 in which HRM, well-being and organizational performance are measured in a quantitative way. The main implication from this review is that the role of employee well-being in the HRM-performance linkage depends on the well-being type studied. Happiness and relationships well-being function as mutual gain with performance. Health-related well-being, however, seems to function as a conflicting outcome with performance.

HRM, EMPLOYEE WELL-BEING & ORGANIZATIONAL PERFORMANCE: A 2-1-2 MULTILEVEL MEDIATIONAL ANALYSIS

Veldhoven, M.J.P.M. van, *Tilburg University, Tilburg, The Netherlands*

Abstract: Multilevel mediation is of particular importance to research on Human Resource Management and organizational performance. Typically, the focus in this research area is on examining the effects that organizational policies and practices have on various aspects of organizational performance through a range of employee variables. There is considerable debate about which variables should be included at the organizational (level 2) and employee (level 1) levels of analyses, but in general a 2-1-2 (organization-individual-organization) process holds in many instances. It is now technically feasible to analyze multilevel mediation models which enable researchers to connect individual level variables on worker well-being to organizational level antecedents as well as outcomes. The objective of this paper is to present such an analytic solution using Mplus, and illustrate it with a concrete example based

on data from the 2004 edition of the UK Workplace Employment Relations Survey WERS (>15,000 employees nested in >1,000 workplaces).

PREDICTING EMPLOYEE TURNOVER INTENTIONS: THE ROLE OF INTRADEPARTMENTAL INTERDEPENDENCE AND SENSE OF COMMUNITY

Karanika-Murray, M., *Nottingham Trent University, Nottingham, UK*; Michaelides, G., *Nottingham Trent University, Nottingham, UK*

Abstract: Recent research suggests that, in addition to individual differences and job characteristics, work unit characteristics have a crucial role for understanding of employee voluntary turnover (Holtomet al., 2008). Thus, friendship networks (Feeley et al., 2008) and task interdependence (Pearce & Gregersen, 1991) are considered instrumental for shaping employee attitudes and behaviours. We suggest that intradepartmental connectivity and task interdependence can affect turnover intentions and that sense of community mediates this relationship. We adopted a multilevel two-way (job category, work unit) cross-classification approach (N=1539, N groups=169, N job categories=13), controlling for demands, control, and managerial support. Results indicated that intradepartmental connectivity has a negative effect on turnover intentions and that this relationship is mediated by sense of community, whilst task interdependence has a direct negative effect on turnover intentions. These findings have pressing implications for understanding and managing voluntary turnover through work design.

THE RELATIONSHIP BETWEEN ORGANIZATIONAL EMPLOYMENT SYSTEMS, EMPLOYEE WELL-BEING AND WORKPLACE PERFORMANCE

Peccei, R., *King's College London, London, UK*

Abstract: This study uses multilevel data from the 2004 Workplace Employment Relations Survey covering 8030 employees across 1228 UK establishments to examine the relationship between organizational employment systems (OES), employee well-being (WB) and workplace performance (WP). Organizational employment systems are conceptualized as comprising four dimensions: Work design practices, HR practices proper, employee voice, and management leadership styles. I first identify a number of mechanisms through which the dimensions of OES may affect well-being and performance (e.g., human capital, job control, job demands, social integration of employees). I then (a) examine the extent to which the various mechanisms mediate the relationship between OES, WB and WP, and (b) identify

and compare the type of OES that are most likely to maximize WB and those that are most likely to maximize WP. Preliminary analysis shows that the relationship between OES-the various mechanisms-WB-WP is quite complex but that, overall, the types of OES that maximize WB are significantly different from those that maximize WP.

Presentations: Organizational Transitions: Mergers, Acquisitions, Privatizations, and Closures

Main topic area: Organizational Change and Development

Location: 2.9 Euphrates (11:30-12:45)

Chair: Edwards, M.R., *King's College London, London, UK*

CONTRASTING BETWEEN HIGH-PERFORMERS' AND LOW-PERFORMERS' JUSTICE PERCEPTIONS OF EFFORT AND TURNOVER COGNITIONS: CAN YOU RELY ON HIGH-PERFORMERS' DURING PLANT CLOSURES?

Häsänen, L., *Stockholm University, Stockholm, Sweden*; Hansson, M., *Örebro University, Örebro, Sweden*; Hellgren, J., *Stockholm University, Stockholm, Sweden*

Abstract: Managers planning for a prolonged plant closure would probably contemplate staffing, and perhaps one way to try to ensure continued productivity would be putting high-performing employees in key positions in the hope that they would continue performing throughout the closure. Such staffing cues have been proposed to be used during downsizing (Appelbaum, et al., 1987). However, a senior top manager who has initiated and led 16 plant closures throughout his career and responsible for this specific plant closure, reported that he has tested this staffing approach during plant closures with unsatisfying results - instead high-performing employees had a tendency to stop performing and having higher tendency to quit. The purpose of this paper is to investigate the anecdotal reports that high-performing employees stop performing and have a higher tendency to quit during plant closures. A longitudinal design was used, with one year between data collection points (T1 and T2). Data was collected using online and paper copies of the same questionnaire, with a response rate of 61% on T1 and 55% on T2. A 2 (T1 Job performance: Low vs. High) x 2 (T2 Overall justice: Low vs. High) between-subject analysis of covariance (ANCOVA) was performed on

two dependent variables (effort and turnover cognitions), while controlling for positive and negative affectivity. The results showed that high-performers' who perceived low justice received lowest scores on effort, while low-performers' perceiving low justice received next highest score on effort. Whereas, all groups who perceived high justice had lower turnover cognitions than those who perceived low justice. This study lend support to the top senior managers report that using high-performers' in key positions during a plant closure could be disappointment since the results suggest that high-performers' could either be those who put forth most and least effort, depending on if they perceive low justice. Therefore, we suggest that it could be more productive to open up the key positions to all employees to apply and interview those who are interested - the interviews should aim at investigating if the specific role would have some form of instrumentality for the employee.

CHANGE READINESS DURING ORGANIZATIONAL CHANGES: A LONGITUDINAL ANALYSIS USING THE THEORY OF PLANNED BEHAVIOR

Straatmann, T., *University of Mannheim, Mannheim, Germany*; Mueller, K., *University of Mannheim, Mannheim, Germany*; Hausmann, N., *University of Mannheim, Mannheim, Germany*

Abstract: Today, organizational environments are rapidly changing and highly competitive, therefore effective change management is becoming increasingly important for organizations. Thus, researchers have shown an increased interest in motivational aspects of employees during organizational change processes. At the same time, change management interventions increasingly go beyond technical aspects and focus on influencing employees' change readiness or more specifically their intention to support the change initiative. Therefore, this paper seeks to apply the theory of planned behavior (TBP, Ajzen, 1991) to model important psychological processes in different phases of a change process and to predict changes in employees' intention to actively engage in the organizational change project. A longitudinal modelling approach is used to examine the effects of changes in attitude towards the change, subjective norm and perceived behavioural control on the employees' intention to support the change process. Members of a governmental organisation were invited to participate in two surveys during the ongoing process, once at an early stage and once about a year later. Overall, the results show a good fit of the data with the TPB's theoretical assumptions. The longitudinal modelling using AMOS reveals

causal relationships between the central psychological variables and indicates significant effects of changes in the determinant factors on changes in employees' intentions to engage in the change process. The TPB is providing a very useful conceptual framework in the analyses of organizational change processes and has a great potential to stimulate further investigations in the field of organizational change management. The study clearly suggests the importance of psychological processes during change processes. Moreover, it shows that employees' intentions in different phases of a change process can be influenced. Thus, the findings of this study can be used to develop targeted interventions to improve organizational change processes. Taken together, this research provides important and sound theoretical insights into psychological processes during organizational changes and hence is of high interest to both practitioners and academics in the field of organizational change management.

ORGANIZATIONAL AUTHENTICITY AND POST-ACQUISITION IDENTIFICATION: COMPARING THE ACQUIRING EMPLOYEES WITH THE ACQUIRED

Edwards, M.R., *King's College London, London, UK*; Edwards, T., *King's College London, London, UK*

Abstract: The study examines factors that explain employee identification following an acquisition. A key reason provided for a lack of success with mergers/acquisitions is a failure of employee integration (Teerikangas & Very, 2006). However, factors influencing the degree to which employees identify with their employer following an acquisition are yet to be fully understood despite the importance of such knowledge to managers. Organisational identification involves a linkage of the self and organisational identity (Ashforth and Mael, 1989) or a 'person-organisation merger' (Ashforth and Mael, 1996) where employees share the organisation's values (Pratt, 1998; Edwards, 2005). What the organisation stands for and the degree to which it acts in accordance with its espoused values' (Kabanoff and Daly, 2002) is likely to influence whether employees are willing to forge an identity link. Questionnaires were returned from a unique sample of employees from both an acquiring and acquired organisation (n=257;n=158 respectively) across three countries (UK, Sweden and the Netherlands) two months after an acquisition (before full integration). A path model predicting turnover intentions and identification with the acquiring organisation was tested incorporating the degree to which the acquiring organisation was considered authentic. Possible drivers of authenticity and identification were

also examined, these included: perceived organisational prestige, distributive and procedural justice and the degree to which employees had the opportunity to express their voice and be represented during the acquisition. With both samples, path analysis using bootstrapped covariance matrices (in Lisrel) showed that identification predicted turnover intentions but importantly authenticity was a key predictor of identification post-acquisition. In both samples procedural justice perceptions predicted authenticity and the perceived prestige of the acquirer also predicted authenticity and identification. Interesting differences were identified when comparing employees from the acquiring versus the acquired organisation, suggesting a difference in drivers of post acquisition integration across the two work groups. With employees from the acquiring organisation, perceptions of distributive justice were important in predicting both turnover intentions (directly) and authenticity perceptions. This was not the case for the acquired employees where distributive justice played no part; here procedural justice played a greater role and predicted both authenticity and identification directly.

THE UPSIDE OF ORGANIZATIONAL DEATH: INVESTIGATING CHANGE IN PRODUCTIVITY, EFFICIENCY, PERFORMANCE, MOTIVATION, AND PSYCHOLOGICAL CLIMATE DURING PLANT CLOSURE

Häsänen, L., *Stockholm University, Stockholm, Sweden*; Hellgren, J., *Stockholm University, Stockholm, Sweden*; Sverke, M., *Stockholm University, Stockholm, Sweden*

Abstract: Major organizational changes are often connected with a variety of negative outcomes. As a contrast to this, organizational deaths [defined: Organizational death occurs when employees are faced with certainty of job loss due to closedown, which may have been preceded by perceptions of threat of closure] have instead been associated with increased productivity and motivation to perform, despite certainty of job loss - this phenomenon is also known as the Closedown effect (Bergman & Wigblad, 1999). These results have been regarded as counter-intuitive, since continued employment and job security are regarded as a foundation for work motivation. Organizational death researchers seem to agree that the motivational surge is a multifaceted phenomenon whereby employees' perception of the work climate constitutes an important part of the Closedown effect, but has not been presently has not been quantitatively investigated. Consequently, this longitudinal study examined qualitative change in productivity, efficiency, as well as blue-collar and white-

collar workers' performance, motivation, and psychological climate perceptions. The results showed that productivity and efficiency improved throughout the closure years (T1: Dec-05 and T2: Nov-07), indicating that there was a Closedown effect was present. Repeated measures showed that there was a main effect of time in all the performance, motivation and climate variables. Both quantitative and qualitative role overload, together with job involvement, decreased over time, while all the other variables increased. There were also main effects of collar, whereas white-collar workers perceived higher job autonomy, lower levels of qualitative role overload and higher levels of managerial support. No effects of collar were found in the motivational or performance variables. Lastly, no significant interaction effects were found. This paper indicate that organizational deaths on an overall level may have a positive effect on the employees and the organization alike, and the result could be interpreted that the psychological climate helps employees to adjust to a life where the organization is no longer part of one's life.

HOW IS PRIVATIZATION RELATED TO EMPOWERMENT? A LONGITUDINAL STUDY WITH A PERSON-ORIENTED APPROACH IN A SWEDISH HOSPITAL

Hansen, N., *Department of Psychology, Stockholm, Sweden*; Baraldi, S., *Department of Psychology, Stockholm, Sweden*; Erik, E., *Department of Psychology, Stockholm, Sweden*

Abstract: Privatization of health care has increased in recent decades in order to improve cost effectiveness and quality of care. An underlying assumption is that HRM systems in privatized organizations are more progressive and aimed at developing internal staff resources. According to the 'cultural thesis', work environments in privatized organizations are more homogeneous due to more active management systems. However, it has also been argued that privatization may lead to differentiation of working conditions. In this respect, the 'winner-loser thesis' states that privatized organizations differ between high and low performing employees, thereby strengthening groups of both winners and losers. Using a person-oriented approach where individuals are seen as systems of interacting elements, the present study aims at identifying psychological mechanisms that may be central to the privatization process by highlighting patterns, rather than single variables. In this study, we propose that one such system of interacting elements may be psychological empowerment. Empowerment has in previous research been found to be related to positive work

behaviors, attitudes and performance. It could therefore be assumed that psychological empowerment is an important prerequisite for successful privatization in terms of higher efficiency and quality of care. The purpose of this study was therefore to examine how empowerment changes - both structurally and individually - among hospital staff during privatization. Longitudinal questionnaire data was used and analyzed by means of cluster analyses. Preliminary results indicate a general homogenization of empowerment structure of the organization, supporting the 'cultural thesis'. However, our analysis also indicate that health professionals with modest empowerment profiles tend to move to extreme cluster profiles after privatization. In addition, existing groups of extreme cluster profiles double in size after privatization, indicating an increased differentiation among hospital staff. Thus, privatization also seems to be related to an increasing polarization of health professionals' ability to deliver high quality care. The study contributes to existing knowledge of the psychological impact of financially driven change in organizations.

**EAWOP / SIOP Alliance Symposium:
Franco Fraccaroli & Donald Truxillo - The
person or the organization? The worker or
the manager? The focus of European and
North American organizational psychology**

Location: Auditorium 1 (11:30-12:45)

Chairs: Fraccaroli, F., *University of Trento, Trento, Italy*; Truxillo, D., *Portland State University, Portland, OR, USA*

PANELISTS

Rupp, D.E., *University of Illinois, Champaign, IL, USA*; Weiss, H.M., *Purdue University, West Lafayette, IN, USA*; Roe, R., *Maastricht University, Maastricht, The Netherlands*; Hakel, M., *Bowling Green State University, Bowling Green, OH, USA*; Anderson, N., *Brunel University, Uxbridge, UK*

**Symposium: To joke or not to joke?:
Humor as Personal Resource in Increasing
Well-being and Effectiveness**

Main topic area: Emotions In The Workplace

Location: Auditorium 2 (11:30-12:45)

Chairs: Dikkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*; Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: According to an Irish proverb: "A good laugh and a long sleep are the best cures in the doctor's book". But how helpful is humor, in particular, as a coping resource? The aim of this symposium is to present innovative studies on humor as a work-related (coping) resource. Previous studies show that use and sense of humor may indeed have beneficial effects on one's physical and mental health (see Martin, 2007 for an overview). However, previous research has rarely examined humor in a work-related or, more specifically, stress-related context. Moreover, attempts to integrate work-related and humor-related theoretical frameworks are lacking. One of the occupational health models used in this symposium is the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), and one of the most frequently used humor theories is superiority theory (Clouse & Spurgeon, 1995). This symposium aims to present an overview of new multi-method research examining effects of humor in the workplace. Sibe Doosje will present the newly developed Humor Check List (HCL) measuring state humor, and its relationships with burnout and humor styles. Annet de Lange and Josje Dikkers present the results of an experiment in which the effectiveness of a humor intervention in reducing psychological complaints and increasing physiological health after performing a stressful dispatch task is examined. Anja Van den Broeck and colleagues present their study on the moderating roles of humor styles in the JDR model. Finally, Barbara Wisse and colleagues present a study of organizational teams that suggests that certain humor styles of leaders may strengthen the positive association between transformational leadership and follower attitudes and behaviors. In sum, this symposium presents four studies examining the role of humor styles or (coping) behaviors in boosting the effectiveness of transformational leadership styles, and in coping with stress or in increasing well-being.

HUMOROUS TRAITS AND STATES IN BURNOUT AND HEALTHY SUBJECTS

Doosje, S., *Utrecht University, Utrecht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Theoretical background: Mixed findings have been reported with regard to the relationship between burnout and humorous traits (humorous cop-

ing and humor styles). However, research samples in these studies may have been biased with regard to mild burnout symptoms and a focus on humorous traits, not states. Our hypotheses were that positive humor styles would be negatively related with emotional exhaustion and depersonalization, whereas a reverse association was expected between these two burnout dimensions and negative humor styles. Study aims: the development and validation of a Humor Check List (HCL) measuring state humor (study 1) and the investigation of relationships between burnout, humorous traits and humorous states, comparing healthy and severely burnt out subjects (study 2). Methods: In study 1a 315 subjects working in special education and health care participated. Study 1b included 68 psychology undergraduates. Factor analysis of the daily life-version of the HCL resulted in a factor solution containing six types of humor use: mirth, humor appreciation, humor reproduction, negative humor production, positive humorous coping and positive humor climate at work (study 1a). In study 1b the one-week version of the HCL was tested. It had convergent validity with regard to humor styles and had low test-retest reliability. Study 2 was conducted in a sample of 42 burnout and 28 healthy control subjects. Questionnaires for humor styles (HSQ), humor use (HCL) and humorous coping (CHS) were used alongside the Maslach Burnout Inventory (MBI) measuring three burnout dimensions. Findings: Burnout subjects had lower positive humor styles, lower generic humorous coping and lower passive humorous behaviors (i.e. humor appreciation and mirth) than healthy control subjects, whereas these groups did not differ with regard to their negative humor styles and active humor use. The associations between burnout dimensions and humor styles were as expected for most humor styles. Discussion: Whether a lack of positive humor styles may be a risk factor for the development of burnout, remains to be seen. Also, burnout subjects seem to have retained an active sense of humor. The generally accepted distinction between positive and negative forms of a sense of humor may be questioned.

LAUGHING IN THE FACE OF STRESS? EXAMINING THE STRESS-REDUCING EFFECTS OF AN AFFILIATIVE HUMOR INTERVENTION

Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Dijkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The aim of this innovative multi-wave multi-method experimental study was to examine whether after performing a stressful dispatch task, an affiliative type of humor intervention reduces psychological complaints (e.g., need for recovery and depressive mood) as well as have a positive impact on the objective physiological outcome heart rate variability. Fifty-six Psychology undergraduate students participated in the study and were subdivided across two experimental (19 students in total per group), and one control group (18 students). The experimental groups watched an affiliative or aggressive humor video. The affiliative video was defined by friendly use of humor, while the aggressive humor video was characterized by sarcasm or derision (Martin et al., 2003), whereas the control group watched a neutral video. The stress outcome variables were measured on three occasions (on baseline, after the stressful dispatch task, and after the humor intervention), and included: need for recovery, depressive mood and heart rate variability. MANOVA repeated measures analyses revealed significant Time x Group effects for all outcomes. More specifically, after the affiliative humor intervention the respondents reported, as expected, a significant reduction in need for recovery, depressive mood and an increased quality of the taxi selection compared to the aggressive humor and control group.

THIS IS FUNNY: ON THE BENEFICIAL ROLE OF SELF-ENHANCING AND AFFILIATIVE HUMOR IN JOB DESIGN

Broeck, A. van den, *HU Brussel, Brussels, K.U.Leuven, Leuven, Belgium*; Vander Elst, T., *Katholieke Universiteit Leuven, Leuven, Belgium*; Dijkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*; Lange, A.H. de, *Radboud University Nijmegen*; Witte, H. de, *K.U.Leuven, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Traditionally, humor is considered an important asset for individuals to thrive (e.g. Freud, 1960). Recently, this assumption was confirmed by showing particularly benevolent types of humor, i.e. self-enhancing and affiliative humor, associate positively with well-being (Martin, Puhlik-Doris, Larsen, Gray, Weir et al., 2003). Self-enhancing humor pertains to a tendency to have a personal humorous outlook, also in times of stress, while affiliative humor refers to amusing others to facilitate social relationships. Apart from their main effects, self-enhancing and affiliative humor may also increase well-being by assisting individuals in dealing effectively with the environment (Hodson,

MacInnis, & Rush, 2010). As this remains under examined, the present research studies the moderating roles of self-enhancing and affiliative humor in the Job Demands-Resources model (JDR) which details the relations of demanding and resourceful job characteristics and personal resources to well-being (Bakker & Demerouti, 2007). Specifically, based on the Conservation of Resources Theory (Hobfoll, 2002) and the Broaden and Build Theory (Frederickson, 1998), we examine whether self-enhancing and affiliative humor may as personal resources buffer the health-impairing impact of job demands (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007) and fortify the health-enhancing relations of job resources (Van den Broeck, Van Ruysseveldt, Smulders, & De Witte, in press). Results in a large sample of Flemish employees (N = 1201) confirm that self-enhancing and affiliative humor yield direct health-enhancing relations. In general, they also seem to buffer the health-impairing relations of job demands (i.e. role conflict). Contrary to expectations, the types of humor did not boost the health-enhancing associations of job resources (i.e. social support). Rather, self-enhancing and affiliative humor are of particular importance when job resources are low, hinting at a compensating mechanism.

WHEN THE LEADER SMILES: LEADER HUMOR STYLE AS MODERATOR OF THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON FOLLOWER ATTITUDES AND BEHAVIOR

Wisse, B., *University of Groningen, Groningen, The Netherlands*; Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Rietzschel, E.F., *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Although it has been argued that a leader's use of humor can boost the effects of leadership style on follower behavior and attitudes, relatively little empirical evidence has been gathered that clearly substantiates this belief. We present the results a study of organizational teams that suggest that leader affiliative, self-enhancing, and aggressive humor may strengthen the positive association between transformational leadership and follower attitudes and behaviors. In contrast, self-defeating humor may weaken the positive effects that transformational leadership has on follower attitudes and behaviors. These results clearly imply that future studies may differentiate between different humor styles in order to reach a better understanding of the intricate relationship between leadership styles, leader humor and their combined effects on followers.

13:00-14:15

Presentations: Managing Diversity and Employee Resources

Main topic area: Leadership and Management

Location: 0.1 London (13:00-14:15)

Chair: Paddock, E.L., *Singapore Management University, Singapore, Singapore*

LEADERSHIP AND ORGANIZATIONAL BEHAVIOR IN A MULTICULTURAL SOCIETY: THE CASE OF LEBANON

Rogard, V., *University Paris Descartes, Boulogne Billancourt, France*; Youakim, L., *University Paris Descartes, Boulogne Billancourt, France*

Abstract: The research examines the dimensions of the Lebanese societal and organizational culture. It also aims at determining the characteristic (behaviors, attributes, perceptions) of the outstanding leadership in Lebanon. In a survey of 446 managers from more than 100 organizations working in three industries (telecommunications, financial institutions and food processing), the cultural dimensions of the international research project GLOBE allows evaluating the cultural practices and values in Lebanon at the level of : the society, the organizations, each of the two prevailing religions : Christian and Islam, and each sex. The results show that Lebanon has strong practices of Group Collectivism and Power Distance while we observe high values on some dimensions (Performance Orientation, Future Orientation,..) and weak values on Power Distance and Assertiveness. A comparison of societal practices and values revealed that the respondents prefer highest levels for all the dimensions except for Power Distance and Assertiveness. For which they prefer lowest levels. Additionally a set of factor analysis has been conducted in order to explore the attributes and models of leadership that are specific to the Lebanese context. Based on the results, three different leadership profiles have emerged according to the considered level of analysis : the Lebanese society, the Lebanese organizations or the whole population. Different profiles of leader could be identified according to each dimension. Results of this research have practical implications about the human resources management within an intercultural society context or for a multicultural organization.

DIVERSITY LEADERSHIP STYLES AS PREDICTORS OF BANK MANAGERS' PERFORMANCE

Olayo, O., *Caja Segovia, Segovia, Spain*; Gandarillas Solinis, M.A., *IE University, Segovia, Spain*; Ginkel, W.P. van, *Erasmus University, Rotterdam, The Netherlands*

Abstract: Main preliminary results of a study analyzing bank managers leadership strategies on group diversity as predictors of performance are presented. Several hypotheses were drawn from the results of a previous research (with a similar sample) on a series of psychological predictors, portraying a skilful leader profile based on the combination of experience and (previously assessed) professional aspirations, individual achievement motivation, and individual goal-setting skills (as understood by the theory of Locke and Latham). The conclusions of the previous study did not rule out an alternative explanation based on situational approaches, as a small variability on leadership strategies centered on groups and group members inputs and skills could be hiding a significant potential impact of these strategies on performance. This alternative theory was tested in the present study, approaching a deeper analysis on these strategies, including new variables. The main hypothesis stated that differences on group diversity-centered leadership styles significantly predict managers performance levels. A questionnaire was administered to a sample of 70 subordinates of bank managers at a savings bank in Spain. The questionnaire included a Diversity Leadership test, consisting on a series of questions regarding factors such as diversity- vs. similarity-leadership styles, and also several items on group- vs. self-centered strategies (e.g., on group time management). Factors and items scores of this questionnaire were used as independent variables and managers performance scores as dependant variables, using multiple linear regressions and ANOVAs. Results supported our main hypothesis as leadership styles concerning the group significantly predicted managers performance levels. Results are compared to those in other countries, and discussed in terms of cultural differences on leadership styles and strategies across countries and organizations. Implications on selection, training and cultural change are drawn.

UNDERSTANDING BACKLASH AGAINST MANAGERS: THE ROLE OF SUBORDINATES' SEX AND SELF-ESTEEM

Ong, M., *Singapore Management University, Singapore, Singapore*; Paddock, E.L., *Singapore Manage-*

ment University, Singapore, Singapore; Webster, G., *University of Florida, Gainesville, FL, USA*

Abstract: Research on gender stereotypes at work focuses on the incongruence between expectations associated with gender-typed jobs or behaviors and employees' sex. It shows women often violate traditional female stereotypes (e.g., caretaker) when they hold jobs associated with men (e.g., manager), and thus women face the backlash effect (i.e., social and economic penalties; Heilman, Wallen, Fuchs, & Tamkins, 2004; Rudman, 1998). Congruent with this, we assess backlash by studying subordinates' perceptions of managerial aggression. Further, as related moderators are rarely studied, we measure subordinate's self-esteem and gender. Typically when facing a threat to self-image, individuals derogate others to make themselves feel better. Thus, we predict that subordinates with low self-esteem will derogate women managers by rating them as more aggressive compared to subordinates with high self-esteem. Finally, almost exclusively, backlash research uses hypothetical scenarios or experimental lab settings; we explore this effect in organizations. Study 1 participants included 142 subordinate-manager dyads (284 individuals; 73% response rate) consisting of full-time employees working in multiple industries in Singapore. Managers' gender was measured at Time 1. Subordinates' self-esteem (Rosenberg, 1965) was measured at Times 1 ($\alpha = .87$), 2 ($\alpha = .87$) and 3 ($\alpha = .88$). Subordinates at Time 3 rated their respective managers' aggression (Buss & Perry, 1992; $\alpha = .94$). Results show that women managers were seen as more aggressive than men managers in all situations, except when male subordinates had high self-esteem ($r = .84$, $p < .10$). For Study 2 we recently gathered 133 triads of data (Manager-Subordinate A - Subordinate B); this will allow us to replicate above findings and also explore how each of two subordinates under a manager view the manager similarly or differently, depending on subordinate sex and self-esteem. Women managers face backlash at work, regardless of the gender of their subordinates. Organizations should be conscious of this bias as it may impact formal human resource practices like performance evaluations (e.g., 360-degree feedback systems) and informal aspects (e.g., manager-subordinate relationships). Because the self-esteem of subordinates, particularly men, plays a role in moderating the backlash effect on women managers, organizations might emphasize programs that enhance self-esteem (e.g., career development).

BALANCING FLEXIBILITY AND STABILITY AT WORK –
INDIVIDUAL ASPECTS OF PROSPECTIVE MANAGEMENT
OF RESOURCES

Bahamondes Pavez, C., *University Freiburg, Freiburg, Germany*; Schiml, N., *University Freiburg, Freiburg, Germany*; Schüpbach, H., *University Freiburg, Freiburg, Germany*

Abstract: Organizations and employees must adjust to environmental demands whilst also maintaining stability, predictability and reliability for customers. Vast effort and resources are often therefore spent on standardizing processes and reducing disruptions as far as possible. When disruptions do occur, significant energy and rearrangement is needed to rapidly regain the status-quo. The consequences for employees can be long waiting times followed by several attempts to catch up (e.g. to achieve deadlines). In this reactive management of disturbances, flexibility is typically considered as a necessary evil which must be dealt with occasionally. A more efficient way of coping with environmental demands can be termed prospective management of resources. Here, the focus is on anticipatory planning of personal and work-related resources, allowing staff to respond to changing demands in a flexible way and to prepare in advance to deal with disturbances. The project 'balance.arbeit' has the objective of promoting the prospective management of resources at individual and organizational levels. At the level of the individual, we assume the existence of intuitive and experience-based skills that are critical for coping with flexibility demands. We assume the existence of an employee's flexibility skills (short form FlexAbility), which allows some employees to successfully anticipate disturbances, cope flexibly with fluctuating demands and keep their knowledge and skills up to date. Employees with high FlexAbility will, under the same demands, demonstrate better performance and experience higher well-being than employees with lower flexibility. At the level of the organization, we have attempted to identify arrangements which foster coping with flexibility and stability. This study examined whether skills related to efficient actions are associated with better managing of flexibility and stability demands at work and therefore with better perceived well-being. Data from 100 German participants from the IT and automotive sector was obtained by means of a questionnaire. The survey contains demands (e.g. flexibility, self-management), specific strategies (flexible-stable, realistic actions) and resources (proactive coping) as well as indicators for Well-being (irritation, work engagement). The findings and implications for promoting employee FlexAbility

at the organizational level will be discussed.

MAY THE FORCE BE WITH US ALL: THE INFLUENCE
OF POWER ON SELF-REGULATORY RESOURCES

Steidle, A., *Chemnitz University of Technology, Chemnitz, Germany*; Werth, L., *Chemnitz University of Technology, Chemnitz, Germany*

Abstract: Is it more exhausting to possess or to lack power? Powerful positions usually come with baggage: Powerful individuals in organizations and politics have to deal with a multitude of challenges and make crucial decisions in short periods of time. This enhanced accountability in powerful positions can be perceived as stressful and provoke strain reactions like emotional exhaustion (e.g., Hall, Frink, Ferris, et al., 2003). On the other hand, being powerless, and therefore without control over situations, has been shown to deplete physical and mental resources (Hochwilder & Brucefors, 2005; Litt, 1988). Four studies examined the relation between power and self-regulatory resources from three perspectives: the experiential, the behavioral, and the physiological. Participants primed with power felt more vital and less depleted (Study 1) and performed better on a behavioral self-control task (Study 2) than participants primed with powerlessness. Due to a lack of constraints, individuals in powerful positions should behave in rather autonomous, self-determined ways, thereby consuming fewer self-regulatory resources. In contrast, the powerless individuals should regulate their behavior in more controlled, resource-intensive ways. Studies 3 and 4 confirmed that power promotes autonomous behavior regulation, which in turn leads to a more favorable relation between performance and the depletion of physiological resources. This resource-efficient task approach should help powerful people to deal with the great number and importance of their tasks. We suggest that integrating power research within the framework of self-determination theory (Deci & Ryan, 1987, 2008) could help to interpret and integrate previous findings and to address new, relevant questions. Moreover, organizations should support their employees' and managers' autonomy and sense of power to maintain their strength and make it easier for them to deal with their multiple everyday challenges.

**Symposium: Decent Work: A
Humanitarian Work Psychology
Perspective**

Main topic area: Human Resource Management

Location: 0.11 Pressroom (13:00-14:15)

Chair: Maclachlan, M., *Trinity College Dublin, Dublin, Ireland*

Abstract: This symposium introduces Humanitarian Work Psychology (HWP) to psychologists in Europe and internationally. It explores the idea of decent work from the perspective of international aid and development. Humanitarian Work Psychology seeks to apply work/industrial/organisational psychology evidence and ideas to situations of humanitarian concern, and to develop a broader psychological understanding of humanitarian work content, process and context. HWP can contribute to promoting international development and decent work through; content expertise related to individuals, groups and work environments; process expertise concerning facilitation of collaboration across organisations, disciplines, sectors, countries and cultures; context expertise that calls for organisational effectiveness in and across very different work settings, resources and socioeconomic realities. How we respond to the plight of the “bottom billion” will be one of the challenges that mark the character of the 21st Century and organisational/work/industrial psychology has much to contribute to this challenge through promoting decent lives through decent work. This symposium will be novel, dynamic and international. It includes presenters from Europe, African, North America and the Pacific; it introduces the content of HWP, the process of, and need for, its development. The symposium is intended for both developing and well established psychologists who want to apply and develop their skills in humanitarian contexts.

THE LESOTHO PROJECT: EMPOWERING YOUNG WOMEN TO ACHIEVE SUSTAINABLE LIVELIHOODS

O'Neill Berry, M., *Sirota Survey Intelligence, The Centre at Purchase,, Purchase, New York,, USA*

Abstract: The empowerment of women and girls in low income countries is critical for increasing their access to opportunities for decent work and to promoting their human rights more broadly. This paper describes the contributions and evaluation of the Girls' Empowerment Programme, a Camp for female youth in Lesotho, Southern Africa, conducted by the Office of the First Lady of Lesotho (OFLA), with invited input from an organizational and clinical psychologist, among others. The Programme included training in life skills (with an emphasis on enhancing self-esteem and HIV/AIDS risk reduction and prevention), and income-generating activities (including business planning, marketing and micro-financing). Forty girls completed a battery of

structured questionnaires which evaluated the effectiveness of the Programme. The girls were practical and realistic in their estimates of what they can do now and in the near future to make money (ideas ranged from planting and selling vegetables, to rearing poultry, to sewing, to hair-braiding). They were extraordinarily optimistic about their ability to achieve longer-term career goals (such as nursing or teaching), revealing a high degree of motivation to succeed. They also expressed interest in sharing what they had learned with their families and friends when they returned to their villages, thus playing a local leadership role for their peers. To date, several of the girls have now formed Associations at the village level enabling them to pursue funding opportunities in support of their small businesses, to achieve “decent” work which promotes not only their income but also their self-esteem and dignity, and which reduces their vulnerability to engaging in transactional sex. The girls are being followed up over time to monitor their progress. Future Camps are in the planning stage and the hope is that they will grow in both size and number.

WORKING FOR POVERTY REDUCTION IN UGANDA: HOW CAN ORGANIZATIONAL PSYCHOLOGISTS CONTRIBUTE TO DECENT WORK?

Baguma, P., *Department of Organizational Psychology, Institute of Psychology, Makerere University, Uganda*

Abstract: Undergraduate students in Uganda will be future workforce leaders and so their view on poverty, work and the role of organizational psychologists are of relevance both to promoting the decent work agenda and to facilitating poverty reduction initiatives. This study sought to explore undergraduate psychology students' attributions for the causes of poverty, understanding of the effects of poverty, the role organizations can play in the cause and reduction of poverty and what role organizational psychologists can play. 236 Ugandan university students completed a questionnaire. Causes of poverty were categorized mainly as structural and individualistic. Poverty was reported to have serious effects on people's social lives; families and mental health. How governmental organizations could reduce poverty included fighting corruption (15.7%), creating projects for people (15.7%), training job makers (10.2%), educating people to be innovative and work hard (9.7%), distributing funds fairly (7.6%), providing loans schemes and donations (6.8%), providing jobs to nationals (6.4%), sensitizing people about poverty (5.5%), distributing services equally (4.2%) and improving agriculture (4.2%). How

NGOs could reduce poverty included funding evenly poverty eradication projects (15.3%), supporting and creating projects (14.4%), offering employment with good pay (11.9%), educating / impacting people with skills (11.4 %), providing jobs (9.3%), sensitizing people about poverty problem (7.2%), encouraging people to be innovative and creative (7.2%), giving people start up capital (4.7%) and fighting corruption/ asking for accountability /effective use of donations (5.5%). Ways though which organizational psychologist could address poverty included teaching causes and solutions of poverty / educating people how to deal with poverty (28.0%), educating (9.3%), teaching people how to be job creators not seekers (5.9%), teaching positive attitudes towards work (3.4%) and offering jobs /employment (1.7%). Recommendations are presented for facilitating the work of organizational psychologists in poverty reduction.

SMARTAID'S VOCATIONAL PERSONALITY INVENTORY FOR OPTIMIZING VOLUNTEER ASSIGNMENTS TO AID TEAMS.

Atkins, S., *Otago Polytechnic of New Zealand, Dunedin, New Zealand*

Abstract: This paper describes SmartAid and reports results of a confirmatory factor analysis (CFA) of a SmartAid-augmented version of the Personality-focused Performance Requirements Form , supporting subsequent replications via an AMOS-based measurement model and structural model. The latter substitutes "matched equivalent" measures of volunteer personalities amended from IPIP's public domain items, then adds the Clary et al's (1998) scales measuring functional benefits of volunteer participation associated with the Big 5 higher-order factors of personality . Accumulating support for empirical connections between the leading personality theories and aid-volunteer compatibility can reasonably be anticipated. Thus SmartAid structural models of vocational personality should give aid agencies greater insights into the most suitable features of candidate-volunteer personalities. This, in turn, should improve the gains that aid agencies realize from applying SmartAid personality-focused systems for volunteer selection. Ultimately, these SmartAid systems will include all aid-relevant portions of the U. S. Department of Labor's O*Net Content Model and thus further CFA efforts will follow what is reported here. Our initial CFA, on the work analysis side and limited to personality, supports the traditional five factor model, with internal consistency alphas = .81, .84, .73, .84, and .88, CFI = .966 (per Hu & Bentler, 1999, recommendation), and RMSEA =

.038 (90% confidence interval, .000 < RMSEA < .060, per Steiger's, 1990, recommendation) noting also that the Hoelter .05 index = 178 and our sample size = 175. In this CFA (using AMOS), correlations amongst the Big 5-associated work analysis factors varied between -.01 to +.04, with the exception of the correlation between Openness and Agreeableness = +.09.

A CAREER IN HUMANITARIAN WORK PSYCHOLOGY: 'IT COULD BE YOU '!

Godbout, J., *Humanitarian Work Psychologist, USA;*
Glavey, S., *Trinity International Development Initiative (TIDI), Trinity College Dublin, Ireland*

Abstract: This paper introduces the practice of Humanitarian Work Psychology (HWP) as an emerging branch of work and organizational psychology. Case studies of work and organizational psychology in several humanitarian settings are presented along with the presenters' own experiences of working in this area. The social networks and multimedia outlets that make up the HWP network will be reviewed as well as ways to get more involved with the HWP community. The importance of technology in developing an inclusive global network for those interested in HWP will be highlighted. Motivations, prospects and challenges in developing a career in Humanitarian Work Psychology are discussed. By using a highly interactive approach we seek to encourage students to develop careers in this exciting and challenging new area .

DEVELOPMENT OF HUMANITARIAN WORK PSYCHOLOGY WITHIN THE WORK PSYCHOLOGY PROFESSION

Foster Thompson, L., *North Carolina State University, Raleigh, NC, USA*

Abstract: Interest in HWP has increased substantially over the past two years, with a growing global network of researchers and practitioners expressing a desire to learn about and contribute to this emerging sub discipline. This talk provides an overview of recent developments in HWP both institutionally and through curricula development. It reviews the establishment of a working group, sponsored by Division 1 (the Work and Organizational Psychology division) of the International Association of Applied Psychology and describes its role in supporting the objectives of the Global Task Force for Humanitarian Work Psychology. It also outlines the development and delivery of the first structured module on HWP which was delivered in the summer of 2010 as part of the European Masters on Work, Organizational, and Personnel Psychology

(WOP-P), a postgraduate university programme supported by the European Commission through the Erasmus Mundus Programme. Opportunities to participate in this emerging field are discussed as an avenue for interested attendees to help shape future developments in HWP research, teaching and practice.

Presentations: Team Processes and Team Leadership

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (13:00-14:15)

Chair: Greer, L.L., *University of Amsterdam, Amsterdam, The Netherlands*

DOES IT MATTER WHO IS SHARING LEADERSHIP? THE ROLE OF LEADER DIFFERENCES IN STYLES AND POWER BASES ON TEAM POWER STRUGGLES AND PERFORMANCE

Greer, L.L., *University of Amsterdam, Amsterdam, The Netherlands*; Hoogh, A.H.B. de, *University of Amsterdam, Amsterdam, The Netherlands*; Patel, P.C., *Ball State University, Muncie, IN, USA*; Thatcher, S.M.B., *University of Louisville, Louisville, USA*; Dreu, C.K.W. de, *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: Shared leadership has often been espoused to be beneficial for teams. Shared leadership structures are thought to empower team members and allow higher levels of participation and team performance (e.g., Carson, Tesluk, & Marrone, 2007; Katz & Kahn, 1978). However, recent work suggests that giving multiple individuals in the same team positions of power, or leadership, may also instigate power struggles and conflict, thereby impairing team performance (e.g., Chattopadhyay, Finn, & Ashkanasy 2010; Greer & van Kleef, 2010). We suggest that these two lines of research can be reconciled by identifying who exactly is sharing leadership within the team. When the multiple leaders in a team have divergent leadership styles or overlapping power bases, we suggest that shared leadership may be associated with power struggles and lower team performance. In contrast, we propose that when the multiple leaders in a team have similar leadership styles and distinct power bases, shared leadership is negatively related to power struggles, thereby allowing for high team performance. We find support for these ideas in two multi-source field studies. In the first field study of 53 research and development teams (471 members) employed in a Fortune 500 firm

in the United States, we develop and validate perceptual measures of team leadership diversity in terms of leadership styles and power bases. We find that indeed, when the leaders in a team have different styles or similar power bases, teams have high power struggles and lower performance as rated by external supervisors. In contrast, when leaders have similar styles and different power bases, teams have lower power struggles and higher performance. In the second field study of 48 teams (492 members) in a financial services organization, we calculate objective scores of diversity in leadership style and power base. We had each leader's style and power-base rated by all team members, and then utilized Blau's formula (Harrison & Klein, 2007) to calculate the heterogeneity in leadership styles and power bases within the team. Using this objective measure of leader diversity, we replicate our findings from Study 1. Implications for theory and practice will be discussed.

HOW CAN MANAGERS COUNTERACT THE NEGATIVE EFFECTS OF TEAM FAULTLINES? THE JOINT IMPACT OF TASK ROLE ASSIGNMENT AND GOAL STRUCTURE ON TEAM PERFORMANCE

Rico, R., *Universidad Autónoma de Madrid, Madrid, Spain*; Sánchez-Manzanares, M., *Universidad Autónoma de Madrid, Madrid, Spain*; Antino, M., *Universidad Autónoma de Madrid, Madrid, Spain*; Lau, D., *The Chinese University of Hong Kong, Hong Kong, China*

Abstract: Diversity faultlines often emerge in almost any kind of work team. Empirical studies have revealed that faultlines disrupt essential team processes and outcomes preventing teams from exploiting the potential benefits of diversity. We depart from the idea that detrimental effects of strong diversity faultlines on team performance (i.e., decision quality) can be counteracted by combining two team-level managerial strategies: task role crosscutting and superordinate goals. To test our hypotheses, we conducted an experimental study using a 2 (task role assignment: crosscut vs. aligned) x 2 (goal structure: superordinate vs. subgroup) factorial design. 288 senior university students were randomly assigned to 72 four-person teams with faultlines stemming from gender and educational background to perform a complex decision-making task (a survival group task). Results showed how teams with crosscut task roles perform better and engage in more task-relevant information elaboration when they are assigned a superordinate goal than a subgroup goal, whereas teams with aligned task roles are not affected by goal manipulations. Additionally, results indicated

that information elaboration mediates the effect of superordinate goals on performance in teams with cross-cut roles. Importantly, these findings provide a more optimistic view of team faultlines management by suggesting that crosscutting roles and superordinate goals can be jointly used as effective strategies to deal with deleterious faultlines effects. Implications for theory and management of diversity faultlines in organizational settings will be discussed.

A PAT ON THE SHOULDER: HOW TOUCH AFFECTS PEOPLE'S EXTRA ROLE BEHAVIOR.

Camps, J., *Katholieke Universiteit Leuven, Leuven, Belgium*; Stouten, J., *Katholieke Universiteit Leuven, Leuven, Belgium*; Kuppens, P., *Katholieke Universiteit Leuven, Leuven, Belgium*; Nelissen, J., *Katholieke Universiteit Leuven, Leuven, Belgium*; Son, K. van, *Katholieke Universiteit Leuven, Leuven, Belgium*; De-cock, S., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Even though touch provides us with essential information about our environment and is omnipresent in daily interactions, how touch affects workers' behavior in the workplace remains largely unclear. The little research there is showed that interpersonal touch positively affects people's cooperative behavior and compliance to a request, which implies that touch might improve working relations and cooperation between the persons involved. In the present experiments, however, we argue that interpersonal touch can also have negative implications for workers' feelings and interactions depending on the social context in which it occurs. In three studies we argued and showed that touch indeed can have negative implications on people's extra role behavior. A scenario study examined the receiver's perceptions of interpersonal touch on the shoulder in a competitive situation at work. An experimental study examined the influence of touch on participants' extra role behavior or cooperation with the person touching him/her. A third experiment put forward that the social context is essential for interpreting the social significance of touch. A competitive rather than a cooperative environment is expected to shape negative cooperative interactions. Results showed that interpersonal touch can indeed be seen as a negative event as it invoked feelings of dominance and submissiveness in the receiver (Experiment 1) and decreased extra role behavior between the persons involved (Experiment 2). Moreover, in a competitive rather than a supportive environment interpersonal touch on the shoulder decreased extra role behavior with the person invoking the touch (Experiment 3). Altogether, our

findings suggest that a colleague's simple tap on the shoulder, even with the best intent, will do nothing but harm when used at the wrong place and time.

CONTEXT AND TEAM LEADERSHIP: A QUALITATIVE STUDY

Graça, A.M., *ISCTE-Instituto Universitário de Lisboa, Lisbon, Portugal*; Passos, A.M., *ISCTE-Instituto Universitário de Lisboa, Lisbon, Portugal*

Abstract: Teams are embedded in a broader system that influences team processes and outcomes. However, context in which teams operate has been neglected in literature. In fact, beyond theoretical influences that recognize the importance of these contextual influences little is known about the effects of the organizational context on team functioning. Regarding to leadership, Liden and Antonakis (2009) conclude that empirical studies on leadership tend to ignore context, which can be seen as a weakness of the field. Although there are some concerns about the structure of leadership, most of the studies do not consider either the specific tasks that teams have to perform, nor the way the characteristics of the team context can be responsible for its effectiveness, or the role leadership plays in the variability between teams. Few studies compare different teams that operate in different organizational contexts. Qualitative studies are even in smaller number. This study aims to compare leadership from two different team contexts: in community organizations and in technology enterprises. To study the community context, seven semi-structured interviews were conducted to presidents of children and young multidisciplinary teams (MDT). Data were analyzed using content analysis and Atlas.ti software. The codes were based on previous literature review and some of them emerged a posteriori from the process of analysis. To assure reliability of the analysis inter-rater agreement was calculated. The results showed that they described important different dimensions of leadership. Task dimensions (like monitoring and structuring the work) were described like in many other studies on leadership. But participants emphasized the social relationships between team members and with children, time and stress management, considering these the most frequent in their description of what is important for being an MDT team leader. These results will be compared to technology enterprise teams, analyzing which dimensions are similarly frequently mentioned and which can be different, due to team characteristics.

FOUR OF A KIND? THE INFLUENCE OF RELATIONAL MODELS ON INDIVIDUAL AND TEAM PERFORMANCE

Tumasjan, A., *Technische Universität München, München, Germany*; Strobel, M., *Technische Universität München, München, Germany*; Welp, I., *Technische Universität München, München, Germany*

Abstract: Relational models theory (Fiske, 1992) posits that most social interactions can be described in terms of four elementary relational models: communal sharing, authority ranking, equality matching, and market pricing. A large body of empirical research across different cultures demonstrates that individuals and groups indeed use these models to organize the majority of their social relationships and interactions in their private and professional lives. However, as yet, there is no systematic empirical research investigating the functionality of the implementation of these relational models in teams or work groups. Therefore, the present study aims at closing this research gap by examining the influence of the application of the four models on individual and team performance. Using a cross-cultural longitudinal dataset of 2734 individuals nested in 425 teams in a massively multiplayer online game, we demonstrate that, as expected, authority ranking positively and market pricing negatively influence performance on the individual and team levels, whereas communal sharing and equality matching have a significant but considerably weaker positive impact on performance. Combining survey and objective performance data, our results indicate that the prevalent relational model that team members apply to the organization of team relationships significantly impacts both individual and team level performance. Our findings are relevant for team research and the organization of team processes in organizational practice. In particular, our results emphasize the detrimental consequences of applying 'rational' market norms within work group relationships.

Presentations: Employee Well Being - Organizational Aspects of Burnout

Main topic area: Employee Well Being

Location: 0.3 Copenhagen (13:00-14:15)

Chair: Hansez, I., *University of Liege, Liege, Belgium*

NEWCOMERS INTO ORGANIZATIONS: DETERMINANTS OF ORGANIZATIONAL SOCIALIZATION AND THEIR RELATION TO BURNOUT AND WORK ENGAGEMENT

Toppinen-Tanner, S., *Finnish Institute of Occupational Health, Helsinki, Finland*; Jokisaari, M., *Finnish Institute of Occupational Health, Helsinki, Finland*; Hakanen, J., *Finnish Institute of Occupational Health, Helsinki, Finland*; Vuori, J., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Background Organizational socialization refers to a process by which individuals adjust to organization and its goals and values. As newcomers are most vulnerable to turnover successful adjustment is important for their well-being and future career. Supervisors have an important role in successful socialization. For example, they can provide sufficient information and reduce uncertainty often experienced during organizational entry. Knowledge about effective ways to enhance young employees' social resources and support at work so that it contributes to their well-being and successful socialization to work life is of high importance for themselves, for organizations and for the society. Successful early career experiences may have long-lasting beneficial effects on job attitudes, mental health and commitment on a longer run. Aim The aim was to investigate the effect of the quality of leader-member exchange on organizational socialization, and the effect of the success of socialization on newcomer burnout and work engagement. Methods The participants were 234 new employees from three public organizations (85% women, previous work experience $M=6.7$ years). They responded to two questionnaire surveys: T1 three months, and T2 8 months after organizational entry. Leader member exchange was measured with 8 items, and organizational socialization was indicated by three scales: role clarity (3 items), social integration (5 items), and organizational identification (4 items). Burnout was measured with exhaustion and cynicism scales from the Maslach Burnout Inventory - General Survey (10 items), and work engagement with the Utrecht Work Engagement Scale short form (9 items). Results The preliminary results of the study showed that the quality of leader member exchange was associated with role clarity, social integration and organizational identification of the newcomers. These three indicators of successful socialization were positively associated with work engagement, and role clarity and social integration also negatively related to exhaustion and cynicism. Conclusions The preliminary results of the study show the important role of working relationship with supervisor in newcomer adjustment to organization. They further show that successful social-

ization has an impact on newcomer burnout and work engagement. Practical implications for promoting successful socialization will be discussed.

MATCH MAKES A DIFFERENCE: INTERACTION EFFECTS OF MATCHING JOB DEMANDS AND RESOURCES ON TEACHER BURNOUT

Feuerhahn, N., *Jacobs University Bremen, Bremen, Germany*; Bellingrath, S., *Jacobs University Bremen, Bremen, Germany*; Kudielka, B.M., *Jacobs University Bremen, Bremen, Germany*

Abstract: Objectives: The aim of this study is to investigate how the interplay of emotional and cognitive demands and resources is related to teacher burnout. The Demand-Induced-Strain-Compensation (DISC) Model (de Jonge & Dormann, 2003, 2006) assumes that demands, resources and job-related outcomes are multi-dimensional - namely cognitive, emotional, and physical. The model proposes that matched demands, resources and outcomes are more likely to show moderating effects predicting job-related outcomes. If all variables belong to the same dimension, this is referred to as the triple-match-principle. Buffering effects in double-match triads of demands, resources and strains should be less likely discovered. We derive four hypotheses from the DISC-Model: Cognitive and emotional (1) job demands and (2) job resources are related to burnout. (3) Resources buffer the detrimental effects of demands on burnout. (4) Triple-match interactions are more likely than double-match interactions. Method: Survey data were collected from 162 teachers. A subsample of N=54 completed the survey at a second measurement occasion with a time lag of M=629 106 (SD) days. Teaching-specific emotional demands were emotional dissonance, parents' criticism, and conflicts with colleagues. Teaching-specific cognitive demands were pupil misconduct and time pressure. Social support served as emotional and teaching self-efficacy as cognitive resource. Emotional strain was assessed with the emotional exhaustion and depersonalization scales of the Maslach-Burnout-Inventory. In multivariate regression analyses we controlled for gender, tenure, weekly work hours, number of children and dispositional negative affectivity. Results: Results show concurrent and lagged main effects of job demands and resources on burnout as well as interaction effects. Taken together, 75% of the tested triple-match interactions were significant in contrast to 40% of the tested double-match interactions. We conclude that matching resources are more likely to buffer detrimental effects of demands on burnout, supporting the DISC-Model. Implications: We were able

to identify teacher-specific demands and resources that affect burnout. We also found resources that have the potential to buffer the detrimental effects for teachers' well-being. In this respect, it seems to be important to have matching resources available. Emotional resources seem to be better suited to buffer the effects of emotional demands on emotional strains.

BURNOUT PREDICTS HEALTH BEHAVIORS IN AMBULANCE WORKERS

Montgomery, A., *University of Macedonia, Thessaloniki, Greece*; Moustou, I., *Thermi Health Center, Thessaloniki, Greece*; Benos, A., *Aristotle University of Thessaloniki, Thessaloniki, Greece*; Panagopoulou, E., *Aristotle University of Thessaloniki, Thessaloniki, Greece*

Abstract: Introduction: Ambulance workers report higher levels of burnout compared to other health professionals which puts them at risk for a variety of health problems. Despite the evidence about the link between burnout and worsened health, it is still not known whether this relationship is a direct one or mediated by health behaviours. The purpose of the study was to examine the association between burnout and health behaviours in ambulance workers. Materials and Methodology: 347 ambulance workers participated in this cross-sectional study. A series of multiple regression models were tested to examine the associations of burnout to eating and exercise behaviour, smoking, and drinking, controlling for age, working experience, caseload, and social support. Results: Burnout and workload positively predicted consumption of fast-food meals per week while burnout was the only predictor of reduced weekly exercise. Burnout and workload positively predicted frequency of social drinking while burnout was the sole predictor of the quantity of drink-units consumed socially. Social support predicted frequency and quantity of drinking at home. Discussion: This study shows that burnout is related to unhealthy eating, reduced exercise behavior and excessive drinking among ambulance workers. In addition it highlights the fact that alcohol consumption in different settings is related to different needs. The implications of these findings for the healthcare sector are discussed

FROM JOB STRAIN TO BURNOUT: THE ROLE OF JOB DEMANDS AND WORKAHOLISM IN A LONGITUDINAL PERSPECTIVE.

Hansez, I., *University of Liege, Liege, Belgium*; Barbier, M., *University of Liege, Liege, Belgium*; De

merouti, E., *Technische Universiteit Eindhoven, Eindhoven, The Netherlands*

Abstract: Background: One assumption about burnout is that it develops after repeated exposure to situations in which job demands (JD) exceed the individual's resources. The relationship between job demands and burnout has been consistently confirmed (e.g. Maslach & Leiter, 2008). However, the majority of the existing studies fail to explain why these two are related and thus what is the underlying mechanism linking JD and burnout. We suggest that experienced strain might be the underlying mechanism. Burnout is then considered as a long-term consequence of prolonged job strain. Moreover, while the impact of external demands is extensively examined, as yet the role of the demands that the individual poses to him has not been sufficiently examined. In this study we will also focus on workaholism (e.g. Ng et al., 2007). Objectives: The first goal of our study was to investigate longitudinal relations between JD, strain and burnout. To our knowledge, this relationship has not yet been studied using three-wave longitudinal data, even necessary to reliably investigate causal relations (Taris, 2000). Our second goal was to examine whether workaholic tendencies can explain the development of burnout over time next to JD. Methods: Three-wave longitudinal data (March 2008, November 2008 and June 2009) were collected in a Belgian public institution (N = 473). JD were operationalized as physical environment and role ambiguity. Workaholism was measured with seven items derived from the Drive scale of the WorkBat and relabeled Working Compulsively (Schaufeli, et al., 2006). Job strain was measured using the Negative Occupational State subscale of the PNOSI (Barbier et al., 2009). Results: Structural equation modeling analyses were performed using LISREL 8.80. Results indicate that job strain fully mediates the relation between JD and burnout. In addition, JD predict workaholism. Contrary to our expectations, the relations between workaholism on the one hand and job strain and burnout on the other are not significant. Contributions: Results are discussed with regard to the time lag that is necessary for negative effects of workaholism to become manifest. The existence of negative loss spirals between JD, workaholism, job strain and burnout is also discussed in a practical perspective.

Presentations: Changing Employment Relations - Employability Issues

Main topic area: Changing Employment Relations

Location: 0.4 Brussels (13:00-14:15)

Chair: Stiglbauer, B., *Johannes Kepler University, Linz, Austria*

THE PREDICTIVE EFFECT OF JOB INSECURITY ON TURNOVER INTENTIONS: CONSIDERING THE IMPORTANT FUNCTION OF EMPLOYEE WELL-BEING AND WORK INVOLVEMENT

Stiglbauer, B., *Johannes Kepler University, Linz, Austria*; Selenko, E., *Johannes Kepler University, Linz, Linz, Austria*; Batinic, B., *Johannes Kepler University, Linz, Austria*

Abstract: Introduction: Negative effects of job insecurity on (a) employee's health and well-being (individual outcomes) and (b) work-related attitudes and behaviour (organizational outcomes) are well documented. Still, most job insecurity research treats individual (such as cognitive and affective well-being) and organizational consequences (such as turnover intentions) as separate outcomes, and postulates no relationship among them. In the present study we propose that well-being can act as a mediator of the job insecurity - turnover intentions relation. Furthermore we propose that individual variables, such as work involvement, will impact on this mediation. Method: Two-wave panel data of a large multi-wave research project were analyzed. Participants (n = 178) were on average 38 years of age (SD = 10.34), 52% were female. The majority was well educated. 70% were full-time employed; 47% worked in white-collar jobs. Results: Both, cognitive and affective well-being, acted as mediators of the job insecurity - turnover intentions relation. Furthermore, moderated mediator analyses showed that work involvement buffered the negative impact of job insecurity on cognitive well-being. The more people wanted to be engaged in work, the less likely their cognitive-well-being was affected by job insecurity. Consequently, the mediating effect of cognitive well-being decreased with higher levels of work involvement. Results were stable across both time points. Conclusions: The study suggests that considering employees general well-being might contribute to a better understanding of organizational outcomes of job insecurity and how to counteract them. Additionally, it is worthwhile to strengthen the value of being engaged in work, because work involvement represents a significant resource when confronted with job insecurity.

KEEPING YOURSELF EMPLOYABLE: THE ROLE OF COMPETENCY DEVELOPMENT AND EMPLOYEE SELF-DIRECTEDNESS.

Willemse, I., *Vlerick Leuven Gent Management School, Gent, Belgium*; Vos, A. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Hauw, S. de, *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Given that lifelong employment with the same employer is the exception rather than the rule, it is up to employees to guarantee their own employability (Forrier & Sels, 2003). Previous research has shown that participation in competency development initiatives, encompassing training, on-the-job learning and career management, enhances the employability level of employees (De Vos & De Hauw, 2010). However, since employees play an important role in ensuring their own employability, this study aims to gain more insight into the role of self-directedness (Raemdonck, 2008). More specifically, this study examines the interplay of participation in competency development initiatives and self-directedness in learning and career development. For this study, we collected questionnaires from 549 Flemish employees. Data obtained from these questionnaires were analysed with regression analyses. Main findings were that participation in training, on-the-job learning and career management practices were all associated with higher levels of employees' employability. The same was true for self-directedness in learning and self-directedness in career development. Concerning the interaction between participation in on-the-job learning practices and self-directedness in learning, we found that self-directedness in learning moderates the positive effect of participation in on-the-job learning practices on employability. Participation in on-the-job learning initiatives had a positive effect on employability when self-directedness in learning was high and a negative effect on employability when self-directedness in learning was low. Furthermore, we found that self-directedness in career development moderates the relationship between participation in career management practices and employability in a similar way. Only the interaction of participation in training practices and self-directedness in learning on employability was not significant. Participation in on-the-job learning and career management practices does not necessarily result in increased employability. The results of our study give a first indication of the importance of employee self-directedness in learning and career development. Our study shows how a combined focus on participation in competency development initiatives and employee self-management can further our understanding of employability. Hence, our results contribute to an

increased awareness about the importance of employee self-management in the context of competency development and employability.

EMPLOYABILITY OF PEOPLE WORKING IN EDUCATION. TAKING ACCOUNT OF PERSONAL AND ORGANIZATIONAL CHARACTERISTICS.

Raemdonck, I.C.R., *Universite catholique de Louvain, Louvain-La-Neuve, Belgium*; Croes, M., *Leiden University, Leiden, The Netherlands*; Heijden, B.I.J.M. van der, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Segers, M.R.S., *Maastricht University, Maastricht, The Netherlands*; Scheeren, J., *Sectorbestuur Onderwijsarbeidsmarkt, Den Haag, The Netherlands*

Abstract: In a knowledge economy the employability of people working in education is of high importance. Employability enables employees to cope with changing job requirements (Van der Heijde & Van der Heijden, 2006). Research from De Grip, Van Loo & Sanders (2004) in different sectors demonstrate low levels of employability among people in Education. Initiatives which have been taken in the Netherlands within the sector, aiming at the enhancement of the employability level of personnel haven't always been successful in the past (OCW, 2000). A possible explanation for this failure is the lack of knowledge concerning the factors that are related to the employability of educational personnel. This study examines the relationship between personal characteristics (self-directed learning orientation and mobility aspirations) and organizational characteristics (job characteristics, quality of the relation between leader and employee and the presence of personnel evaluation), and employability. A competency-based and multi-dimensional conceptualization of employability is used in this study (Van der Heijde & Van der Heijden, 2006). We distinguish between three employability competences: Occupational expertise, anticipation and optimization, and personal flexibility. For the purpose of the present study 3159 people working in Education and aged between 21 and 67 completed an electronic questionnaire. 50.6 % of the participants were men, with a mean age of 48 and with different qualification levels. The participants worked across a variety of educational levels, from primary education to higher education and in different positions. 61,7% of them were teaching staff. Multiple regression analyses show that the personal characteristic 'self-directed learning orientation' is the best predictor of the three employability dimensions occupational expertise, anticipation and optimization, and personal flexibility.

Therefore, it is important for school leaders to stimulate a self-directed learning attitude especially among those employees who exhibit low levels of self-directed learning orientation.

Symposium: New directions in emotional labour research II: Emotion regulation competencies

Main topic area: Emotions In The Workplace

Location: 0.5 Paris (13:00-14:15)

Chairs: Hülshager, U.R., *Maastricht University, Maastricht, The Netherlands*; Fischbach, A., *German Police University, Münster, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Employees need to control and regulate their emotions when interacting with others, be it co-workers, supervisors, or clients. This work requirement is known as emotional labour and it is an inherent part of many jobs, especially of those pertaining to the service sector. There is ample research evidence that emotional labour can be psychologically taxing resulting in impaired psychological health and work performance. Yet, research has also documented that emotional labour is not necessarily harmful. It rather depends on the way employees deal with emotional job requirements. The present symposium will focus on emotion regulation strategies and competencies that help individuals deal with emotional job requirements. Niven and colleagues test whether individuals who are good in emotion control suffer less from the draining effects of emotion regulation. Pundt and colleagues investigate coping strategies that reduce stress induced by customer misbehaviour. Wong and colleagues illuminate how surface acting fosters goal attainment with a variety of different interaction partners. In conclusion, Esser and Fischbach and Boltz and Fischbach present the development and validation of situational judgment tests of emotion regulation competencies for the retail industry and the police. The studies presented here make use of a variety of research methods including a laboratory study, and a diary study. By identifying individual emotion regulation strategies and competencies that help employees handle emotional job requirements, studies assembled in this international symposium have practical implications for personnel selection and training.

IDENTIFYING INDIVIDUALS WHO MAY BE MORE SUSCEPTIBLE TO THE DEPLETING EFFECTS OF EMOTIONAL LABOUR

Niven, K., *University of Sheffield, Sheffield, UK*; Totterdell, P., *University of Sheffield, Sheffield, UK*; Miles, E., *University of Sheffield, Sheffield, UK*; Webb, T.L., *University of Sheffield, UK*; Sheeran, P., *University of Sheffield, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Employees in many jobs are required to regulate their feelings while at work, especially during interactions with customers. Existing research indicates that sustained periods of this type of regulation, known as emotional labour, can be psychologically draining, resulting in emotional exhaustion, mental fatigue and poorer job performance. But are all employees vulnerable to becoming depleted as a result of emotional labour? The present research tests the idea that regulating one's feelings may not inevitably deplete people. Instead, we argue that people who are good at emotion control are likely to have developed efficient mechanisms for managing their feelings and, as a consequence, perform emotion regulation in a more automatic and less effortful manner. We test this idea in an experimental laboratory study using a sample of University staff and students ($N = 31$). Recent evidence suggests that changes in blood glucose underlie the detrimental effects of performing acts of self-control like emotion regulation. As such, we assessed participants' blood glucose levels before and after performing emotion regulation for a period of 15mins. Because little is known about whether worsening one's emotions is depleting, participants took part in two emotion regulation tasks (affect-improving and affect-worsening) across two testing sessions. Our results suggested that although both good and poor emotion regulators were equally able to achieve positive and negative moods, the blood glucose of poor emotion regulators was reduced after performing the affect-improving task, whereas the blood glucose of good emotion regulators was unchanged by this task. Affect-worsening was not found to be depleting for either good or poor emotion regulators. The implication of our findings is that in contrast to good emotion-regulators, poor emotion-regulators who are required to improve their feelings as part of their job role may subsequently experience decrements in a range of tasks that involve self-control.

HOW SERVICE WORKERS HANDLE UNFRIENDLY CUSTOMERS. AN INVESTIGATION OF COPING STRATEGIES IN OVERCOMING CUSTOMER MISBEHAVIOR

Pundt, A., *University of Rostock, Rostock, Germany*; Neumann, C., *University of Rostock, Rostock, Germany*; Breyer, T., *University of Rostock, Rostock, Germany*; Nerdinger, F.W., *University of Rostock, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The term customer misbehaviour includes customer behaviour breaking generally accepted norms of interpersonal contact like unfriendly or aggressive behaviour. Customer misbehaviour leads to negative emotions and in turn to higher levels of stress and lower levels of work satisfaction. In our study, we investigate coping strategies which are applied by service employees in order to reduce their negative emotions and the stress caused by customer misbehaviour and the effect of these strategies on the employees' wellbeing. In a qualitative diary study (event sampling) we asked service employees (N = 51) to report up to five events in which they experienced customer misbehaviour. Respondents were asked to describe a particular situation and the respective behaviour of the customers in that situation. In order to assess the coping strategies, respondents were asked to describe what they did to handle the customer's misbehaviour before, during and after the behaviour occurred and how they felt before and after using coping strategies. Results imply that employees use palliative coping strategies (reducing negative emotions) as well as instrumental coping strategies (solving the problem) before and during the experienced customer misbehaviour, whereas they prevalently use palliative coping strategies after the event. Further data analysis aims to evaluate the effectiveness of these strategies by investigating employees' wellbeing after the event. In a second study based on qualitative interviews (N = 20), we try to replicate our findings.

A SITUATIONAL JUDGEMENT TEST OF EMOTION REGULATION IN THE RETAIL CONTEXT

Boltz, J., *German Police University, Münster, Germany*; Esser, L., *German Police University, Münster, Germany*; Fischbach, A., *German Police University, Münster, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Despite the importance of emotion regulation in service interactions, there is a lack of ability

based assessment methods for emotion regulation competences. Such tests may support personnel decision-making, training, or self-assessment purposes in the retail industry. Aim of this study is to report the development and validation of a situational judgement test that assesses emotion regulation competences in the retail industry context. Based on critical incident technique we described challenging situations in interactions with customers (e.g. a customer complaint). Based on emotion regulation theory we developed six answers to each scenario. Comparison of expert-based scoring (N=5) and consensus scoring (N=404 service employees from different retail industries) yielded high inter-correlations between both scoring procedures across all items. Test reliability was acceptable. Test scores were positively correlated with self-report measure of emotion regulation and self-reports of frequency of automatic emotion regulation in service interactions. Moreover, as expected, correlations with the big-five personality traits were moderate to low. A practical implication of our study is that people who are successful in this emotion regulation test may be better suited for emotion regulation requirements in the retail industry.

A SITUATION JUDGEMENT TEST OF EMOTION REGULATION IN THE POLICE CONTEXT

Boltz, J., *German Police University, Münster, Germany*; Fischbach, A., *German Police University, Münster, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Successfully regulating one's own negative emotions is an important competence in service work which may sustain service performance and service workers' health and well-being. Despite the importance of this competence there is a lack of assessment methods for personnel selection and training purposes. In this paper, we report the development and validation of an ability-based situation judgement test of emotion regulation competences in the police context. We developed situations that require emotion regulation in police work by critical incident technique. Based on emotion regulation theory we developed six answers to each scenario. Several validation studies demonstrated a) expert ratings (N=5) were sufficiently related to consensus ratings (N=572 police officers from different parts of Germany), b) retest reliability after four weeks was moderate, c) discriminant validity to cognitive abilities, big-five personality traits, and to other aspects of emotional competences like emotional expression, d) convergent validity to emotion regulation self-report measure was high, and e) scale was related

to interactional and work role criteria. Implication of our findings is that this test can assess an important competence that is required in police-work related interactions with citizens and other targets.

SURFACE ACTING FACILITATES GOAL ATTAINMENT

Wong, E., *University of Neuchatel, Neuchatel, Switzerland*; Tschan, F., *University of Neuchâtel, Neuchâtel, Switzerland*; Semmer, N.K., *University of Bern, Bern, Switzerland*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Although many have argued that the notion of goal constitutes a core ingredient in deciphering the processes involved in emotion regulation (ER), there are few empirical studies pertaining to goal attainment and ER. Building on several theoretical contributions, such as Côte's social interaction model, control theory, emotion contagion, and impression management, we postulated that ER during social interaction at work fosters goal attainment. We postulated that goal attainment during interactions at work is enhanced by suppressing negative emotions felt and by enhancing positive emotions felt. Separately assessing emotions felt and emotions shown with the Geneva Emotion Wheel enabled us to measure surface acting by determining if emotions felt were suppressed or enhanced in the emotion display. Results based on multilevel analyses of over 1500 event-sampling interaction records from 165 Swiss employees provided support for our hypotheses. Consistent with previous findings, results varied across different interaction partners, i.e. superior, client and colleague. Enhancing positive emotions fosters goal attainment with all kinds of interaction partners, but especially in interactions with superiors. Suppressing negative emotions, or displaying positive emotions while feeling negative ones, predicted goal attainment in client-related interactions. Our study responds to calls by researchers to include goal attainment when studying emotion regulation. It suggests that suppressing negative emotions, while potentially associated with lower well-being, may be associated with more goal attainment in social interactions.

Symposium: Recruitment, selection and applicant reactions: An international perspective

Main topic area: Human Resource Management

Location: 0.6 Madrid (13:00-14:15)

Chair: Nikolaou, I., *Athens University of Economics & Business, Athens, Greece*

Abstract: Employee recruitment and selection is a topic of constant concern for applied psychology in Europe. It remains one of the most "attractive" subjects appealing to a large number of HR practitioners and researchers. The objective of the current symposium is to bring together researchers from different countries exploring different recruitment and selection issues from an international perspective and with a particular emphasis on applicant reactions. Two of the studies (Bertolino, Ocana & Steiner; Nikolaou) explore applicant reactions towards the employment interview in France and Greece respectively and the role of organizational attractiveness and perceived organizational support. In a similar vein, Cheyne & Anderson explore applicant reactions towards the different selection methods across the UK, Singapore and China. Patent, Searle and Conway discuss uncertainty management among applicants for a professional training programme in the UK and finally Searle explores the early stages of identification, specifically the role of recruitment and selection processes in individuals' collective identification with an employer.

APPLICANT REACTIONS TO THE EMPLOYMENT INTERVIEW: A FRENCH STUDY

Bertolino, M., *Universite de Nice, Nice, France*; Ocana, T., *Universite de Nice, Nice, France*; Steiner, D., *Universite de Nice, Nice, France*

Abstract: Selection interview is the most used technique in France (Bruchon-Schweitzer, & Ferrieux, 1991) or in others industrialized countries (Ryan, McFarland, Baron, & Page, 1999). Structured interviews benefits of a good predictive validity and applicants have favourable perceptions in terms of face validity (Anderson & Witvliet 2008). Based on organizational justice theory (e.g., Gilliland, 1993), it is important to investigate what are the justice dimensions (procedural, informational, interpersonal and distributive, cf. Colquitt, Conlon, Wesson, & Porter, 2001) that are the antecedents of global justice perceptions of the interview. Moreover, we examine the role of different organizational outcomes in relationship with applicants' justice perceptions, such as organizational attractiveness (Bauer, et al., 2001). Data collection is still in progress; the preliminary results presented here are based on responses of 45 job seekers (mean age = 35.2; SD = 10.7) contacted in several associations and agencies for employment search, in south of France. They were asked to fill out a survey with measures of justice perceptions (Colquitt et al, 2001), organizational

attractiveness (Bauer et al., 2001), job attractiveness (Macan, Avedon, Paese & Smith, 1994) and perceived organizational support (Eisenberger et al., 1997). As data are still being collected, we provide preliminary results using an alpha level of .10 to identify significant relations. Our final data set will allow for greater power and testing significance at conventional levels. Preliminary analyses show that distributive, procedural and interpersonal justice are related with some organizational outcomes such as job attractiveness and perceived organizational support. No relationship was found with informational justice. In the context of an employment interview, this study examines the four dimensions of justice in relationship with several organizational outcomes. Results will be discussed on the basis of organizational justice theory (Gilliland, 1993; Greenberg & Lind, 2000).

A COMPARISON OF APPLICANT REACTIONS TO SELECTION METHODS ACROSS THREE DIFFERENT NATIONALITIES.

Cheyne, A., *Loughborough University, UK*; Anderson, N., *Brunel University, Uxbridge, UK*

Abstract: This paper reports the initial results from a cross national study of reactions to employee selection methods amongst British, Singaporean and Chinese participants. Results from a total sample of 294 participants will be presented, comprising 88 British, 114 Singaporean and 92 Chinese. 10 popular assessment techniques were rated using an expanded version of Steiner and Gilliland's applicant reaction measure. Reaction favourability was structurally similar across the three samples and revealed the same three-tier clustering of favourability reported in recent meta analyses. Three clusters, most preferred (work samples, interviews), favourably evaluated (resumes, cognitive tests, references, biodata, personality inventories), and least preferred (honesty tests, personal contacts, graphology), are easily identifiable in each sample. This gives further support to the reaction generalizability hypothesis. There was, however, considerably less variability in the mean Chinese favourability scores (ranging from 3.45 to 4.98) than the other groups (UK range: 1.84 to 5.29), suggesting less extreme reactions in this sample. A similar trend was evident in the procedural justice scores, with a lower range in the Chinese sample, and notably these participants rated the scientific basis of almost every method significantly higher than the UK and Singapore groups. Implications for future applicant reactions research and for the design of international selection procedures will be discussed, and,

in particular, likely influences of applicant reactions in those situations.

APPLICANTS' PERSONALITY IN INTERVIEW PERCEPTIONS IN GREECE

Nikolaou, I., *Athens University of Economics and Business, Athens, Greece*; Tomprou, M., *Carnegie Mellon University, USA*

Abstract: Applicant reactions to the different selection methods have been explored extensively recently. Previous research has discussed a number of reasons why applicants exhibit positive attitudes towards the selection interview especially, despite contradictory research evidence regarding its predictive validity and unfair discrimination. Nikolaou and Judge (2007) claimed that the existence of a positive relationship between interviewer's personal qualities and behaviour, such as warmth, sincerity, empathy and good listening skills might explain the extensive use and applicants' positive reactions towards the employment interview. In our study we further explore this issue by studying the role of applicants' personality characteristics (core-self evaluations-CSE and proactivity), along with the role of organizational attractiveness and perceived organizational support. We carried out our study in Greece in a sample of 238 job applicants. Participants completed measures of CSE, proactivity, interview perceptions, organizational attractiveness, perceived organizational support, and applicants' behavioural intentions following the interview. Preliminary analyses of our data demonstrated positive relationships between applicants' individual characteristics and interview perceptions, organizational attractiveness and perceived organizational support. Perceived organizational support, interview perceptions and organizational attractiveness fully mediated the relationship between individual differences and applicants' behavioural intentions. Also, organizational attractiveness appeared to be the strongest predictor of applicants' behavioural intentions, compared to perceived organizational support and interview perceptions. Although the current study suffers from a number of limitations it is one of the few to explore the role of personality in applicant reactions research, using a non-US sample. These results provided partial support on the usefulness of individual characteristics, such as CSE and proactivity, in understanding applicants' reactions to the employment interview and provided further support on the importance of organizational attractiveness in applicants' reactions.

UNCERTAINTY REDUCTION AND PERSON FIT IN SELECTION: A FUNCTION OF STAGES IN THE RECRUITMENT AND SELECTION PROCESS

Patent, V., *The Open University, UK*; Searle, R.H., *The Open University, UK*; Conway, N., *Birkbeck, University of London, London, UK*

Abstract: Existing models of organisational attraction suggest that recruitment into professional job openings and training programmes relies on a body of eligible applicants who are attracted to the organisation for a number of intrinsic and extrinsic reasons. Applicant values and their identification with the organisation, and its members play a pivotal role in recruitment attraction; however, recent work has also highlighted the role of uncertainty management in influencing applicants' trajectories through the recruitment process (Allan, Mahto & Otondo, 2007; Cooper & Thatcher, 2010). It also draws on recent work considering fit during selection context (Boon & Den Hartog, 2011). This paper extends work on applicants' uncertainty management by reporting on a longitudinal study of applicants for a professional training programme in the UK. Our data provides evidence for a staged process of uncertainty management. In this process, applicants progressively reduce uncertainty regarding their fit with the organisation, profession or job. Applicants in this study entered the recruitment process from very different positions in terms of their existing identity. All of the participants in our study engaged in some degree of identity construction work, evolving an identity that achieved a high level of fit with their decision to embark on an intensive training program. Our evidence suggests a number of possible predictions for further research in which both, persistence of pursuit as well as withdrawal are outcomes of certainty management. The goal of their evaluations appears to determine fit or misfit against a set of self-relevant criteria. How fit and misfit are identified is reviewed and implications for theory and practice discussed.

THE ROLE OF SELECTION & RECRUITMENT EXPERIENCES IN ORGANISATIONAL IDENTIFICATION

Searle, R.H., *The Open University, UK*

Abstract: Individuals' identification with their organisation has been found to have key benefits regarding the enhancement to citizenship behaviours, cooperation, effort, and organisational support (Bartel, 2001; Dukerich, Golden, & Shortell, 2002; Mael & Ashforth, 1992). This paper explores the early stages of identification, specifically the role of recruitment and

selection processes in individuals' collective identification with an employer. This is an important context in which to study identification as the recruiter is often a resource utilised by applicants to reveal clues about the organisation (Searle & Billsberry, 2011). Drawing on qualitative and quantitative data for more than 100 experiences of selection collected from employed part-time students of distance learning education, the paper identifies the association between individual difference factor, propensity to trust, and the perceived honesty of the selection process in enhancing applicants' identification with the firm. The results show, after controlling for the outcome of the selection process, gender, organisation level & size of organisation, a direct relationship between this personality dimension and perceived honest in the selection process and identification with the firm. The implications of these findings for research and practice are discussed.

Presentations: Trust in Groups and Teams

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (13:00-14:15)

Chair: Costa, A.C., *Brunel University, Uxbridge, UK*

MARITAL DIVERSITY AND SATISFACTION IN MILITARY TEAMS: THE MODERATING ROLE OF INTER-TEAM PERSPECTIVE TAKING

Calvard, T.S., *London School of Economics, London, UK*

Abstract: The present study examined the relationship between team diversity in marital status (e.g. single, married, separated etc.) and team satisfaction with working conditions (salary, leave, benefits, and workload) in a sample of 169 naval military teams. Firstly, it was hypothesised that a team's marital diversity would have a negative relationship with its satisfaction. Research with military workers has shown that work-family conflict and marital distress have negative relations with satisfaction and well-being (Britt & Dawson, 2005; Vinokur, Pierce, & Buck, 1999). Marital status was chosen as a diversity variable because it is particularly salient in a military sample - single team members with relatively less family ties can approach shared work very differently from those with spouses and children. For example, single workers may be more content to spend long periods of time on complex missions away from home; whereas married or cohabiting

workers may require more regular contact or communication with partners. Harrison, Price, Gavin & Florey (2002) showed that the negative effects of marital diversity could be dispelled over time spent on increasing collaboration. Drawing on theories of social comparison and social information processing (Festinger, 1954; Salancik & Pfeffer, 1978), I further hypothesise that inter-team perspective taking can moderate the negative relation of marital status diversity with satisfaction, weakening/eliminating it. Inter-team perspective taking is defined and measured as a team's perceptions that it can effectively understand the thoughts and feelings of other teams (Parker, Atkins, & Axtell, 2008). I propose that attention to surrounding teams can help teams to realise that their diversity connects with wider issues, and the 'grass isn't always greener' for other teams, but they are facing similar diversity-related challenges; a potential source of comfort and satisfying common ground. Using self-report survey methodology, both the negative main effect of team marital diversity and the inter-team perspective taking interaction were supported. Practically, the findings speak to our understanding of the well-being of military employees engaged in large-scale conflicts in Iraq and Afghanistan (Sheppard, Malatras, & Israel, 2010), as well as how to manage diversity and team effectiveness in any organisations containing multi-team systems.

LINKING HEALTHY ORGANIZATIONAL STRATEGIES TO TEAM WORK ENGAGEMENT THROUGH ORGANIZATIONAL TRUST: A MULTILEVEL APPROACH

Acosta, H., *Universitat Jaume I, Castellón, Spain*;
 Salanova, M., *Universitat Jaume I, Castellón, Spain*;
 Llorens, S., *Universitat Jaume I, Castellón, Spain*

Abstract: The current study contributes to our understanding of the relationship between healthy organizational strategies (i.e., work-family conciliation, mobbing prevention, psychosocial health and communication), organizational trust (i.e., vertical trust) and team work engagement (i.e., team work vigor, team work dedication and team work absorption) based on HEalthy & Resilient Organizations Model (HERO; Salanova, Llorens, Cifre, & Martnez, 2010) in a sample of 2.147 employees nested in 378 teams and 76 Small and Medium Enterprises. Support for aggregation at organizational and team levels was assessed by ICC indices. Results of regression analysis and hierarchical linear modeling show that: (1) healthy organizational strategies are a strong predictor of organizational trust ($= .79, p < .001$) (both aggregated at organizational

level) and (2) positive cross-level effect exists from vertical trust (aggregated at organizational level) on team work engagement (aggregated at team level). These findings suggest that healthy organizational strategies booster organizational trust, which in turn has a positive effect on team work engagement using high levels of analyses (organizations and teams). From a practical point of view, results can be used by Human Resources Management in order to care and develop the organizational trust in their teams. Specifically, results show the relevance that organizations promote work-family conciliation, mobbing prevention, psychosocial health, and organizational communication. The inversion in these strategies should be interpreted by teams as if organization is worried by employees, and consequently, trust in organization will be enhanced. As a result, well-being of teams will be improved by increasing the team work engagement.

TRUST DYNAMICS IN PROJECT TEAMS: A LONGITUDINAL STUDY OF CLIMATE FOR INNOVATION AND TEAM PERFORMANCE

Costa, A.C., *Brunel University, Uxbridge, UK*; Anderson, N., *Brunel University, Uxbridge, UK*

Abstract: Trust is a dynamic phenomenon recognized as key to the functioning, climate and performance of individuals working in teams. Without trust shared norms of behavior, sharing knowledge, combining skills, and collaboration between individuals are likely to be difficult and unproductive in any team context. While much has been written about trust over the past years, empirical evidence demonstrating trust's dynamic nature in teams is still scarce. This study takes a longitudinal approach to trust in the context of design-project teams and examines its effects on team climate for innovation and team performance. The main aim is to get insight into the dynamics of growth and decline of trust and its relation with team climate for innovation and team performance. Trust has been often mentioned as one of its important determinants. However, some inconsistencies have been found regarding this main effect of trust on performance. This study examines different aspects of team performance including the quality of the outcome, in this case the innovativeness of the product, the state of the group as a performing unit, i.e. overall performance, level of knowledge transfer and satisfaction with group progress. Data from 63 design-project teams reveals that trust starts moderately high at the beginning of projects and tends to decline significantly at the middle, only to increase slightly at the end of the projects. While this dynamic pattern appears not to have a direct effect on overall

team performance, it contributes to the climate for innovation within the teams. Climate for innovation has a direct effect on different team performance indicators at different stages of the project. At the middle of projects climate is related to indicators such as knowledge transfer and satisfaction with the team progress whereas at the end of the projects is related to the overall performance and product innovativeness.

THE ROLE OF TRUST BETWEEN MANAGEMENT AND WORKS COUNCILS IN PROCESS INNOVATIONS

Janetzke, H., *Humboldt University of Berlin, Berlin, Germany*; Breitling, K., *Humboldt University of Berlin, Berlin, Germany*; Shajek, A., *Humboldt University of Berlin, Berlin, Germany*; Scholl, W., *Humboldt University of Berlin, Berlin, Germany*

Abstract: Trust is an important element in facilitating organizational change processes and in promoting organizational innovativeness. It not only supports communication, constructive conflict resolution and cooperation, but also job performance and Organizational Citizenship Behaviour. Most psychological studies dealing with organizational trust look at the relationship between leaders and their subordinates or between employees. The role of trust between management and works councils (employee representatives) has attracted surprisingly little interest so far. This is even more remarkable as works councils have a variety of options to foster or to impede the success of organizational change processes. In our study we supposed that the initial trust between management and works council would affect the success of a change process in two ways. On the one hand, trust should create an atmosphere of respect, where the concerns and insecurities that arise from the change process can be addressed and are taken seriously (management of emotions). On the other hand, trust should promote transparency, evoke the explication of the process, and induce a permanent critical reflection of the adequacy of the goals and the chosen approach (management of complexity). Both management of emotions and management of complexity have proven to be success factors for change processes. In order to meet the reciprocal character of trust, we asked the main actors from both management and works council who were involved in n=40 process innovations initiating change processes to rate their mutual level of initial trust, the implementation process and the innovation success. In our model we can show that initial trust between management and works council is positively related to the management of emotion and the management of complexity that in turn, is related to the success of the in-

novation process. In accompanying interviews with the protagonists, we explored how both groups conceptualized trust and how their concepts differed respectively. This study examines the role of trust between management and works councils for implementing process innovations. By analysing the concepts of trust of both groups, particular suggestions for the establishment of trust can be deduced.

USING LEVEL AND DISPERSION TO EXAMINE THE TEAM TRUST AND TEAM PERFORMANCE RELATIONSHIP

Mach, M., *John Molson School of Business, Montreal, Canada*; Bhave, D., *John Molson School of Business, Montreal, Canada*

Abstract: Meta-analytic results indicate that trust is positively related to many organizational outcomes (e.g., job performance and job satisfaction) (Dirks & Ferrin, 2001, 2002); research at the team-level of analysis also suggests that trust is associated with positive organizational outcomes (e.g., Hempel, et al. 2009). But most research at this team-level of analysis has primarily focused on average levels of trust within teams. That is, team trust is computed by taking an average of individual perceptions of trust within the team. There is growing recognition, however, that models estimated using only average levels (mean) of trust within teams may be underspecified; including both mean and dispersion of trust within teams is essential. Therefore, in this study, we explicitly incorporate both operationalizations in examining the relationship between team trust and team performance. We also distinguish between two distinct sources where trust may manifest: trust in team members and trust in the direct manager. Specifically, we examine whether the dispersion in team trust moderates the relationship between team trust (mean) and team performance. We investigate these research questions using data from 700 athletes playing in 74 semi-professional basket teams in a South European country. Athletes provided reports of trust with their team mates and also with their manager. Following conventions in analyzing group-level phenomenon (Chan, 1998; Kozlowski & Klein, 2000), we constructed mean and dispersion measures of these trust constructs. Team performance was measured objectively through two ways: team winning percentage and teams' final rankings in their respective leagues. In addition, a subjective measure of team performance was assessed using peer ratings provided by teammates. Consistent with our hypotheses, preliminary findings suggest that the within-team level of dispersion moderates the relationship between team trust and team per-

formance. The expected contribution of this research is in providing a stronger understanding of the role of both the level of trust of the team (i.e., mean) and the extent to which within-team perceptions diverge (i.e., dispersion) in influencing team performance. A related managerial implication is that for team performance it is essential to focus on both absolute and relative levels of trust within teams.

Presentations: Work-time Arrangements and Employee Well-being

Main topic area: Work Time and Work-family

Location: 0.8 Rome (13:00-14:15)

Chair: Wolff, H.-G., *University of Erlangen-Nürnberg, Nürnberg, Germany*

ERASING WORK-FAMILY BOUNDARIES: AN EFFECT STUDY OF THE TRANSITION FROM OFFICE-BASED WORKING TO FULLTIME TELECOMMUTING

Steenbergen, E. van, *Utrecht University, Utrecht, The Netherlands*; Kluwer, E.S., *Utrecht University, Utrecht, The Netherlands*; Peeters, M.C.W., *Utrecht University, Utrecht, The Netherlands*

Abstract: In the 'new world of work', boundaries between work and family life are less clear than they used be. As new information technologies enable employees to work 'anywhere' and 'anytime' many organizations offer the possibility of telecommuting, which refers to working elsewhere than in a primary workplace, supported by electronic media to interact with others. In the popular press, telecommuting is being advocated as means to enhance employees' work-life balance, productivity, and work and life satisfaction. The central aim of the study was to examine the effects of the transition on employees' reports of work-family balance, the number of hours worked, workaholism, work-related exhaustion, and work and life satisfaction. There are few longitudinal studies on the effects of telecommuting and, to our knowledge, no previous study examined the effects of a transition to fulltime telecommuting. The present study was a three-wave effect study of the transition from office-based working to fulltime telecommuting among 133 sales employees of a Dutch financial services organization. Consistent with our hypotheses, the transition corresponded with an overall deterioration of experienced work-life balance, an increase in workaholism and work-related exhaustion, and a decrease in work and life satisfaction. As predicted, some of these effects were moderated by employees'

work-family self-efficacy, self-management skills, and parental status. For organizational practice, these findings suggest that organizations should be careful when considering a transition to fulltime telecommuting, as at least in this sample, employees experienced considerable psychological stress-related costs from the transition to fulltime telecommuting. Employees felt compelled to work more, experienced more problems distancing themselves from work, had more problems with combining work and family life, and experienced more exhaustion, and decreased work and life satisfaction. Especially employees without children were at risk to experience these problems. Our findings suggest that relevant factors for prevention of these problems can be sought in enhancing employees' self-efficacy and self-management skills.

OCCUPATIONAL INFLUENCERS ON THE CLASSIFICATION AND PRACTICE OF TELEWORK: A MULTIPLE PERSPECTIVE APPROACH

Jones, A., *King's College London, London, UK*

Abstract: The temporal and locational flexibility provided by telework can create numerous benefits, including enhanced flexibility for both employers and employees (Siha & Monroe 2006). However, despite its potential benefits the practice of telework has reportedly been limited, and current uptake is much lower than projected (Price 2001, Siha & Monroe 2005, IRS 2006). To date, teleworking literature reports mixed findings regarding the reasons that employees and organisations pursue or abstain from telework (Kurland & Cooper 2002). This has been attributed to inconsistent sampling which prevents useful comparisons and inhibits understanding of teleworking desirability and suitability. Consequently, in order to identify best practice solutions' which optimise the benefits it is felt that a greater specification of the precise conditions of telework is necessary (Dimitrova 2003). Drawing on 100 qualitative interviews with employees in varied job roles across three organisations, this study addresses this issue by examining the suitability of teleworking within occupational groups (Gadjendan & Harrison 2007). Consideration of participants required tasks and skills, team structure, social identity and occupational culture enabled the classification of these occupations into six categories, each with differing suitability to telework. The study identifies and exemplifies the aspects of occupations which relate to very diverse experiences of teleworking among employees. This can lead to its differential practice and recognition. The findings suggest that telework is practiced far more extensively than figures imply. Managers' desire to control the

amount of telework, alongside employees' fear of stigmatisation prevent telework becoming an official practice in certain occupations. Furthermore, where telework is practiced unofficially, the organisation receives a comparatively greater benefit with regards to flexibility than the employee. This paper provides a much needed examination of teleworking from the perspective of workplace relationships and social identity and in particular, demonstrates the impact of work-group and occupational norms on the practice and success of flexible working initiatives. The study provides a useful framework to aid the understanding of telework in different occupations, using a series of contextually specific observations and suggestions, rather than general, inconsistent, oversimplified and broad-brush prescriptions identified elsewhere (Bailey & Kurland 2002, Sullivan 2003).

EFFECTS OF ON-CALL WORK ON WELL-BEING AND WORK STRESS RECOVERY

Dettmers, J., *Universität Hamburg, Hamburg, Germany*; Friedrich, N., *Universität Hamburg, Hamburg, Germany*; Keller, M., *Universität Hamburg, Hamburg, Germany*; Vahle-Hinz, T., *Universität Hamburg, Hamburg, Germany*; Bamberg, E., *Universität Hamburg, Hamburg, Germany*

Abstract: 24h-availability of service, trouble shooting and unsteady workloads require flexible work time arrangement. One form of flexible work arrangements which combines spatial and temporal flexibility is on-call work. On-call work as a background duty which covers the work demands beyond regular working hours has grown in importance over the past few years. As employees who are on-call must expect to be called at home during their free time, in the evening or at night in order to complete work on-call work may affect recovery processes and work-life-balance. Based on the results of a preliminary study on on-call work in an information-technology service organization, a broader study on on-call work in different sectors with different on-call conditions and work characteristics will be presented: 71 employees of IT, logistics and transport organizations participated in the study. The study comprised two parts: In the first part, employees were asked to complete a questionnaire covering regular work characteristics, conditions of on-call work, organizational attitudes, family related data and personality. The second part consisted of a diary study. On four days being an on-call and four day not being on-call participants filled out short questionnaire concerning indicators of well-being, leisure time experiences, daily

work load and on-call duty data. Furthermore physiological indicators of well being namely heart rate variance and cortisol level were assessed. Multilevel analysis including 568 days of 71 employees reveal significant effects of on-call work on well being indicators at the day level (level1). Differentiated effects on physiological parameters, leisure time activities, and work family conflict as well as moderating effects of work characteristics and on-call condition will be presented. Furthermore significant cross-level interactions reveal moderating effects of level 2 variables. By identifying factors that mediate and moderate potential detrimental effects of on-call work the presented study contributes to the development of design criteria for on-call work and effective coping strategies for employees who work on-call or under conditions of continuous availability.

POSITIVE SELF-EVALUATIONS MODERATE THE RELATIONSHIP BETWEEN SHIFT WORK AND IRRITATION

Doorn, R.R.A. van, *Maastricht University, Maastricht, The Netherlands*; Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*; Hülshager, U.R., *Maastricht University, Maastricht, The Netherlands*

Abstract: Shift work is often regarded as a risk factor to physical and mental health, as it pertains to a mismatch between sleep-wake cycle and the more rigid metabolic processes of the circadian rhythm. Shift workers often experience more stress, which may ultimately lead to depressive symptoms and burnout. The present study adds to earlier literature on countermanding the psychological ill-effects of shift work by focusing on the disposition of employees. More specifically, it was examined how personality traits may be related to the resilience or tolerance against the negative psychological outcomes of shift work. It was tested whether 76 shift and 98 non-shift workers differ in regard to the work-related stress reaction irritation, comprising an emotional and a cognitive aspect. A further test was meant to reveal whether the possible stress reaction of shift workers is moderated by core self-evaluations (CSE), a construct representing a person's worth regarding the self and functioning. The results show that shift workers were indeed generally less irritated when they scored high on CSE, which suggests that CSE acts as a moderator on the relation between shift work and stress reactions as measured by irritation. Subsequent analyses revealed that especially the emotional stability aspect of CSE contributed strongly to the variance in irritation, and that the found moderation was predominantly visible in the emotional aspect of irritation (irritability) and not in the cognitive aspect (rumination). It is discussed how these results

can be of help in identifying and providing special care to those shift workers who, by disposition, are more vulnerable and less tolerant to the psychologically ill-effects of shift work.

THE COSTS OF NETWORKING BEHAVIOR

Wolff, H.-G., *University of Erlangen-Nürnberg, Nürnberg, Germany*

Abstract: Several studies have shown that networking, that is building and maintaining professional contacts, has beneficial consequences, e.g., enhanced career success. However, to the author's best knowledge, no published study has examined potential costs of networking behavior. Using role theory and an economic definition of costs as a starting point, I suggest that investments of time (Hypothesis 1) and involvement (Hypothesis 2) into the work role can be considered production costs of networking. Opportunity costs are incurred in other roles such as the family role and might thus lead to work family conflict (Hypothesis 3). Moreover, using a multidimensional perspective on networking, we propose that costs are incurred only in some networking dimensions. For example, facets of building and maintaining networks might well be considered an investment that costs time, but, conversely, using networks should not cost time. To examine these predictions, we collected data from $N = 184$ couples, where at least one partner was employed in a full time position. Data from was collected from both partners where both provided ratings referring to only one focal, employed partner. The focal, employed partner provided data on networking, work time, and work family conflict and the partner provided ratings on the focal partner's work involvement and time spent at work. Results show that supporting Hypothesis 1, building and maintaining networks, but not using networks, is associated with work hours. A similar pattern, but smaller effects were obtained for work involvement, yielding only partial support for Hypothesis 2. Taken together, these findings indicate that there production costs of networking exist. Moreover, in support of Hypothesis 3, networking is associated with time based and strained based work family conflict indicating that there are also opportunity costs of networking behaviour. We contribute to the literature by providing evidence for the costs associated with networking. Individuals in the work force, consultants and authors of the practitioner literature should be aware that the decision to engage in networking has not only positive consequences, but is also associated with a focus on the work role and potential sacrifices in other roles.

Presentations: Predicting and Managing Job-related Stress

Main topic area: Health and Interventions

Location: 0.9 Athens (13:00-14:15)

Chair: Dewe, P., *Birkbeck, University of London, London, UK*

JOB DEMANDS AND RESOURCES AS PREDICTORS OF COMPLAINTS OF ARMS, NECK AND SHOULDERS (CANS), THE MEDIATING ROLE OF MUSCLE EFFORT AND NEED FOR RECOVERY

Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Gawke, J.C.L., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Over 40% of work related health complaints in The Netherlands are musculoskeletal complaints. Knowledge on what causes these complaints is essential in order to be able to prevent employees from developing them in the future. Past research has shown evidence for several potential psycho-social and physical risk factors. The current study expands this line of research. Using the job demands - resources model (Bakker & Demerouti, 2007), a large variety of job design characteristics were studied as potential predictors of complaints of arms, neck and shoulders (CANS). In addition, need for recovery and a physiological measure of muscle effort were included as possible mediating mechanisms. Laboratory experiments have shown that working under stress may result in short term strain, such as excessive muscle effort, which in turn may increase the risk for developing CANS. To our knowledge, few field studies exist that comprehensively investigate this process. This study was conducted among 105 of 862 local government employees working at least 2 hours per day at a computer. Complaints of Arms, Neck and Shoulders were measured with the "Vragenlijst BewegingsApparaat"(VBA; Hildebrandt et al., 2001). Job demands and resources, as well as need for recovery, were measured with subscales from the "Vragenlijst Beleving en Beoordeling van de Arbeid"(VBBA; Van Veldhoven, 1996). Muscle tension in the trapezius transversus and the extensor digitorum of the dominant arm (left or right) were measured using Electromyography (EMG). Results of multiple regression analyses showed that both physical (e.g. body posture) and psychosocial job demands (information processing and task interdependence), predicted CANS. These relationships were completely mediated by increased muscle tension, and partly by need for recovery. In addition, job resources (autonomy and

social support) predicted CANS, but not muscle effort nor need for recovery. These results support the assumption behind the job demands - resources model that job demands and job resources predict outcomes through different pathways. Concerning practical relevance, this study shows several starting-points for preventing CANS, including improvements in job design, as well as interventions directly aimed at short term recovery and decreasing muscle tension during work.

IMPACTS OF THE ECONOMIC RECESSION ON WORK-RELATED STRESS

Sarnin, P., *University of Lyon, Bron Cedex, France*

Abstract: The recession of the late-2000s had a tremendous impact on the mechanical industry: French companies have lost up to fifty percent of their turnover in 2009 compared to 2008. In this communication we will examine the consequences for employees of a truck firm and the evolution of psychosocial factors such as stress, anxiety and depression from the beginning of 2008 to July 2010. Additionally, we will investigate the relationship between actions taken by the firm, combined with the financial help of the French State, and the consequences on these psychosocial factors. Before the economic recession, we worked with the 'Health and Well-being' Department of the firm to implant a device on an organizational level that monitors work-related stress. In our study, employees responded to a series of computer-based questionnaires at the time of a mandatory medical examination in the company Health Department. Individual data are anonymous and employees have the choice to exchange with the occupational physician about their results. We carried out statistical analyses every six months on the data collected. The questionnaire includes Cohen's scale on perceived stress (Cohen et al., 1983), Karasek's scale on demands/latitude (Karasek & Theorell, 1990), the HAD scale on depression and anxiety (Mykledun et al., 2001), in addition to questions about work conditions and socio-demographical variables. As of July 2010, 6643 workers have completed this questionnaire out of a total population of 10115 employees in this firm. Results reveal a contrasted evolution in the different indicators. In 2009, a policy of partial unemployment with low financial losses for employees seems to have good effects on the level of stress and on social support. In 2010 however, stress appears to be increasing amongst workers who perceive the economic upturn with anxiety. Indeed, economic recession also means great transformations in the organization of work and the jobs that result of these changes do not remain exactly the same.

IMPROVING CLINICAL PERFORMANCE AMONG MEDICAL STUDENTS USING A MINDFULNESS INTERVENTION

Lazaridou, A., *University of Macedonia, Thessaloniki, Greece*; Montgomery, A., *University of Macedonia, Thessaloniki, Greece*; Panagopoulou, E., *Aristotle University of Thessaloniki, Thessaloniki, Greece*; Karavakou, V., *University of Macedonia, Thessaloniki, Greece*

Abstract: Objectives: Job stress and burnout among healthcare providers is a significant problem that has implication for both their own health and the quality of care they deliver to their patients. Mindfulness-based interventions has the potential to ameliorate the antecedents and consequences of job stress and burnout. The aim of this review is to collate what is known about mindfulness interventions among healthcare professionals. Methods: The following databases were searched: PubMed, PsychInfo, Scopus, Medline, BioMed central, Google Scholar and Science Direct. Inclusion criteria included: burnout, job stress, doctors, mindfulness, meditation, yoga, intervention, physicians, nurses, healthcare professionals, hospitals, GPs, Clinics. Only peer-reviewed, empirical studies, written in English language, published between 1990 and 2010 were included. The databases searched included the common sources from both the social sciences and medical sciences. Results: Twenty studies were identified. Studies were analysed in terms of study design, methodology, response rates and significant outcomes. Conclusions: Empirical evidence indicates that participation in MBSR yields benefits for healthcare providers in the domains of physical and mental health. Conceptual and methodological limitations of the existing studies and suggestions for future research are discussed

COPING WITH STRESS: WHAT DOES IT MEAN TO COPE EFFECTIVELY?

Dewe, P., *Birkbeck, University of London, London, UK*; Whittington, G., *Birkbeck, University of London, London, UK*

Abstract: For over 50 years researchers have been interested in coping. Over that time there has been a dramatic proliferation of research that coping research is probably one of the most intensively explored subjects in contemporary organizational psychology. many researchers believe that the aim of coping research must be to identify those ways of coping that 'are best' for

managing stress. Nevertheless research into coping effectiveness has more often than not simply been inferred through the use of different types of statistical analysis or by indicating that one type of coping strategy is inherently more effective than another. Little attention has been paid to the criteria individuals use to evaluate coping effectiveness. This is what this paper sets out to do. By using intensive interviews the meaning of effective coping was explored. Fourteen participants took part in interviews that lasted for 90 minutes. The interviews were based on the transactional nature of stress and set the scene for focusing on the criteria individuals used when evaluating their coping effectiveness. Semantic content analysis was used to identify themes and these themes established a complex array of criteria individuals used to evaluate their coping effectiveness. The different themes to emerge included effectiveness based on the outcome achieved, the degree to which some coping ideal was reached, the degree to which their coping conformed to best professional practice, whether any negative emotion remained after coping efforts, whether there were coping resources available, the availability of alternative forms of coping, whether integrity and professionalism was maintained, whether justice, fairness and good relationships with colleagues were maintained, the costs to themselves and to others and the ethical and moral responsibilities in taking actions. The results indicated that an array of complex criteria were used and raised the question of the utility of single item measures of coping and the need for a more comprehensive measure to be developed that captured the richness of effective coping. The complexity of criteria also raised issues for intervention and how, while coping was regarded as effective, it still had negative consequences for the copier. These results are further discussed in terms of theory, research and practice.

STRESS AND RECOVERY IN OLDER WORKERS – SPECIFIC EFFECTS OF AGE AND GENDER

Jimenez, P., *University of Graz, Graz, Austria*; Eibel, K., *University of Graz, Graz, Austria*; Kallus, W., *University of Graz, Graz, Austria*; Hoffmann, P., *University of Graz, Graz, Austria*

Abstract: The socio-demographic changes in the industrialized countries require a reassessment of handling with older employees. Regeneration processes play a determining role for short-, medium- and long-term development and maintenance of individual resources of employees. The contribution presents results of a survey to the quality of the working life of older workers in

Austria. Data were collected with the Recovery-Stress-Questionnaire (Kallus, 1995) and the Profile Analysis of Job Satisfaction (Jimnez, 2008) in a representative sample of 4214 employees. The cross section analysis demonstrates relevant differences in the Recovery-Stress-Balance depending on age and interesting gender specific effects. Results indicate a higher prevalence for an imbalanced Recovery-Stress-State in older workers. In addition high general and work specific stress is associated with a higher intention to early retirement. Furthermore recovery is more efficient for female than for male employees although they experience more obligations in their spare time - also with control of the occupation magnitude. Job satisfaction is influenced substantially from work ability and state of health. Hypotheses to the explanation of the results are introduced and discussed based on complementary analyses. These findings have practical relevance for workplace health promotion. We have to focus on age related needs and develop special programs for older men. Insufficient or disturbed recovery, particularly under increased demands, leads to an imbalanced general psychophysical state, degraded performance and a higher risk for burnout. To maintain work ability and to support the state of health, appropriate job requirements as well as adequate possibilities for regeneration and recovery have to be implemented.

Symposium: Work Engagement I: Disentangling cause and effect

Main topic area: Employee Well Being

Location: 2.1 Colorado (13:00-14:15)

Chair: Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: The appearance of work engagement at the beginning of this century coincides with the rise of the so-called positive psychology that focuses on human strengths and optimal functioning. Work engagement is characterized by high levels of energy and vigor, dedication and enthusiasm while working, and being pleasantly absorbed or immersed in work activities. Meanwhile, after more than a decade, numerous studies on work engagement have been conducted, special issues of *Work & Stress* (Bakker, Schaufeli, Leiter & Taris, 2008) and *Journal of Organizational Behaviour* (Bakker & Schaufeli, 2008) have appeared and books on work engagement have been edited (Bakker & Leiter, 2009; Albrecht, 2010) or written (Schaufeli & Salanova, forthcoming). Yet, a major issue is still unresolved: what are the causes and consequences of work

engagement? Or put more broadly, how does work engagement develop over time? This symposium includes four papers from four different countries that use longitudinal field research in order to disentangle cause and effect of work engagement. The first study by Hakanen among Finnish dentists spans seven years and seeks to answer the question what the long term positive (e.g. life satisfaction) and negative (e.g. workaholism) effects of work engagement are. The second contribution by Ouweneel et al. uses two Dutch samples and focuses on reciprocal relationships between positive emotions, job- and personal resources and work engagement, using Broaden and Build theory and Conservation of Resources theory as explanatory frameworks. The two final papers underline the importance of the social- and interpersonal context of work engagement. In their two-way study among Italian employees, Consiglio and Borgogni investigate the causal role of employee's perception of their social work context (including the direct supervisor, management and colleagues) – and self-efficacy – on work engagement. Finally, Leiter and Laschinger report on a three-wave study among Canadian health care providers that set out to investigate the causal relationships between social relationships at work (i.e., positive and negative encounters with supervisors and with colleagues, as well as with patients) and work engagement. All studies use the same operationalization of work engagement, namely the Utrecht Work Engagement Scale (Schaufeli, Bakker & Salanova, 2006) so that the results can be compared across studies. Taken together, these results indicate that – instead of simple cause-effect relationships – work engagement seems to be related in a more complex, reciprocal way to various "causes" and "consequences". In his general discussion of the research findings, Arnold Bakker will focus on the implications this has for future theory and research.

DOES WORK ENGAGEMENT HAVE LONG-TERM CONSEQUENCES? EVIDENCE FROM A THREE-WAVE SEVEN-YEAR PROSPECTIVE STUDY

Hakanen, J.J., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Despite a rapidly growing number of studies, work engagement remains a relatively new construct. Thus long-term evidence on the stability and predictive value of engagement is still rather sparse. Although engagement is expected to be mainly related to positive outcomes, the question has also been raised as to whether being engaged could lead to negative outcomes in the long-term, such as workaholism. This study

investigated the long-term relationships between engagement and workaholism (working excessively) and their relationships with long-term health, presenteeism, and life satisfaction. To investigate the potential consequences of engagement I used different models and a full panel design with three-wave seven-year follow-up data (two-wave four-year design as regards to long-term health and presenteeism) consisting of a representative sample of Finnish dentists. At T1, 71% of the whole profession in Finland returned the questionnaire; at T2 three years later, the response rate was 84% (N=2,555); and finally at T3, the response rate was 86% (N=1,964). Engagement was quite stable over a seven-year period ($\beta=.70$). Moreover, it did not predict workaholism over time. However, working excessively at T2 positively predicted absorption at T3. In addition, although engagement at T2 positively predicted long-term health at T3, the competing stability model had a better fit. Engagement did not predict presenteeism, whereas workaholism positively influenced future presenteeism. Finally, work engagement and life satisfaction reciprocally predicted each other between T1 and T2, and engagement at T2 further predicted life satisfaction at T3. In contrast, workaholism at T2 negatively influenced life satisfaction at T3. Although I found no longitudinal negative effects of work engagement (e.g. on workaholism or working when sick), I also failed to find positive effects of engagement on long-term health. However, all the significant effects supported previous studies that have revealed different patterns of associations with various outcomes for engagement and workaholism. Engagement positively influenced life satisfaction in particular, and this relationship was reciprocal. Therefore, fostering positive states of engagement at work may lead to increases in general satisfaction and happiness in life, and general happiness may, for its part, further impact employee well-being.

POSITIVE EMOTIONS, RESOURCES, AND WORK ENGAGEMENT OVER TIME: TWO SAMPLES WITH TWO WAVES

Else Ouweneel A.P., *Utrecht University, Utrecht, The Netherlands*; Le Blanc, P.M., *Utrecht University, Utrecht, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: According to Broaden and Build (B&B) theory, positive emotions help to 'build' enduring resources (Frederickson, 2001). That is, by experiencing positive emotions, people will enhance their personal and job resources, which in turn may lead to a more

enduring positive state like work engagement. This assumption is referred to as the 'build hypothesis'. In line with this, Conservation of Resources (COR) theory predicts that, in the long run, the accumulation of resources will result in positive personal outcomes like work engagement (Hobfoll, 1989). Based on these two approaches, it was hypothesized that the experience of positive emotions predicts employees' future personal resources and job resources. Moreover, it was expected that there are longitudinal relationships between personal resources and job resources on the one hand and work engagement on the other hand. Furthermore, we hypothesized that positive emotions, personal resources, job resources, and work engagement are reciprocally related. To test our hypotheses, two two-wave longitudinal questionnaire studies were conducted among two different samples. Sample 1 consisted of 253 employees from all over the Netherlands, and Sample 2 consisted of 200 employees of a Dutch university. Data were analyzed by means of Structural Equation Modeling. Results indeed showed that positive emotions build personal resources (self-efficacy, hope, and optimism), and job resources (supervisory coaching, autonomy, and opportunities for development), which in turn lead to work engagement over time. More specifically, in Sample 1 we found that positive emotions lead to more personal resources over time, and in Sample 2 we found that positive emotions are related to more personal as well as job resources over time. In addition, job resources were longitudinally related to work engagement in Sample 1 and personal resources to work engagement in Sample 2. Furthermore, it was demonstrated that the study variables are also reciprocally related over time. In Sample 1, we found reciprocal relationships between positive emotions and personal resources as well as work engagement, and between job resources and personal resources as well as work engagement. In Sample 2, we uncovered reciprocal relationships between positive emotions and personal resources as well as work engagement. Hence, results confirmed, at least partly, both causal and reciprocal hypotheses, thereby successfully integrating B&B theory with COR theory.

SELF-EFFICACY AND CHANGES IN PERCEPTIONS OF CONTEXT AS PREDICTORS OF WORK ENGAGEMENT: A TWO-WAVE STUDY.

Consiglio, C., *Sapienza University of Rome, Rome, Italy*; Di Tecco, C., *Sapienza University of Rome, Rome, Italy*; Borgogni, L., *Sapienza University of Rome, Rome, Italy*

Abstract: Since work engagement represents a crucial dimension in enhancing performance and well-being, the investigation of its sources has raised the attention of many researchers (Bakker & Demerouti, 2008). The present two-wave study, framed within the social cognitive theory (Bandura, 1986), focuses on the role played by self-efficacy and perceptions of context in predicting work engagement over time. Although self-efficacy has been extensively associated with work engagement (e.g., Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010), the construct of perceptions of context is quite new, representing the individual's perception of the main and prototypical social components within the organization (namely supervisor, colleagues and top management). Previous research has attested the mediating role of perceptions of context between self-efficacy and job attitudes (Borgogni, Dello Russo, Petitta, Latham, 2009; Borgogni, Dello Russo, Petitta & Vecchione, 2010). The aims of the present study are: (1) to deepen the role of self-efficacy as a predictor of work engagement; (2) to explore how initial self-efficacy increases the perceptions of context over time; (3) to examine how changes in perceptions of context predict work engagement; (4) to compare the roles played by self-efficacy and self-esteem in predicting work engagement over time. In 2007 and in 2010 a sample of 741 professionals (64% of the initial sample) working in a large Italian company filled in a questionnaire, including self-efficacy (T1), self-esteem (T1), perceptions of context (namely direct supervisor, management and colleagues) (T1 and T2) and work engagement (T2). As hypothesized, results of structural equation modeling analyses revealed that initial self-efficacy predicts work engagement over time both directly and indirectly through increases in positive perceptions of context. On the contrary, self-esteem neither contributes to predicting work engagement nor to changes in perceptions of context. Hence on the basis of our results we conclude that employees with higher initial levels of self-efficacy, but not self-esteem, are more likely to increase their positive perceptions of their work environment, and to become more engaged in their work. Implications for future research and interventions are discussed.

SOCIAL INTERACTIONS AND WORK ENGAGEMENT: DIRECTIONS OF INFLUENCE

Leiter, M.P., *Acadia University, Wolfville, NS, Canada*; Laschinger, H.K.S., *University of Western Ontario, London, ON, Canada*

Abstract: Except in the rare occasion of evaluating an organization from its inception, organizational psychol-

ogy enters organizations with an existing history. Part of that history is the pattern of personal relationships among employees. Coworkers have shared successes and failures. They may share antipathy or great affection for one another. Some relationships may lack any emotional tone. This condition challenges researchers to establish directional causality. In many ways, it is more accurate to view a social system as a set of mutually sustaining interactions rather than one in which some sorts of relationships act as causes and others as consequences. Health care providers completed surveys on three occasions (N = 1169, 907, 869) at one year intervals. Of these participants, 200 were matched across all three surveys. The surveys assess employees' psychological relationships with work using items from the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) and the Maslach Burnout Inventory—General Scale (Schaufeli et al, 1996). In addition to a general assessment of workplace demands and resources, the survey concentrated on the social environment of work. These constructs included both positive and negative encounters with supervisors and with colleagues, as well as with patients (Cortina, et al, 2001). The analysis contrasted models of the relationships of social relationships with the UWES and the MBI subscales. The objective was to differentiate among models that depicted contrasting patterns of relationships between social relationships and psychological qualities. The results of these analysis found support for both directions of influence without establishing a firm preference for relationships influencing engagement or vice versa. The analysis did identify definitive relationships. Consistent with the Job Demand/Resources Model, the frequency of negative social encounters with supervisors and coworkers led to more negative scores on the exhaustion and cynicism aspects of burnout. In contrast, positive aspects of coworker relationships were predictors of work engagement as measured by the UWES items ($\chi^2 = 831.00$, 583 df, $p < .001$; CFI = .941; RMSEA = .033). The presentation will discuss implications for organizational development, especially the extent to which changing the social environment of a worksetting has a potential for enhancing work engagement.

DISCUSSANT

Bakker, A.B., *Erasmus University, Rotterdam, The Netherlands*

Presentations: Employee Well Being - Mental Health

Main topic area: Employee Well Being

Location: 2.14 Amazon (13:00-14:15)

Chair: Bamberger, S.G., *Aalborg Hospital, Aalborg, Denmark*

THE ROLE OF CO-WORKER SUPPORT FOR TARGETS OF WORKPLACE BULLYING

Mawdsley, H., *University of Glamorgan, Pontypridd, Wales, UK*; Lewis, D., *School of Management, University of Plymouth, UK*

Abstract: Considerable research has established workplace bullying as a prevalent workplace stressor associated with severe health impairment (Zapf, Einarsen, Hoel & Vartia, 2003). Yet there have been few studies on the utilisation of various support systems by targets of bullying, which may buffer the harmful consequences (Cohen & Wills, 1985). Even fewer have investigated the potentially pivotal role of colleagues, who help to construct the reality of bullying (Lewis, 2002) and can choose to intervene, ignore, or applaud the behaviour process (Sjoveit 1994, cited by Hoel & Beale, 2006). This paper addresses these poorly understood issues by drawing on a mixed methods study into the sources of support used by bullied individuals. The research participants are members of three large UK trade unions. The paper presents some interim findings from one of the unions studied, located in the education sector (N = 2,865), concerning which support mechanisms targets turned to and their perceived helpfulness. Data is also presented on the action taken, or withheld, by those who observed their fellow-workers being bullied. The results indicated a tendency for targets of workplace bullying to utilise non-organisational sources of support, including co-workers, in preference to the formal support mechanisms provided by employers to resolve such issues. Peers were generally considered helpful. However, whilst a majority of bystanders offered moral support, they were considerably less willing to intervene overtly. This paper discusses the reasons why co-workers withhold certain types of support, and the demographic and workplace variables which influence the decision to intervene or not. The discussion includes a consideration of ethical issues and concepts like solidarity. These findings have a practical relevance in the face of the apparent failure of employers to provide adequate support bullied employees. An understanding of the motives which drive colleagues to intervene or not in bullying incidents will facilitate the development of programmes which harness the potential of co-workers to challenge bullying behaviour and support victims, which has previously

been applied to workplace problems like sexual harassment (Davey-Attlee & Rayner, 2007; Bowes-Sperry & O' Leary-Kelly, 2005).

RESILIENCE IN HIGH-RISK OCCUPATIONS

Boermans, S.M., *Katholieke Universiteit Leuven, Leuven, Belgium*; Euwema, M.C., *Katholieke Universiteit Leuven, Leuven, Belgium*; Korteling, H., *TNO, Soesterberg, The Netherlands*

Abstract: High-risk occupations such as military, police, firefighters, and first responders are often characterized by high levels of stress. Frequent exposure to acute stress situations may deplete resources that are needed for resisting the negative effects of acute stress on performance and mental health, but also to recover from it. As such, enhancing or refueling these resources are of crucial importance for maintaining human resource capital in high-risk occupations. Our focal point is the relation between leaders and the resilience of their teams. Resilience refers to the capacity to resist or bounce back from negative events. We discuss the role of leaders on resilience capacities of their team. We present a systematic review of the literature on resilience and a qualitative study within the military. The systematic review shows that theory has traditionally focused on the negative impact of deployment on mental health. Recently, there is an increasing interest in investigating psychological buffers against stress. For instance, morale has been identified as a positive psychological construct distinct from the construct of depression. It is related to higher work engagement during deployment and more perceived benefits afterwards. Leaders are assumed to play a crucial role in moral and team resilience because they may have the most knowledge concerning the psychological functioning of their teams and are the first in line to have contact with their team after a critical incident. However, few studies have tested this assumption and little is known about how this relation is characterized. For our qualitative study we systematically surveyed military personnel to gain more insights into how the relation between leaders and team resilience is characterized. It can be concluded that leaders approach the resilience of their team on an implicit level. Leaders tend to focus on resistance to stress. We discuss how a focus on resistance may not be an effective strategy in the psychological aftermath of critical incident. We discuss how communication about their knowledge and meaning-making processes affect team resilience.

GLOBALIZATION, ORGANIZATIONAL CHANGE AND MENTAL HEALTH

Bamberger, S.G., *Aalborg Hospital, Aalborg, Denmark*; Larsen, A., *General Outpatient Department, Aalborg Psychiatric Hospital, Aalborg, Denmark*; Vinding, A.L., *Planning, Quality and Analysis, North Denmark Region, Aalborg, Denmark*; Nielsen, P., *Department of Economics, Politics and Public Administration, Aalborg University, Aalborg, Denmark*; Fonager, K., *Department of Social Medicine, Aalborg Hospital, Aalborg, Denmark*; Nielsen, R.N., *Department of Business Studies, Aalborg University, Aalborg, Denmark*

Abstract: Background: Due to globalization, free trade agreements, new markets, and rapid advancements within information and communication technologies many companies face constant transformation potentials and pressures. Implementation of organizational changes is often used strategies by the companies to meet the challenge. Few studies have been published addressing possible associations between organizational changes and mental health although mental health issues in the workplace have become an increasing problem. Up to 22% of workers in the EU are affected according to the European Agency for Safety and Health at Work. Aim: To analyse for associations between transformation pressures, organizational change and mental health summed up in the following hypotheses: 1.The way companies manages transformation pressures and potentials through organizational change will have an impact on the psychosocial environment 2.Different types of organizational change have different impacts on working conditions and mental health 3.Individual resilience will modulate the effect of organizational change on mental health. Design: A study with longitudinal exposure data and cross-sectional employee survey data. Materials: Roughly 650 companies and 3,500 randomly selected employees. Data is obtained by questionnaires and registers. Company-data is collected in 2006 and 2010, and employee data from 2010. Data collection is expected to be complete by November 2010. Analysis: Exposure is characterised by a matrix including competition pressure and organizational change obtained by latent class analysis. The outcome variable mental health is measured by symptoms of mental distress (SCL-90), use of neuroleptics and sick leave. Multilevel analysis will be applied in order to analyse the associations. Results: Preliminary results will be presented at the conference. Practical relevance: The study allows for identification of potential harmful effects of transition pressure and organizational change on both psychosocial working conditions (organizational level) and mental health

(individual level). Further the study design enables exposure and outcome to be analysed on multiple levels ensuring higher reliability and validity than studies solely relying on self-reported data. The cost-benefit of organizational changes in regards to sick-leave can be analysed due to information on the companies' key economic variables.

Symposium: New Perspectives on Employee Recovery and Work Life Balance

Main topic area: Employee Well Being

Location: 2.7 Meuse (13:00-14:15)

Chairs: Oerlemans, W.G.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Binnewies, C., *University of Mainz, Mainz, Germany*

Abstract: In an ever more demanding workplace, adequate recovery from work is crucial for employees to maintain a high level of well-being. In this symposium, we bring together scholars from different countries who will present their research in the field of recovery and work-life balance. The first study of Hahn et al. addresses the weekend and examines the role of recovery experiences and experiences with the partner for well-being. The second study of Kinnunen et al. examines the interplay between job demands, psychological detachment and sleeping problems over the period of one year. Maier et al. will present a study on the role of transformational leadership for employees' recovery experiences during leisure time. Oerlemans et al. investigate the role of happiness in the relationship between leisure activities and employees' well-being. Finally, Stevens and Day conducted an intervention study, designed to help employees manage stress and balance their work and life activities. This symposium includes five studies from four countries using different methodological approaches and samples to examine employees' recovery during leisure time. We address both academics and practitioners in our session by discussing the theoretical relevance and practical implications of the presented studies.

HAVE A NICE WEEKEND WITH YOUR PARTNER! THE ROLE OF PARTNERS AND RECOVERY EXPERIENCES FOR RECOVERY DURING THE WEEKEND

Hahn, V.C., *University of Mainz, Mainz, Germany*; Binnewies, C., *University of Mainz, Mainz, Germany*; Haun, S., *University of Mainz, Mainz, Germany*; Dorrmann, C., *University of Mainz, Mainz, Germany*; Schmidt, U., *University of Mainz, Germany*

Abstract: Spending time with one's partner during the weekend can be a source of positive experiences as well as negative experiences. In this study, we examined how specific recovery experiences (detachment, relaxation, mastery, and control) and positive and negative experiences with one's partner (support from partner and conflict with partner) during the weekend influence recovery from job stress. We used positive and negative affective states (positive activation, negative activation, serenity, and fatigue) as well as satisfaction with one's private life as indicators of recovery. Participants were 262 university professors who completed three online surveys: a general survey assessing demographic data, one survey before the weekend, and one after the weekend. We performed hierarchical regression analyses controlling for affective states and satisfaction with one's private life before the weekend to predict changes in affective states and satisfaction with one's private life after the weekend. Relaxation and detachment during the weekend predicted changes in negative activation, positive activation and serenity. Control predicted a decrease in tiredness. Conflict with the partner was associated with higher negative affective states after the weekend, whereas support from the partner was associated with higher positive activation and increased satisfaction with one's private life after the weekend. Our findings underline that people should use the weekend for mentally switching off from work and for relaxing. Interventions such as recovery training programs or specific relaxation interventions are effective ways to learn how to switch off mentally or relax during one's leisure time. Reducing conflicts and providing support in the partnership also benefits employees recovery during the weekend.

THE RELATIONSHIP OF JOB DEMANDS AND SLEEPING PROBLEMS ACROSS ONE YEAR: THE ROLE OF PSYCHOLOGICAL DETACHMENT

Kinnunen, U., *University of Tampere, Tampere, Finland*; Feldt, T., *University of Jyväskylä, Jyväskylä, Finland*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Siltaloppi, M.K., *University of Tampere, Tampere, Finland*

Abstract: The aim of the present study is three-fold. First, we examine whether high job demands and poor psychological detachment predict sleeping problems, such as insomnia, sleep onset problems and daytime tiredness over time; second, we investigate whether psychological detachment moderates the relationship between job demands and sleeping problems. Finally, we test for reverse causation, that is, whether sleeping problems predict poor psychological detachment

over time. The study is based on one-year longitudinal data gathered among 274 employees working in five Finnish organizations from different sectors and jobs. The results of hierarchical regression analyses gave more support for reverse causation than normal causation; thus, high job demands at work and sleeping problems at Time 1 predicted poor psychological detachment at Time 2 after psychological detachment and background factors at Time 1 were controlled for. Although high job demands and poor psychological detachment at Time 1 also seemed to predict sleeping problems at Time 2, these relationships were not present when sleeping problems at Time 1 were controlled for. However, daytime tiredness at Time 2 was predicted by poor psychological detachment at Time 1 and not vice versa. In addition, high psychological detachment moderated the relationship between high job demands at Time 1 and sleep onset problems at Time 2, but this moderator effect disappeared when sleep onset problems at Time 1 was added into the equation. The study revealed that the longitudinal relationships between job demands, psychological detachment and sleeping problems are complex and dependent on the type of the sleeping problem examined.

WHEN LEADERSHIP INFLUENCES RECOVERY DURING LEISURE TIME: THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' DETACHMENT, RELAXATION, MASTERY, AND CONTROL

Maier, C., *University of Trier, Trier, Germany*; Scherp, E., *University of Trier, Trier, Germany*; Antoni, C., *University of Trier, Trier, Germany*

Abstract: While a growing body of research focuses on the role leaders assume in supporting employees' well-being and health, the relationship between recovery and leadership has not been analyzed. We argue that transformational leadership support employees to recover from stress and gain new resources. Specific facets of transformational leadership may assume a key role in influencing recovery experiences such as detachment, mastery, relaxation, and control. The facet individualized consideration reflects leaders expressing concern for employees and taking their individual needs into account, which might impact employees to detach and relax from work-related duties or problems. At the same time, intellectual stimulation and developmental transformational leadership enhance employees' interest in problems, increase their ability to think about problems in new ways, and encourage them to improve their skills. This facet may be related to employees taking off-job activities that provide challeng-

ing and learning opportunities. Also, by developing and empowering employees and through the expression of personal recognition employees' perception of control during leisure time might be enhanced. The study is part of a work-learn-life balance project in the IT sector. 264 employees participated in the study. Established leadership and recovery scales were used. The results show that individualized consideration is the key facet influencing detachment as well as relaxation. For mastery, intellectual stimulation explains the largest amount of variance. Unexpectedly, vision had the largest impact on employees' feeling of control during leisure time. Thus, the study indicates the importance of leaders to consider that their behavior has an impact on employees' recovery experiences during leisure time.

HOW FEELING HAPPY HELPS TO SUCCESSFULLY RECOVER FROM WORK: A DAY RECONSTRUCTION STUDY

Oerlemans, W.G.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Research on recovery did not yet address the role of happiness during specific leisure activities and its impact on recovery from work. However, happiness may moderate the impact of leisure activities on recovery from work in several ways. For instance, experiencing happiness during relaxation activities may help to loosen the hold that psychological or physiological load reactions have gained on a persons' mind and body. Also, experiencing happiness during work-related activities may make employees more resilient to load reactions that result when employees continue to draw on work-related resources during leisure time. Further, experiencing happiness during social activities may facilitate daily recovery, because happy individuals are more likely to receive social support. Using a day reconstruction method, 384 employees reconstructed their daily leisure activities, their happiness derived from leisure activities, their recovery from work at bedtime and their daily vigor over a two-week period. HLM modeling was used to predict intra-personal changes over time. Results indicated that work-related and household activities related negatively to recovery before sleep, but only when momentary happiness during such activities was low. Further, social and physical activities related positively to recovery, but only when momentary happiness was high. Interestingly,

relaxation activities did not relate significantly to recovery when happiness was high, but had a negative effect on recovery when happiness was low. Finally, recovery from work had a positive effect on next days' vigor and happiness. These findings demonstrate that how well employees recover from work depends on the experienced enjoyment during leisure activities.

EXAMINING THE IMPACT OF A COACHING INTERVENTION ON RECOVERY EXPERIENCES

Stevens, S., *Saint Mary's University, Halifax, Canada*;
Day, A., *Saint Mary's University, Halifax, NS, Canada*

Abstract: Despite the accumulating evidence of the positive effects of recovery experiences on employee well-being (e.g., Siltaloppi et al., 2009; Sonnentag & Fritz, 2007; Sonnentag et al., 2010), little is known about the extent to which recovery experiences can be increased. Therefore, the goal of this study was to assess the influence of a job stress and work-life balance intervention (ABLE: Achieving Balance in Life & Employment) on recovery experiences, and to examine whether recovery experiences mediate the impact of the intervention on strain outcomes. The 12-week ABLE intervention is a phone-based coaching program and is designed to help employees manage stress and balance their work and life activities. The program incorporates both cognitive-behavioral and relaxation strategies for dealing with stress and includes individually tailored education on practical topics, such as time management, prioritization, and daily recovery activities and experiences. Participants in the intervention were encouraged to implement recovery activities into their daily lives, and they discussed their progress with a coach on a weekly basis. Employees (N=56 in intervention group; 46 in control group) completed a survey including measures of recovery experiences and strain outcomes both before and after the intervention. Compared to the control group, the intervention group had a significant increase in several recovery experiences (i.e., psychological detachment, relaxation, control, social affiliation, physical activity, and hope/optimism) over the 12 weeks of the program. MANOVA results suggested that recovery partially mediated the effects of the intervention on strain. These findings demonstrate the importance of interventions as a way of increasing employee recovery experiences and, in turn, reducing employee strain.

Presentations: Organizational Change Management

Main topic area: Organizational Change and Development

Location: 2.9 Euphrates (13:00-14:15)

Chair: Tucker, D.A., *Imperial College, London, UK*

MANAGERIAL AMBIVALENCE IN THE IMPLEMENTATION OF DOWNSIZING PROGRAMMES: A STUDY OF INDIA'S MANUFACTURING SECTOR

Noronha, E., *Indian Institute of Management Ahmedabad, Ahmedabad, India*; D'Cruz, P., *Indian Institute of Management Ahmedabad, Ahmedabad, India*; Arora, B., *Indian Institute of Management Ahmedabad, Ahmedabad, India*

Abstract: Studies on the micro-level impact of organisational downsizing, though limited, have focussed on victims and survivors while implementors have remained a largely ignored group despite the vital role they play in the process. Addressing this gap, the present study examined the lived experiences of human resource (HR) managers implementing a downsizing programme in 2 manufacturing organisations in India. Rooted in van Manen's hermeneutic phenomenology, conversational interviews were conducted and tentative and selective thematic analyses were undertaken. 'A necessary evil' emerged as the core theme capturing the essential meaning of participants' experiences, underscoring participants' ambivalence. On the one hand, participants were aware of the importance of the downsizing scheme for the organisation's continued survival and competitive advantage, particularly under the global economy. Participants also acknowledged that executing this programme was a part of their jobs and failure to do so put their own positions in peril. On the other hand, participants were acutely aware of and disturbed by the upheaval such change unleashed within the organization in terms of the psychological contract of employment and the organizational culture. That downsizing represented a life-change event which generated strain, uncertainty and turmoil for victims and their families could not be denied. Moreover, participants' distress was exacerbated by their lack of preparedness to perform the role of a downsizing manager since nothing in their training or experience as HR managers had oriented them to such a task. While ambivalence is increasingly being recognised as an inherent aspect of modern workplaces, it remains to be explored in this context. The study is step in this direction, contributing to our understanding that workplace

ambivalence refers to individuals' concomitantly competing affective, cognitive and behavioural responses to the range of entities (including but not limited to artifacts, processes and relationships) associated with and encountered in the world of work and highlighting participants' vacillation between individuation and conformity and between identification and disidentification. The findings demonstrate the importance of including downsizing implementation training in HR curricula, apart from highlighting managers' need for support in the execution of this task.

PLANNING FOR MAJOR SERVICE AND INFRASTRUCTURE TRANSITIONS: AN INTERNATIONAL COMPARATIVE STUDY.

Tucker, D.A., *Imperial College, London, UK*; Hendy, J., *Imperial College, London, UK*; Barlow, J., *Imperial College, London, UK*

Abstract: Organisational restructuring is very common but in situations where it occurs simultaneously with the redesign of an organisation's physical infrastructure the challenges multiply. Such radical organisational change requires careful planning and management, with the involvement of all stakeholders, within a time critical period. Healthcare services are undergoing rapid and fundamental change through innovation in technology and new policy imperatives, with implications for how services are organised and delivered and for their underlying built infrastructure. Managing these changes to enable a smooth transformation from an old to a new model of care is critically important for healthcare organisations if services are to be maintained with minimal disruption. This paper presents initial analysis from the first stage of a three year longitudinal study of the transition between old and new hospital models in the US, UK and Canada. We use case studies of acute hospitals undergoing change in their care processes (a redesign around single bed rooms) alongside a move to a new-build facility. Each has taken a different approach to planning and managing the transition. We ask whether strategic change efforts of an organisation align with the organisation's intentions. Early indications suggest that approaches to strategic change align closely with organisational culture, but with this culture dysfunctional rigidities remain and may replay with the new structure. Where an approach to transition planning is internally focused, the resulting lack of dissent from a wider perspective inhibit innovation and lead to Group think'. On the other hand, an excessive need for external validation from stakeholder groups can inhibit the progress of implementation. We analyse the generic lessons in terms

of planning, stakeholder engagement and social influence in line with literature from strategic change, social accounts and organisational psychology.

EXPLORING ORGANIZATIONAL CHANGE WITH THE MODEL OF ORGANIZATIONAL RHYTHMICS-A CASE STUDY IN 9 ORGANIZATIONS.

Poels, T., *Ordina, Universiteit van Amsterdam, Leidschendam, The Netherlands*; Klein Hesselink, J., *TNO, Hoofddorp, The Netherlands*; Kielema, J., *Ordina / Radboud Universiteit Nijmegen, Nijmegen, The Netherlands*

Abstract: Exploring organizational change with the model of organizational rhythmicity; a case-study in 9 organizations. Author Poels, Truus, Ordina / Universiteit van Amsterdam Co-author(s) Klein Hesselink, John, TNO, Hoofddorp, Nederland; Kielema, Joop, Ordina/Radboud Universiteit Nijmegen, Nederland Presentation Preference Oral presentation in symposium Abstract text (including references) A successful organizational change depends on many factors. The model of organizational rhythmicity can judge the rhythm theme's in a situation of change and the information of these underlying mechanism can give more direction to an organizational change. Aim The aim of this study was to explore the experience of managers and employees in organizational change processes with the model of organizational rhythmicity for optimizing the rhythmicity characteristics in a change process. In this survey no attention was paid to the content of the change process, but only to the rhythmicity aspects. For each organization an organizational change was described and analysed. Through this analysis the areas for improvement are detected: where should an organization stimulate the energy and vitality by adjusting the rhythmicity parameters. Method By interviews with representatives of 9 organizations a organizational change was detected. For 500 participants a 0-measurement and a final measurement by a digital questionnaire was developed and used. Also were interventions explored for the 9 cases of organizational change. Results With the study of organizational change and the model of organizational rhythmicity you can measure the organizational rhythmicity. During an organizational change, the rhythmicity themes can be mapped in rhythmic schedules. Conclusions The information from the questionnaire (0-measurement and final measurement) can give a positive effect to organizational change. The applicability of the questionnaire organizational rhythmicity' was tested in this study with 9 different organizations and 500 participants. In Q1

2011 further information of the study exploring organizational change with the model of organizational rhythms' is available. In our presentation we present the results of the measurements and the first results of the interventions.

STAKEHOLDERS' VIEWS AND STRATEGIES FOR LEARNING AND CHANGE DURING THE IMPLEMENTATION OF A MULTI PROFESSIONAL HEALTH PROMOTING PROGRAM FOR CHILDREN

Nyström, M., *Karolinska Institute, Stockholm, Sweden*; Höög, E., *Umea University, Umea, Sweden*; Garvare, R., *Lulea University of Technology, Lulea, Sweden*; Stening, L., *Umea University, Umea, Sweden*

Abstract: Traditional views on the spread of knowledge and learning in health care have been criticized as being overly linear, simplified and rational, leading to a slow progress of clinical praxis. The purpose of the study was to explore the views on learning and change of two management levels of a Swedish long-term county wide health promoting program for children. The seventeen respondents were all directly involved in the program, either in the group for strategic management or in the group for process operations including process facilitation. Data were collected via semi-structured interviews and process diaries, complemented by meeting protocols and agendas for development interventions. Data cover four years of the development and implementation process, 2004-2008. Analyses were performed iteratively, starting with content analyses and continuing with directed analyses in order to test hypotheses. The results indicate both differences and development over time concerning the respondents' views on the target groups and on processes of learning and change. Insights on important conditions for change were expressed, but so were also conflicting views and expectations between the actors involved. In comparison to the process management group the strategic management group expressed a more holistic view of the program and its progress. There were also different views on expectations, roles and competences of involved process facilitators. The insights stated by process management team members regarding how learning should be most effectively promoted were not fully followed through in agendas and meetings during implementation. A conclusion is that basic views on how people learn and change their behavior are fundamental for how a change program will be executed. The practical implications of the study is that involved actors' assumptions of on what it is that best promotes learning and behavioral change, and how this should

be translated into plans, strategies and specific behaviors of change agents, has to be thoroughly penetrated in relation to the specific change, target context and group, preferably during the early stages of a change program, in order to promote its success.

THE BENEFITS OF PARTICIPATIVE CHANGE MANAGEMENT

Emans, B.J.M., *University of Groningen, Groningen, The Netherlands*; Bouma, J.T., *University of Groningen, Groningen, The Netherlands*; Verhoef, P.C., *University of Groningen, Groningen, The Netherlands*

Abstract: Seven variables, ranging from individual level to organizational level attributes, were hypothesized to mediate the causality that supposedly relates employee participation (the involvement of employees in decision making processes related to an organizational change program) to implementation (the effectiveness of change program implementation). The hypotheses were tested by means of an employee survey in sixteen financial firms in the Netherlands where Customer Relationship Management (CRM) systems were being introduced. Most of the correlations between employee participation and the seven hypothesized mediators - as well as between those mediators and implementation effectiveness- were significant and in accordance with the hypotheses. However, multilevel analyses revealed that only three of the hypothesized mediators played their mediating role independently of the other ones. The three independent mediators that showed up were: employee satisfaction, employees' trust in their colleagues, and employees' feelings of being trusted by their colleagues. Individual satisfaction as a response to participation on the one hand, and interpersonal trust as a consequence of participation on the other hand, thus appears to account for the positive impact of employee participation on the effectiveness of the implementation of CRM-systems. With these findings the study's outcomes enrich the existing knowledge of factors that play a role in CRM-introduction processes and add -in a more general sense- to the understanding of the mechanisms that make an employee participation approach of change management work.

Symposium: I-deals: what are they and when are they beneficial?

Main topic area: Changing Employment Relations

Location: Auditorium 1 (13:00-14:15)

Chairs: Bal, P.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Freese, C., *University of Tilburg, Tilburg, The Netherlands*

Abstract: Idiosyncratic deals (I-deals) are an emerging concept that addresses the trends in employment relationships to individualize HR practices. This concept was coined by Denise Rousseau in 2001, describing personalized, non-standard employment conditions negotiated between individual employees and their employers that are beneficial to both parties. In times where labor market policies are aimed at flexibility and decentralization of employment arrangements, I-deals are a fruitful direction in which modern employment relationships develop. However, only a very few studies (theoretical or empirical) on I-deals have been published to date. This symposium brings together theoretical and empirical studies on I-deals from different perspectives (employees, co-workers, HR managers and organizations) and from different countries (China, Belgium, and the Netherlands) to start the debate on how to measure i-deals, which forms they may take and in which contexts they are most effective. The first paper of Hornung and Rousseau deals with the content of I-deals, and answers the question of how I-deals develop and how they can be best measured. The second paper by Nauta and Pater and the third paper of Bal and colleagues investigate under what conditions I-deals are positively related to outcomes, based on the hypothesis that success of I-deals is contingent upon the social context. The fourth paper by Freese and colleagues takes the perspective from the employer and deepens understanding of the conditions under which I-deals can be successfully implemented in organizations. The final paper by Theunissen and Selsinvestigates the perspective of co-workers in judging the fairness of I-deals employees negotiate with their employer. In sum, this symposium presents the state-of-the-art in research on I-deals using mixed-methods designs, from multiple perspectives within the organization.

MEASURING IDIOSYNCRATIC DEALS: A REVIEW AND PRIMER

Hornung, S., *The Hong Kong Polytechnic University, Hong Kong, China*; Rousseau, D.M., *Carnegie Mellon University, Pittsburgh, USA*

Abstract: Idiosyncratic deals (i-deals) are an emerging concept reflecting trends towards individualization in human resource practices. Personalized agreements of a nonstandard nature negotiated between individual employees and their employer, i-deals are characterized by heterogeneity in content, scope, and process of formation. The presentation will discuss challenges

in assessing the construct's full breadth and complexity. Survey instruments will be reviewed and propositions developed how to further refine and broaden the measurement of i-deals by more explicitly taking into account different content and process characteristics. Content measures allow insights into the heterogeneity of personalized arrangements and their differential antecedents and outcomes depending on the type of resources bargained for. A recent study supports a 4-dimensional structure of i-deals regarding a) work tasks; b) career development; c) time flexibility; and d) workload reduction. Generalizability and context-specificity of i-deal content and additional dimensions, such as compensation and location of work, and work relationships are discussed. Process measures open up possibilities to specify negotiation context and conditions, such as ex ante or ex post timing, employee or employer initiation, bargaining partners, or unsuccessful negotiation attempts. For the most part, these theoretically important influencing factors have not been studied. We conclude with discussing ways in which different combinations of content and process characteristics can be specified in survey instruments to test theory regarding the independent and interactive effects of i-deal content and negotiation process. Whereas a comprehensive assessment may not always be feasible, too narrow or unspecific measurement may bias results by downplaying heterogeneity in the content and creation of i-deals.

IDIOSYNCRATIC DEALS AND EMPLOYABILITY

Nauta, A., *University of Amsterdam, Amsterdam, The Netherlands*; Pater, I. de, *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: In this paper, we will explore the relationship between idiosyncratic deals (i-deals) and employability. In her 2005 book on idiosyncratic deals, Rousseau argues that i-deals are a possible source of flexibility and innovation, because i-deals result from an exploration of new ways to integrate the interests of both the employee and the employer. Hence, i-deals may serve the employability of individual workers, because they refer to agreements on better ways to perform their job and develop their skills. However, it might be questioned whether i-deals always work out positively for workers. Different employees might receive i-deals for different reasons; those with 'high potential' (e.g. young and highly educated employees) might get i-deals to enhance career opportunities, whereas those with less potential might get i-deals to solve work-related problems, for example solving increased difficulties with

night-duties as workers grow older. We therefore hypothesize that i-deals will be related positively to employability for young and/or highly educated workers, whereas i-deals will be related negatively with employability for older and/or low educated workers. We test these hypotheses in a sample of hundreds of employees and their superiors within seven University Medical Centers within the Netherlands. Practical implications of the results are discussed, especially the implication that i-deals may work out negatively for older workers: their employment relationship with their current organization might become too idiosyncratic, resulting in less attractive employment alternatives elsewhere, and hence, decreased employability.

MOTIVATING EMPLOYEES TO WORK BEYOND RETIREMENT: A MULTI-LEVEL STUDY OF THE ROLE OF I-DEALS AND ESTABLISHMENT CLIMATE

Bal, P.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Jong, S. de, *University of St. Gallen, St. Gallen, Switzerland*; Jansen, P.G.W., *VU University Amsterdam, Amsterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Due to an aging workforce, many organizations try to retain their older workers and to motivate them to continue working after retirement. The present study investigates the role of two types of individualized deals (I-deals) between employee and organization in employee motivation to continue working after retirement. Based on Personality Development Theory, we hypothesized flexibility I-deals to be positively related to motivation to continue working because with increasing age, people have increasingly different preferences for work arrangements to be able to continue working. Moreover, the study investigates the moderating role of two types of establishment climate (accommodative and development) in the relationship of development I-deals with motivation to continue working. It was expected that development I-deals are positively related to motivation to continue working under conditions of low accommodative and high development climate, because in these climates, actual use of development is stimulated such that employees will be more highly motivated to continue working. Results of a multilevel study among 1083 employees in 24 establishments supported the expectations. The study contributes to the research on motivating employees to continue working after retirement, by showing the crucial role of I-deals and organizational climate.

FLEXICURITY, ORGANIZATIONAL CONTEXT AND THE ROLE OF I-DEALS IN HR STRATEGY

Freese, C., *University of Tilburg, Tilburg, The Netherlands*; Paauwe, J., *Tilburg University, Tilburg, The Netherlands*; Schalk, R., *Tilburg University, Tilburg, The Netherlands*

Abstract: One of the main challenges facing the EU countries today is balancing the demand for more flexibility of the labor markets and at the same time providing new types of security to employees (i.e. creating flexicurity). In which ways individual organizations incorporate flexicurity in their strategies is still to be explored. Idiosyncratic deals, defined as “personalized agreements of nonstandard nature that individual employees negotiate with their employers regarding terms that benefit them both” (Rousseau, 2006) may create a new source of flexibility and contribute to new forms of security. To investigate whether i-deals could play a role in the new employment relationship, 44 strategic HR managers of leading Dutch organizations were interviewed. A model was developed to distinguish between different organizational contexts and the kinds of i-deals that were offered.

THE IMPACT OF NEED AND MERIT PERCEPTIONS IN EVALUATING THE DISTRIBUTIVE JUSTICE OF DIFFERENT TYPES OF COWORKER-SPECIFIC WORK ARRANGEMENTS

Theunissen, G., *KU Leuven, Leuven, Belgium*; Sels, L., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Employee-specific work arrangements (of which i-deals can be considered a special case) are increasingly used by organizations to accommodate the needs of individual workers. To make such arrangements work, it is often necessary that coworkers support or at least accept the accommodation. One of the major drivers of acceptance is whether coworkers perceive the arrangement as distributively fair. Following Colella (2001), we hypothesize that justice judgments about a favorable allocation to a peer are informed by merit (does coworker deserve special treatment) and need perceptions (does coworker need special treatment). Building on resource theory (Foa, 1980) and justice judgment theory (Leventhal, 1980), we posit that the impact of merit and need perceptions varies with the content of the coworker arrangement. To test these assumptions, we collected survey data among 5312 Flemish employees who could recall a recent situation in which a coworker was granted a favorable ‘exceptional arrangement or benefit’ (several filter questions were used to establish the existence of an allo-

cation sufficiently salient to elicit a justice evaluation). Respondents were subjected to a series of retrospective questions on this particular arrangement and its beneficiary (i.e. the coworker). Our results indicate that merit and need are indeed major considerations when judging the fairness of coworker-specific arrangements. Coworker's merit is especially salient when evaluating financial deals, while need perceptions are particularly important in case of flexibility-related arrangements.

Symposium: Psychological detachment from work, has it a bright and a dark side?

Main topic area: Employee Well Being

Location: Auditorium 2 (13:00-14:15)

Chairs: Jonge, J. de, *Eindhoven University of Technology, Eindhoven, The Netherlands*; Geurts, S.A.E., *Radboud University Nijmegen, Nijmegen, The Netherlands*

Abstract: The present symposium focuses on psychological detachment from work as a recovery mechanism. This concept is described as an individual's sense of being away from work. It is often assumed that detachment from work is crucial for recovery to occur and has primarily beneficial outcomes in terms of improved psychological health. But relationships with other outcome measures, like performance, may not be so obvious. There is some evidence that not detaching from work is related to more creativity and better performance. Therefore, the key question of this symposium is: Does psychological detachment from work contribute to the recovery process, under what circumstances, and are there unfavourable side-effects? Sonnentag et al. (contribution 1) will discuss the potentially vicious cycle between emotional exhaustion and psychological detachment. In a short-term longitudinal study, it was investigated if emotional exhaustion predicts a decrease in detachment from work, and if time pressure and lack of positive leisure experiences act as potential moderators. Results suggest a negative spiral: under specific adverse conditions (i.e. high time pressure and missing pleasure during leisure time), emotional exhaustion may increase the difficulty to unwind during off-job time. Westman et al. (contribution 2) will discuss whether business trips may break through such a vicious circle. By using the results from qualitative interviews, it will be shown that business trips have losses but also gains, such as positive feelings towards the trip and the benefit of being mentally and physically away from daily work stressors and routines. Like a business trip, also a vacation can be considered

as a potentially powerful recovery intervention. Geurts et al. (contribution 3) will show in a 5-week longitudinal field study that a short vacation has a strong - but not very long lasting - positive effect on psychological health, and that relaxation and detachment from work improve and prolong the positive health effect of vacation from work. In the final contribution (contribution 4), Spoor et al. will show in a two-wave panel study how job demands, job resources and detachment are related to health complaints and performance. Controversially, it was found that in case of high cognitive job demands, high cognitive detachment is not preferable for concentration, suggesting that cognitive functioning may be improved by not detaching from work. So, in this symposium we will discuss whether psychological detachment from work has only a bright side, or a - not yet fully discovered - dark side as well

ENTERING A VICIOUS CYCLE: EMOTIONAL EXHAUSTION AND LACK OF PSYCHOLOGICAL DETACHMENT FROM WORK DURING NON-WORK TIME

Sonnentag, S., *University of Mannheim, Mannheim, Germany*; Arbeus, H., *University of Konstanz, Konstanz, Germany*; Mahn, C., *University of Konstanz, Konstanz, Germany*

Abstract: Evidence from longitudinal research indicates that lack of detachment predicts an increase in emotional exhaustion one year later, suggesting that lack of detachment contributes to the deterioration of well-being over time. However, when looking at shorter-term processes, one might also expect that people who are exhausted find it more difficult to detach - particularly when facing adverse conditions on or off the job. A sample of 108 persons with diverse occupational backgrounds completed two surveys with a time lag of four weeks. Multiple regression analysis controlling for, among others, the initial level of psychological detachment, showed that a high initial level of emotional exhaustion predicted a decrease in psychological detachment from work over time. The association between high exhaustion and decrease in detachment occurred particularly for employees who faced a high level of time pressure and who missed pleasure during their leisure time. Low time pressure and finding pleasure during leisure time, however, buffered the association between exhaustion and lack of detachment. Our findings suggest that under specific adverse conditions emotional exhaustion may increase the difficulty to unwind during off-job time. This difficulty to unwind may - over time - contribute to a vicious cycle when the lack of detachment will further increase exhaustion. Therefore, it is important that employees who tend to

be emotionally exhausted develop strategies and daily routines that help them to mentally detach from work during non-work time. They should focus on positive leisure experiences and find ways to avoid time pressure at work.

RECOVERY DURING BUSINESS TRIPS

Westman, M., *Tel Aviv University, Tel Aviv, Israel*; Chen, S., *Tel Aviv University, Tel Aviv, Israel*; Etzion, D., *Tel Aviv University, Tel Aviv, Israel*

Abstract: Most researchers regard business trips as a source of stress to travellers. However, several studies have also demonstrated positive effects of business trips. It seems that business trips are a dual experience, consisting of demands and resources, losses and gains, all impacting on the well-being of travellers. As recovery is the process of replenishing depleted resources, our aim is to look at business trips as a kind of respite which enables recovery to the travellers. By leaving the regular working site and distancing themselves from daily routine, travellers may not only stop the loss of resources resulting from job and family demands, but may also gain resources. Thus, business trips can interrupt loss spirals and create gain spirals. In order to find out what the mechanisms are that enable travellers to recover during a business trip, we have interviewed 83 business travellers (64 men and 19 women). The open-ended questions addressed positive and negative travel experiences, coping strategies and resources lost and gained during the trip. Results showed that the business trips have both losses and gains. The main gains were a) positive feelings towards the trip (e.g., excitement and fulfilment), and b) the benefit of being physically and psychologically detached from work and family. The travellers reported two personal resources (i.e., perceived trip control and family and organizational support) and reactive coping (i.e., dealing with problems as they come along) and proactive coping (i.e., anticipating problems and actively preparing to deal with them) as strategies that helped them recover. Thus, business trips may create a possibility to recover from chronic daily job and family stress.

DO SHORT VACATIONS HELP US TO RECOVER AND DETACH FROM WORK?

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Abstract: It was investigated 1) whether employee health improves during a short vacation (4-5 days) and how long this improvement lasts after returning home and resuming work?, and 2) to what extent vacation activities and experiences explain the health improvement during and after a short vacation? Eighty workers reported their psychological health (e.g., health status, mood, fatigue, tension, energy level, satisfaction) two weeks before vacation (Pre), during vacation with their spouse (Inter), on the day of return (Post 1), and on the 3rd and 10th day after returning home (Post 2 and Post 3, respectively). The results showed strong improvements in psychological health during short vacations ($d=0.88$), although this effect faded out rather quickly. Multiple regression analysis controlling for, among others, the level of psychological health before vacation (Pre), showed that employees reported higher psychological health during vacation, the more relaxed and psychologically detached they felt, the more time they spent on conversations with the spouse, the more pleasure they derived from their vacation activities, and the lower the number of negative incidents during vacation. Experiences of relaxation and detachment from work positively influenced psychological health even after returning home. Working during vacation negatively influenced psychological health after vacation. A short vacation is an effective, though not very long lasting, 'pill' to improve employees' psychological health. While working and negative incidents during vacation should be prevented, investing time in conversations with the spouse, relaxation, detachment from work and engagement in pleasant activities should be encouraged to boost and prolong the positive health effect of vacation from work.

SIT BACK AND RELAX? THE LONGITUDINAL RELATION BETWEEN JOB DEMANDS, JOB RESOURCES, OFF-JOB RECOVERY AND JOB RELATED HEALTH

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Abstract: The long term effect of the interaction between demands, resources and recovery on the one hand and health complaints on the other is still unclear. This relationship is tested in a two-wave (1-year) panel study among 113 health care workers. Off-job recovery was defined as detachment from work. Based on the principles of the Demand-Induced Strain Compensation (DISC) model, it was hypothesized that high

job resources as well as high levels of detachment moderate the lagged relation between high job demands and health complaints. In case of emotional exhaustion and physical complaints, after controlling for time 1 variables, no interaction effects of job demands, job resources, and detachment were found. In case of concentration problems, the results showed that cognitive resources buffer the relation between high cognitive job demands and concentration problems one year later. Contrary to expectations, it was found that in case of high cognitive job demands, high cognitive detachment is not preferable for concentration. These results are relevant for practice. Whereas off-job recovery may be important to prevent health complaints, it may not be a panacea. In case of high cognitive job demands, not detaching may be important to prevent concentration problems.

13:30-14:30

Posters session: Health and Intervention

Location: Expo (13:30-14:30)

UNIVERSITIES AND HOSPITALS UNDER THE LOGIC OF THE MARKET: PSYCHOSOCIAL IMPLICATIONS

Goulart, P. martins, *Universidade do Extremo Sul Catarinense-UNESC, Criciúma, Brazil*; Blanch, J.M., *Universitat Autònoma de Barcelona, Barcelona, Spain*; Bobsin, T.B., *Universidade do Extremo Sul Catarinense-UNESC, Criciúma, Brazil*; Borowisk Batista, S.B. von, *Universidade do Extremo Sul Catarinense-Unesc, Criciúma, Brazil*

Abstract: Introduction. The restructuring of universities and hospitals guided by the logic of the political economy of the market translates into changes and experience, and also the meaning of work as well as the values, ethics and professional roles. Objective: To evaluate the impact of applying the paradigm of business in universities and hospitals on quality of life on the workplace and the workers psychological well-being .Method. It was interviewed a total of 1252, teachers and practitioners of medicine and nursing, respectively, who work in universities and public hospitals in Brazil, Chile, Colombia and Spain, A questionnaire with closed and open questions and also a semi-structured was applied . Results. It was noticed favorable aspects identified as coming from the university and hospital restructuring (especially regarding the

material and technical work conditions) and were observed psychosocial implications, especially regarding the psychological strain.

ADULT ATTACHMENT STYLES AND ITS INFLUENCE ON COPING WITH STRESSFUL EVENTS

Pheiffer, G., *London Metropolitan University, London, UK*; Buch, N., *London Metropolitan University, London, UK*; Lonergan, K., *London Metropolitan University, London, UK*; Pritchard, N., *London Metropolitan University, London, UK*

Abstract: Attachment style is defined as the 'systematic patterns of expectations, needs, emotions, emotion-regulation, and social behaviour' (Shaver & Mikulincer, 2002, p. 134), and has been used throughout developmental and social psychology as a framework for studying interpersonal relationships (e.g. Ainsworth, Blehar, Waters, & Wall, 1978; Hazan & Shaver, 1987). Increasingly this framework has been applied to organisational and work settings, as diverse as leadership to preferences for employment contracts. Adult attachment style also appears to influence help seeking and feedback behaviours during periods of psychological distress. In line of the conference theme of decent work and beyond, we propose that this is an important aspect of working life where Organisational Psychology can contribute The current study examines psychological distress and the relationship between adult attachment style and help and social support seeking. The context for this study is working students during stressful events, in this case student, examination periods. We propose that individuals high in attachment anxiety use help-seeking and support-seeking to help lessen exam preparation stress, whilst individuals high in avoidance attachment do not seek help and support when experiencing stress related to exam preparation to help lessen exam stress. It is further suggested that individuals high in attachment anxiety fail to seek positive interpersonal feedback but pursue interpersonal over competence feedback, with highly avoidant individuals being more open to negative feedback than positive feedback and than those with secure attachment styles. We predicted that seeking help and support will lessen stress levels with anxiety attachment, and avoidant attachment individuals will not use help and support seeking to reduce stress. The sample is from working students undertaking a university course. The research question was explored with a survey and a measurement of students' help seeking behaviours - from tutors, lecturers and peers; feedback preferences, and attachment styles using the

ECR. Practical suggestions on how to deal with periods of stress using attachment theory are provided.

PREDICTORS OF ENGAGEMENT IN AMBULANCE PERSONNEL

Setti, I., *University of Pavia, Pavia, Italy*; Argentero, P.G., *University of Pavia, Pavia, Italy*

Abstract: The aim of this study was to investigate the predictors of Engagement in a sample of 532 Italian ambulance operators. The field of study to which this research could belong is the Occupational Health Psychology, that usually investigates not only sickness absence, but also strategies of improvement of occupational health. Our main interest was to deepen the study of psychological well-being in helping professionals, who are at risk to develop negative psychological effects, such as Burnout. The psychological relationship between a person and his/her job was investigated not only referring to the negative experience of Burnout, but more completely to the continuum between Burnout and its opposite side, Engagement; it could be defined as an energetic state of involvement shown by the individual towards the job and is characterized by Energy, Involvement and Efficacy. The predictors that we have considered can be grouped in three categories: social and demographic characteristics, such as gender and occupational seniority; degree of commitment required by work, in terms of working hours and frequency of missions; organizational variables referred to the level of social support received at work. The identification of the main predictors allowed to isolate some of the organizational factors that can improve the level of engagement in ambulance personnel, lowering the probability to develop long-term negative effects, such as Burnout. The results have shown that Engagement is directly influenced by the level of social support received by colleagues and supervisors, in all its three dimensions: Energy ($r = .158, p < .01$), Involvement ($r = .190, p < .01$) and Efficacy ($r = .168, p < .01$). Moreover the number of working hours negatively determines the level of Energy ($r = -.188, p < .01$) and directly influences the perception of Efficacy ($r = .112, p < .05$). From a practical standpoint, the results suggested that working in a workplace characterized by cooperation and social support could prevent the onset of negative psychological effects, such as Burnout. In a positivistic psychological perspective, social support could be considered as a resource through which individuals can recover the energy depleted during their activities.

ENGAGEMENT AND PERSONAL INITIATIVE IN A SAMPLE OF UNIVERSITY STUDENTS

Lisbona Banuelos, A., *UNED, Madrid, Spain*; Bernabé, M., *University Miguel Hernández, Elche, Spain*; Palaci Descals, F.J., *UNED, Madrid, Spain*; Gómez Bernabeu, A., *University of Alicante, Alicante, Spain*

Abstract: The main objective will be to discuss the relationships of the concepts engagement and personal initiative in academic performance with a sample of university students. Engagement has been studied in academic context (i.e. Salanova, Martnez, Bres, Llorens y Grau, 2005; Salanova, Schaufeli, Martnez, y Bres, 2009), but in this paper it has been adapted two measures that evaluate them personal initiative in academic context: Self-Report Questionnaire of Frese, Fay, Hillburg, Leng & Tag (1997) and the recent Situational Judgement Tests of Personal Initiative (SJPTI) o Bledow & Frese, (2009). Reviewing the theoretical models and empirical results that found relationship between personal initiative and engagement in organizational context (i.e: Salanova & Schaufeli, 2008; Hakanen, Perhoniemi and Toppinen-Tanner, 2008), we propose a theoretical model where engagement will be related with personal initiative. The last one was measured by two measures: self-report questionnaire and SJPTI. Sample is composed by 266 university students from three Spanish universities. Maximum likelihood estimation methods of structural equation modeling (SEM), was used to test the two competing models. The first is the theoretical model proposed previously, and the second show enagegement as a consequences of Personal Initiative. Consistency levels of the two initiative personal scales adapted to academic context were adequate. To self-report questionnaire was .763 and to SJPTI was .700 The fit of two models are appropriated (M1: $\chi^2 = 271.590$; $df = 162$; $RMSEA = .062$; $CFI = .883$; $AIC = 367.590$ and M2: $\chi^2 = 250.970$; $df = 159$; $RMSEA = .058$; $CFI = .902$; $AIC = 352.970$), but in M2 path from personal initiative evaluated with SJPTI and engagement is not significant ($t = .285$). While the M1 all path coefficients being significant ($t > 1.96$). Results confirm the relationship between Engagement and Personal Initiative in an academic context. Besides, it is present the Situational Questionnaire to evaluate personal initiative in students. Theoretical and practical implications of these results are discussed as well.

THE IMPACT OF ADULT ATTACHMENT STYLES ON FLOW EXPERIENCES IN THE WORKPLACE.

Griffiths, R., *London Metropolitan University, London, UK*; Babber, P., *London Metropolitan University, Lon-*

don, UK; Vahlhaus, I., *London Metropolitan University, London, UK*

Abstract: Attachment style is defined as the systematic patterns of expectations, needs, emotions, emotion regulation, and social behaviour'. This framework is being increasingly applied to organisational settings such as leadership, mentoring and other areas. Attachment styles have been shown to affect work relationships through the attachment relationship experienced between manager and employee. This study develops this work by expanding to motivation at work, specifically the idea of flow. The experience of flow occurs when both challenge and skill are balanced. This confidence to engage and experience flow is suggested here to be influenced by the employees' attachment styles. The hypotheses tested was that a secure style means individuals are more likely to engage fully in their tasks and thus less likely to feel distracted or that they require outside reassurance or assistance. This therefore creates an ideal environment for flow experiences to occur. So in the case of secure attachment, people are more likely to participate in extra tasks and spend more time at work. They are likely to have a higher self efficacy and feel they can accomplish anything without outside assistance. High self efficacy has been found to contribute to the likelihood of experiencing flow. Those with insecure attachment styles (avoidant and anxious), generally avoid working and stay away from the office resulting in high absenteeism or spend more time at the workplace but actually avoid working and thus have less opportunity for flow experiences which could result in higher stress levels and likelihood of higher anxiety and boredom at work. Flow experiences are important because they create more enjoyment in tasks for the employee and thus help to decrease stress at work. The study uses established scales in the area such as the ECR attachment scale. The data is a sample of working postgraduate students. The data is analysed using multiple regression analysis looking at the impact of the different attachment style on the likelihood of experiencing flow at work. The insights from this study assist in creating positive and healthy workplaces and provide guidance for interventions such as EAP's, coaching, mentoring and other programmes.

PREDICTORS OF WORK ENGAGEMENT IN CLEANING WORKERS: THE ROLE OF JOB'S MOTIVATIONAL POTENTIAL, SUPERVISOR JUSTICE AND WORK TEAM COHESION

Casaleiro, S., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Tavares, S.M., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*

Abstract: The aim of this study was to investigate the predictors of Engagement in a sample of 532 Italian ambulance operators. The field of study to which this research could belong is the Occupational Health Psychology, that usually investigates not only sickness absence, but also strategies of improvement of occupational health. Our main interest was to deepen the study of psychological well-being in helping professionals, who are at risk to develop negative psychological effects, such as Burnout. The psychological relationship between a person and his/her job was investigated not only referring to the negative experience of Burnout, but more completely to the continuum between Burnout and its opposite side, Engagement; it could be defined as an energetic state of involvement shown by the individual towards the job and is characterized by Energy, Involvement and Efficacy. The predictors that we have considered can be grouped in three categories: social and demographic characteristics, such as gender and occupational seniority; degree of commitment required by work, in terms of working hours and frequency of missions; organizational variables referred to the level of social support received at work. The identification of the main predictors allowed to isolate some of the organizational factors that can improve the level of engagement in ambulance personnel, lowering the probability to develop long-term negative effects, such as Burnout. The results have shown that Engagement is directly influenced by the level of social support received by colleagues and supervisors, in all its three dimensions: Energy ($= .158, p < .01$), Involvement ($= .190, p < .01$) and Efficacy ($= .168, p < .01$). Moreover the number of working hours negatively determines the level of Energy ($= -.188, p < .01$) and directly influences the perception of Efficacy ($= .112, p < .05$). From a practical standpoint, the results suggested that working in a workplace characterized by cooperation and social support could prevent the onset of negative psychological effects, such as Burnout. In a positivistic psychological perspective, social support could be considered as a resource through which individuals can recover the energy depleted during their activities.

FROM INDIVIDUAL NEEDS TO ORGANIZATIONAL OUTCOMES: THE MODERATING ROLE OF PERSONALITY FACTORS

Virga, D., *West University of Timisoara, Timisoara, Romania*; Sulea, C., *West University of Timisoara, Timisoara, Romania*; Bogathy, Z., *West University of Timisoara, Timisoara, Romania*; Albulescu, P., *West University of Timisoara, Timisoara, Romania*

Abstract: The need for autonomy, relatedness and competence are considered to be three innate psychological needs that are crucial for individuals' optimal functioning (Deci & Ryan, 2000). These needs are sought to be satisfied in various life circumstances, an important one being individual's work context. The present paper examines the role that personality traits play in promoting beneficial outcomes and to analyze the role of satisfaction of important needs in the in these relations. We used hierarchical regression to analyze two personality factors (i.e. consciousness and agreeableness) as moderators for the relation between employees' important needs at work (i.e. autonomy, relatedness and competence) and three outcomes (i.e. work engagement, burnout and performance). The sample (n=255) consists of Romanian students from various educational profiles. We have found that three innate psychological needs are related to experience of engagement (vigor, absorption and dedication) and performance. In addition, personality traits moderated these relationships. Specifically, for individuals for that the need for competence is highly satisfied (e.g., the individual highly experiences a sense of choice) and are highly conscientious have the tendency to feel vigorous at dedicated for their professional activities. The relationship between need for relatedness and performance was stronger for individuals highly conscientious and the relation between need for autonomy and cynicism was stronger for individuals low on agreeableness. This study highlights the interaction between personality factors and needs satisfaction in work contexts and their impact on relevant outcomes. Paying attention to employees' need satisfaction might further enhance employees' well-being, beneficial attitudes and productive behaviors and, therefore, help to reduce costs associated with stress or turnover. References Deci, E. L., & Ryan, R. M. (2000). The 'what' and 'why' of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 319-338.

EFFECTS OF POST-FORDIST WORKING CONDITIONS AND TELEWORK ON WORK-RELATED FLOW

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Abstract: New ways of organizing work and managing workers are believed to provide a win-win situation: not only can restructuring of organizations improve organizational flexibility and performance, it can

also increase employee well-being. Moreover, modernization and restructuring of organizations often runs parallel with, on the one hand, higher work demands imposed on workers, and on the other hand, more job resources enabling workers to work flexibly. In order to contribute to the current scientific debates on outcomes of New Ways to Work (including telework), this cross-sectional study focuses on the relationships between post-Fordist work conditions and structural tele(home)work and work-related flow' as an indicator of employees' well-being during work. Flow can be defined as: 'The state in which people are so intensely involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it (Csikszentmihalyi, 1992, p. 4).' In line with this definition, the study distinguishes between three flow levels: work enjoyment, intrinsic motivation and absorption (Bakker, 2008). The present paper questions whether post-Fordist working conditions and substantial telework have the potential to foster higher flow levels (N=1109). Based on the Job Demands-Resources Model', the paper distinguishes the following work demands: number of formal working hours, overtime frequency, work overload, number of deadlines, organizational culture regarding time competition, distractions from work in the home and central work places. The work resources distinguished in the study are: perceived social support by colleagues and supervisor, collegial commitment, job autonomy, flex-time, and personal development opportunities. The study employs multi-level multiple regression analysis to test a set of hypotheses regarding the relationships between post-Fordist working conditions and substantial telework and flow, and regarding the buffering or strengthening interaction effects between post-Fordist working conditions and telework on flow. Based on the outcomes of the study, implications for HR-policies supporting New Ways to Work and telecommuting in organizations will be discussed.

HOW EMPLOYEE INVOLVEMENT CLIMATE AND PSYCHOLOGICAL CAPITAL INFLUENCE SALESPERSON WORK ENGAGEMENT, PERFORMANCE AND JOB ATTITUDES: THE TEST OF A MODEL.

Medhurst, A., *Monash University, Caulfield East, Australia*; Albrecht, S., *Monash University, Caulfield East, Australia*

Abstract: Introduction The study extends research on the relationships between organisational resources and personal resources with employee engagement and subsequent outcomes including performance and job at-

titudes. More specifically the study set out to test a pattern of relationships showing perceptions of organisational resources operationalised as higher-order employee involvement climate' (participative decision making, information transfer, performance-based rewards, and training and development) and personal resources operationalised as higher-order psychological capital (hope, optimism, resilience, self-efficacy) influencing higher-order overall job attitude (job satisfaction, affective organisational commitment, work-related well-being) and salesperson job performance (task performance, creative salesperson performance, adaptive selling behaviours) as mediated by work engagement. Method The sample on which conclusions are based consisted of 226 full time salespeople from a set of organisational sub-samples. Confirmatory factor analysis (CFA) and structural equations modelling (SEM) were used to test the measurement and structural models proposed. Results CFA showed acceptable fit indices for the measurement models after re-specifying a reduced number of items for each of the established variables and specifying measured variables at the 2nd order level. New measured dimensions of salesperson work engagement demonstrated acceptable psychometric properties. Structural equations modelling of the proposed model also yielded acceptable fit indices and showed that employee involvement climate and psychological capital influence work engagement and predict significant variance in salesperson performance, overall job attitude, and intention to turnover. Results support the presence of direct and indirect effects between the measured variables. Conclusions Results are discussed in terms of the importance of considering organizational level resources such as employee involvement climate as well as personal resources for their impact on the engagement and work outcomes of salespeople. The practical utility of the suite of measures used in the study is also discussed. The results will be of interest to practitioners and researchers.

COPING SKILLS TRAINING TO REDUCE JOB STRESS IN MEXICAN FEMALE WORKERS IN A CHEMICAL INDUSTRY

Ayala, Hernandez de, *Monterrey Technological Institute, Atizapan De Zaragoza, Mexico*; Orozco, D. de, *Monterrey Technological Institute, Atizapan de Zaragoza, Mexico*; Romero, M. de, *Monterrey Technological Institute, Atizapan de Zaragoza, Mexico*; Sánchez, A. de, *Monterrey Technological Institute, Atizapan de Zaragoza, Mexico*; Pineda, M. de, *Monterrey Technological Institute, Atizapan de Zaragoza, Mexico*

Abstract: This research was focused on how job stress affects the performance of sales women in a Strategic Business Unit of Additives for Plastics in Mexico. The objective was to establish the relationship between job stress levels and its reduction through coping strategies techniques. The research design was Quasi Experimental. The sampling was non-probabilistic, integrated by fifty Mexican sales employees between 24 to 40 years old. During the baselines and treatments phases the subjects were assessed by the EI Inventory (ECI-360), self-recording charts and behavioral interviews. The ECI-360 measured the construct Organizational Climate and the factors like flexibility, responsibility, group commitment, standards, clarity, and rewards. The intervention program was designed and applied in five 1 hour sessions, which were dedicated to Problem Solving Training, Job Stress Management and Coping Skills Training. We examined the psychometrics properties of the instrument which has a validity of construct by a One-way ANOVA with an $F=1.94$, which factors were flexibility, responsibility, group commitment, standards, clarity, and rewards and also the internal consistency of the items with an Alfa de Cronbach which was up to .80. The results showed that levels of job stress decreased during treatment but kept unstable and did not decrease down to zero. Besides strange variables, the stress levels during second baseline did not decrease in comparison to the first. The correlation between the first and the second baseline was of -0.033 , with this information we can say that there is an impact in the level of stress because it decrease do to the program. It is suggested by results that coping strategies must be held as a common practice by the Mexican female workers in order to get a stable and low tendency in job stress levels.

PREVALENCE, PERPETRATORS AND REPORTING OF WORK-RELATED VIOLENCE IN DANISH SPECIAL SCHOOLS.

Rasmussen, C.A., *Department of Occupational Medicine, Herning, Denmark*; Andersen, L.P., *Department of Occupational Medicine, Herning, Denmark*; Høgh, A., *University of Copenhagen, Copenhagen, Denmark*

Abstract: Introduction: Traditionally work-related violence (physical violence and verbal threats) has been studied in Health care settings, such as psychiatric wards and nursing homes, where the main perpetrators are adult patients or clients. Aims: This study examines work-related violence in a school setting, where children are the 'clients'. The aim of this study is to present the prevalence, perpetrators and the frequency

of reporting incidents to the workplace. Knowledge about work-related violence, in any setting, is crucial in training staff and avoiding risk. Methods: A questionnaire was handed out at four separate schools (n=372; response rate 83%). Pupils attending these schools were between ages 6-17, and with a range of difficulties such as autism and ADHD. The questionnaire included the question whether the respondents had been exposed to physical violence and if yes, how often, in the preceding year (daily, weekly, monthly, sometimes or never). This was repeated for verbal threats. Several subtypes of verbal threats and physical violence were introduced. Five possible perpetrators were listed. We then asked if incidents were reported in writing, and if yes, to which degree. Results: The results show that threats in an insulting (30.2%) and scolding (27.3%) manner, and being threatened with beatings (24%) were most frequent. Hitting (21.7%) and scratching/pinching (19.4%) were the most frequent forms of physical violence. Also worth noting is that 11% were monthly-sometimes exposed to violence with use of a weapon. Most threats were from pupils (family 0.3%, colleague 1.3%), and only pupils had exposed staff to physical violence. 59.6 % of respondents answered 'less than half-no' to reporting incidents of threats. All incidents with physical violence were in some degree reported, with 30 % answering 'about half'. The fact that the perpetrators are children and not adults could contribute to this low reporting, though low reporting is a consistent finding in studies on work-related violence. Conclusion: The results show that workplace violence is indeed a part of working in a special school setting. This knowledge can help to prevent for example sickness absence and turnover, both of which are costly for the organization and the individual.

CONTRIBUTIONS TO APPLIED ORGANIZATIONAL SAFETY: POTENTIAL ASSOCIATIONS OF SAFETY CULTURE AND ORGANIZATIONAL LEARNING

Oliveira, T., *ISPA-Instituto Universitário, Lisbon, Portugal*; Mauricio, V.M., *ISPA-Instituto Universitário, Lisbon, Portugal*

Abstract: The main objective of the study was to explore the potential relations between safety culture and organizational learning in a high reliability context. Safety culture is defined as the attitudes, beliefs, perceptions, and values that employees share in relation to safety (Cox and Cox, 1991). Organizational learning regards both individual and organizational changes to improve work processes and performance with different frameworks being proposed in the literature. If safety culture is viewed as latent factors in action, then its

analysis may help organizations to establish priorities and steer preventive interventions. In other words, descriptions of organizational learning will be associated with a positive safety culture. A total of 163 volunteers from a Portuguese company involved in the exploration, trade, supply and distribution of crude, oil and energy products were invited to participate in this study. Participants were invited to describe their company in what concerns safety characteristics by using questionnaire 'attitudes towards safety' developed by D'Oliveira (2004) and a scale to evaluate organizational learning by Fernandes (2007). Results suggest clear associations between positive safety culture and organizational learning with a diversified pattern of relations, i.e., only a few organizational learning characteristics are significant predictors of a positive safety culture. In particular, a clear involvement of organizational members in teamwork, a reflection on past safety events and analysis of the external environment to identify threats and opportunities appear to be associated with safety culture. Recommendations for future research namely on the social nature of organizational safety and applied interventions that can promote organizational learning are presented.

THE SOCIAL NATURE OF ORGANIZATIONAL SAFETY: FROM SAFETY CULTURE TO RESILIENCE

Oliveira, T., *ISPA-Instituto Universitário, Lisbon, Portugal*; Mário, C., *ISPA-Instituto Universitário, Lisbon, Portugal*

Abstract: The main objective of the study was to explore the potential relations between safety culture and resilience in a high reliability context. Safety culture is usually defined as the attitudes, beliefs, perceptions, and values that employees share in relation to safety (Cox and Cox, 1991). Woods and Hollnagel (2006) consider that the majority of approaches such as the safety culture proposal are mainly reactive as they try to explain what has happened by adding or introducing small changes to known factors. However, in operational settings people very often try to anticipate potential failures and attempt to develop strategies that may prevent such outcomes. These efforts are usually associated with the concept of resilience defined by Woods (2006) as the 'ability to absorb or adapt to disturbance, disruption or change' (p. 21), i.e., a process that involves monitoring different organizational factors and conditions and anticipate strategies to deal with them. Although both concepts are presented almost as opposites, the development of a positive safety culture and constructive attitudes towards safety is

typically presented as an important and effective proactive strategy to promote and maintain a safe workplace. It is the proactive underlying perspective of both concepts that this paper tries to analyze and specify potential relations. A total of 124 volunteers from an international organization located in Portugal involved in the exploration, trade, supply and distribution of crude, oil and energy products, were invited to participate in this study. Participants were invited to describe their company in what concerns safety characteristics by using questionnaire 'attitudes towards safety' developed by D'Oliveira (2004) and an experimental scale to evaluate organizational resilience by (a= 767). Results suggest that what one perceives as risks and the information conveyed by our colleagues and the company allows us to create our own perception of safety. In this sense, the description each worker makes of safety in his or her company is socially constructed. The significant association of these dimensions with organizational resilience proposes a similar nature for the latter concept. The analysis is additionally supported by the significant negative association of resilience with organizational objectives.

A MEASURE OF WORK RELATED STRESS, ORGANIZATIONAL AND STRESS FACTORS

Gattai, A., *University of Florence, Florence, Italy*;
Scatolini, E., *University of Florence, Florence, Italy*;
Marocci, G., *University of Florence, Florence, Italy*

Abstract: Introduction Work-related stress can be caused by different factors - such as work content, working conditions and environment, poor communication and work organisation, including workload, low control over work pace and long working hours. Goal Developed of a questionnaire for consulting in work organization about work related stress. Tools and method Focus group (200 subjects) and systematic observation and participant in the work place. The search, type exploratory and to estimate, conducted on a champion (n 1874) of workers to different companies (public utility , service and industry).; MBI-GS (Schaufeli, Leiter, Maslach & Jackson,1996; questionnaire on purpose built for investigating organizational areas and report them. Analysis dates Analysis frequencies of the categories it emerged from the focuses group, analysis diary narrative systematic observation and participant. Using correlation coefficients, Pearson's r, and parametric inferential statistics (ANOVA) and nonparametric. For the analysis of the structure of the questionnaire constructed specifically for the research was conducted exploratory factor analysis to verify the existence of the factors hypothesized

by analyzing the maximum likelihood, method of rotation Oblimin. Through a process of cross - validation dataset was divided randomly into two subsamples. Plausibility check size by calculating Cronbach's alpha and by calculating the correlation coefficients item - total correct. Verification of the factorial structure of the questionnaire specially constructed with a confirmatory factor analysis with maximum likelihood method. Conclusion We've found like the organizative factors were an important predictors of work related stress. We've found significative correlation between the questionnaire constructed specifically for the research and the three sub scale of MBI-GS. We have found a significative correlation between engagement and work load.

STRESS MEASUREMENT OF AVERAGE RISK TEST (SMART): A NEW QUESTIONNAIRE FOR WORK-RELATED STRESS

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Abstract: Purpose - Estimating work-related stress is very important to improve organizational and personnel health. Work-related stress is a multidimensional construct and it's not simple to measure it. This study aims to validate 'Stress Measurement of Avarage Risk Test' (SMART), a new questionnaire for measuring stress. The choice of the dimensions of stress was made and based on the analysis of international literature (Karasek, 1985; Lazarus, 1999, Gardner et Al., 2005; Fortes-Ferreira, Peir, Gonzlez-Morales and Martn, 2006) and on the study of the main questionnaires. In particular we analyzed: JCQ (Karasek, 1985), OPRA (Magnani, Mancini and Mayer, 2009), HSE (Ispels, 2010), MOHQ (Avallone e Paplomatas, 2005). Methodology: SMART is composed of two sections: sources of stress (for example physical environment in the workplace; responsibilities, tasks, information, interpersonal relationships) and consequences of stress (for example heart problems, sleeping problems, depression, anxiety, absences). Smart was administered to 900 employees from Profit and Public organizations. We verified the dimensional structure of the questionnaire against the original version, through an exploratory factorial analysis run via SPSS 16.0 and corfirmatory factor analysis (structural equation models) run via Lisrel 8.52. in order to verify reliability Cronbach-a Coefficients was calculated for each dimension and to prove corgervent validity we

used Pearson's r with OPRA, HSE and MOHQ. Findings: Item analysis and Cronbach's α Coefficients suggest that Smart is reliable; Pearson's r proved convergent validity because SMART relates to OPRA, HSE and MOHQ. Exploratory and confirmatory factor analysis confirmed the original dimensions. Conclusions: Smart is a reliable and valid questionnaire for measuring work-related stress. It provides much more information than already validated questionnaires, because there is a causal model between sources and consequences of stress. Research limitations/implications: The group that was interviewed is a convenience sample, not a statistical representative sample. Practical implications: Smart provides a very detailed profile of sources of stress and clearly indicates the critical areas.

TAKING HUMOR SERIOUSLY: WHY SHOULD HUMANS JOKE THOUGH THEY ERR?

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Abstract: Humor is an underestimated field in work & organizational psychology, despite prior studies suggesting benefits in the workplace: In a recent meta-analysis (Glew et al., SIOP 2010), findings from 49 independent studies indicate that employee and supervisor humor improve personal and work-related outcomes such as performance, satisfaction, cohesion, health, and coping effectiveness, while reducing burnout, stress and work withdrawal. As research suggests associations of humor in leadership and learning contexts, and a major part of work incidences are related to negative work relationships, we assume that humor styles (Martin et al., 2003) affect safety culture. Self-enhancing and affiliative humor should be positively, and self-defeating and aggressive humor negatively related to error orientation. The sample consisted of 570 employees and 104 supervisors of 96 tax accounting offices of an interdisciplinary professional service firm group. Only single items of the humor styles questionnaire (Martin et al., 2002) were judged by experts to be acceptable for use in an organizational context. Thus, the two negative styles, i.e. aggressive and self-defeating, are represented, as well as one of the two positive styles, i.e. self-enhancing humor, unfortunately excluding the affiliative style. Due to economic constraints, only four items of the Error Orientation Questionnaire (EOQ, Rybowski et al., 1999) were measured, covering Learning from errors, Error risk taking, Error strain, and Error communication. In multilevel analyses, self-enhancing (e.g., a humorous outlook on life) humor is

positively related to error communication, risk taking, and learning from errors, but not to error strain. Error communication as one key element of actual error prevention is also positively associated to the quality of leadership communication and error strain. Men show poorer error communication than women. Negative humor styles as well as tenure in organizations had less impact, so far. These preliminary results point up a demand of much research on the subject. Organizational agents as well as employees should be aware that humor is much more than telling hilarious or obnoxious jokes, as humor can create damage as well as melioration. And the answer? Human jokes are a coping strategy, as with self-enhancing humor they err better.

COMPARISON OF OCCUPATIONAL STRESS AND OCCUPATIONAL ACCIDENTS FREQUENCY AMONG OFF SHORE AND NON-OFF SHORE OIL INDUSTRY EMPLOYEES

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Abstract: The purpose of this study is to compare job stress, its components (time pressure, method of payment and performance appraisal, interaction with coworkers and machinery, job goals, physical conditions of workplace, occupational accidents, decision making, time schedule, working hours and stress times outside the working place) and occupational accidents in off shore and non-off shore employees in one of related companies to oil industries, through casual-comparative descriptive method. The statistical population included 1000, all male, from which 265 were selected using random selection method. The research questionnaire was a 46-question of Bell Cake job stress. The results indicated that there is no significant difference between total amount of stress among off shore and non-off shore employees ($p > 0.05$) which was according to SPSS 16 software and independent groups t-test and multi-variables analysis of variance. The injured group and non-injured group showed a significance difference ($p < 0.01$) in level of total stress and the frequency of accidents indicated a significance difference between off shore and non-off shore employees ($p < 0.01$).

THE INFLUENCE OF PSYCHOSOCIAL JOB CONTENT, LEADERSHIP AND ORGANIZATIONAL CULTURE IN SELF-PERCEIVED HEALTH AND STRESS AT WORK.

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Abstract: INTRODUCTION The present study aims to investigate the influence of psychosocial job content, leadership and organizational culture in stress, self-perceived mental and physical health, and job satisfaction. The obtained results could be applied to regulate organizational practices in an efficient way to prevent psychosocial risk factors at work. METHOD Data were collected by a questionnaire which includes Karasek, Pieper and Schwartz's Job Content Scale that comprises six subscales: psychological demands of work, skills development, autonomy at work, involvement on decision taking and workmates' and managers' social support. In addition, two scales about transformational leadership and social recognition of workers were also included and a scale about organizational culture (Bonavia y Quintanilla). In order to measure the dependent variables, self-perceived health and stress, a Spanish version of SF36 questionnaire was included; the Setterlind and Larson's three dimensional stress scale for measuring stress level; the House and Rizzo job stress scale; and the Warr, Cook and Wall job satisfaction scale. For this study a sample of 250 non qualified workers were recruited, mean age 46, 84.1% female and 7.6% male. RESULTS The ANOVA analyses show significant differences regarding the six dimensions of psychosocial job content in the dependent variables: The greater psychological demands the job makes on the worker, the greater work stress and the lesser job satisfaction; the more autonomy at work the greater job satisfaction is experienced; the higher level of involvement in decision taking, the lesser work stress and the greater job satisfaction; the greater workmates' social support is given the more job satisfaction is obtained; the higher managerial social support the better self-perceived mental health and job satisfaction, and the lesser work stress is experienced; the higher level of skills development, the lesser work stress and the greater work satisfaction. In relation to organizational culture the more innovative and integrative that is, the higher job satisfaction and self-perceived physical health and the lesser work stress. Regarding the significant effects of transformational leadership and social recognition of workers there is a paradoxical effect: the more important the lesser stress level, however the higher work stress and lesser job satisfaction.

EMPLOYEE EXPECTATIONS OF OCCUPATIONAL HEALTH SERVICES: A QUALITATIVE STUDY

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Abstract: INTRODUCTION Occupational health services (OHS) is one of the key methods of improving employee well being. In Finland, OHS units provide occupational health care for most employees. The range of services provided by each OHS unit is decided by a mutual contract between the organisation and the OHS unit. In order to ensure profitability it is therefore within the business's interest to get occupational health services that match the organisation's needs. It is also in the interest of OHS to ensure that they are providing satisfactory services so that they retain businesses as their clients. This study was conducted in order to explore organisational representatives' opinions and expectations of occupational health services. METHODS This qualitative study was conducted within a larger controlled before-after intervention study examining the effectiveness of a new tool for occupational health services. Semi-structured qualitative interviews were conducted with 14 key informants from different organisations in Finland. Data were transcribed and analysed using qualitative content analysis. RESULTS Key informants expressed a range of expectations regarding the services provided to their organisations. These usually centred on their employees' specific occupational health problems, an on support in issues relating to stress, and problems in the work community. In addition, key informants wished for a more collaborative approach in OHS. Some key informants felt that their OHS unit was not sufficiently aware of the specific needs of their organisation and needed to become more involved at the workplace. They also highlighted the role of preventive activities in ensuring employee well being. DISCUSSION Occupational health services provide a range of services for organisations. Organisations expect more than basic health care and screening from their OHS units. In order to ensure employee well being and satisfy the expectations of their clients, occupational health services need to listen to, and take heed of, their clients' wishes.

CONTROLLED TRIAL OF A BEHAVIOR PROGRAM FOR THE PREVENTION OF CHRONIC LOW BACK PAIN IN AN ADMINISTRATION OFFICE WORK SETTING

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Abstract: The current study evaluates the effect of an adjusted preventive behavior program for the work setting on changes of perceptive, cognitive, emotional and behavioral reactions in the process of developing chronic low back pain and therefore on the reduction of risk factors for future chronic low back pain. A controlled trial with a waitlist control group, imbedded into a health program, was conducted within the tax administration Rhineland, Germany. 79 participants were assigned to the intervention (N = 39) and the wait list control group (N= 40). Outcome variables were collected at the beginning (baseline) and approximately seven weeks later at the end of the program (post). The intervention comprised seven group sessions and telephone coaching. Each group session took 90 minutes. Sessions were held on a weekly basis at the workplace and participants were assigned homework. Only slight or no changes at all were found within the control group which did not receive an intervention within those seven weeks, whereas participants of the intervention group showed the expected changes in almost every outcome variable. Group x time interaction effects point to significant reductions of pain intensity and depression as well as a significant increase in general physical activity for those participants who received the intervention. The application of a clinically implemented and cognitive-behaviorally oriented behavior program in the administration worksite makes for the reduction of risk factors for the development of chronic low back pain and therefore fosters the prevention of chronic low back pain, disability and its implications for the employees concerned and for the establishment.

A SOCIAL-COGNITIVE INTERVENTION TO INCREASE PARTICIPATION IN SEASONAL INFLUENZA VACCINATION IN THE WORKPLACE – EFFECTS AND PSYCHOLOGICAL MECHANISMS

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Abstract: Objectives: The seasonal influenza affects annually thousands of employees which causes major economic consequences, especially for employers. Influenza vaccination represents the most effective way to prevent the infection. Hence, an annual vaccination is officially recommended by organizations like the WHO. The question is how employees can be effectively motivated to participate in influenza vaccination? The Health Action Process Approach represents a theoretical framework to explain, predict and modify health behaviors such as vaccination behavior: (1) motivational information, e.g., risk and resource communication should increase the intention to participate. An intervention (2) that adds planning instructions should go beyond that and promote the actual participation rate. The question is whether these theory-based interventions can hold true in practice to increase vaccination motivation and participation. Methods: N = 2,137 employees of a German company were randomly assigned to one of the two intervention groups (IG): (IG 1) a motivation intervention (n = 1,150) or (IG 2) a motivational plus planning intervention (n = 987). Afterwards they received a questionnaire. Regression and variance analyses were run longitudinally. Results: Intention to participate was predicted by risk perception, outcome expectancies and self-efficacy (R = .72). The motivational and planning intervention group (IG 2) reported significantly higher levels of planning (p < .01) and was more likely to get a flu shot (p = .10) than the motivational group (IG 1). Conclusions: Intention to participate was influenced by social-cognitive factors, i.e., risk perception, outcome expectancies and self-efficacy as postulated by the Health Action Process Approach. Adding a planning component to the motivational intervention promoted self-regulatory competences that are crucial for translating intentions into action. Thus, it is imperative to distinguish the different processes when designing vaccination campaigns: First, an intention has to be formed and, afterwards, planning helps to actually perform the goal behavior. With this procedure the vaccination rate can be increased in a workplace environment.

ASSESSING MORALE AND PSYCHOLOGICAL DISTRESS: ACTION PLANNING DURING MODERN MILITARY OPERATIONS

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Abstract: In the Netherlands' army, military leaders work closely together with psychological support pro-

professionals of the Defense Services Centre Behavioral Sciences to establish and maintain morale and to manage stress during the deployment cycle. Ultimately, military leaders know that they are responsible for the wellbeing of the soldiers under their command and that they are in the position to make a significant difference. Therefore, military leaders want and need specific in-time information about what they can do to prevent low morale and/or psychological distress interfering with psychological health and performance or to boost morale by capitalizing on strengths within the unit. Dutch soldiers within units participating in the International Security Assistance Force (ISAF) in Afghanistan from 2007 till 2010 completed paper-and-pencil questionnaires at the end of a training period shortly before deployment and again midway through their four month deployment to provide this specific in-time information. The research paper provides an overview of the (field) studies that have been conducted with the gathered data. A theoretical model and practical tool is presented in which morale and psychological distress are conceptualized as related, but separate concepts with their antecedents and consequences. This study has both theoretical and practical consequences for the military approach to morale assessments. Morale should always be measured in relation with psychological distress to specify the antecedents contributing to positive and/or negative outcomes of a challenging work environment.

HEALTH EDUCATION AND COMMUNICATION IN OCCUPATIONAL HEALTH SERVICES: AN EFFECTIVENESS STUDY

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Abstract: INTRODUCTION Employee well being has important implications for organisations' productivity. One route for increasing employee well being is through the provision of occupational health services. Finland has an established occupational health care system, which ensures that most employees are provided with basic services. Research on occupational health services, however, has found gaps in occupational health care services' strategic planning. In this presentation we describe an intervention study, which aims to establish the effectiveness of a model designed to improve the planning of health education and communication

activities in occupational health services. METHODS The study is a controlled before-after trial. Seven occupational health service providers each with two occupational health teams were recruited. These occupational health services had two client organisations each: one to serve as an intervention organisation and another as a control organisation within the study. The occupational health personnel providing a service to intervention organizations were trained in using the model. The data to be collected includes employee questionnaires and key informant interviews at three time points. Data is collected from September 2009 to June 2011. DISCUSSION The model, which is based on health education theory, takes the form of a matrix. It assists in developing a strategic plan based on client needs analysis, target groups, goals, context, content, methods, evaluation and timeframe. The matrix assists in analysing each of these areas taking into account the individual employee, groups, and employers and supervisors. The occupational health service providers, trained on the intervention, implement the model depending on the organization's needs. The model enables occupational health services to focus on the specific needs of the employees and the organization at large and to develop an effective implementation strategy in order to improve work ability.

Interactive posters: Leadership and Management

Main topic area: Leadership and Management

Location: Expo (13:30-14:30)

ENTREPRENEURIAL COMPETENCES: SELF-EMPLOYMENT POTENTIAL FOR ITALIAN UNDERGRADUATES

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Abstract: Choosing to be an entrepreneur can be an opportunity for humanities students especially since they have more difficulties in finding jobs. These considerations underlie our interest in understanding whether an entrepreneurial job is part of this type of student's mindset and, if so, how. 560 Italian students from northern Italian universities who study Humanities, Law, Social Sciences, Educational, and Communication Sciences were involved. The research instrument

is a questionnaire (50 multiple-choices items) that analyzes: personal data (age, sex, educational, work experience,); entrepreneurial network of acquaintances (relatives, friends, ...); image of future job situation (employed, unemployed, entrepreneur); ideas about male and female entrepreneurs (profile, characteristics, difficulties, support); information about bureaucracy and investments in creating enterprises; entrepreneurial aptitude; attitude toward entrepreneurship. The subjects: age average 22.36; s.d. 3.42; 76% female; 41% have entrepreneurs in their networks of acquaintances; 35% of the sample are working students, 6.2% are entrepreneurs/self-employed; 37% have considered the possibility of becoming an entrepreneur but only 3.8% have made an attempt. The principal difficulties described in enterprise creation are economic aspects, bureaucracy, partners/co-workers, and getting credit from banks. The image of the profile of male entrepreneurs is characterized by leadership and perseverance; while females show perseverance and a strong spirit of sacrifice (there is a strong belief that more sacrifices are required by female entrepreneurs). Students have little knowledge about start-up processes: 37% says 'none known' and 35%: 'a little'. Attitudes toward entrepreneurship/self-employment are characterized by the choice of the adjectives: wonderful, prestigious, active, energetic, satisfying, interesting, suitable, various and flexible. Networking is an important variable that has a positive and significant effect on the others: young people with a family or a social network with entrepreneurs have access to a lot of information; they have a more positive image of an entrepreneurial job; and they think about it, try and are able to be self-employed more than others. Factor Analysis and Structural Equation Models permitted us to highlight the links between variables and to identify a model that integrates different elements of the entrepreneurial project: gender, attitudes, aptitudes, networking, information, and social support.

FORMATION OF CHARACTER-FROM MANAGEMENT TRAINING TO LEADERSHIP GROWTH -

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Abstract: Today there is an ongoing debate within the academic field on some of the most prestigious and well-known management programs. Much of the debate has been on the MBA- programs. The critiques against them derive from a pessimistic view of man which results in wrong assumptions and faulty and insufficient

decisions. They are said to possess an instrumental view of the training. The advocates of these critiques are Ghoshal (2005), Bennis & O'Toole (2005) and Mintzberg (1994). We have our background from a different type of management education, namely the Royal Air Force Academy in Norway. However, this type of training has also gained criticism from a recently published study (Nissestad, 2007). What should be the alternatives to mainstream management training be? Some who offer alternatives have been March & Weil (2005), Badaracco (2006) and Bjartveit & Eikeset (2008). March & Weil (2005) and Badaracco (2006) stress the importance of incorporating classical literature in order to gain more insight into human aspects and human dilemmas. In Norway Bjartveit & Eikeset (2008) are inspired by American Ivy League Universities and their attempt to integrate history and perspectives of leadership from the Renaissance of Florence. Knowledge about the Renaissance offers new insight not only into leadership, but also into important aspects for the development of society. In this paper we will suggest a framework for reinforcing some thoughts on the formation of character. "Umuntu ngumuntu ngabantu" is a Zulu proverb that can be translated into; "a person is a person through other people". In other words there are few things of importance we do on our own. This can be seen as different view from the Western and individualistic thoughts that were reinforced by the Renaissance. We suggest an approach using humanistic knowledge and training that but look beyond cases for a more holistic approach to the formation of leadership in our society. We will explore the strength in new and conflicting perspectives in order for people to gain some new insight and not only what is of immediate usefulness.

THE VALIDITY OF THE LEADING-WITH-WISDOM MODEL

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Abstract: This study investigated the validity of the leading-with-wisdom model, which consists of the dimensions charismatic leadership, moral leadership and strategic leadership. 151 subordinates of 40 managers from four Dutch organizations filled out questionnaires measuring charismatic, moral, and strategic leadership, and wisdom perceptions, leader effectiveness, job satisfaction, leader satisfaction, group performance, and organizational citizenship behavior. The managers filled

out questionnaires on the leadership dimensions and wisdom perceptions. The leadership dimensions and wisdom perceptions as rated by the managers were significantly correlated with the same characteristics as rated by their subordinates. Multilevel analysis showed that subordinate ratings of charismatic leadership were significantly related to wisdom, leader effectiveness, and leader satisfaction, that subordinate ratings of moral leadership were significantly related to wisdom, job satisfaction, and leader satisfaction, and that subordinate ratings of strategic leadership were significantly related to leader effectiveness and group performance. Manager ratings of charismatic leadership were significantly related to subordinate wisdom perceptions, leader effectiveness and leader satisfaction, and manager ratings of moral leadership were significantly related to subordinate wisdom perceptions. The practical implication of the study is that the selection and training of managers should not only be focused on charismatic leadership, but also on moral leadership and strategic leadership.

LOOKING AT THE BRIGHT SIDE OF PERSONAL IDENTIFICATION: RELATIONSHIPS WITH TRANSFORMATIONAL LEADERSHIP, TRUST, AND WORK GROUP PERFORMANCE

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Abstract: A proper understanding of leadership effectiveness requires comprehension of the psychological processes mediating the influence of leader behaviors on followers' reactions. In our study, we focused on two of the proposed mediating mechanisms, namely trust in the leader and personal identification with the leader. Both concepts have been regarded as mediators of transformational leadership. However, the combined effect of these mediators has not been analyzed so far. Research focusing on followers' self-concepts (Kark & Van Dijk, 2007; Van Knippenberg et al., 2004) has mostly analyzed the role of social identification. In contrast, empirical evidence on how followers' personal identification with the leader is related to transformational leadership and potential outcomes is still scarce. Some authors suggest that identifying with the leader might result in dependency (Kark, Shamir, & Chen, 2003) and unquestioning conformity (Howell & Shamir, 2005). But there is also some initial evidence demonstrating positive effects of personal identification on follower behavior (i.e., speaking up; Zhu, Liu, & Yang, 2010). In order to develop a more complete understanding of the inner workings of transformational

leadership (Bass, 1999) and to distinguish more precisely between consequences of personal identification, we tested three-stage mediation models, each suggesting a different sequential order of the proposed mediating constructs. We examined data of 463 employees and their supervisors (N=80) on the group level of analysis. Results showed that a sequential model with trust as a proximal and personal identification as a distal mediator in the leadership-performance-relationship had the best fit with the data. Our findings point to the particular importance of trust in leader-follower-relationships and provide evidence that personal identification with the leader can indeed lead to positive outcomes for the own group and the whole organization.

CONFLICTING RATIONALITIES FOR PERFORMANCE MANAGEMENT IN HEALTH SERVICE PROVISION

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Abstract: The identification of appropriate criteria for performance management has been a controversial issue in health service reforms. There has been research on how employee wellbeing (Robertson, 2008, 2010) and positive psychological contract can contribute to organisational performance (Guest, 2004, 2007) but also on widespread perceived breach of psychological contract (Rousseau 2004). Research on New Public Management in the British National Health Service has encountered conflicting rationalities of values and motivation for doctors, nurses and other medical staff in hospitals (Bolton, 2004), but less on how change management modelled on that of the NHS has impacted on specific performance indicators or psychological contract in other European countries. This paper reports on findings from a case study of such impact in a major Iberian teaching hospital with over five thousand four hundred employees undergoing change management from forty two disparate units to seven integrated areas of management and two autonomous services. It identifies how new performance indicators are perceived by administrators, doctors and nurses as managers, and the manner in which these conform or conflicts with what they perceive as relevant to effective management. The study of such perceptions of key performance criteria, within a grounded theory approach, used a newly developed coding system for discourse analysis of audio taped semi-structured interviews with 9 doctors who were managing directors of the newly integrated areas and the autonomous services; 23 doctors, and 25 nurses and 21 administrators who were middle managers, as well as 21 doctors, 22 nurses as

junior managers. The results show that there are conflicting rationalities both within and between the different levels of management whose implicit logic when surfaced in discourse varies markedly in terms of organisational and operational context. The findings suggest the need to identify and operationalise key performance criteria from discourse with medical staff which may reconcile pressure from national governments for economic efficiency in health service provision with relative autonomy in operational efficiency, to assure a high standard of medical care and employee wellbeing as the basis for reinforced psychological contract.

FEMININITY AND MASCULINITY IN LEADERSHIP

Redeker, M., *VU University Amsterdam, Amsterdam, The Netherlands*; Homan, A.C., *VU University Amsterdam, Amsterdam, The Netherlands*; Vries, R.E. de, *VU University Amsterdam, Amsterdam, The Netherlands*

Abstract: The core activities of leaders are often denoted as interpersonal and most items in leadership questionnaires target interpersonal behaviors of leaders and their subordinates (e.g. Hackman & Johnson, 2000; Kotter, 1990). Therefore, a circular conceptualization of leadership, similar to the interpersonal circumplex, provides justice to the interpersonal nature of leadership, but also clarifies where leadership behaviors are located in the circular space spanned by the two interpersonal dimensions, agency and communion. As such, Redeker, De Vries, Rouckhout, Vermeren, and De Fruyt (under review) have conceptualized a leadership circumplex as well as constructed an operationalization of this leadership circumplex, the Circumplex Leadership Scan (CLS), measuring 8 leadership styles. We expect that communal leadership styles of the leadership circumplex would be described as more feminine, while agentic styles would be described as more masculine (e.g., Huddy, & Terkildsen, 1993; Yukl, 2010). In addition, we expect that more feminine persons would be ascribed more communal leadership styles and more masculine persons would be ascribed more agentic leadership styles. Thus, the aim of the present studies is twofold. First, we examined which leadership behaviors are judged as more feminine and/or more masculine. Participants were asked to answer for each item of the CLS to what extent they thought the behavior was feminine and to what extent it was masculine. Results show that the more democratic styles (coaching, participative, yielding, and withdrawn) are judged as more feminine leadership styles. The styles that could be seen as more autocratic (inspirational, directive, authoritarian, and distrustful) are rated as more mascu-

line. In a second study, we want to examine how facial features of leaders relate to these eight leadership styles. Photos were collected from 25 actual leaders (14 male, 11 female) and were rated by participants on femininity, masculinity, babyfacedness, dominance, attractiveness, reliability, and communion. Furthermore, a second group of participants was asked to what extent they thought the leaders on the photos would use certain leadership styles. We predict that the ratings of the leaders in terms of feminine and masculine characteristics would be related to the anticipated leadership styles. Results of these studies will be presented.

14:30-15:00

Coffee Break

Location: All levels (14:30-15:00)

14:30-15:30

Posters session: Changing Employment Relations and Work / Family Time

Location: Expo (14:30-15:30)

THE NEW EMPLOYMENT RELATIONS: COMMITMENT AND PERCEPTION OF SUPPORT FROM THE WORK AGENCIES AND THE EMPLOYING ORGANIZATION

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Abstract: Theoretical introduction. The current labor market is characterized by an ever-increasing demand for flexibility in employment relationships. One of the most important news of recent times is the introduction of the temp work that by its nature is more akin to the idea of flexibility and adaptability (Argentero, 2006). The attention of some authors (Coyle-Shapiro & Morrow, 2006) focused on a few aspects in particular: how the affective dimension of commitment to the organization is related to the employer in respect of the same size 'employment agency and how the workers receive the support from the agency and one by the organization (Connelly et al., 2007). Objectives of the study. Based on the cited studies on the temp work, this paper aims to achieve the following objectives: 1) verify the relationship between perception of

support from employer organization and organizational commitment in a sample of workers administered and 2) examine the relationship between perception of the agency's work and commitment towards the work of the agency itself, and 3) compare the perception of support from the organization with the support from the agency's work, 4) compare the commitment to the organization of employers with that to agency to work on. Sample and method. The sample consisted of 180 workers registered with the employment agency. The subjects were asked to complete a questionnaire concerning socio-demographic characteristics and containing items related to the two scales of perceived organizational support (Battistelli & Mariani, 2009) and organizational commitment (Meyer & Allen, 1997). Results. According with the literature (Connelly et al, 2007), the results indicate that the support from the employing organization predicts the three dimensions of organizational commitment, and support from the agency's work predicts only the regulatory commitment to the agency itself. Finally, a comparison of the averages indicates that workers receive more support by the employing organization rather than by the agency work and consequently there is less emotional involvement and sense of belonging to the agency itself.

FLEXIBLE EMPLOYMENT CONTRACTS: PERCEPTION OF ORGANIZATIONAL SUPPORT AS PREDICTOR OF TURNOVER INTENTIONS.

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Abstract: Over the past twenty years, the work and the organization have changed their nature due the changes that have affected the labor market (Howard, 1995). To try to reduce costs caused by market changes, organizations have found in the 'workforce flexibility' a good remedy. The diffusion of flexible working has represented a revolution in the labor market not only from the perspective of organizations but also of the worker accounting positive and negative characteristics. The aims of this research are: 1) identify the relationship between perception of organizational support and organizational commitment in a sample of flexible worker; 2) determine the relationship between organizational commitment and turnover intentions; 3) Check the influences of socio-demographic variables. The sample consists of 340 flexible workers of south of Italy. Initial results show an influence of age variable on the intention of turnover. Older workers have fewer intentions to leave the current workplace than younger colleague ($t(303)=3,831$, $p=,000$). Workers with tempo-

rary contracts feel more support from the organization than workers with 'new' types of contracts, in addition, workers with new contracts types feel the need to abandon the current position of work so less than workers with temporary contracts ($t(313)=2,811$, $p=0,005$). Further results will be discussed.

THE JOB INSECURITY CLIMATE SCALE: CREATING AND TESTING A MEASURE FOR JOB INSECURITY CLIMATES

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Abstract: Background Job insecurity, conceptualized as 'the perception of a potential threat to the continuity of the current job' is a work stressor that is associated with negative consequences for well-being, health and work attitudes. So far, the individual has been the main unit of interest for research on job insecurity. However, job insecurity can also be seen as a social phenomenon, where the focus is on shared perceptions of job insecurity - a job insecurity climate. The social cognitive theory explains how behavioral, cognitive or other person-related and contextual factors interact in a reciprocal relationship. Related to job insecurity, then, this can help us understand how a job insecurity climate can emerge. Previously, a few studies have been published on job insecurity climate. But the measuring of job insecurity climate is still a relatively new area of interest to researchers. The multiple operationalizations of organizational climate found in organizational research along with methodological concerns, motivates a study on the concept of job insecurity climate and ways of measuring it. Aim The purpose of this study is to develop and test an instrument for measuring job insecurity climate. Methods As a first step, questionnaire items were developed to reflect job insecurity at a group level. Further, the study compared results from the newly developed job insecurity climate scale with aggregated individual-level data on job insecurity. The aim is to evaluate which type of scale of measurement is more appropriate for capturing job insecurity climate. The data will be collected in early 2011. Results/relevance The purpose of this study is to contribute to our understanding of job insecurity in general, as well as job insecurity climates in particular, and its consequences for employees.

TEMPORARY EMPLOYMENT, JOB INSECURITY AND THEIR EXTRA-ORGANIZATIONAL OUTCOMES

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Abstract: Economic studies have considered the impact of job insecurity on savings and consumption, but they have tended to overlap the subjective perception of job insecurity and the condition of temporary work (i.e., fixed-term contracts = job insecurity). On the other hand, psychological studies have introduced the distinction between 'objective' (referred to temporary employment) and 'subjective' job insecurity (referred to the way individuals perceive and experience their situation), but they have mainly focused on organizational (commitment in one's organization, job satisfaction,) and personal (health, well-being,) outcomes, paying less attention to their influence on extra - organizational variables (such as family/life projects and consumption). This paper aims to explore some of the extra-organizational outcomes (such as consumers' behaviours and life projects) of job insecurity, both in terms of subjective perception and in terms of objective condition. In particular, this study seeks (a) to analyze the relationship between contract (temporary vs. permanent work) and (subjective) job insecurity; and (b) to explore the effects of job insecurity (both subjective and objective) on extra-organizational contexts. Results derive from secondary analysis of two databases: 1) a tracking study conducted with quantitative surveys repeated every three months with representative samples (1000 subjects per wave) of Italians, in order to study the relationship between temporary employment and job insecurity; 2) a survey carried out on a large sample (n=2717) of Italian workers, in order to explore the relationship between job insecurity and individuals' daily economic behaviours (such as buying groceries, apparels, cosmetics or entertainment) and life projects (such as buying a home, marrying or having children). Results shows that while these two dimensions (perception of job insecurity and fixed-term work contract) are clearly connected, they appear to differ and do not directly coincide: a regression between work contract (i.v.) and job insecurity (d.v.) accounts for an important but minor share of variance. Furthermore, the analysis suggests that (subjective) job insecurity works as a mediator between permanent/temporary employment and specific extra-organizational behaviours (i.e.: sacrifices to both daily consumptions and life projects). The implications of this study are discussed, both from a theoretical and a pragmatic perspective.

WHEN DOES JOB INSECURITY SPILL-OVER TO THE FAMILY DOMAIN? THE ROLE OF NEGATIVE CAREER EXPECTATIONS AND WORRIES ABOUT ECONOMIC DEPRIVATION FOR THE RELATION BETWEEN ACTUAL JOB INSECURITY AND WORK-FAMILY CONFLICT

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Abstract: Job insecurity is a severe work-related stressor effecting employees job related attitudes, performance, and psycho-physical well-being negatively (for an overview, see Sverke, Hellgren & Nswall, 2002). Despite the overwhelming number of studies on the detrimental impact of job insecurity on employees health and well-being only a very few focus on the effects on the private life domain (e.g. Kinnunen & Mauno, 1998). Moreover, the underlying psychological mechanisms linking actual job insecurity to impaired well-being are empirically underresearched. The most common explanation is the deprivation model proposing that the relation is caused by concurrent expectations about a deprivation of important resources in the future (e.g. financial, social). Against this background, we hypothesize that actual job insecurity is related to experiences of a strain-based work-family conflict. This relationship should be fully mediated by experiencing career insecurity defined as negative expectations about achieving personal long-term career goals, as well as subsequent worries about a financial deprivation in the future. N=466 employees from a wide variety of occupations and branches participated in a cross-sectional survey study. Controlled for socio-demographic variables (gender, age, household income, number of children) the results of a structural equation model show that actual job insecurity effects work-family conflict only indirectly over the experience of career insecurity. The relationship between career insecurity and work-family conflict, in turn, is partially mediated by worries about financial deprivation in the future. It can be concluded that not the expectation of an upcoming job loss per se causes strain impairing the fulfillment of the family role. This should only be the case if actual job insecurity leads to fears about negative long-term consequences for the personal occupational biography and the material future.

JOB INSECURITY, BURNOUT AND MENTAL HEALTH: THE MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP

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Abstract: The experience of job insecurity has previously been linked to decreased mental and physical health among employees. At the same time growing evidence has emerged linking transformational leadership behaviors to various positive health outcomes (e.g., increased well-being and mental health). This cross-sectional study investigates how quantitative and qualitative job insecurity relates to mental health and burnout (exhaustion and disengagement) in a sample of 468 Swedish union members working in the area of human resources, economy, social sciences/administration, and social work. Also, the authors hypothesize that transformational leadership moderates these relationships. Contrary to previous studies, the results indicate that qualitative job insecurity is more strongly related to burnout and deteriorated mental health compared to quantitative job insecurity. Moderated regression analyses were performed to test whether these results are affected by levels of perceived transformational leadership. These analyses suggest that transformational leadership has a moderating effect, but only on the relationship between quantitative job insecurity and ill-health (mental health, exhaustion and disengagement). Simple slope analyses indicate stronger relationships between quantitative job insecurity on the one hand, and burnout and deteriorated mental health on the other, for individuals reporting low levels of perceived transformational leadership compared to those reporting medium or high levels. However, the moderated effect was less pronounced for the second burnout variable, disengagement. Compared to quantitative job insecurity, our results show that qualitative job insecurity is a relatively more powerful predictor of ill-health than previously assumed, implying that these well-educated individuals find it more stressful anticipating losing important job features compared to anticipating losing their jobs. Another important finding is that transformational leaders appear to reduce some of the negative health consequences of quantitative job insecurity among their employees. However, the non-significant effects of transformational leadership on the relationships between qualitative job insecurity and ill-health suggests that more research is needed on how to reduce negative health effects of job insecurity.

SAFETY AT WORK: TWO DIFFERENT MODERATING MODELS CONSIDERING ORGANISATIONAL SAFETY CLIMATE AND JOB INSECURITY

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Abstract: This study attempts to combine two different areas of research exploring the relationship between job insecurity (JI) and workplace safety. In the past years, there has been a great amount of research on the consequences of JI (e.g. De Witte, 1999; Sverke, Hellgreen and Naswall, 2002), but few studies explicitly considered the role of job insecurity on safety outcomes. Moreover, results of these studies show conflicting findings (Probst & Broubaker, 2001; Parker, Axtell and Turner, 2001), suggesting that this relationship could be moderated by other variables that may influence the extent to which JI affects employee safety outcomes. Probst (2004) found that one of these moderators is organizational safety climate (Zohar, 2010). In a pilot study conducted in North-east Italy in manufacturing sector we try to deeper investigate this moderating effect, considering the influence of JI on determinants of safety behaviours (Neil, Griffin & Hart, 2000), that is safety motivation and safety knowledge, in particular distinguishing between motivation to comply and motivation to participate. We also want to test an alternative model in which JI acts as a moderator of the relationship between safety climate and determinants and components of safety behaviours.

SAGIE'S (1994) TASK BEHAVIOURS AS A REFLECTION OF NEED FOR ACHIEVEMENT: IMPLICATIONS FOR ENTERPRISE EDUCATION AND EMPLOYABILITY

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Abstract: Need for achievement (nAch) is considered to be a key entrepreneurial quality. Research shows that this distinct human motive can be distinguished and assessed in any group. This study explores the extent entrepreneurial characteristic behaviours described by Sagie (1994) are a sufficient reflection of people scoring high a typical measure of nAch (i.e. construct validity). This was tested among a purposive sample of under-graduate students. Two groups screened for nAch participated in a purposely-created, computer-based vignette exercise, reflecting each of Sagie's tasks. Results showed that high nAch individuals prefer to take personal responsibility for their work, are ready to face difficulties and choose to persevere and strive for perfection and success in their work compared to those who scored low on nAch. This study has implications for the development of Sagie's tasks in the form of activities as part of a broader entrepreneurial education. Research should provide a base to develop best practices to enhance students' intrinsic motivation to achieve. This quality is important to entrepreneurial

behaviour. This study explores the behaviours that potentially reflect nAch and suggests that these must be nurtured amongst young adults and to increase young people's employability.

THE RELATIONSHIP BETWEEN EMPLOYABILITY AND WORKING CONDITIONS – A LONGITUDINAL STUDY

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Abstract: It has been argued that the labor market is divided into segments, often described as primary and secondary. In this respect, the dual labor market theory states that people in the primary segment have better working conditions as compared to those in the secondary segment. Furthermore, it is also suggested that there are difficulties in moving between these segments, implying a stigmatizing effect of being in the secondary segment. The dual labor market theory has today become interesting as the labor market is characterized by increased flexibility and individualization. In this context, employability is an important feature of contemporary employees in order to maintain control over their working life. Employability reflects peoples' perceptions of their possibilities to get new employment and it is likely that employability strengthens employees' positions on the labor market and increases the possibilities of positive working conditions. However, few studies have investigated if employability affects present or future working conditions. The aim of the present study was to investigate the relationship between employability and subsequent psychosocial working conditions. A Swedish representative sample of individuals between 25 and 50 years, was used where employability was measured in 2004 and working conditions measured in 2006. The study compared the working conditions of individuals that reported very high and very low degrees of employability in 2004. Two scales of psychosocial working conditions were used, reflecting the increase of job demands and job control. In all, 643 individuals answered the questionnaire and preliminary results indicate that employability was associated to subsequent working conditions. When controlling for age, gender, socio-economic position and educational level employability was associated with subsequent increase in job control but not with increase in job demands. A possible explanation is that individuals with higher employability over time have got better positions in their organizations or in a new organization and thereby also report better job control. Regarding demands, the results indicate that demands have increased regardless

of position in the organization. The results are relevant for practice since they indicate that people with low levels of employability receive less influence over their working life.

WORK AND PERSONAL LIFE: WHICH STRATEGIES DO SECONDARY SCHOOL EDUCATORS USE TO DEAL WITH THE INTERACTION?

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Abstract: Since the first democratic elections in 1994, South Africa has been faced with numerous challenges. As a result of these challenges the educational structures of South Africa have also changed, placing a high burden on educators to deal with both their work and personal lives. The general objective of this study was to investigate which strategies secondary school educators use to deal with the interaction between their work and personal lives. A non-probability purposive voluntary sample (N = 21) was taken of secondary school educators from the North West Province. Data was collected through a phenomenological method of semi-structured in-depth interviews and was analyzed by the use of content analysis. Strategies that were reported by the educators included support and understanding from important others, work satisfaction, keeping work and personal life apart, acceptance of their teaching environment, planning ahead, experiencing teaching as a calling, experience in the educational field, communication, religion or prayer, doing exercise and staying active, and doing the work that is expected of them.

ANTECEDENTS OF WORK-FAMILY CONFLICT AND WORK-FAMILY ENRICHMENT IN TWO HOSPITALS IN PIEDMONT

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Abstract: Introduction In the last decades, an increasing interest was registered for the topic of work-family interface. If many studies investigated work-family conflict (WF.C), only few works analyze the positive side of this interface, such as work-family enrichment (WF.E). Several studies explored determinants of WF.C and WF.E in terms of demands and resources (Lapierre & Allen, 2006; Wayne et al., 2006).

This study, that involves two hospitals in Piedmont, tries to analyze jointly which organizational demands and resources influence the perception of WF.C and WF.E. Method The survey involved 307 workers from 2 hospitals in Piedmont. The self-report questionnaire included a personal data section, the two dependent variables and six independent variables. WF.E was assessed using 3 items from the Carlson and colleagues' (2006) measure, while WF.C was assessed using 5 items from Italian adaptation (2008) of Netemeyer and colleagues (1996) measure. Amongst the determinants of these constructs, the investigated organizational resources are: organizational trust (3 items), colleagues support (4 items) and supervisors support (4 items). The investigated organizational demands are: average hours worked per week, job demands (4 items) and disproportionate patients expectations (8 items). The reliability of the scales is between .74 and .94. Data were analyzed by PASW 18. After descriptive statistics and the Cronbach's alpha coefficient, correlations and multiple regressions were calculated to answer the research questions. Results Multiple regressions show that WF.E is enhanced by organizational trust and colleagues support, and reduced by average hours worked per week (13% explained variance). WF.C is increased by job demands, average hours worked per week, and disproportionate patients' expectations, and it is reduced by organizational trust (24% explained variance). Conclusions The findings show that the organization can help people to experience a satisfying work-family balance. As expected, WF.C is influenced more by organizational demands, while WF.E is affected by organizational resources. In order to reduce the perceived conflict, particular attention should be paid to workload and its correlates. Good relationships and widespread trust at work, then, have a key-role to enhance work-family enrichment.

THE USE OF TIME MANAGEMENT STRATEGIES AND ITS IMPACT ON LAWYERS' WELL-BEING: THE MEDIATOR ROLE OF WORK-FAMILY ENRICHMENT

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Abstract: Over the years there has been a major shift in family structures and in the composition of the labor market, in which both women and men find themselves embracing responsibilities both in the field of work as in the family domain, leading them to an interesting position: to succeed in reconciling both. This study tested the effect of the use of time management behaviors by lawyers at work on their subjective well-being, either

in the work context- organizational satisfaction - or in life in general - life satisfaction. Similarly, we examined the mediating role of work - family enrichment in the relationship between these variables. The participants consisted of 106 lawyers in ten firms located in the metropolitan area of Lisbon. The results showed that using time management strategies is in fact related to a greater job satisfaction and life satisfaction and that these relationships are mediated by work - family emotional enrichment, thus exposing an explanation of the mechanism by which time management has a positive impact on the well being of lawyers. Thus, our study suggests that one way to improve lawyers' work-family enrichment and, through it, their subjective well-being, is to train them to use effective strategies of time management which point to goal setting and the subsequent definition of a plan and the priorities to reach them.

THE EFFECT OF WORK PERSONAL LIFE INTERFACE ON EMPLOYEE ATTITUDES AND WELL-BEING

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Abstract: The aim of the study is to examine the relationship between work-personal life interface, employee attitudes and psychological well-being. The secondary aim is to explore whether the generational differences (i.e. Generation Y and generation X) moderates this relationship or not. Recent research is not only exploring the negative spillover between work and personal life domains but also investigating the positive spillover between them. Practitioners increasingly suffer from managing the new generation called Generation Y. Although many stereotypes have been attributed to this generation, sensitivity on work-life balance is the most popular one. Therefore this paper aims to examine the moderating role of generation on work-personal life interface, employee attitudes and psychological well being. The survey data will be collected from approximately 400 employees from different occupations in Turkey. It is proposed that if the employees can maintain the work-personal life balance, the psychological well-being and the organizational commitment will be affected positively whereas the turnover intention will be affected negatively. On the other hand, if they experience work-personal life imbalance, the psychological well-being and the organizational commitment are expected to decrease and turnover intention is expected to increase. Moreover, it is expected that the relation between work-personal life conflict (WPC), personal life-work conflict (PWC) and work-personal life enhancement (WPE) and personal life-work enhancement (PWE) and organizational commitment, psycho-

logical well-being and intention to leave is stronger for Generation Y than Generation X. The research is expected to contribute science by testing both positive and negative spillover between work and personal life. There are also practical contributions of the study that can guide employees and employers to understand the consequences of work-personal life interface and provides empirical evidence for the stereotypes of the Generation Y.

WORK-FAMILY CONFLICT AND JOB SATISFACTION AMONG A SAMPLE OF ITALIAN NURSES

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Abstract: This study is aimed to develop a model which explains the causal relationships between some antecedents (job and emotional charge, supportive management and colleagues), work-family conflict and job satisfaction. Many researches in health organizations outlined the link between high work-family conflict and lower level of job satisfaction. The study of this variables can be important to understand the process of retain of the professional nurses. The research was conducted by a questionnaire given to 299 professional nurses working in a major North Italian hospital. The questionnaire measures six variables: work-family conflict (5 items), job satisfaction (44 items), job demand (6 items), emotional charge (6 items), supportive management (2 items), and supportive colleagues (2 items). The reliability of each scales used in this study is good. After the descriptive analysis the relation between dimensions has been analyzed with correlation (Pearson's r) that shows many significant relations between variables (Pasw 18). The path analysis, performed by Lisrel 8.72 program, was used to test the theoretical model. All the fit indices for the empirical model suggest that the model provides an adequate fit to the data: $\chi^2 = 6.22$, d.f. = 4, p-value = .18; RMSEA = .04; RMR = .04; NNFI = .98; AGFI = .96; GFI = .99. The data confirm the connection between work-family conflict and job satisfaction, and show the importance of some work-family conflict antecedents, such as supportive management, emotional charge and job demand, not only for their connections with work-family conflict but also for their direct links with job satisfaction. Results confirm that the work-family conflict can contribute to the decreasing of nurses job satisfaction. Nursing management could reach the aim of reducing work-family conflict through the improvement of the support from nurses' coordinators, ad hoc

family-friendly policies and individual counselling programs.

CONFLICT BETWEEN WORK AND NON-WORK ROLES OF EMPLOYEES IN THE MINING INDUSTRY: PREVALENCE AND DIFFERENCES BETWEEN DEMOGRAPHIC GROUPS

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Abstract: Orientation - The interaction between work and nonwork roles has increasingly been recognised by international researchers as an important topic of interest. Research purpose - The purpose of this study was to investigate the prevalence of different work-nonwork conflict and differences among demographic groups regarding work-nonwork conflict. Motivation of the study - Different from previous literature, this study investigates not only work and family life but also the interaction/conflict between work and other nonwork-roles and associated prevalence or differences. Research design, approach and method - A random sample of mining employees (n=245) was taken from a platinum mine in South Africa. The Work-nonwork Interference Scale of Koekemoer (2009), measuring interference between work and nonwork roles were used. Descriptive statistics, Paired-sample t-tests, Multivariate analysis of variance and one-way analysis of variance were used to analyse the data. Main findings - Work-nonwork conflict was more prevalent than nonwork-work conflict where work-family conflict is more prevalent than work-domestic conflict and work-religion conflict. Significant differences were found for marital status and language groups regarding work-nonwork conflict, where African-speaking participants experienced higher levels of private-work conflict. Practical/managerial implications - Organisations need to recognise the negative interference between work and nonwork roles among different demographic groups and address the prevalent work-nonwork conflict in their organisations. Contribution/value-add - Organisations are able to focus interventions and programmes specifically addressing the work-nonwork conflict problem for specific roles and different demographic groups. Furthermore, new work-family literature and new conceptualisation of work-nonwork conflict is been added.

DETERMINANTS OF WORK-FAMILY CONFLICT IN ACADEMIC WORK CONTEXT. DIFFERENCES BETWEEN TEACHING AND TECHNICAL-ADMINISTRATIVE STAFF.

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Abstract: Work family conflict (wfc) is a widely discussed topic in organizational studies, since it has a central role in psychological well-being and malaise at work. This study takes account of principal determinants of wfc (Netemeyer et. al, 1996) in the specific academic work context (Kinman & Jones, 2008; Winefield et al., 2003). This research was carried out among the teaching and the technical-administrative staff of an Italian University. A total of 607 respondents filled out the on-line self-report questionnaire (279 teaching staff; 328 technical-administrative staff). The questionnaire consisted in different measures: compulsive tendencies to work (workaholism), 8 items, 4-point scale (alpha .80); wfc, 5 items, 6-point scale (alpha .90); colleagues support, 4 items, 6-point scale (alpha .91); supervisors support, 4 items, 6-point scale (alpha .90); emotional dissonance, 3 items, 6-point scale (alpha .92); workload, 6 items, 6-point scale (alpha .86); job autonomy, 7 items, 6-point scale (alpha .91); commitment, 4 items, 6-point scale (alpha .85). Data analysis (PASW 18) included: analysis of variance, correlation analysis, analysis of multiple regression. Results revealed higher level of wfc in teaching staff than in technical-administrative staff [$t(603) = 6.30, p < .00$]. Multiple regression analysis performed in teaching staff sample (explained variance 37%) revealed that wfc is influenced by workaholism and, secondly, by workload and, to a small degree, by lack in autonomy. Multiple regression analysis performed in technical-administrative staff sample (explained variance 36%) revealed the main influence of workaholism, as it was also for teaching staff. Colleagues support and workload had a lower influence on wfc, the former reducing wfc and the latter increasing wfc. In particular, this contribute identifies in the specific studied organizational context the importance of compulsive tendencies in determining wfc, and suggest to deepen this topic. Our research contributes to the comprehension of processes influencing wfc in a specific organiza-

tional context and offers suggestions to project actions aiming to improve work-family balance.

THE RELATIONSHIP BETWEEN THE PERCEPTIONS OF MARITAL ROLES AND WORK-FAMILY CONFLICT: A DYADIC APPROACH

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Abstract: There is a small number of studies that take into account the characteristics of both marital partners (Streich et al., 2007) in examining work-family conflict. If we take into consideration that this conflict depends on the level of perceived support from partners (Adams et al., 1996), it is obvious that an effect of partners exists. Also, the level of support needs may differ by gender (Perew and Carlson, 2002), and gender ideology (Mickelson, 2006). In most papers dealing with the interaction between spouses, attempts were made to address the problems at the individual level (Fagan and Press, 2008). As a more reasonable approach to the analysis of data on a dyadic level, this paper uses so-called associated regression analyses to test the effects of actors and partners in work-family conflict. The aim of this study was to examine the contribution of interactions between the perception of social support from the supervisor and family, aspects of marriage traditionalism (gender role ideology and striving for achievement), and the quality of family functioning to the perception of work-family conflict. This study employed a sample of 176 employed married couples within areas of central and western Herzegovina and central Dalmatia. The results show that men who evaluate their marriage as traditional experience greater work-to-family conflict, while this conflict is greater in women who estimated their marriage as egalitarian. Along with the obtained actor effects, mainly of perceived social support from supervisor and family, to work-to-family and family-to-work conflict, partner effects were also obtained. It was shown that higher levels of supervisor support for women means a higher level of work-to-family conflict among men. Furthermore, the more traditional partners of the respondents are, the higher is their perceived level of work-to-family conflict. The higher the levels of perceived quality of family functioning in men, the lower the levels of family-to-work conflict. Striving for achievement is a positive predictor of family-to-work conflict. In general, the results show that the perceptions of the male spouses are more related to womens' work-family conflict than vice versa.

THE INFLUENCE OF GENDER ON WORK-FAMILY CONFLICT: EFFECTS OF ORGANIZATIONAL, ATTITUDINAL AND FAMILIAR VARIABLES.

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Abstract: INTRODUCTION The aim of the present study is to investigate the influence of gender on work-family conflict and the variables that could mediate this influence such as organizational, attitudinal or familiar variables. The results could be applied to regulate organizational practices and social policies in an efficient way to promote work-family interface. METHOD The data were collected by a questionnaire which includes: Kopelmans, Greenhaus and Connolly Scales of Work-Family Conflict (1983), Work Conflict and Family Conflict; job attitudes scales such as the Work Satisfaction Scale (Warr, Cook & Wall, 1979); the Work Involvement Scale (Lorence & Mortimer, 1985), and the Organizational Commitment Scale (O'Reilly & Chatman, 1986); an organizational culture scale (Bonavia y Quintanilla, 1996) and various other questions about family profile (marital status, number of children, etc.) and family interaction styles, socio-demographic and organizational questions such as type of organizational setting or schedule adjustment facilities. For this study a sample of 819 workers was recruited; the mean age is 40, 63% female and 36% male. RESULTS The ANOVA analyses show significant differences between males and females only for WC ($F = 4.375$; $p = .037$) but not for WFC neither for FC. Only the organizational variables such as schedule adjustment facilities and organizational culture have a significant effect on WFC regarding gender: it is greater between females when the facility of schedule adjustment is not possible and similar between males ($F = 4.255$; $p = .040$), and when the organizational culture is one that permits the interface work-family ($F = 8.525$; $p = .004$). Regarding the family profile the only variable that generates significant differences is the number of children: when there are not any or there is only one, the level of WFC is similar between males and females, but when there are two it is greater between males ($F = 3.077$; $p = .047$). Regarding FC age has a significant interaction with gender: in middle age males and females (35-45) the level is similar, but in younger (18-34) and older (46-65) males is greater than in females ($F = 3.356$; $p = .035$); one family interaction variable, conflict with partner, generates significant differences ($F = 5.751$; $p = .027$).

Interactive posters: Organizational Behavior

Main topic area: Organizational Behavior

Location: Expo (14:30-15:30)

EFFECT OF PERSON – ORGANIZATION FIT AND ORGANIZATIONAL IDENTITY ON WORK PRODUCTIVITY

Czarnota-Bojarska, J., *University of Warsaw, Warszawa, Poland*

Abstract: The group identity is established on the category formation and, according to Turner's Self-Categorization Theory, the base of categorization is similarity of the Self and other group members. The person - organization fit, defined as congruence of values and/or mutual needs fulfillment, supports perception of similarity and is strongly related to the organizational identity. Both, P-O Fit and OI facilitate several attitudes to the organization and behaviors which are important to maintain effectiveness. The relation between employee productivity and Person - Organization Fit and Organizational Identity was tested. From 181 workers on different positions collected information about their productivity from the period of the half a year. Simultaneously the questionnaires of P-O Fit and OI was distributed. They contains two P-O Fit subscales: the fit as values congruence (supplementary fit) and as needs fulfillment (complementary fit) and the organizational identity scale. Results shows that all three variables are related to the productivity. Additional analysis find out that organizational identity fully mediates relation between the complementary fit and productivity, but it is not the case for supplementary fit. On the basis of this it should be said, that the identity and the match of values are the more important antecedents for productivity than mutual needs fulfillment between the person and the organization. The last is related to the productivity only if mediated by the organizational identity. The Self-Categorization Theory says, that when the sense of identification arise the group member starts to believe that group's goals and needs and his/her personal ones are the same. As a result of this the complementary fit is formulated in the relation to needs shared by the organization and the person.

EXAMINING THE MECHANISMS LINKING SUPERVISOR SUPPORT, ORGANIZATIONAL COMMITMENT, EMPLOYEE CUSTOMER ORIENTATION, AND UNIT PERFORMANCE: A MULTILEVEL MODERATED MEDIATION MODEL

El Akremi, A., *Universite de Toulouse 1, Toulouse, France*; Delobbe, N., *Lowvain School of Management, Universite Catholique de Lowvain, Lowvain-La-Neuve, Belgium*; El Akremi, A., *Universite de Toulouse 1, Toulouse, France*

Abstract: Relationships between supervisor support, organizational commitment, and employee outcomes are traditionally investigated at the individual level. This paper extends prior research by testing such relationships at both individual and work-unit levels. First, it explores the mediating effect of employee organizational commitment between perceived supervisor support and employee customer orientation and withdrawal behavior. Second, this study investigates the mediating effect of work-unit level of commitment between supervisor support climate and work-unit performance measured by customer-perceived service quality and annual sales. We thus suggest that organizational commitment functions as a mediator both at the individual level and at the work-unit level. Even though the construct's content remains the same across levels, theoretical rationales for the effects of commitment at different levels differ: commitment at the individual level mediates the effect of supervisor support on employee outcomes according to a norm of reciprocity and social exchange process, whereas work-unit level of commitment mediates the effect of supervisor support climate on work-unit performance by changing the general climate in which the group operates. Furthermore, we posit that the mediating effect of work-unit commitment is moderated by customer orientation climate. We suggest that supervisor support climate strength has a cross-level interactive effect on the relationship between employee's supervisor support perceptions and commitment. Hierarchical linear modeling and bootstrap regression analyses conducted on data collected from 857 employees belonging to 31 hotels, and from hotels' customers, and on objective data (annual sales) confirmed our predictions. First, results of bootstrap analyses showed that employee commitment mediated the effect of supervisor support on both customer orientation and turnover intention. At the work-unit level, commitment mediated the effect of supervisor support climate on customer-perceived service quality, but not on annual sales. Second, moderated mediation analysis showed that customer orientation climate did not moderate the effect of supervisor support climate on work-

unit performance, via work-unit commitment. Finally, HLM analyses showed that (a) supervisor support climate was positively related to individual commitment, more and beyond the positive link between individual-level of supervisor support and commitment; (b) supervisor support climate strength moderated the relationship between supervisor support and commitment at the individual level.

EXPLORING WORKERS' EXPERIENCES OF THE REGULATION OF HIGHLY MOTIVATED BEHAVIOUR – SELF-DETERMINATION THEORY IN THE WORK CONTEXT

Hewett, R., *Birkbeck, University of London, London, UK*

Abstract: Self-Determination Theory (SDT) suggests that behaviour can be motivated in different ways; due to an intrinsic interest in the task, or due to motivators extrinsic to the activity. Four forms of extrinsic motivation are proposed according to the extent to which the motivating force is experienced as controlling (external or introjected) or autonomous (identified or integrated) where more autonomous motivation has been internalised by the individual. Research in education, health and sport in particular has shown intrinsic or more autonomously motivated behaviour to be associated with positive outcomes such as enhanced wellbeing, engagement and satisfaction. Despite the obvious benefit of understanding how these forms of motivation manifest themselves in the workplace, there has been very little field research in organisational psychology seeking workers' own accounts of different forms of motivation. Interviews with 18 staff from a UK charity explored the experience of critical incidents of highly motivated behaviour at work. All of the different forms of motivation proposed by SDT were identified. Qualitative data was analyzed using template analysis and the key characteristics of each motivation form were identified, namely; associated emotions, level of stability, the motivating force behind the behaviour, the regulatory guide and associated goal orientation. This research suggests that integrated motivation offers the most stable, positive experience of motivation; more so than intrinsic motivation which is often assumed to be associated with optimal functioning in all of life's domains. Workers' self-reported experiences of changes in task-level motivation also offer insights into the role of time and of values in the process of internalising behaviour regulation. By helping to expand our understanding of how different forms of motivation at work are experienced this research supports future investigation into the relationship between these forms of

motivation and desirable behavioural and psychological outcomes and on how the work environment can encourage positive motivational experience.

HOW TO MOTIVATE EMPLOYEES DURING THE ECONOMIC CRISIS? THE IMPACTS OF THE ECONOMIC CRISIS ON HRM PRACTICES, ATTITUDES AND MOTIVATION OF EMPLOYEES

Gerakne Krasz, K., *Budapest University of Technology and Economics, Budapest, Hungary*; Bakos, R., *Hewitt Humán Tanácsadó Kft., Budapest, Hungary*; Hari, P., *Budapest University of Technology and Economics, Budapest, Hungary*

Abstract: Under the economic crisis, most companies are forced to apply financial restrictions and cut back on costs. In these critical times managements have to find ways of motivating employees for extra effort and ensure their commitment despite layoffs and decreasing financial incentives. Nowadays organizations need employees that are committed and willingly ready to exceed expectations more than ever, and they also face the challenge of keeping the talented people. Relying on data from the Hewitt Best Employer in Hungary Survey, we conducted a longitudinal study of Hungarian companies to answer the questions of how human resource management (HRM) practices and costs, managerial communication, and motivational techniques have changed in the past five years, and how these changes affected employees' commitment, motivation and satisfaction. We were interested in the differences between the HRM practices and the managerial motivation techniques of Best Employers and average companies. The results are organized and presented according to industry, size of the organizations, characteristics of the organizational culture, the leadership style, and the employee profiles. The practical issues of the findings highlight the importance of managerial human focus at the time of economic crisis.

ORGANIZATIONAL JUSTICE AND COLLECTIVE EFFICACY: CAN JUSTICE PERCEPTIONS OF EMPLOYEES BE ANTECEDENTS OF COLLECTIVE EFFICACY?

Arikan, S., *Okan University, Istanbul, Turkey*; Çaliskan, S.C., *Haliç University, Istanbul, Turkey*

Abstract: The previous studies on collective efficacy have showed its positive relationship with positive organizational outcomes like performance, satisfaction, organizational commitment and effectiveness (Arikan, 2009; Caprara, Barbaranelli, Borgogni, Petitta and Rubinacci, 2003; Gully, Incalcaterra, Joshi and Beaubien,

2002), however studies on the antecedents of collective efficacy are rare. Former studies demonstrated that perception of leader, perception of top management and perception of group, self efficacy beliefs of group members, organizational culture, leadership efficacy, climate, leader's behaviors and leader-member exchange can be antecedents of collective efficacy (Borgogni, Petitta, Mastroilli, 2010; Cali^okan, Arikan and Deger, 2010; Chen and Bliese, 2002; Hoyt, Murphy, Halverson, and Watson, 2003), but we are still in need to conduct studies on the potential antecedents of collective efficacy. On the other hand a great deal of studies on organizational justice and its dimensions revealed that justice perceptions are related with organizational outcomes like satisfaction, organizational commitment, organizational citizenship behavior, leader-member exchange, trust, motivation and performance (Cohen-Charash and Spector, 2001; Colquitt, Conlon, Wesson, Porter and Ng, 2001). These studies show that there is a positive relationship between organizational justice perceptions and employees positive attitudes to their work and organization. Since some researches suggest that organizational justice perceptions have impact on employee motivation and performance it is possible to expect that justice perceptions might affect efficacy beliefs of employees and groups. The aim of this research is to quest whether dimensions of organizational justice perceptions can be antecedents of collective efficacy. It is hypothesized that organizational justice perceptions will influence employees' perceptions of top management and their immediate manager, and through those perceptions organizational justice will affect employees' perceptions of collective efficacy. Moorman's (1991) Organizational Justice Scale, and Perception of Leader, Perception of Top Management and Collective Efficacy scales of Italian researchers (Borgogni, et al., 2010) are employed to measure the relevant constructs. The present sample includes 130 employees working in academic environment and health sectors but the process of data collection still continues. The results will be discussed in comparisons of previous findings in organizational justice and collective efficacy literature.

PREDICTING POTENTIAL JOB MOTIVATION UNDER THE CONDITION OF ECONOMIC CRISIS

Barabanshchikova, V., *Moscow State University, Moscow, Russian Federation*

Abstract: Potential job motivation is one of the major factors influencing turnover rate. In this study, the relationship between potential motivation and characteristics of work situation were assessed after control-

ling for potential confounds. The data were collected in Moscow, Russia, in January, 2009, which was the time of serious economic difficulties in Russia. Methods. Employees of a large European bank operating in Moscow (N = 317) were given Managerial Stress Survey (Leonova, 2003). MSS assess characteristics of work situation (subscales 'Work conditions and organization', 'Subjective appraisal of work tasks', 'Job rewards and social climate') and consequences of work-related stress (subscales 'Acute stress manifestations', 'Chronic stress manifestations', 'Personality and behavioral deformations'). Potential motivation was assessed via Job Diagnostic Survey (Hackman & Oldham, 1975, Russian adaptation by Leonova, 2007). Demographic variables (gender, age, tenure) were measured. Results. A hierarchical regression analysis was performed on the data with potential motivation as criterion. In step 1, demographic variables were entered into the model. In step 2, indicators of work-related stress were added to the model (adj. R-squared = 0.14, $p < 0.001$). In step 3, predictors pertaining to the self-assessment of work situation were added (adj. R-squared = 0.36, $F(9, 308) = 21.1$, $p < 0.001$), clearly improving the model fit ($p < 0.001$). Only appraisal of work tasks (beta = -0.43, $t = -7.39$, $p < 0.001$) and self-assessment of job reward and social climate (beta = -0.22, $t = -3.78$, $p < 0.001$) emerged as significant predictors of potential motivation. Conclusions. The results suggest that after controlling for demographic variables and stress manifestations potential motivation is predicted by work task characteristics, fairness of job reward, social climate, but not by work conditions in general. Given the economic situation at the time of data collection, it is reasonable to suggest that the subjects ready to accept less desirable work conditions. Even in the situation of economic hardship, employees are still less willing to accept unfairness of reward, negative social climate, and performing undesirable work task. The findings have practical importance for building predictive models of potential motivation and turnover under the condition of global economic strain.

CLIENT AGGRESSIVENESS TOWARD SOCIAL WORKERS: PTSD AND SOMATIC SYMPTOMS

Gur, A., *University of Haifa, Haifa, Israel*; Tzafirir, S., *University of Haifa, Haifa, Israel*; Enosh, G., *University of Haifa, Haifa, Israel*

Abstract: Client aggression against social workers has been documented as a major problem worldwide. Yet, the issue of aggression against social workers has been sporadically studied over the years and as a result there

is a dearth of knowledge regarding this issue, its causes, and outcomes. The current study documented the relations between the different forms of client aggression and stress symptoms. It is suggested that client aggressive behavior towards social workers would have an impact on employee's stress level resulting in PTSD and somatic symptoms. The study was designed as a cross sectional survey. It encompassed 378 social workers in 19 general municipal welfare agencies throughout Israel. The survey was designed purposefully to represent the different municipal layout of general municipal welfare agencies throughout the country, and included cities, small towns, rural agencies and encompassed both Jewish and Arab municipalities as well as mixed ones. We used a measure of client aggression towards social workers including verbal, threats, property directed aggression, physical aggression, and use of media as a tool for aggression. We also measure PTSD, and a measure of somatic ailments. All scales had a satisfactory level of internal reliability (Chronbach's Alpha > 0.75). Our findings demonstrate that PTSD and somatic symptoms were positively correlated with all forms of aggressive behavior, with the highest correlation with the physical violence and use of media for intimidation and harassment. Of the three aggressive behavior forms, verbal and physical aggressions were indicated as significant in predicting PTSD symptoms. The current paper indicated the need to explore the outcomes of aggressive attacks on social workers, the need to separate the effects of different forms of client aggression, and especially indicates the importance of examining the impacts of new forms of intimidation and harassment that arise with the development of new technology. Such forms of harassment and intimidation were found to be associated with physical violence against social workers, and higher levels of PTSD and related somatic ailments. Such exploration is a necessary step in reducing the frequency and the level of the aggressive behaviors as well as securing employees' health and well-being.

15:00-16:15

Symposium: How to promote women into leadership positions?

Main topic area: Leadership and Management

Location: 0.1 London (15:00-16:15)

Chairs: Stiehl, S., *Helmut-Schmidt-Universität, Hamburg, Germany*; Korek, S., *University Leipzig, Leipzig, Germany*

Abstract: Women in top organizational leadership positions are scarce, but they are indispensable due to demographic change. In this Symposium we will take a closer look into aspects promoting women into leadership roles. The first contribution (Gatzka et al.) offers an insight into gender specific motive patterns which support the prediction of the striving for leadership positions. It is revealed that women's higher scores on fear components of motivation moderate the relationship between hope components of motivation to lead and the concrete intention to do so. Korek et al. research on manager's behaviour influencing their follower's career advancement. They reveal in their study that transformational leaders delegating meaningful tasks substantially foster their follower's development and career advancement. The third contribution (Grimme et al.) focuses on promoting work conditions. Their findings indicate that the most favouring requirements on career success like task complexity and possibilities of self representation are reported less by women. Further implications are drawn to bring forward equal opportunities in work environments. Lastly, Wagner et al. investigate means of organizational support. Adding to existing research on the positive effects of organizational conditions on career motivation, they demonstrate a moderation effect of career motivation on the relationship of career boosters (e.g. mentoring) and career success. Implicating that the enhancement of women's career motivation depends on the availability of career boosters.

MOTIVATION TO LEAD: INTERACTION OF HOPE AND FEAR COMPONENTS.

Gatzka, M., *Helmut-Schmidt-University, Hamburg, Germany*; Stiehl, S., *Helmut Schmidt University, Hamburg, Germany*; Elprana, G., *Helmut-Schmidt-University Hamburg, Germany*; Felfe, J., *Helmut-Schmidt-University Hamburg, Germany*

Abstract: This study examines relationships between motives and the striving for leadership positions. Facing the emerging lack of professionals and managers, identification of (high) potentials at an early stage gains importance. Although there is evidence that motives predict behaviour (Winter et al., 1998), only few studies (Chan & Drasgow, 2001; Jacobs & McClelland, 1994) have addressed motives regarding the striving for leadership positions. Extending the "leadership motive pattern"-approach (McClelland & Boyatzis, 1982) a more differentiated model including motivation to lead (MTL) was developed. Following the work of Heckhausen (1963) we distinguished hope and fear components. We expect both components to predict the in-

tervention to achieve leadership positions. Furthermore we hypothesize the fear component to moderate the hope component's impact: The relationship between both variables is assumed to be higher when fear component is lower. A study with N=2100 participants (students and employees) could show that both components of MTL predict the striving for leadership positions. High scores on the MTL hope component predict a distinct intention to lead, fear component predicts avoidance of leadership positions. As expected, the fear component moderates the hope component's effect, showing a higher intention to achieve leadership positions when fear is small. The findings are discussed in terms of theoretical and empirical implications. A deeper understanding of the influence of motives and their interactions on behavior provides a profound basis both for individual career management and counseling. Taking into account women's higher scores on fear components, a starting point in fostering women's proportions in leadership positions is offered.

TRANSFORMATIONAL LEADERSHIP AND CAREER DEVELOPMENT – THE ROLE OF DELEGATING MEANINGFUL TASKS

Korek, S., *University Leipzig, Leipzig, Germany*; Rigotti, T., *University Leipzig, Leipzig, Germany*; Mohr, G., *University Leipzig, Leipzig, Germany*

Abstract: The perception of meaningful tasks by followers is one well-researched mechanism by which transformational leadership fosters commitment or extra-role behaviour. However it is still an open question whether transformational leaders delegate tasks high in job characteristics as job control and complexity or rather engage in "management of meaning" to elevate followers' perception of meaningful tasks. Therefore we investigate whether leaders' delegation behaviour is related to the way followers perceive their jobs in terms of different job characteristics and whether these characteristics mediate the relationship between transformational leadership and followers' career-related attitudes and behaviours. 55 leaders indicated their delegation behaviour and 356 of their followers rated their perception of job characteristics, career-related variables and transformational leadership. Multi-level analyses revealed that delegation of meaningful tasks by leaders was related to followers' perception of job control, which in turn mediated the relationship between transformational leadership and career commitment and career self efficacy. Results reveal that especially in a career development context leaders should delegate tasks that enable learning and development of their followers in order to support their advancement.

GENDER DIFFERENCES IN CAREER PROMOTING WORKING CONDITIONS.

Grimme, J., *University of Hamburg, Hamburg, Germany*; Bamberg, E., *University of Hamburg, Hamburg, Germany*

Abstract: While women reach better academic performance in school and university, they are still underrepresented in management positions. Against the background of the actual discussion about the augmentation of female managers, it is important to focus on predictors of career success, which can be influenced by employers and executives. Previous studies show that work tasks are an important source of professional competence. Thus the present study investigates the relationship between working conditions, career advancement competence and subjective career success indicators. Following the action theory demands, resources and stressors were assessed as working conditions. Through a further differentiation in challenge stressors and hindrance stressors the relationship of stressors and career outcomes can be analyzed more detailed. 1276 men and 1163 women from 17 different organizations and industrial sectors took part in the survey. As expected, results show, that demands (complex tasks, cooperation requirements), resources (action latitude, possibilities for development and self-presentation) and challenge stressors (time pressure and pressure to succeed) were significantly positive correlated with career advancement competence and subjective career success for men as well as for women. But women report significantly less complexity in their tasks and fewer possibilities for self-presentation in their jobs. Career advancement competence functions as a partial mediator in the relationship between demands, resources and challenge stressors as independent variables and career success as dependent variable. This finding is similarly valid for men and women. Results give first hints, that organizations and executives should support women in their career development by delegating more complex tasks and enabling self-presentation possibilities.

WOMEN'S CAREER SUCCESS: CAREER MOTIVATION AS A MEDIATOR OF THE CAREER BOOSTER-CAREER SUCCESS RELATIONSHIP

Zeuch, N., *German Police University, Münster, Germany*; Wagner, C. M., *German Police University, Münster, Germany*; German Police University, Münster, Germany,

Abstract: Women are still underrepresented in managerial positions in economy and government services. As

discussed in public and scholarly publications, possible reasons for that phenomenon are a lack of organizational support for women's professional advancement and women's weak motivation to get promotion. The impact of organizational conditions that promote careers (e.g. managerial support, networking, mentoring) on career motivation as well as on career success like an increase in salary, career satisfaction, or performance effectiveness has been the focus of some applied occupational studies. Researchers argued that the link between organizational "career boosters" and career success might be explained by the intervening variable career motivation that mediates the career booster-career success relationship. We argue that this link may be particularly strong for women's careers. We test this idea in a questionnaire study using a sample of 290 women working in economy and government services. Our results suggest that available career boosters in organizations (e.g. networking, support through colleagues and boss) affect women's career motivation (e.g. career insight, career resilience, and career identity) as well as women's career success. Moreover, as hypothesized, women's career motivation significantly moderates the career booster-career success relationship. The implication of our findings is that women's career motivation may be a function of the availability of career boosters, and that making more career boosters available to them may enhance their career motivation and in turn career success. Limitations of our study and implications are discussed from theoretical and applied perspectives.

Presentations: Work Attitudes and Behavior

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (15:00-16:15)

Chair: Jong, R.D. de, *Utrecht University, Utrecht, The Netherlands*

WORK GROUP INFLUENCE ON COUNTERPRODUCTIVE WORK BEHAVIORS AND THE MODERATING EFFECTS OF AGREEABLENESS AND CONSCIENTIOUSNESS

Bollmann, G., *Faculty of Business and Economics, Lausanne, Switzerland*; Krings, F., *University of Lausanne, Faculty of Business and Economics, Lausanne, Switzerland*; Mouton, A., *University of Lausanne, Faculty of Business and Economics, Lausanne, Switzerland*

Abstract: Counterproductive work behaviors (CWB) are volitional acts that (intend to) harm organizations and/or their stakeholders. Although interest in CWB is burgeoning, research on group-level influence on CWB is still scarce. Such studies typically focused on the impact of other group members' CWB on individual behavior. We examined, in a cross-level study, how different types of work group climate (instrumental and affective climate) influence individual CWB. Moreover, we studied the role of informal sanctions as a mediator between climate and CWB. Informal sanctions comprise other group members' reactions and own, emotional reactions (e.g., guilt) to wrong-doing. We further expected the impact of informal sanctions to further depend on personality traits, namely on agreeableness and conscientiousness. We tested our hypotheses with a cross-sectional survey study with 158 employees from 26 work groups. Analyses using structural equation modelling supported our hypotheses. Group-level instrumental climate was negatively related to individuals' CWB. Group-level affective climate was positively related to CWB. Further, both, the effects of instrumental and of affective climate on CWB were mediated by the anticipation of informal sanctions: The more strongly employees anticipated informal sanctions in case of wrong-doing, the less likely they were to engage in CWB. Finally, this relation was further moderated by conscientiousness and agreeableness, showing that the anticipation of informal sanctions was more strongly related to lower frequencies of CWB for employees low in agreeableness or low in conscientiousness. Results uncover a previously unknown influence of the work group on individual CWB. They have a practical relevance for organizations and team leaders striving to reduce CWB by showing how team members' collective understanding of organizational procedures and social relations influence the CWB of individuals within teams.

CAREER ORIENTATION AS AN ADAPTIVE ATTITUDE

Tschopp, C., *ETH Zürich, Zürich, Switzerland*; Grote, G., *ETH Zürich, Zürich, Switzerland*; Gerber, M., *ETH Zürich, Zürich, Switzerland*; Gubler, M., *ETH Zürich, Zürich, Switzerland*

Abstract: Career orientation constitutes a basic individual attitude regarding one's professional career (Briscoe, Hall, & Frautschy DeMuth, 2006) and is reflected in individual preferences of job specific possibilities (Gerpott, Domsch, & Keller, 1988). To date, career orientation is assumed to be stable over time, but this assumption lacks supporting empirical evidence. With

our study we attempt closing this research gap. Specifically, we tested the stability of career orientations, and, in as much as instability was detected, we explored the factors that triggered changes in career orientation. The analyses were based on survey responses from 431 employees. Career orientation was measured twice within one year, using the four types of orientation (independent, promotion-oriented, loyalty-oriented, and disengaged) developed by Gerber, Wittekind, Grote, and Staffelbach (2009). A range of both individual (e.g., age, work satisfaction) and situational variables (e.g., company restructuring, employer change) were tested as possible explanations for changes in career orientation. For 46% of the respondents, a change of career orientation was found. Results from structural equation modelling analysis indicated that perceived employability best explained these changes: low employability predicted a change towards traditional loyalty-oriented career orientation, whereas high employability predicted a change towards independent career orientation. As perceived employability represents a result of an interaction between the individual (appraisal of own skills and competences) and the situation (labour market), we argue that changes in career orientations can be interpreted as an adaptive reaction to personal and situational changes, and consequently, career orientation should be seen as an adaptive rather than a non-responsive stable construct. Attitude research confirms this assumption, showing attitudes as contextual temporary constructs (Schwarz & Bohner, 2001). Our findings regarding the adaptability of career orientations constitute an important conceptual contribution to current research on career orientations. Furthermore, this research suggests that the comprehension of employees' career-related attitudes can be improved in particular by paying attention to changes in perceived employability. This has important practical implications also for personnel development.

PROMOTING OCB: LONGITUDINAL EFFECTS OF PROCEDURAL JUSTICE, TRUST, AND COMMITMENT

Grohmann, A., *TU Braunschweig, Institute of Psychology, Braunschweig, Germany*; Lehmann-Willenbrock, N., *TU Braunschweig, Institute of Psychology, Braunschweig, Germany*; Kauffeld, S., *TU Braunschweig, Institute of Psychology, Braunschweig, Germany*

Abstract: The target similarity model proposes that employees maintain distinct beliefs and aim their behaviors towards distinct targets in the workplace (Lavelle, Rupp, & Brockner, 2007). Recent research has investigated effects of procedural justice and commitment on individual-level versus organizational-level

organizational citizenship behavior (Lavelle, Brockner, Konovsky, Price, Henley, Taneja, & Vinekar, 2009). However, the influence of target-specific trust, as posited in the target similarity model, has not been included previously. Moreover, the effects on target-specific organizational citizenship behaviors have not been studied simultaneously. The present study addresses these two gaps. In a longitudinal three-year field study design, industrial workers of a medium-sized company were surveyed. A sample of N=204 served as basis for all analyses. Data were analyzed with Mplus to examine unidimensionality of the questionnaire constructs prior to specifying a structural equation model. The results support the full line of events as suggested by the target similarity model. Procedural justice leads to increased trust, which over time fosters commitment and finally yields organizational citizenship behavior. Overall, these effects can be distinguished at the co-worker versus the organizational level. We discuss theoretical implications for studying target-specific organizational behavior and its antecedents, and deduce practical implications for fostering organizational citizenship behavior.

DIFFERENTIAL PREDICTORS OF THREE FORMS OF CITIZENSHIP PERFORMANCE – EMPIRICAL TEST OF A MULTI-FOCI CITIZENSHIP PERFORMANCE MODEL

Wesche, J.W., *Ludwig Maximilian University, Munich, Munich, Germany*; Muck, P.M., *Bielefeld University, Bielefeld, Germany*

Abstract: Citizenship performance (CP) constitutes an essential part of job performance: it involves intentional and self-determined forms of organization member behavior, directed at the organization (CP-O), individual organization members (CP-I), or the own task or job (CP-J), that in the aggregate promote the effective functioning of the organization (Coleman & Borman, 2000). Meta-analyses (Podsakoff, Whiting, Podsakoff, & Blume, 2009) and longitudinal studies (Koys, 2001; Van Scotter, Motowidlo, & Cross, 2000) corroborated that CP has positive individual-, team- and organization-level outcomes. However, albeit the undisputed importance of the composite of all forms of citizenship performance, the question remains whether the three mentioned forms can be influenced differentially - for instance to expedite a particular form when especially needed. In two questionnaire studies we examine situational factors in the work context that can potentially be fostered in order to encourage employees to display specific forms of CP. In study 1 (N=171) we demonstrate that perceived organizational

justice specifically predicts CP-O, whereas team cohesion specifically predicts CP-I and perceiving one's task as intrinsically motivating specifically predicts CP-J. Study 2 (N=216) focuses on perceived support emanating from the organization and the coworkers. We demonstrate that perceived organizational support relates specifically to CP-O, while perceived coworker support specifically relates to CP-I. Our work underlines the importance of distinguishing different forms of CP and identifying their respective influence factors. It allows to specifically tailor interventions to foster the specific forms of citizenship performance required in a given situation.

PROACTIVITY, FUNCTIONING, EXHAUSTION AND MOTIVATION IN A FINANCIAL SERVICE ORGANIZATION

Jong, R.D. de, *Utrecht University, Utrecht, The Netherlands*; Wawoe, K., *Free University, Amsterdam, The Netherlands*; Flier, H. van der, *Free University, Amsterdam, The Netherlands*

Abstract: Proactivity is related to various indicators of performance and related aspects like salary progression and promotion. Recently, Wawoe et al. (in preparation) found substantial connections between proactivity on the one hand and the attainment of (financial) targets on the other. Because the attainment of these targets was related to financial bonuses, one could suspect that the proactive's efforts would be extrinsically motivated. However, Seibert et al. (2001) found no significant direct relations of proactive personality with salary progression and promotions. Only connections mediated by innovation and skills update were found. These mediating behaviors may be motivated intrinsically. It was the purpose of the present study to further explore the connection between proactivity and intrinsic and extrinsic motivation in around 300 employees in managerial and professional positions in the financial service organization. First by examining the 'fit' between 'need' of the proactive employee and the 'supply' provided by work situation, in the prediction of well-being and performance. The level of bonuses was considered to indicate extrinsic need satisfaction, while skill variety was supposed to provide the opportunity to satisfy intrinsic needs. Additionally, self-ratings of need for self-development and ambitiousness were related to proactiveness. Predicting exhaustion, the expected interaction between proactivity and skill variety was (marginally) significant, $p=.058$. The negative proactiveness-exhaustion connection was only found when skill variety was high. Exhaustion

was not predicted by the interaction between proactiveness and level of bonuses. No interaction was significant in the prediction of intention to quit. Correlations between proactiveness and self-ratings of self-development and ambition motivation were .43 and .39 respectively. Proactiveness was only related to manager's rating of innovation when skill variety was high ($n=99$). We may conclude that the results lend support to the idea that intrinsic motivation plays a role in well-being and functioning of proactive employees. Interestingly, the results of the direct self-ratings indicate that proactives may be relatively strong in both intrinsic and extrinsic motivation. Provided that they will be supported in future investigations, these findings stress the importance of intrinsically motivating conditions for well-being and innovative behavior of proactive professionals. Practical consequences for Human resources management are discussed.

Symposium: Assessing team-processes in a dynamic environment: examples from healthcare

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (15:00-16:15)

Chairs: Burtscher, M.J., *University of Zürich, Zürich, Switzerland*; Manser, T., *University of Aberdeen, Aberdeen, UK*

Abstract: Teams are commonly considered as the building blocks of today's organizations and thus a major factor contributing to organizational effectiveness. This is particularly true in the field of healthcare. Here, differentiation of workforce and technological advances has led to a situation in which close cooperation between different specialists is a vital need. The operating room, for example, represents a prototypical teamwork setting: Various professions (e.g., surgeons, anaesthetists, nurses, cardiac technicians) are required to pool their knowledge, skills, and abilities to ensure safe and efficient patient treatment. Not surprisingly, research on patient safety focuses on team-processes such as communication, leadership, and coordination. Despite fruitful first attempts, the relationships between team-processes, contextual factors, and outcome measures are yet largely unknown. One of the reasons lies in the difficulty to assess teamwork in such highly dynamic settings which requires both psychological and medical expertise. Our symposium addresses this gap. We present five studies that investigate different team-processes (e.g. leadership, implicit coordination) in various dynamic healthcare settings (e.g. paediatric

surgery, anaesthesia) using a spectrum of newly developed methods. In these studies, team-processes are related to team characteristics and contextual factors as well as to performance outcomes. Implications of the presented research include theoretical, methodological, and practical aspects. From a theoretical perspective, healthcare offers excellent opportunities to scrutinize all kinds of team-processes and outcomes in a large variety of conditions. This bears an immense potential to increase our understanding of the complexities of teamwork – one of the most central topics in IO-psychology. From a methodological point of view, we aim to advance and refine assessment methods for team-processes which can also be used in other field settings. In terms of practical application, the findings of the presented work could be a basis for future team trainings; trainings that could increase patient safety and efficiency of healthcare.

ASSESSMENT OF STRESS AND TEAMWORK IN THE OPERATING ROOM: AN EXPLORATORY STUDY

Hull, L., *Department of Surgery and Cancer, Imperial College London, London, UK*; Arora, S., *Department of Surgery and Cancer, Imperial College London, UK*; Kassab, E., *Department of Surgery and Cancer, Imperial College London, UK*; Kneebone, R., *Department of Surgery and Cancer, Imperial College London, UK*; Sevdalis, N., *Department of Surgery and Cancer, Imperial College London, UK*

Abstract: Introduction: Effective teamwork is fundamental to patient safety in the operating room (OR), with suboptimal teamwork frequently lying at the heart of adverse events or near misses. Acute stress is increasingly recognised as a factor implicated in poor OR teamwork. The present research aimed to assess the feasibility of concurrently assessing teamwork and stress levels of OR team-members. Methods: This was a prospective, cross-sectional study conducted in the OR. Twenty General Surgical teams each consisting of six team members (Primary Operating Surgeon, Surgical Assistant, Anaesthesiologist, Anaesthetic Assistant, Scrub Nurse, and Circulating Nurse) were recruited. Teamwork was assessed using the validated Observational Teamwork Assessment for Surgery (OTAS) tool. Stress was assessed for each OR member separately using the validated short-form State-Trait Anxiety Inventory (STAI) questionnaire. Results: Teamwork was overall above the scale mid-point (3), with higher scores pre-operatively (Mean=4.26, SD=0.82) than in subsequent phases of the procedure (intra-operative Mean=4.06, SD=0.85; $p<0.01$, post-operative Mean=4.10, SD=0.87;

$p < 0.01$), and also higher ratings for anaesthetic sub-teams (Mean=4.36, SD=0.75) compared to surgical (Mean=4.06, SD=0.88; $p < 0.001$) and nursing sub-teams (Mean=4.00, SD=0.87; $p < 0.001$). Overall stress levels were low, below 10 (min=6, max=24) across operative phase and team members. Frequency analyses revealed differences across team-members: circulating nursing staff pre-operatively and assistant surgeons intra- and post-operatively were most likely to be stressed. Discussion: The present study describes a feasible method for concurrently assessing stress and teamwork in the OR. This methodology can be utilised to increase our understanding of the effects of stress on teamwork performance in the OR.

TEAM MENTAL MODELS AND THEIR INFLUENCE ON THE EFFECTIVENESS OF IMPLICIT COORDINATION IN ANAESTHESIA TEAMS

Burtscher, M.J., *University of Zürich, Zürich, Switzerland*; Kolbe, M., *ETH Zürich, Zürich, Switzerland*; Wacker, J., *Hirslanden Clinic Zürich, Switzerland*; Manser, T., *University of Aberdeen, UK*

Abstract: Introduction: Team mental models are one of the most important requirements for effective teamwork. For example, they are considered a vital prerequisite for implicit coordination. However, empirical research on these aspects of teamwork is sparse, particularly in healthcare. The present study aims to fill this lacuna by investigating how team mental model affect the efficiency of team-monitoring – a type of implicit coordination – in anaesthesia. Method: Thirty-one two-person anaesthesia teams consisting of an anaesthesia resident and an anaesthesia nurse were videotaped during a simulated anaesthesia induction. Team mental models were assessed with a measurement tool based on the concept mapping technique. We calculated separate indices for similarity and accuracy of the team mental model. Team-monitoring was coded by an organizational psychologist using a structured observation system. Team-performance was rated by two expert anaesthetists using a checklist. Results: Moderated multiple regression analysis revealed that team mental model similarity moderated the relationship between team-monitoring and performance ($R^2 = .16$, $p = .026$); a higher level of team monitoring in the absence of a similar team mental model had a negative effect on the performance of anaesthesia teams. Furthermore, both team mental model similarity and accuracy interacted to predict team-performance. Discussion: Our findings highlight the relevance team mental models for the performance of healthcare teams. Implicit coordination mechanisms – i.e. team-monitoring

– require a shared understanding of the common task to be effective.

TEAMWORK, COMMUNICATION, AND DISTRACTIONS DURING SURGERY: AN OBSERVATIONAL STUDY

Seelandt, J., *University of Neuchâtel, Neuchâtel, Switzerland*; Tschan, F., *University of Neuchâtel, Neuchâtel, Switzerland*; Semmer, N.K., *University of Bern, Bern, Switzerland*; Monnier, M., *University of Neuchâtel, Switzerland*; Beldi, G., *University Hospital of Bern, Switzerland*

Abstract: A previous study (Beldi et al., 2009) suggested that human factors may explain variance in surgical site infections (SSI) after abdominal surgeries, once standard antiseptic measures are assured. Their study, however, did not indicate which specific behaviours of the surgical teams, or which events that occur during a surgery, may contribute to the development of SSI. Identifying such behaviours and occurrences is, however, crucial for a better understanding of contributing factors and for finding remedies. We hypothesize that distractions of the surgery team may increase the likelihood of micro-contaminations, because they divert the attention of the team. We further hypothesize that team behaviour that may contribute to the team shared mental model may prevent errors and delays because a good shared mental models fosters smooth cooperation. As a first step, we present the development and test of a method of direct assessment of the surgery process. The system allows for coding and assessing behaviours based on real-time observation in the operation theatre; it therefore is also feasible if ethical and practical considerations do not allow using video-tapes of the surgeries. The system contains codes referring to behaviour and to communication. Focusing on the two sets of variables we expect to be linked to SSI, we code a) the occurrence of potential distractions, such as noise, parallel communication, external visitors etc., and b) the occurrence of team behaviour such as time-out, verbalizations, etc. After extensive training of the observers, coding proved to be highly reliable (Cronbach α between .80 and .99). We will present (1) the development of this system for process analysis and (2) preliminary results based on about 30 elective abdominal surgery procedures.

AN OBSERVATION STUDY OF SURGEONS' INTRAOPERATIVE LEADERSHIP

Henrickson Parker, S., *University of Aberdeen, Aberdeen, UK*; Yule, S., *University of Aberdeen, Aberdeen, UK*; Flin, R., *University of Aberdeen, Ab-*

erdeen, UK; McKinley, A., Aberdeen Royal Infirmary, UK

Abstract: Objective: This field study aimed to identify and classify surgeons' observable leadership behaviours during the intraoperative phase of surgery. Background: There is widespread recognition in organizations exposed to hazards, non-technical skills, including leadership, are essential for effective, efficient, and safe team performance. However, there is limited empirical evidence to suggest which specific leadership skills and behaviours are required for effective intraoperative performance. Method: Observational data on surgeons' intraoperative leadership were gathered in the operating room (OR) during n=23 operations in three teaching hospitals in Scotland. These observations were coded into one of seven leadership constructs identified from the surgical literature. Operations were also categorized by complexity using BUPA complexity ratings. Results: Leadership behaviours were categorised with acceptable inter-rater reliability. The analysis focused on the lead surgeon and showed that as intraoperative leaders, they most frequently engaged in guiding and supporting behaviours, followed by communication and coordination and task management behaviours. Surgeons engaged in a higher frequency of leadership behaviours during higher complexity operations compared with lower complexity operations, however, these differences were not statistically significant. Conclusion: This study is the first step in developing an empirically derived taxonomy and scale to measure surgeons' intraoperative leadership. Future studies will investigate the relationship between the leadership behaviours identified here, team performance, and patient safety outcomes.

DEALING WITH UNFORESEEN COMPLEXITY IN THE OR: RELATIONS BETWEEN TEAM PROCESSES AND TEAM OUTCOMES

Schraagen, J.M., *TNO Human Factors, Soesterberg, The Netherlands*; Schouten, T., *Department of Perioperative Care and Emergency Medicine, University Medical Center Utrecht, The Netherlands*; Smit, M., *Tno Quality of Life, Hoofddorp, The Netherlands*; Haas, F., *Department of Paediatric Cardiothoracic Surgery, University Medical Center Utrecht, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Objective: Paediatric cardiac surgery (PCS) has a low error tolerance, is dependent upon sophisticated organizational microsystems, and demands high levels of cognitive and technical performance. The aim

of the study was to assess the impact of intraoperative non-routine events (NRE's) on team performance and patient outcomes. Methods: This mixed-method design, using both quantitative and qualitative measures, used trained human factors expert observers that observed and coded NRE's and teamwork elements from the time of patient arrival into the operating room (OR) to the patient handover in the intensive care unit. Real-time teamwork observations were coupled with questionnaires on safety culture, microsystems preparedness measures, assessed difficulty of the operation and patient outcome measures. Results: 40 PCS cases were observed. Surgeons displayed better teamwork during complicated procedures, particularly during the surgical bypass/repair epoch. In contrast, nurses and perfusionists displayed poorer teamwork during complicated procedures. More procedural non-routine events were associated with a more complicated post-operative course. A rapid 4 question verbal questionnaire filled out immediately after the operation correlated significantly with the complexity, duration, number of non-routine events and patient outcome. The total number of team behaviours was associated with case complexity, but this association disappeared when duration of the operation was taken into account. Procedural non-routine events decreased substantially over time. Conclusions: Most non-routine events were noticed and dealt with through routine procedures. For dealing with the remaining difficult problems, processes such as heedful interrelating are required, where team members mutually monitor each others' performance attentively, anticipate problems and provide backup behaviour

Presentations: Employee Well Being - Engagement at Work

Main topic area: Employee Well Being

Location: 0.3 Copenhagen (15:00-16:15)

Chair: Milam, A., *University of Houston -Clear Lake, Houston, TX, USA*

THE RELATIONSHIP BETWEEN WORK ENGAGEMENT, ABSENTEEISM AND TURNOVER INTENTIONS

Simbula, S., *University of Bologna, Bologna, Italy*; Guglielmi, D., *University of Bologna, Bologna, Italy*; Depolo, M.D., *University of Bologna, Bologna, Italy*

Abstract: To date, initial empirical studies support the intuitively appealing idea that engaged workers are good performers. What we don't know yet, is what is

meant with being a 'good performer' and why engaged workers tend to perform well. In order to shed light on these questions, we designed a study that aimed at: (a) developing a taxonomy of job performance and (b) testing two explanations of why high levels of work engagement make employees better performers than low levels of work engagement. Both in terms of its definition and its operationalization, performance may refer to behavior (process performance) as well as outcomes (outcome performance). Under the assumption that process performance predicts outcome performance, our taxonomy of job performance distinguished among three types of performance behavior, i.e. positive, formal and negative job behavior. Both positive and formal job behavior were assumed to be positively associated with work engagement. Negative job behavior was predicted to relate negatively to work engagement. With regard to the two explanations for the relation between work engagement and performance, we furthermore assume that work engagement breaks into one's 1) cognitive open-mindedness and one's 2) behavioral readiness. In line with our theoretical model, we assume that engagement in combination with being in a state of behavioral readiness and cognitive open-mindedness may result in good performances. The taxonomy of job performance and the hypotheses regarding the link with engagement were examined in a survey study among employees of a cocoa factory. The UWES measured engagement and two newly developed scales measured cognitive open mindedness and behavioral readiness. An integrated questionnaire of commonly used and well validated scales measured job performance. SEM analyses revealed promising results regarding our hypotheses in the expected direction. Taken together, our research findings provide initial support for our taxonomy of performance and the dynamic process between engagement, cognition, and behavioral intention.

WORK ENGAGEMENT AND JOB PERFORMANCE-A DYNAMIC PROCESS BETWEEN MOTIVATION, COGNITION AND BEHAVIOR

Reijseger, G, *Utrecht University, Utrecht, The Netherlands*; Peeters, M.C.W., *Utrecht University, Utrecht, The Netherlands*; Taris, T.W., *Utrecht University, Utrecht, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: To date, initial empirical studies support the intuitively appealing idea that engaged workers are good performers. What we don't know yet, is what is meant with being a 'good performer' and why engaged workers tend to perform well. In order to shed light on these questions, we designed a study that aimed at: (a)

developing a taxonomy of job performance and (b) testing two explanations of why high levels of work engagement make employees better performers than low levels of work engagement. Both in terms of its definition and its operationalization, performance may refer to behavior (process performance) as well as outcomes (outcome performance). Under the assumption that process performance predicts outcome performance, our taxonomy of job performance distinguished among three types of performance behavior, i.e. positive, formal and negative job behavior. Both positive and formal job behavior were assumed to be positively associated with work engagement. Negative job behavior was predicted to relate negatively to work engagement. With regard to the two explanations for the relation between work engagement and performance, we furthermore assume that work engagement breaks into one's 1) cognitive open-mindedness and one's 2) behavioral readiness. In line with our theoretical model, we assume that engagement in combination with being in a state of behavioral readiness and cognitive open-mindedness may result in good performances. The taxonomy of job performance and the hypotheses regarding the link with engagement were examined in a survey study among employees of a cocoa factory. The UWES measured engagement and two newly developed scales measured cognitive open mindedness and behavioral readiness. An integrated questionnaire of commonly used and well validated scales measured job performance. SEM analyses revealed promising results regarding our hypotheses in the expected direction. Taken together, our research findings provide initial support for our taxonomy of performance and the dynamic process between engagement, cognition, and behavioral intention.

ORGANIZATIONAL FEATURES AS SITUATIONAL STRENGTH: ENGAGING THE NON-CONSCIENTIOUSNESS EMPLOYEE

Milam, A., *University of Houston -Clear Lake, Houston, TX, USA*; Sulea, C., *Universitatii de Vest Din Timisoara, Timisoara, Romania*

Abstract: Once of the most well-established axioms in organizational psychology is that conscientiousness is an extremely desired trait for employees to possess, as it is the strongest predictor of the Big Five personality traits with respect to performance (Barrick, Mount, & Judge, 2001). The present paper examines the role that conscientiousness plays in facilitating another desired characteristic, employee engagement, and whether or not the organization can influence engagement among the employee who is low on conscientiousness. Work

engagement is an affective-motivational state of fulfillment, characterized by vigor, dedication and absorption (Schaufeli, Bakker, & Salanova, 2006). According to Bakker (2008) engaged employees are able to create their own resources, similar to the way conscientious employees create order. Therefore, we expect that conscientious employees are more engaged employees. We also posit that organizations can affect engagement levels by the contextual cues that they provide. Strong situations tend to limit the expression that personality has on a given situation by providing cues as to how the individual should behave (Meyer, Dalal, & Hermida, 2010; Mischel, 1977). We believe that organizations that offer a culture of formality and those that reward effort provide such situational strength, which in turn create an environment for employee engagement, even among those who are low in conscientiousness. We surveyed 140 full-time employees in Romania from a variety of organizations and occupations. As expected, conscientiousness was linked to employee engagement. In addition, we found that the conscientiousness-formality and conscientiousness-effort interactions significantly predict engagement such that in such environments those who are low in conscientiousness tend to be extremely engaged. Surprisingly, we also found that in such environments, those who are high in conscientiousness tend to become less engaged. The present paper offers a practical contribution to organizations by highlighting how various motivational and operational strategies are viewed by employees, and that such strategies result in engagement outcomes that differ, depending on one's level of conscientiousness. But this may come at a price. Although such strategies help the non-conscientious individuals become more engaged, organizations run the risk of actually disengaging higher-conscientious employees.

WORK TEAM COHESION AND WORK ENGAGEMENT IN CLEANING WORKERS: OCCUPATIONAL HEALTH PROBLEMS POLISH IT UP

Tavares, S.M., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Casaleiro, S., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*

Abstract: The current study advances the work engagement literature by examining the relationship between occupational health problems (a proxy of job physical demands) and work team cohesion (as a job resource) with work engagement in an understudied population: the cleaning workers. We hypothesized that low work engagement is expected when job demands are high and work team cohesion is low. We analyze separately

two samples of employees of one large cleaning company that were providing cleaning services in different sectors: transports (n= 118) and hospitals (n= 151). Consistent with JD-R model, individuals reported an increase in work engagement when team cohesion was coupled with high occupational health problems. In other words, the existence of occupational health problems among cleaners exacerbated the positive effect of work team cohesion on work engagement. These findings were consistent across samples providing evidence of generalizability of our results to this blue-collar population. The current results underline the importance of considering the power of work team cohesion in the prediction of cleaning workers' engagement especially when occupational health problems are highly frequent. Thus, in order to improve well-being at work in the cleaning sector, the managers should, not only redesign jobs in order to improve safety and promote health at the workplace but also, develop working teams' cohesion, for instance through team building interventions, establishing or maintaining cooperative group norms or setting goals at group level.

Presentations: Changing Employment Relations - Temporary Workers

Main topic area: Changing Employment Relations

Location: 0.4 Brussels (15:00-16:15)

Chair: Bajorek, Z.M., *King's College London, London, UK*

TEMPORARY EMPLOYMENT AND AFFECTIVE ORGANIZATIONAL COMMITMENT: THE MODERATOR ROLE OF IMPRESSION MANAGEMENT

Martinez, G.A., *Katholieke Universiteit Leuven, Leuven, Belgium*; Cuyper, N.E. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Most authors hypothesize a relationship between temporary employment and reduced affective organizational commitment. One explanation is that temporary workers do not feel a strong commitment on the part of the organization, and hence they do not feel the need to reciprocate in terms of loyalty. Accordingly, the first aim of this study is to test the hypothesis that temporary employment relates negatively to affective organizational commitment. Taking this one step further, we believe that the relationship between temporary employment and affective organizational commitment is less negative among workers

who desire to obtain a permanent contract with the organization: they may want to show the organization that they will be good and loyal employees by showing fairly high levels of commitment in anticipation of a permanent contract. The desire to obtain permanent employment may show in many different forms, one of them being the use of impression management strategies. Impression management strategies are used to create a favourable image on others, for example colleagues or supervisors, mostly with a view of obtaining a desired outcome. Accordingly, the second aim of this study is to test the hypothesis that temporary (versus permanent) employment interacts with impression management strategies, so that the negative relationship between temporary employment and affective organizational commitment is less strong when impression management strategies are used. Hypotheses will be tested in a sample of Chilean temporary and permanent workers from different economic sectors and organizations. We see the context of this study as a particular strength: most temporary work research comes from Europe or the United States. This research contributes to temporary work research also by testing relationships in a very different context.

TEMPORARY WORKERS: A HOMOGENEOUS GROUP OF INVOLUNTARY AND LOW-SKILLED WORKERS?

Gracia, F.J., *University of Valencia/IDOCAL, Valencia, Spain*; Peiró, J.M., *University of Valencia/Idocal, Valencia, Spain*; Latorre, M.F., *University of Valencia/IDOCAL, Valencia, Spain*

Abstract: In this paper, the following research question is addressed: Do different types of temporary workers differ in job insecurity, job/organizational attitudes, performance related variables and health-related outcomes? In order to capture the heterogeneity of temporary workers, the Silla, Gracia and Peir (2005) model was used. This model differentiated between four main categories of temporary workers based on their preference for temporary work and their level of employability: boundaryless, career, transitional and traditional temporary workers. Four hypotheses were formulated: H1. Differences will be found between the four groups of temporary workers in job insecurity. H2. Differences will be found between the four groups of temporary workers in job satisfaction (H2a), organizational commitment (H2b) and turnover intention (H2c). H3. Differences will be found between the four groups of temporary workers in job performance. H4. Differences will be found between the four groups of temporary workers in work-related anxiety (H4a), work-related depression (H4b), irritation (H4c) and life sat-

isfaction (H4d). We tested these hypotheses through ANOVAS in a sample of 1955 temporary workers from seven different countries (Belgium, Germany, Israel, the Netherlands, Spain, Sweden and UK) performing their jobs prominently in three different sectors: manufacturing, retail and education. Significant differences were obtained in all the variables with the exception of irritation. These findings contribute to previous research suggesting several issues: (1) research involving temporary employees cannot consider them as an undifferentiated population composed of low-skilled people who always prefer a permanent job, (2) more attention must be paid to the heterogeneous character of temporary work, and (3) the Silla et al.'s (2005) taxonomy has already received some empirical support. The practical relevance of these contributions is highly outstanding: in sum, our study suggests that sustaining a non-permanent contract does not necessarily imply higher job insecurity. In this sense, taking into account the heterogeneity of temporary workers can be a way to achieve an organizational flexibility that benefits not only employers but also employees.

ORGANIZATIONAL CULTURE AND FLEXIBLE WORKFORCE: A SURVEY ON GERMAN COMPANIES

Sende, C., *Friedrich-Alexander University Erlangen-Nuremberg, Nuremberg, Germany*; Galais, N., *Friedrich-Alexander University Erlangen-Nuremberg, Nuremberg, Germany*; Moser, K., *Friedrich-Alexander University Erlangen-Nuremberg, Nürnberg, Germany*

Abstract: Because of rapidly changing technologies, customer needs, and labor markets, flexibility is increasingly becoming a necessity for a company's success. Studying the requirements of flexibility and the strategies of dealing with these requirements is important because they directly and indirectly influence the employees' working conditions. A central strategy to increase personnel flexibility is the externalization of workers. The present study was conducted in the context of the 'FlexPro' project (sponsored by BMBF and ESF, reference code 01FH09022), which focuses on internal and external strategies to increase the personnel flexibility of small and medium-sized companies. We hypothesized that both, structural characteristics of a company (e.g. number of employees, sector, and degree of automation) and organizational culture, determine workforce externalization (e.g. use of temporary agency workers, temporary hired employees, and freelancers). On the basis of a sample of 1,221 German companies, we investigated what determines the externalization of the workforce as well as the flexible use of

the permanent core workers. The organizational culture was measured by the Focus Questionnaire (van Muijen et al., 1999), which is based on the culture model of Quinn (1988). Analyses showed that the changes in the customer inquiry and pricing pressure that are caused by competitors are considered as the most challenging flexibility demands. Common flexibility reactions to these demands are internal HRM strategies such as overtime and flexible working hours as well as external strategies such as workforce externalization. Indeed, 40% of the companies reported experiences with temporary agency work. Regression analyses showed that the dimensions of organizational culture explain incremental variance, after controlling for structural characteristics of the organization, for the extent of using external workers. While high innovation orientation has a positive effect on the use of temporary agency workers and freelancers, high support orientation reduces the extent of workforce externalization. In addition, organizational culture is also related to the flexible use of the permanent workforce (e.g. the cross-functional or department-wide use). Based on these results, we discuss the implications for the employment of external workers and their integration into the existing work teams.

FLEXIBLE WORKING, TEMPORARY EMPLOYMENT AND PATIENT SAFETY

Bajorek, Z.M., *King's College London, London, UK*;
Guest, D.E., *King's College London, London, UK*

Abstract: Recent years have witnessed a steady increase in flexible working. One example of this that has been extensively researched is the use of temporary workers (De Cuyper et al, 2009). Most research on temporary workers compares their performance and well-being with that of permanent workers although there is also some research comparing different types of temporary work. However one feature that has not been extensively researched concerns the consequences of employing on a temporary basis those who seek work in addition to their main job. Such people may choose a second job or seek to work extra shifts when they become available, often to supplement their income. One context in which this occurs is in hospitals where staff may be required to fill short-term vacancies or to cover for sickness absence and holidays. The distinctive challenge is that patient-facing jobs require particular attention to patient safety and service quality. Temporary staff who undertake extra shifts in addition to their main job may be more tired and less able to perform effectively than those temporary staff for whom this is their only work, particularly if they are working

in an unfamiliar environment. The aim of this study is to explore the consequences for patient safety and service quality and for staff well-being of employing temporary staff on additional shifts compared with temporary staff for whom it is the only employment. It is hypothesised that service quality and patient safety will be influenced by level of experience, context familiarity, staff motivation and staff alertness. These are explored in accident and emergency and long stay hospital environments comparing different types of temporary staff (bank, on call and agency) focusing on whether they additionally have a permanent full-time or part-time job. Data are collected from a range of stakeholders including managers, co-workers and the temporary staff themselves covering both information about attitudes and behaviour and also outcome measures including critical incidents relating to patient safety and service quality. The results will inform the use of temporary staff and potentially influence the quality of patient care.

TEMPORARY AGENCY WORK: CONDITION FOR MULTIPLE COMMITMENTS

Vitera, J., *Ernst-Moritz-Arndt University Greifswald, Greifswald, Germany*; Bornewasser, M., *Ernst-Moritz-Arndt University Greifswald, Greifswald, Germany*

Abstract: Paid employment is based on a contract between employer and employee which determines the core conditions of this relation. Merely describing juridical issues the term paid employment exhibits its psychological relevance in a diverse manner in the domains of emotion, motivation and consequential behavior. Within the framework of this relationship the psychological construct 'commitment' plays an important role. The traditionally considered bond between employer and employee is a dyadic one. Being an example for atypical employment this point of view has to be changed considering temporary agency work. Here the triadic structure of employee, temporary employment agency and client organization results in multiple commitments. Both, the relationship between temporary worker and his agency (being responsible for logistical matters) and the relationship between temporary worker and the client organization (being responsible for all contentual and sociotechnical matters) have an important although different impact on the workers commitments. In an empirical study of core workers and temporary workers employed at different industrial companies we examined the differences in commitment, the impact of change frequency and the associated insecurity on commitment towards agency and

client organization. Additionally, we examined the implications for the workers health and job satisfaction. As control variables we considered the workers age and period of employment. We like to present the underlying theoretical assumptions and the ascertained results as well as conclusions for an improvement of working conditions of temporary workers in agency and client organizations.

Presentations: Workplace Emotions and Employee Well-being

Main topic area: Emotions In The Workplace

Location: 0.5 Paris (15:00-16:15)

Chair: Beer, N., *The University of Westminster, London, UK*

EMOTIONAL INTELLIGENCE AND WELL-BEING IN THE WORK-PLACE AMONG HEALTH-CARE EMPLOYEES

Bresó, E., *Universitat Jaume I, Castellon, Spain*

Abstract: The first objective of the current project is to evaluate the Emotional Intelligence (EI), and explore its influence that on Well-being (i.e., burnout and engagement), and Performance of a sample of health-care employees. For the evaluation, data from hospitals located into two different countries (i.e., Spain and Italy) will be collected. One sample of hospital employees from Spain. Thus, theoretical relations between EI, well-being, and performance will be assessed and studied. The most relevant antecedent (in terms of theoretical and empirical background) is the research line and theoretical model of Emotional Intelligence developed by Peter Salovey and John Mayer in 1990. This model considers EI a set of interrelated abilities involved in perceiving, using, understanding, and managing emotions. These abilities rely on knowledge of emotional processes and information-processing making. They are thought to develop through learning and experience and are amenable to training (Lopes, C'té, & Salovey, 2006). Results of Stuctural equation modeling sowed that EI predict performance by means of well-being (Burnout and engagement) in a sample of 152 health care employees that work in a Spanish public hospital.

COPING AND PERCEIVED STRESS AS A FUNCTION OF POSITIVE METACOGNITIONS AND META-EMOTIONS

Beer, N., *The University of Westminster, London, UK*;
Moneta, G.B., *London Metropolitan University, London, UK*

Abstract: Beer and Moneta's (2010) kernel theory of adaptive metacognition proposes that absence of maladaptive metacognition is not a sufficient asset for an individual when tackling problematic or challenging situations and that successful resolution of challenge and conflict requires (a) metacognitive beliefs of an agentic type that support identification of alternative pathways and flexible goal restructuring, and (b) meta-emotions of interest and curiosity in one's own primary emotional responses to challenge. The study hypothesized that (a) Confidence in Extinguishing Perseverative Thoughts and Emotions (trait 1) would correlate negatively with maladaptive coping, (b) Confidence in Interpreting Own Emotions as Cues, Restraining from Immediate Reaction, and Mind Setting for Problem Solving (trait 2) and Confidence in Setting Flexible and Feasible Hierarchies of Goals (trait 3) would correlate positively with adaptive coping, and (c) all three metacognitive traits would correlate negatively with perceived stress. A mixed sample of 104 workers within different professions and based in the Greater London area completed the novel Positive Metacognitions and Meta-Emotions Questionnaire (PMCEQ, Beer & Moneta, 2010), Meta-Cognitions Questionnaire 30 (Wells & Cartwright-Hatton, 2004), Brief Coping Questionnaire (Carver, 1997), and Perceived Stress Scale (Cohen, Kamarck & Mermelstein, 1983). Structural equation modeling using a three-step approach supported the hypotheses controlling for maladaptive metacognition. In particular, extinguishing perseveration (trait 1) predicted less maladaptive coping ($= -.57$), and confidence in interpreting own emotions, restraining from overreaction, problem focus and setting flexible and feasible goal hierarchies (combined traits 2 and 3) predicted more adaptive coping ($= .42$). All PMCEQ traits predicted less perceived stress with $= -.50$ and $= -.29$ for trait 1 and the combined traits 2 and 3, respectively. The findings suggest that adaptive metacognition prevents maladaptive coping and perceived stress and fosters adaptive coping over and beyond the contribution of maladaptive metacognition. The study informs coaching interventions in occupational settings to foster adaptive metacognitive coping strategies in times of challenge, conflict and unpredictability. Such interventions appear to be valuable in times of increasing economic and employment volatility.

EMOTIONAL INTELLIGENCE AND STRESS ON WORK-PLACE: A CROSS-NATIONAL RESEARCH

Artusio, L., *University of Florence, Florence, Italy*;
Bresó, E., *University of Florence, Florence, Italy*;
Giorgi, G., *University of Florence, Florence, Italy*

Abstract: Partners: University Jaume I (Castellon, Spain); University of Florence (Florence, Italy); Yale University (New Haven, USA); Hospital Lluís Alcanyis (Valencia); Centro di Riabilitazione G. Ferrero (Cuneo, Italy). The main purpose of research is increasing Emotional Intelligence (EI) levels in two samples of supervisors through a training created ad hoc for the Hospitals partner of research, in cooperation with Yale's authors (Salovey, Caruso & Brackett), hypothesizing that higher EI levels are associated with lower burnout and emotional stress consequences and higher levels of well-being, engagement and performance, both individual level and team's. Considering the context's importance, we want also to compare results in the two different companies and countries. The Reference Model of the present research is the Mayer & Salovey's 'Four Branches Model of EI'. Participants: the Spanish sample is composed by 142 Hospital employees, and the Italian's by 140 Hospital employees; the training will be applied just to supervisors and each company counts a control group. The test administered were: M.S.C.E.I.T. (EI ability test; Mayer, Salovey & Caruso, 2002); Org-EIQ (EI self-report test; Majer & Giorgi, 2009); Work-Engagement (UWES; Schaufeli, et al 2002); Burnout (MBI-HS; Schaufeli, 1996); Emotional Stress (FEWS; Zapf et al. 2001); Performance, Five factors Minimarkers (Saucier, 1994) Results: we found a relationship between emotional competences and stress, performance and engagement in both samples and differences and implication are discussed. <br type='moz' / >

HOW DOES IT FEEL? EXPLORING EMOTIONS AMONG TARGETS OF WORKPLACE BULLYING

Lokke Vie, T., *University of Bergen, Bergen, Norway*;
Glaso, L., *University of Bergen, Bergen, Norway*;
Einarsen, S., *University of Bergen, Bergen, Norway*

Abstract: Although previous research has documented that exposure to bullying is a harmful experience, little is known about the emotional impact bullying may have on those targeted. Hence, the present study examines experienced emotions among targets of workplace bullying. A total of 1,024 employees participated in the study, in which 116 self-labelled victims were identified. Ten positive and ten

negative emotions were measured (PANAS). The result showed significant differences in emotional experiences between targets and non-targets with regard to the intensity of experienced negative emotions. Furthermore, regarding positive emotions targets also felt less inspired, active, enthusiastic and interested compared to non-targets. A latent class cluster analysis revealed that the target sample could be divided into three subgroups regarding emotional intensity. The subgroup reporting highest level of emotional intensity were more frequently exposed to negative acts at work, they tended to be more anxious, and reported more health complaints than did the two other subgroups. These findings support previously confirmed detrimental effects of workplace bullying but also show that targets of workplace bullying should be seen as a heterogeneous group regarding emotional experiences and subsequent outcomes. A differentiation between bullied targets based on emotional experiences may thus have important implications regarding both diagnosing the problem and serve as a guidance regarding counseling or therapy.

Presentations: Cross-Cultural and Diversity Issues in Selection and Assessment

Main topic area: Human Resource Management

Location: 0.6 Madrid (15:00-16:15)

Chair: Derous, E., *Ghent University, Gent, Belgium*

SCREENING-OUT AISHA OR AN? NOT ONLY ETHNICITY MATTERS ...

Derous, E., *Ghent University, Gent, Belgium*; Pepermans, R., *Vrije Universiteit Brussel, Brussels, Belgium*; Baukens, C., *Vrije Universiteit Brussel, Brussels, Belgium*; Muylder, V. van, *Vrije Universiteit Brussel, Brussels, Belgium*

Abstract: The present study investigates whether hiring discrimination against Maghreb/Arab minority applicants depends on the interaction with other applicant characteristics (sex; age) and job cognitive demands. In Belgium, Maghreb/Arabs are the largest ethnic minority group as they make up 12% of the foreign-born population and unemployment rates also appear highest among this ethnic minority group, especially when compared to natives and ethnic minorities in other EU-countries. Labor market disadvantage is observed, even after controlling for education and parental background. Hiring discrimination has been suggested, particularly upon resume-

screening (CEOOR, 2010). In resume-screening, the saliency level of applicants' ethnic group identity may be conveyed to prospective employers through job resumes via ethnic identifiers, such as applicants' names (Derous, Nguyen, & Ryan, 2009). When job applicants are judged on the basis of a one or two-page resume only, judgement may be formed on raters' category-based stereotypes, disadvantaging ethnic minorities such as Maghreb/Arabs. However, ethnicity effects might be moderated by other applicant characteristics, such as age, and job characteristics, such as job cognitive demands. Study findings. A field experiment (online resume-sifting task) was conducted among 214 Belgian HR-professionals. ANCOVAs showed that equally qualified old, Maghreb/Arab female applicants received lower ratings than native applicants when they applied for high-demanding jobs but not so for low-demanding jobs. The reversed pattern was found for young, Maghreb/Arab male applicants and is explained by attribution processes. High demanding jobs might disconfirm or strengthen negative outgroup expectations, depending on the particular intersection of applicant minority characteristics. Practical implications. According to the 2008 Human Rights Report, racial and ethnic employment discrimination is still one of seven major human rights problems in Belgium, despite several governmental initiatives (OECD, 2008). Ethnicity effects have been investigated most of the times alone, which does not truly capture the complexity of hiring decisions. Our results showed that blotting ethnic-sounding names from resumes might not be enough to prevent ethnic discrimination in this stage of the selection procedure. Since hiring decisions might depend on the joint effects of applicant and job characteristics, structured competency lists might be good alternatives to avert hiring discrimination upon entry.

FAIRNESS BETWEEN ARABS AND JEWS IN PRE-EMPLOYMENT INTEGRITY TESTING

Fine, S., *Midot, Ltd., Bnei Brak, Israel*; Basis, L., *Kav Mashve, Tel Aviv, Israel*

Abstract: Pre-employment integrity tests have been shown to be valid predictors of counterproductive work behaviors in a variety of settings, while also not discriminating against protected minority groups for age, gender or race (Berry, Sackett, & Wiemann, 2007). However, nearly all of the existing literature on integrity testing has been based on North American samples, and very little is known about integrity testing in cross-cultural samples. In Israel, for example, overt integrity tests are widely used for personnel selection,

but the validity and fairness of integrity testing among the country's main subgroups (i.e., Arabs and Jews) is still very unclear. The purpose of this study, therefore, was to examine overt integrity test score differences between Arabs and Jews in an occupational setting. The study was based on a representative sample of 390 Israeli job applicants (50% Jewish and 50% Arab). Fairness was examined in terms of differences in the test's overall score (i.e., adverse impact), as well as in terms of the test's predictive bias against a criterion of self-reported prior involvement in counterproductive work behaviors. The results demonstrate that the integrity test does not discriminate between Arabs and Jews. Specifically, mean test scores and validity coefficients among both groups of applicants were virtually identical, and a moderated linear regression yielded a non-significant interaction between race and integrity. The present findings support prior studies on this topic, and suggest that integrity test fairness is perhaps a cross-culturally robust phenomenon. In addition, that integrity tests are non-discriminating is essential to ensure fair and legal hiring practices when used in personnel selection in Israel (Israeli Ministry of Industry, Trade & Labor, 1988). As a result, this study provides encouraging evidence for the continued use of integrity testing for personnel selection in Israel. References Berry, C. M., Sackett, P. R., & Wiemann, S. (2007). A review of recent developments in integrity test research. *Personnel Psychology*, 60, 271-301. Israeli Ministry of Industry, Trade & Labor. (1988). Employment (equal opportunities) law. Retrieved December 24, 2009, from www.tamas.gov.il.

A LONGITUDINAL STUDY OF THE PSYCHOLOGICAL IMPACT OF SELECTION TESTING: A CROSS CULTURAL STUDY

Stevens, B., *Monash University, Caulfield East, Australia*; Carless, S.A., *Monash University, Caulfield East, Australia*

Abstract: The aim of this research was to investigate whether participating in an employment selection process involving psychological testing had a significant effect on an applicant's level of test taking self efficacy and subjective well-being, and whether this effect differed between non English speaking background (NESB) participants and English speaking background (ESB) participants. An experimental design was used in which participants (N = 120) were required to take part in a one on one employment interview (Time 1), which was followed by a psychological testing (Time 2), and a selection decision was given (Time 3). The type of psychological testing was manipulated: no testing

(condition 1), cognitive ability test (condition 2 personality test (condition 3), and cognitive ability and personality tests (condition 4). Participants were surveyed at three time points: before the interview, after testing, and after the selection outcome was given. The type of test undertaken demonstrated no impact on test taking self efficacy or subjective wellbeing, however when cultural group was considered, test taking self efficacy scores were found to significantly differ between participants in the interview only group and those in the cognitive ability and personality testing group. A surprising finding was that individuals from a NESB had higher scores on test taking self efficacy at all three time points compared to those from an ESB, even when controlling for English language proficiency. At Time 2, there was an overall decrease in subjective wellbeing regardless of cultural group. For Time 3, testing group was found to impact on test taking self efficacy scores, with participants in the interview only group having lower scores than participants in the cognitive ability only test group. As hypothesised, participants who were given a job offer had higher scores on test taking self efficacy than those who were not given an offer. An interaction between test group and outcome group was also found. The hypothesis that cultural group would predict overall cognitive ability scores was not supported, however it was found that number of years in Australia did predict overall scores.

TAKING A CLOSER LOOK AT THE IMPACT OF CULTURE ON MULTI RATER FEEDBACK

Aggelen, J. van, *VU University Amsterdam, Amsterdam, The Netherlands*; Jansen, P.G.W., *VU University Amsterdam, Amsterdam, The Netherlands*; Dijkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*; Feltham, R., *Cubiks, Guilford, UK*

Abstract: Introduction Multi Rater Feedback (360? feedback) is common practice in most multinational organizations. According to the literature, the added value of using MRF lies in its a) (face) validity, and b) capacity to lead to behavioral change / personal growth of the subject (Church and Bracken 1997, Atwater, Waldman and Brett 2002, Brutus & Facteau 2003). However, empirical research also shows that the impact of MRF is not always positive (e.g. Atwater, Waldman and Brett 2002, Kluger and DeNisi 1996). Moreover, most previous studies have not taken cultural differences in MRF output into consideration (e.g. Atwater, Wang, Smither and Fleenor, 2009; Varela & Premeaux 2008, Shipper, Hoffman, & Rotondon 2007, Gillespie 2005, Rowson 1998). This research focuses on examining the impact of cultural differences on the

core of MRF: The gap or difference between one's self rating and the ratings' of others. Hypotheses Hofstede's framework (1980, 2002) formed the theoretical underpinning of the hypotheses that will be tested in this study: 1.The Gap between Self and Boss, and between Self and Reports will be bigger in high power distance cultures; 2.The Gap between Self and Peers will be smaller in more Collectivistic Cultures; 3.The Gap between Self and Others will be bigger in more Masculine Cultures; and 4.Self Ratings will be lower in Cultures that have a higher need to avoid uncertainty. Method This study will employ a data set of approximately 50.000 raters (5.000 subjects and their bosses, peers, and employees) with different nationalities (i.e., US, UK, Europe, Middle East, Africa, South America, Asia, and the Pacific). This data originates from from multiple MRF instruments. In the current study, data from these different subsets will be merged in order to calculate an average overall gap (i.e., the average self rating vs. the average rating of the different reviewer groups). Results & Discussion This study is part of a PhD thesis that will combine these overall findings with a more detailed analysis of the differences between the subsets of competences. We would like to invite the audience to take a critical look at our first findings

THE CONSTRUCT EQUIVALENCE OF A SOCIAL SKILL MEASURE FOR JOB APPLICANTS FROM DIVERSE CULTURAL BACKGROUNDS

Stanz, K., *University of Pretoria, Pretoria, South Africa*; Schaap, P., *University of Pretoria, Pretoria, South Africa*

Abstract: Social skills top the list of the abilities needed by workers. Teamwork, management of intercultural working teams, entrepreneurship, teleconferencing and mobile technology are 'buzzwords' for any employee working in today's output-driven working environment (Anonymous, 2001; Baron & Markman, 2000; Kock, 2003; Miller, 1999; Tarricone & Luca, 2002). Social skills have both a direct and indirect impact on business success (Tarricone & Luca, 2002). Research conducted in a variety of settings (Radley, in Miell & Dallos, 1996) has provided evidence that different cultures' definition of effective social skill do differ. Rogers-Adkinson (1997) noted that, what is regarded as respectful and outstanding social skills in one culture may be seen as disrespectful and poor social skills in another, because social behaviour is influenced by cultural background. Of significance here is the realisation that the norms and roles in terms of effective social behaviour may differ from culture to culture. When assessing for social skills in the work place, it is necessary

to note the cultural influence that group norms have on individuals' social behaviour. Therefore, of practical relevance is that measures of social skills should demonstrate construct equivalence (the construct measured have the same meaning for different cultural groups), before it will be possible to make valid comparisons between the culture groups. The aim of this study was to determine the construct equivalence of a locally developed social skill self-report measure known as the 'Sociability Index' for entry-level job applicants from diverse cultural backgrounds in the public safety and security sector of South Africa. A convenience sample of 1 946 respondents was drawn for the analysis of the English version of the Sociability Index. Exploratory- and confirmatory factor analytic techniques were used to determine the intercultural equivalence of the sociability and the a-sociability constructs underlying the Sociability Index. The results revealed that the constructs of this index are equivalent for different cultural in groups in South Africa.

Presentations: Organizational Commitment

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (15:00-16:15)

Chair: Conway, N., *Birkbeck, University of London, London, UK*

VOLUNTARY LABOUR SUPPLY – PREDICTORS OF SHORT AND LONG-TERM VOLUNTARY ENGAGEMENT IN AUSTRIAN HOSPICE SERVICES

Schusterschitz, C., *UMIT-University for Health Sciences, Medical Informatics and Technology, Hall in Tirol, Austria*; Leiter, M., *University of Innsbruck, Innsbruck, Austria*; Thöni, M., *UMIT-University for Health Sciences, Medical Informatics and Technology, Hall In Tirol, Austria*

Abstract: Introduction Volunteering is indispensable for a functioning health care system. Thus, within the Austrian Hospice services, 2.572 volunteers compared to only 543 fully paid employees contribute to the provision of Hospice services (Hospiz sterreich, 2007). Linked to that fact is the question of what determines the willingness to volunteer and what sustains voluntary engagement over time. This question has been addressed by economic and psychological researchers, with both of them however largely neglecting the other's insights. Against that background, the

work at hand aims at simultaneously testing the explanatory power of psychological as well as economic variables in predicting short (weekly hours) and long term (tenure) voluntary engagement. Method To meet our research aim, hospice volunteers of three Austrian federal states (N=270) were surveyed by means of a questionnaire comprising of items addressing both, psychological as well as economic, variables. Psychological variables were assessed by means of the Scales of the Attitude Structures of Volunteers. (Bierhoff, Schlken & Hoof, 2007). Economic variables were assessed based on a volunteer questionnaire by Pruckner et al. (2007). Results Regression analyses imply that psychological and economic variables determine voluntary engagement. However, different variables account for short and long-term voluntary engagement. Short-term engagement is (highly) significantly predicted by receipt of a nonmonetary compensation, the perception of volunteer work as leisure, former experience with death, caring a care-dependent person and felt social responsibility. Long-term voluntary engagement in contrast is (highly) significantly dependent on age, regularly attendance of religious services, volunteers' need for social attachment, appreciation and self-experience. Additionally the experience of volunteerism as a meaningful compensation for paid work and felt political responsibility contribute significantly to the prediction of sustained volunteerism. Conclusions Current findings imply that depending on whether the focus is on short or on long term voluntary engagement, different measures have to be considered by human resource managers. In terms of supporting the current activity level for example, nonmonetary compensations seem promising. Regarding tenure of hospice volunteers, providing group experiences are one aspect that deserves attention.

HOW DO CAUSAL PERCEPTIONS IMPACT ON ORGANIZATIONAL ATTITUDES?-THE MEDIATED INFLUENCE OF HOSTILE ATTRIBUTIONAL STYLE ON ORGANIZATIONAL COMMITMENT

Pan, Jing-zhou, *Renmin University, Beijing, China*; Zhou, W., *School of Labor and Human Resources, Renmin University of China, Beijing, China*; Lv, C., *School of Labor and Human Resources, Renmin University of China, Beijing, China*

Abstract: Organizational commitment is considered a useful measure of organizational effectiveness, which has the potential to predict organizational outcomes (Meyer & Allen, 1997). Although past researches have investigated the influential factors of organizational commitment, little attention has been given to the

importance of causal perceptions (i.e., attributions). Because attributions for workplace outcomes appear to influence job-related attitudes (e.g., Campbell and Martinko 1998), it follows that these causal perceptions might affect organizational commitment. At least one empirical study found evidence of an association between organizational commitment and the attribution style (Furnham 1992). However, our understanding of this relationship is largely undeveloped. For one thing, the influence mechanism has not been discussed. For another, they don't consider the influence of 'hostile' attributions. Recent researches have indicated that these attributions can have an especially strong negative impact on individuals' emotions and behaviors (e.g., Douglas & Martinko 2001). Hostile attributions are defined as tendencies to attribute negative outcomes to external and stable factors (Douglas & Martinko 2001). Employees with a pronounced hostile attributional style would tend to exhibit negative emotional and behavioral reactions (Weiner 1985). Leaders as the spokesmen of the organization, contact with employees directly and frequently. Hostile attributions may lead to a lower quality of leader-member exchange relationship, which can influence organizational attitude (e.g., Allen & Meyer 1990). But how does the person-person relationship change into person-organization relationship? Perceived organizational support and psychological empower are considered as the mediated variables to predict organizational commitment. Lots of researches have shown that both of perceived organizational support and psychological empower are closely related to organizational commitment. So a theoretical model is developed in which LMX is predicted to mediate the relationship between hostile attributions and affective commitment and POS and psychological empowerment are predicted to mediate the relationship between LMX and affective commitment. Data were collected from 423 individuals from four organizations in China. Results of structural equation model analysis supported the hypothesized model, suggesting that hostile attribution styles are an important predictor of both of LMX and organizational affective commitment.

CORRELATIONS BETWEEN BANK EMPLOYEES' ORGANIZATIONAL COMMITMENT AND THE ORGANIZATION LEVEL FACTORS

Karamushka, L.M., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*; Andreyeva, I., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*

Abstract: Introduction. An important psychological determinant of effective work of organizations in to-

day's global economic crisis is employees' organizational commitment. Unfortunately, bank employees' organizational commitment has been insufficiently investigated in Ukraine. Objective. To analyze correlations between the levels of bank employees' organizational commitment, on the one hand, and levels of their knowledge about organizations' aims and values, and the administration's care about employees, on the other. Method and design. The investigation was performed on the sample of 306 bank employees in Donetsk region in 2009 using G. Grub - R. Dunham - M. Kastanieda Organizational Commitment (adapted by L. Karamushka, I. Andreyeva), R.B. Shaw Understanding of Company Aims, and R.B. Shaw Administration's Care about Personnel. Results. 1. Levels of bank employees' organizational commitment were found to statistically significantly correlate with the following mezzo-level factors: ?) employees' knowledge about organizations' aims and values correlated ($? < 0.01$) with their commitment due to the sense of duty: the better the employees were informed, the stronger was their commitment; ?) levels of the administration's care about employees correlated ($? < 0.001$) with strength of their emotional commitment: the strongest employees' emotional commitment was found in the organizations with average levels of administration's care about them. ?) levels of the administration's care about employees correlated ($? < 0.01$) with employees' commitment due to the sense of duty: the least developed commitment due to the sense of duty was observed in the least informed employees and the most developed - in the most informed ones. Conclusion. The obtained findings can be helpful in the work of bank administrations and psychologists aimed at enhancing employees' organizational commitment.

UNIT LEVEL LINKAGES BETWEEN EMPLOYEE COMMITMENT TO THE ORGANIZATION, CUSTOMER SERVICE DELIVERY AND CUSTOMER SATISFACTION

Conway, N., *Birkbeck, University of London, London, UK*; Briner, R.B., *Birkbeck, University of London, London, UK*

Abstract: The service profit chain model identifies customer satisfaction as a critical intervening variable between employee attitudes, their customer service behavior and organizational outcomes. Customer satisfaction has been extensively researched and found to relate to customer behaviors such as customer retention/defection and eventually to service firms' financial outcomes. It is therefore important to understand which employee attitudes influence customer satisfaction, and how they do so. We focus on the employee

attitude of organizational commitment. We know little about what mediates the relationship between organizational commitment and customer satisfaction or if such as relationship exists. We propose a model in which the relationship between unit-level organizational commitment and customer attitudes is not direct but mediated via customer-relevant employee behaviors including queuing time, serving time, and service quality. We conducted a longitudinal unit-level analysis ($N = 39$) in a UK public sector organization where we aggregated data capturing employee organizational commitment (N over 800 at two time points), customer satisfaction (N over 1200 at two time points), and customer service behavior drawn from organizational records. Our model received good support from basic tests of the predictive associations between unit-level organizational commitment, customer relevant employee behaviors, and customer satisfaction; in fact, the effect size were much larger than typically found in individual level studies of organizational commitment. Organizational commitment was not, however, found to be an important predictor in more rigorous analyses examining change in variables over time. The findings as a whole suggest that organizational commitment is a feature of units delivering fast, quality service, but we cannot conclude it to have a causal role. A major implication of our findings for future research into organizational commitment and customer service delivery and unit-level performance studies more generally is that study designs that only examine organizational commitment as a predictor of outcomes may result in misleading conclusions. In terms of managerial implications, until more research using better quality designs are conducted, it is too early to make causal claims about the causal impact of unit-level organizational commitment on customer service behaviors and customer reactions, as its impact was negligible based on more rigorous analyses.

RELATIONSHIP BETWEEN QUALITY OF WORK LIFE DIMENSIONS AND ORGANIZATIONAL COMMITMENT COMPONENTS AMONG CEMENT INDUSTRY EMPLOYEES.

Mehdad, A., *Islamic Azad University Khorasgan Branch, Esfahan, Iran*; Mahdavi rad, N., *Islamic Azad University Khorasgan Branch, Esfahan, Iran*; Golparvar, M., *Islamic Azad University Khorasgan Branch, Esfahan, Iran*

Abstract: The main purpose of this research is to study the relationship between quality of work life dimensions with components of organizational commitment among one of the Cement industry employees in Iran. For this purpose, of a statistical population of 1000, 280 were

selected randomly. A set of questionnaires consisted of quality of work life (Walton, 1973), organizational commitment (Meyer, 1990) administered in this study. The results indicated that there are significance relationship between fair and satisfactory payment, continuous growth and security, opportunities to grow, and Developing human capabilities with the three component of organizational commitment -Affective, Continues, Normative - ($p < 0.01$). Moreover, for other quality of work life dimensions and organizational commitment components these results were observed: there are significance relationships between healthy and secure workplace, affective and normative commitment ($p < 0.01$). As well, there are significance relationship between respect to organizational rules, unity and social cohesiveness, and normative, and continues commitment ($p < 0.01$). Also, stepwise regression Analysis results indicated that, from the quality of work life dimensions, merely fair and satisfactory payment was able to predict the affective commitment, fair and satisfactory payment along with Developing human capabilities and respect to organizational rules were able to predict the continues commitment. Moreover, fair and satisfactory payments along with developing human capabilities were able to predict the normative commitment. Finally, fair and satisfactory payments along with developing human capabilities were able to predict the general organizational commitment.

Meet the Editors I: Everything You've Always Wanted to Know about Publishing and Reviewing

Location: 0.8 Rome (15:00-16:15)

Chair: Truxillo, D., *Portland State University, Portland, OR, USA*

ASSOCIATE EDITOR, JOURNAL OF MANAGEMENT

Truxillo, D., *Portland State University, Portland, OR, USA*

EDITOR, JOURNAL OF MANAGEMENT

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EDITOR, ORGANIZATIONAL PSYCHOLOGY REVIEW

Knippenberg, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*

EDITOR JOURNAL OF PERSONNEL PSYCHOLOGY

Dick, R. van, *Goethe University, Frankfurt, Germany*

Presentations: Job Design, Job Demands and Job Resources

Main topic area: Health and Interventions

Location: 0.9 Athens (15:00-16:15)

Chair: Bolton, L.E., *Leeds University Business School, Leeds, UK*

EMERGING ISSUES IN JOB DESIGN: EXPLORING THE DIMENSIONS OF JOB CRAFTING

Bolton, L.E., *Leeds University Business School, Leeds, UK*; Hughes, H.P.N., *Leeds University Business School, Leeds, UK*

Abstract: Traditional approaches to job design (e.g. Hackman & Oldham, 1976) have focused on the management-led (top-down) assignment of roles, yet it is increasingly recognised that individuals themselves play a role in shaping the design of their jobs through the process of job crafting (e.g. Wrzesniewski & Dutton, 2001). According to job crafting theorists, workers may redefine, modify and/or renegotiate the cognitive, physical and relational boundaries of their job roles and duties to enhance their identity, meaning or the purpose of their work, by for example, adding or

dropping a particular task, by modifying the actual or perceived content of their work or the way that a task is accomplished, or by altering the relational boundaries of their social networks. Central to the notion of job crafting, is that job crafting is a continuous process, that is not necessarily approved by the organisation in which they work. To date, however, there have been few empirical studies on job crafting, and many questions remain unanswered related to the antecedents and consequences of crafting, and the interplay between the different crafting facets. The aims of this project are therefore to build on existing theory by exploring the antecedents (barriers and facilitators - such as workload and control) and consequences of crafting in individuals experiencing systematic organisational (top-down) changes to their job design. The study comprises three case studies conducted in a multi-national engineering organisation, and capitalises on a major organisational change programme being conducted within the organization. Initial data collection on current job crafting behaviours has begun, employing mixed methods, including interviews, questionnaires and social network analysis. Further data from the time-two data collection will be available by May 2011 to enable comparisons to be made across time points and case studies. With rapidly evolving business environments, a rejuvenation of job design research is essential if Occupational Psychologists are to continue to impact meaningfully on employee productivity, satisfaction and wellbeing. This research begins to explore the role that individuals play proactively in the job design process, and is intended to generate questions for future exploration. Full references will be provided in the presentation.

LINKING JOB DEMANDS AND RESOURCES TO WORK-UNIT PERFORMANCE: THE MEDIATING ROLE OF WORK-UNIT RESILIENCE

Meneghel, I., *Universitat Jaume I (Castelló), Castellón De La Plana, Spain*; Martinez, I.M., *Universitat Jaume I (Castelló), Castellón de la Plana, Spain*; Salanova, M., *Universitat Jaume I (Castelló), Castellón de la Plana, Spain*

Abstract: Work-units are becoming increasingly embedded in organizational structures and they are every day exposed to changing and demanding working conditions. However, the variability of responses in terms of work-units performance is due to the different ability in rebound from stressful situation and pursuing well-being. The resilience of work-units could play an important role in these processes because it recognizes the need for flexibility, adaptation and improvisation

in situations characterized by change and uncertainty, and for that may promote growth of work-units performance. The current study examines the mediating role of work-unit resilience in the job demands-resources and work-unit performance prediction relationship. Employees (N=519) nested on 58 work-units and 12 Small-and-Medium Enterprises (SME) (74% of them belonged to the service, 22.5% to the industry and 3.5% to the primary occupational sectors) provided information about shared perceptions of work-unit's job demands (i.e., quantitative overload, role ambiguity and role conflict), job resources (i.e., social support and work-unit coordination), work-unit resilience and performance (i.e., in-role and extra-role). Structural equation modeling analyses at the work-unit level were performed using aggregated scores and show that results are consistent with a full mediation model in which low job demands and high job resources predict work-unit resilience, which in turn positively predicts work-unit performance. Implications of the study are discussed, together with limitations and suggestions for future research.

LEADERS AS RESOURCE MANAGERS: INTEGRATING JOB DEMANDS-RESOURCES MODEL INTO LEADERSHIP RESEARCH

Goepfert, A.-L., *Ruhr-University, Bochum, Germany*;
Zimolong, B., *Ruhr-University, Bochum, Germany*;
Gurt, J., *Ruhr-University, Bochum, Germany*

Abstract: Although there is a strong evidence indicating a substantial impact of leadership on health related variables such as well-being or strain, it remains unclear, in which way leadership may affect employee health. The present study sheds light on these mechanisms by examining the impact of leadership on the emergence of organizational resources, job demands and on employees' well-being and work strains. Taking into account recent research, we combined leadership with a job demands-resources model. According to this model, resources are expected to reduce job demands and thereby reducing the impact on strain and well-being. Resources may result from the job itself, the social environment or team, and the organization. Leaders are regarded to have influence on both, job demands and resources, and consequently on employee's well-being. Our study empirically tested a multi-mediator model, linking leadership to three groups of resources, i.e. job autonomy (decision latitude), social support by colleagues and health promoting culture, qualitative and quantitative job demands, and indicators of employee well-being (irritation; fatigue). Data collection took place in 13 local tax offices in North Rhine-

Westphalia using the Occupational Health and Safety Questionnaire (FAGS-BGF) questionnaire. 1,513 responses from employees were gathered equalling a response rate of 47,8%. In order to test direct and mediated effects, structural equation modeling (SEM) was applied. Results indicate that the impact of leadership was fully mediated by social support, job control and a health promoting culture, which in turn reduced perceived job demands on the one hand, and irritation and fatigue on the other hand. Furthermore, leadership had a direct beneficial effect on the degree of fatigue, however, not on irritation. There was no direct effect of leadership on job demands. These results imply that leaders' main impact is on resources. By promoting organizational resources leaders can influence job demands and consequently employees' well-being and health. Organizations should incorporate strategies providing leaders with enough latitude to conserve and develop such resources.

BEST PRACTICES FOR IMPROVING WORKING CONDITIONS AMONGST NURSES: A MULTI-FOCI AND MULTI-METHOD PERSPECTIVE

Gérimont, C., *University of Liege, Liege / Angleur, Belgium*; Bidee, J., *Vrije Universiteit Brussel, Brussel, Belgium*; Hansez, I., *University of Liege, Liege / Angleur, Belgium*; Pepermans, R., *Vrije Universiteit Brussel, Brussel, Belgium*; Nyssen, A.-S., *University of Liege, Liege / Angleur, Belgium*

Abstract: Background: Shortage of staff in nursing is established in several European countries (European project NEXT, 2001), including Belgium (Stordeur, Hubin & Leroy, 2001). Results from the PRESS-NEXT survey point that in Belgium 10% of nurses were often intended to quit the profession and 15% intended to frequently change of care setting. These problems concerns the whole healthcare sector (hospitals, nursing homes (and care) and home care). Objective: Job stress and ergonomic issues in nursing are already well documented in the scientific literature. However there are few studies about the best practices that should be applied in care settings to counteract these factors and to improve working conditions. Yet such research is necessary to avoid exit and turnover in this occupation. The aim of this research, supported by Department of Public Health in Belgium, is to identify best practices used in care settings to reduce the most representative and problematic physical and mental working conditions of nurses in Belgium. Methodology: This research is based on a multi-foci and multi-method design and was developed in five stages in the whole healthcare sector : (1) inventory of scientific literature on

best practices; (2) focus-groups including nurses and nursing managers to collect effective and applied best practices in care settings and to complete the state-of-the-art; (3) a large web survey about the best practices which was addressed to nursing managers and free-lance district nurses; (4) interviews with nurses to improve our understanding of recommended best practices and to validate the findings from the web-survey; (5) a Delphi procedure (including experts in nursing) to validate our recommendations. Result: Ten topics were identified as critical: infrastructure, job positions and physical workload, temperature, work pressure, productive working time, collaboration between doctors and nurses, quality of care, team work, training of newcomers and the use of standardized forms for patients. Among these themes, we identified best practices that are effective and are perceived by nurses as a priority in order to improve their working conditions. The full results of best practices for each of the 10 problematic topics will be presented and discussed.

STAGES OF HEALTH BEHAVIOUR CHANGE AND JOB DEMANDS

Hinrichs, S., *University Duisburg-Essen, Duisburg, Germany*

Abstract: Stage theories are used to investigate stage-specific interventions for health-protective behaviour. Stage theories of health behaviour change construe discrete, qualitatively different stages. Interventions can either be matched or mismatched for each stage. Compared with mismatched interventions matched interventions are more successful to promote movement into the next stage. Mismatched interventions have either no effect or give irrelevant information that might cause reactance or incomprehension in the individual. Stage theories, however, might have the ability to categorise work groups regarding the individual stage of the group members and select promising stage-based interventions. Objectives: Employees and supervisors should be categorized in stages of health behaviour change. For a better understanding and investigating of matched interventions the relation between the stages of health behaviour change, job demands, work control, stressors and social support should be examined. Method: A questionnaire study was carried out to measure the current stage of health behaviour change (precontemplation, contemplation, action, maintenance) of employees for different aspects of health behaviour (health risks, health problems ect.) in different German companies. The questionnaire also assesses job demands, work control, stressors and social support. A second questionnaire was applied to

measure the current stage of behaviour change of supervisors. The questionnaire also contains the current stage of behaviour change to promote their employees' health. Result: Employees and supervisors can be categorized in stages of health behaviour change. The stages predict the level of job demands in a linear way. Work control and social support are high in precontemplation and action stage. Stressors are high in contemplation and maintenance stage. Conclusion: The results show that employees and supervisors can be categorized in stages of health behaviour change. The relationship between the stages and job demands, job control, stressors and social support will be helpful to choose stage-specific interventions

Symposium: Work engagement II: New Frontiers

Main topic area: Employee Well Being

Location: 2.1 Colorado (15:00-16:15)

Chair: Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: During the past decade, research has shown that engaged employees contribute to their organizations in many ways. Employees who are full with energy and dedicated to their work are creative, productive, and social. Yet, the field of work engagement is still in its infancies, and in need of innovative approaches. What's new in research on work engagement? This symposium crosses international and scientific borders to share recent, innovative knowledge on engagement. It includes four papers from four countries that use original approaches of the concept of work engagement. The first contribution by Albrecht is qualitative and investigates managers' perspectives on engagement. The results highlight gaps in our knowledge of work engagement, so that the paper identifies important avenues for future research. The second contribution by Gordon and her colleagues concerns a daily-diary study on the impact of trait work engagement on daily decision making and performance. Among others, results suggest that engaged employees make intuitive decisions that have a positive impact on their contextual performance. The third contribution by Seppälä et al. addresses the relationship between work engagement and physiological health outcomes. Is engagement related to healthy cardiac autonomic activity? The fourth and final contribution concerns a study by Torrente and his colleagues. They examine multilevel antecedents of team-level work engagement, and investigate the link with supervisor-ratings

of employee performance. The studies presented in this symposium use various operationalizations of work engagement (state engagement, team-level engagement) and suggest new pathways for future research. In his general discussion, Wilmar Schaufeli will discuss the implications of the findings for theory and research on work engagement.

WHEN PRACTICE MEETS SCIENCE: A QUALITATIVE INVESTIGATION OF MANAGER PERSPECTIVES ON ENGAGEMENT

Albrecht, S., *Monash University, Caulfield East, Australia*

Abstract: While the practice and the science of employee engagement continue to run on largely separate paths, the science of engagement continues to evolve with ongoing incremental refinements to existing models and measures. This qualitative study aimed to help map the extent of the science-practice divide and to further inform the content of the science and the practice of employee engagement. Interview data obtained from 51 senior operational and human resource managers of a large multi-national mining company revealed that, while there is considerable overlap in the way that scientists and practitioners view the nature and the drivers of employee engagement, there are also key differences. The interview data suggested that 'focused energy' and 'alignment with organizational goals' should further be recognized as key attributes of engagement within the academic literature. The results also suggested that the Job Demands-Resources model might usefully further focus on the influence of leadership both as an organizational and job resource, and, in line with calls from the academic literature, further recognize the differential influence of both challenge demands and hindrance demands on employee engagement. The importance of attending to the influence of a 'climate for engagement' was also highlighted as was the need for a reciprocal or two-way partnership between management and employees. Study limitations and future opportunities to further merge the science and the practice of employee engagement are outlined.

DOES WORK ENGAGEMENT PREDICT DECISION-MAKING AND PERFORMANCE ON A DAILY BASIS?

Gordon, H., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Bipp, T., *Technische Universiteit Eindhoven, Eindhoven, The Netherlands*

Abstract: As baby-boomers seek medical care, there is a need to understand and improve the well-being of professional health-care workers. This study explores the daily effects of professional health-care workers' job characteristics (i.e., job demands/resources) and trait work engagement on their daily decision-making (i.e., analytical/intuitive). In addition, we examine how health-care workers' daily decisions and trait work engagement influence their daily performance (i.e., task/contextual). Participants filled-in a questionnaire and a daily diary for five consecutive days. Results reveal that analytical decision-making mediates the relationship between job demands and in-role performance, and that intuitive decision-making mediates the relationship between job demands and (task and contextual) performance. Additionally, trait work engagement was found to have direct effects of analytical decision-making while also moderating the relationship between intuitive decision making and contextual performance. The latter relationship was stronger for those high on work engagement compared to their counterparts low on work engagement. The results suggest that daily job demands influence professional health-care workers' decision-making (i.e. mainly analytical), which in-turn affects their performance. Analytical decision-making seems to enhance task performance as expected, while intuitive decision-making stimulates not only contextual performance, but also task performance. Work engagement leads health-care professionals to make analytical decisions while also explaining why those high on work engagement make intuitive decisions that have positive effects on their contextual performance.

IS WORK ENGAGEMENT RELATED TO HEALTHY CARDIAC AUTONOMIC ACTIVITY?

Seppälä, P., *University of Helsinki, Finland*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Kinnunen, M., ; Feldt, T., *University of Jyväskylä, Jyväskylä, Finland*; Juuti, T., ; Tolvanen, A., *University of Jyväskylä, University of Jyväskylä, Finland*

Abstract: Recent studies have shown that work engagement, a construct indicating individuals' positive well-being at work, is connected to psychosomatic and physical health. However, thus far there is no knowledge on how work engagement relates to physiological health outcomes. The present study investigated whether work engagement is related to, and can explain healthy cardiac autonomic activity as indicated by decreased heart rate (HR, i.e., sympathetic and parasympathetic activity) and increased high frequency power of heart rate variability (HFP, i.e., parasympathetic

activity). The study was conducted among Finnish female cleaning workers ($n = 30$) in a daily life setting over an ambulatory monitoring period of two consecutive working days and two preceding nights. To control for the influence of the individual level of HRV, residualized change between mean values of night and work period HR and HFP were utilized as dependent variables in hierarchical linear regression analyses. Analyses revealed that work engagement was, as hypothesized, negatively related to HR and positively related to HFP. Furthermore, work engagement accounted for an additional 19% of the variance explained in HFP, after controlling for age, body mass index, physical fitness, and medication. It is notable that these control variables usually have an important influence on HR and HRV. However, the explanation rate for HR did not reach statistical significance. In conclusion, the findings suggest that a link exists between work engagement and healthy cardiac autonomic activity, especially increased parasympathetic activity. Thus, in daily life, work engagement seems to be connected to something as complex as parasympathetic activity, which might be a mediator of the relationship between work engagement and physical health.

ENGAGED ORGANIZATIONS? LOOKING FOR MULTI-LEVEL ANTECEDENTS AND CONSEQUENCES OF COLLECTIVE WORK ENGAGEMENT

Torrente, P., *WONT Research Team, University Jaume I, Spain*; Salanova, M., *WONT Research Team, University Jaume I, Spain*; Llorens, S., *WONT Research Team, University Jaume I, Spain*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: The study of work engagement is a traditional topic in Occupational Health Psychology. Despite its relevance, the vast majority of scholars have focused on work engagement at the individual level. The current study contributes to our understanding of collective work engagement (i.e., team and organizational work engagement) using aggregated data at work-unit and enterprise levels of analysis following the HERO Model (HEalthy & Resilient Organizations Model) as the theoretical framework. The sample was composed by 3701 customers, 1754 employees nested in 308 teams, and 308 supervisors – all nested in 73 Small-and Medium Enterprises. Results of path analysis and hierarchical linear modeling show that: (1) team work engagement plays a mediating role in the relationship between social resources (i.e., team work) and in-role performance (as measured by the supervisor), aggregated at the team level; (2) employees'

perceptions of team work engagement mediates the relationship between psychosocial health strategies and customer loyalty (as indicated by the customer), aggregated at the organizational level; (3) there is a cross-level effect of psychosocial health strategies on team work engagement controlling for social resources (i.e., team work). These findings support the need for understanding work engagement at higher-order levels of analyses (i.e., team and organizational work engagement).

DISCUSSANT

Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Roundtable on Europsy

Location: 2.14 Amazon (15:00-16:15)

Chair: Zappala, S., *University of Bologna, Bologna, Italy*

PANELISTS

Roe, R.A., *Maastricht University, Maastricht, The Netherlands*; Peiró, J.M., *University of Valencia, Valencia, Spain*; Depolo, M.D., *University of Bologna, Bologna, Italy*; Vartiainen, M., *Aalto University School of Science and Technology, Espoo, Finland*

Symposium: Aging at work I: Effect upon Work Motivation and Sustainability of our Ageing Workforce.

Main topic area: Labor Market Issues

Location: 2.7 Meuse (15:00-16:15)

Chairs: Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Heijden, B.I.J.M. van der, *Radboud University Nijmegen, Nijmegen, The Netherlands*

Abstract: In view of the world-wide graying and dejuvenization of the workforce (De Lange, Van Yperen, Van der Heijden, & Bal, 2010), we are facing a scenario that presents critical challenges for numerous stakeholders (e.g., managers, politicians, and employees) across industries and countries (Van der Heijden, De Lange, Demerouti, & Van der Heijde, 2009). One

such challenge is that companies will have to rely increasingly on the contribution of older employees. Although this group of workers has attracted considerable research interest during the past decades, age-related HRM policies still have not been translated into sound career development practices aimed to motivate and retain aging workers (Kooij, De Lange, Jansen, & Dikkers, 2008). Moreover, many researchers agree that aging is not simply an effect of time, as time does not directly measure the changes we all experience (Arking, 1998). Age or aging can better be portrayed as a multi-dimensional process that is not easy to capture within one single definition, and refers to many changes in biological, psychological as well as social or even societal functioning across time (Kanfer & Ackerman, 2004; De Lange, Taris, Jansen, Smulders, Houtman, & Kompier, 2006). In this 'Aging at Work' symposium (which is linked to 2 other 'Aging at Work' symposia), we will therefore pay more attention to underlying age-related processes that influence the decision to retire or to (continue) working. The main objective of this symposium is to determine which factors may enhance workers' sustainability throughout the career span. As such, we aim to contribute to the literature on a life-span developmental perspective towards work and careers. More specifically, we will pay attention to: a) the role of congruency between explicit and implicit motives at work (Thielgen and colleagues), b) the impact of time or retirement perspective (Wessels and colleagues) upon work motivation and motivation to continue work, c) the effect of (self-perceived) employability (Peeters and colleagues) upon the intention to continue working, d) the importance of psychosocial age measures in the light of retirement intentions and behaviors (Furunes and colleagues), and e) determining the importance of antecedents of work ability (Mykletun and colleagues).

OLDER BUT WISER: DO OLDER WORKERS REPORT HIGHER CONGRUENCY BETWEEN EXPLICIT AND IMPLICIT MOTIVES AT WORK?

Thielgen, M., *Westf. Wilhelms-Universität Münster, Germany*; Rauschenbach, C., *Westf. Wilhelms-Universität Münster, Germany*; Krumm, S., *Westf. Wilhelms-Universität Münster, Münster, Germany*; Hertel, G., *Westf. Wilhelms-Universität Münster, Germany*

Abstract: The model of dual motives posits two independent motive systems, i.e., implicit motives and explicit or self-attributed motives, which are evident in (at least) three types of motives: achievement, affiliation and power (McClelland, Koestner & Weinberger,

1989). Within this framework, implicit-explicit motive congruency (I-E fit) has been related to depletion of volitional strength and decreased psychological well-being, also in the work context (e.g., Kehr, 2004). However, age differences in the I-E fit have been neglected so far. Building on theories on self-regulation and personal growth across the life-span (e.g., Heckhausen, Wrosch, & Schulz, 2010), we expect that the I-E fit should increase with age due to self-selection and learning processes. In the current study, a total of $N = 1,371$ employees (17-75yrs., $M = 42.6$ yrs, $SD = 10.8$ yrs) representing a broad range of occupations were surveyed using an internet-based panel in two waves. The study provides two main results. First and in line with our hypothesis, middle-aged workers showed a higher I-E fit as compared to younger workers. Secondly, however, older workers' I-E fit was not higher but lower as compared to middle-aged workers. Further analyses suggest that the latter effect might be due to older workers' lower scores in explicit motives, while implicit motives were at similar levels as compared to middle-age workers. Older workers seem to devalue their explicit motives while their implicit motives remain the same. Thus, the surprising decrease in older workers' I-E fit might be a consequence of an over-adjustment to the closing end of their occupational time. Indeed, future job time perspective (FTP) was positively related to I-E fit, showing that low I-E fit was correlated with a relatively short FTP. In a second survey wave two months later, the effects of I-E fit and age were assessed on important organizational outcome variables such as job satisfaction, affective commitment, and organizational citizenship behavior. Together, the results of the study suggest the necessity to consider implicit and explicit motives and their interaction in order to implement age sensitive HR strategies.

WHAT ABOUT TIME? THE EFFECTS OF AGE-RELATED FACTORS ON WORK MOTIVATION

Wessels, M.M., *Radboud University, Nijmegen, The Netherlands*; Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Heijden, B.I.J.M. van der, *Radboud University, Nijmegen, The Netherlands, Nijmegen School of Management, Institute for Management Research, The Netherlands, Open University of the Netherlands, University of Twente, The Netherlands*; Kooij, D.T.A.M., *Tilburg University, The Netherlands*; Jansen, P.G.W., *Management and Organisation VU University Amsterdam, The Netherlands*; Dikkers, J.S.E., *Management and Organisation VU University Amsterdam, The Netherlands*

Abstract: Introduction. The objectives of this empirical study were to examine: i) the effect of a new theoretically meaningful concept, that is, retirement perspective (i.e., the perception of time till one's retirement in terms of perceived goal opportunities); ii) the added value of including time perspective and, more general, psychosocial age measures, over and above chronological age, in predicting intrinsic and extrinsic work motivation; and iii) in predicting motivation to continue to work as one ages. Method and Results. The results of an on-line survey among a sample of 172 Dutch transport workers showed a positive relationship between 'focus on opportunities', on the one hand, and intrinsic and extrinsic work motivation, on the other hand. Retirement perspective appeared to be positively related to intrinsic and extrinsic work motivation, yet, negatively with motivation to continue to work. Limited support was found for the influence of chronological age upon work motivation measures (only significantly related with intrinsic work motivation). Discussion. These results reveal the importance of including other age operationalisations than Calendar Age in predicting the motivation to (continue) work. Theoretical as well as practical implications of these new findings are discussed.

THE RELATION BETWEEN EMPLOYABILITY PERCEPTIONS AND THE INTENTION TO CONTINUE WORKING AMONG OLDER WORKERS

Peeters, M.C.W., *Utrecht University, Utrecht, The Netherlands*; Heijden, B.I.J.M. van der, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Graaf, S. de, *Utrecht University, Utrecht, The Netherlands*

Abstract: Due to the greying of the workforce, most European countries are developing different strategies to keep older employees at work. In the Netherlands, recent government proposals aim to limit the possibilities for early retirement and, at the same time, increase the official retirement age from 65 to 67 years. It is herewith more and more important to gain insight in the motivation and ability of older people to remain longer in the workforce. In this study, among Dutch employees of 45 years and older, the central question is to what extent employability perceptions relate to one's intention to remain longer in the workforce. Employability is defined as the ability to stay employed, within or outside one's current organization, and with regard to future prospects. As such it is an umbrella construct with multiple relevant subdimensions, such as occupational expertise, anticipation and optimization, personal flexibility, corporate sense, and balance (Van der Heijde & Van der Heijden, 2006). Additionally, it

is examined to what extent factors on the individual level (i.e. participation in training and education) job level (i.e., the learning value of the job), and the organizational level (i.e. career management) play a significant role in the light of employability enhancement among this category of employees. The results show that the employability dimension 'personal flexibility' is the most important predictor of the intention to remain longer in the workforce. Our results also indicate that 'learning value of the job' and 'participation in training and education' are important antecedents of one's employability. The main conclusion of this study is that older employees, by means of training and education in adjacent or new expertise areas, report a higher amount of personal flexibility, which positively adds to their intention to remain longer in the workforce. This outcome implies that a broader development is favourable in the light of a possible increase of the retirement age.

IS DISCREPANCY BETWEEN CHRONOLOGICAL AGE AND SUBJECTIVE (PSYCHOLOGICAL) AGE A PREDICTOR FOR RETIREMENT INTENTIONS AND BEHAVIOR?

Furunes, T., *University of Stavanger, Norwegian School of Hotel Management, Stavanger, Norway*; Mykletun, R.J., *University of Stavanger, Norwegian School of Hotel Management, Stavanger, Norway*; Solem, P.R., *Norwegian Social Research, Oslo, Norway*; Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, Norway*

Abstract: In most countries retirement ages are given by regulations or agreements related to chronological age alone. However, the fixed-retirement age-limit practice has been questioned, as previous research has suggested that ageing is a multi-dimensional process that can hardly be described by calendar age as the single measure (De Lange, et al., 2006; Schalk, et al., 2010). De Lange et al.'s (2006) therefore proposed a model of five different ages; namely, chronological age, functional age, psychological age, organizational age and life-span age. Of these, chronological age, functional age, and psychological age are of particular interest in this study. However, retirement decisions have also been shown to depend upon gender (Talaga & Beehr, 1995), length of education, and health (Allebeck & Mastekaasa, 2004). Health has also been used as a measure of functional age (De Lange et al., 2006), and is central to the concept of work ability (Ilmainen, 2009). In this study we hypothesized that psychological age predicts retirement intentions better than chronological age. Panel data based on the Norwegian NORLAG study 1-2 including 686 respondents aged 50-61,

were used. Dependent variables were retirement intentions at T1, (2002/2003) and retirement behavior at T2 (2007/2008). Independent variables were psychological age, education, health, job satisfaction, leadership, and chronological age, as measured at T1. Multiple regression was used for predicting retirement intentions and retirement behavior. The prediction model explained 30 percent of the variance in retirement intentions. The significant predictors were psychological age ($\beta = .08$, $p < .01$), education ($\beta = .14$, $p < .001$), health ($\beta = .15$, $p < .001$), job satisfaction ($\beta = -.17$, $p < .001$), and chronological age ($\beta = .47$, $p < .001$). The effect of psychological age disappears when controlled for chronological age. The hypothesis is falsified as subjective age correlates moderately (.48) with chronological age. Actual retirement behavior is currently being analyzed and will be reported at the conference.

THE RELATIONSHIPS BETWEEN WORK ABILITY AND "THE WORK ABILITY HOUSE" – TOWARDS A MULTI-DIMENSIONAL WORK ABILITY MODEL

Mykletun, R.J., *University of Stavanger, Norwegian School of Hotel Management, Stavanger, Norway*; Furunes, T., *University of Stavanger, Norwegian School of Hotel Management, Stavanger, Norway*

Abstract: The concept of "Work ability" was proposed by Ilmarinen et al (1997), which today is translated into 26 languages (Ilmarinen, 2009). Recently, Ilmarinen (2009) have argued that the work ability concept should be broadened from its health- and functional capacity-based focus to include several aspects of the individual, the workplace and the leadership. "The Work Ability House" (Ilmarinen, 2008) model includes four "floors" or levels: 1) health and functional capacity as measured with the original Work Ability Index (Ilmarinen et al, 1997); 2) competence; 3) values, attitudes and motivation; and 4) work environment and leadership. So far no indexes are proposed for the measurement of the levels 2) – 4), and there is a call for empirical evidence for this extended model. The present study contributes to this gap by exploring the relationships between the levels 1), 2) – 4) of the model. Data were collected by a questionnaire sent to teachers ($n=2,653$) in Finland, Sweden and Norway, with 38 percent response rate). The independent variables to assess indicators of levels 1) – 4) were scales from the Nordic Questionnaire for Monitoring Age Diverse Workforce (QPS Nordic ADW; Pakkin et al, 2008). The dependent variable was work ability as measured with a sum-score of 3 items from the Work Ability Index (here named WAI score). A hierarchical multiple regression analysis was used, entering the inde-

pendent variables as specified by the extended work ability model. The findings give some support to the argument proposed by Ilmarinen (2009) that the Work Ability might be broadened with measurements of competence, individual attributes like values, attitudes and motivation, and work environment and leadership. The strongest predictor of the WAI-scores were, however, the health variable, indicating that although of some relevance to the understanding of the WAI scores, the remaining variables are of less importance. Exceptions might be made for satisfaction and self-efficacy, as these variables are the second and third strongest predictors of the WAI scores. Moreover, the results indicate that the QPS Nordic ADW may be applied as a measurement of the new, extended Work ability model as portrayed in the "The Work Ability House".

Presentations: Organizational Change and Development

Main topic area: Organizational Change and Development

Location: 2.9 Euphrates (15:00-16:15)

Chair: Nicolson, R., *University of Sheffield, Sheffield, UK*

ORGANIZATIONAL DEVELOPMENT TO COMMUNITY GOVERNANCE ROUND-TRIP

Gandarillas Solinis, M.A., *IE University, Segovia, Spain*

Abstract: Urban communities around the World are changing, turning more global, complex, technological, and diverse. Deeper research on how to face these new challenges by organizations providing community services is needed, studying the opportunities from the field of organizational psychology, especially on organizational development and management models. Here, preliminar results on an international study about the effectiveness of organizational structures and processes of institutions providing services in highly diverse communities are presented, focussing on public safety organizations. Main hypotheses stated a majority presence of classic hierarchical organizational structures which hinder comprehensive adaptations to diverse communities. Organizational data related to structural features, processes, roles, and relationships with other organizations and services (as independent variables), and community data on needs and problems addressed (as dependant variables) were included across 16 communities and cities from 8 countries. Results support main

hypothesis. All organizational charts were identified within a similar traditional functional type, with public safety structures centralized with other services at their top local, regional, or national levels, and with the different services branched at the bottom, at community level. As a result, services are fragmentally offered to individuals and groups, who usually have to adapt to the type of service, failing to address the integral nature of diverse communities. A society-land T-relationship management model is here proposed intended to enable community services and organizations to adapt to the community diverse needs and resources based on criteria of efficiency, efficacy, and satisfaction. Here, the community is placed at the top of the organizational chart, with specialised services supplying at the bottom. Community management integrates services and resources in the relationship between society and land, aimed at an optimal adjustment. A community manager profile is proposed as a core leading role, working with the community as an inter-institutional reference to enhance psychosocial processes, organizational changes, and inter-institutional organization for community governance, integration, and development. The integrative process of building community governance appears basic to support the development of organizational structures and processes to enable integral, intertwined, and comprehensive services, and a deep and effective adaptation to the diverse community.

CHALLENGES OF INNOVATION AND IMPLEMENTATION IN COMPLEX ORGANIZATIONAL ENVIRONMENTS – MANAGING A MULTI PROFESSIONAL AND CROSS SECTOR HEALTH PROMOTING PROGRAM

Höög, E., *Umea University, Umea, Sweden*; Nyström, M.E., *Karolinska Institute, Stockholm, Sweden*; Garvare, R., *Lulea University of Technology, Lulea, Sweden*; Stening, L., *Umea University, Umea, Sweden*

Abstract: Traditional views on the spread of knowledge and learning in health care have been criticized as being overly linear, simplified and rational, leading to a slow progress of clinical praxis. The purpose of the study was to explore the views on learning and change of two management levels of a Swedish long-term county wide health promoting program for children. The seventeen respondents were all directly involved in the program, either in the group for strategic management or in the group for process operations including process facilitation. Data were collected via semi-structured interviews and process diaries, complemented by meeting protocols and agendas for development interventions. Data cover four years of the development and im-

plementation process, 2004-2008. Analyses were performed iteratively, starting with content analyses and continuing with directed analyses in order to test hypotheses. The results indicate both differences and development over time concerning the respondents' views on the target groups and on processes of learning and change. Insights on important conditions for change were expressed, but so were also conflicting views and expectations between the actors involved. In comparison to the process management group the strategic management group expressed a more holistic view of the program and its progress. There were also different views on expectations, roles and competences of involved process facilitators. The insights stated by process management team members regarding how learning should be most effectively promoted were not fully followed through in agendas and meetings during implementation. A conclusion is that basic views on how people learn and change their behavior are fundamental for how a change program will be executed. The practical implications of the study is that involved actors' assumptions of on what it is that best promotes learning and behavioral change, and how this should be translated into plans, strategies and specific behaviors of change agents, has to be thoroughly penetrated in relation to the specific change, target context and group, preferably during the early stages of a change program, in order to promote its success.

MAKING A DIFFERENCE WITH WORK AND ORGANISATIONAL PSYCHOLOGY!? THE SHEFFIELD CITY REGION LEADERSHIP PROGRAM

Nicolson, R., *University of Sheffield, Sheffield, UK*; Birdi, K., *University of Sheffield, Sheffield, UK*

Abstract: Despite extensive investment in management development, issues remain concerning the integration of such developments across organizations, utilisation of best practice from academic research, and evaluation of the funding's effectiveness. We report an innovative management development in Sheffield, a city has 500,000 inhabitants and two large universities, the University of Sheffield and Sheffield Hallam University. The universities were awarded joint funding in 2009 to foster 'innovation leaders'. The SCRLP provides a 60 credit programme leading to a postgraduate certificate in leadership for leaders and prospective leaders in local public sector organisations - local government, health, police and fire services. Given the UK cutbacks, it was critical that SCRLP had strong buy-in from participants, with provable value for money to their organisations. Three major design criteria were therefore:

(i) each session must be grounded in problems important to the participants themselves; (ii) the programme should involve all four major forms of learning: learning by being told, by doing, by reflection and social learning; (iii) the program's influence should increase over time. Key components of the design implementation included: master classes, learning sets (grouping participants from different organisations), individual mentoring and coaching, a problem-based learning approach, and development of social networks. Providing added value was the ViSuAL (Video Supported Active Learning) methodology (Nicolson, 1994). Each workshop session was recorded, and transcribed, and a semantic structure created with acts, scenes and lines (as in a play) that allows flexible navigation. Participants use their ViSuAL DVD before, during and after the course, and also for coaching colleagues. The technique has applications throughout WOP, from training to learning to diagnosis. A full evaluation of all course components is underway, using immediate and delayed ratings of perceived importance, clarity and usefulness both to the individual participants and their organisations, the latter using Birdi's TOTADO(2006) system to identify changes that have (or have not) occurred, together with factors influencing workplace transfer of learning. We will outline the SCRLD course, the underlying pedagogical/andragogical principles, the ViSuAL systems, and the results of the evaluation of the course impacts. The talk should interest both theorists and practitioners in organisational development.

ORGANIZATIONAL CHANGE MANAGEMENT AT CALL CENTERS : THE CASE OF HEALTH INFO

Oprea Ciobanu, R., *Universite Lyon 2, Lyon, France*;
Ianeva, M., *Télécom ParisTech/ University Lyon 2, Paris, France*

Abstract: Research interest Over the past two decades, call centers have rapidly grown, becoming an important element in the business structure of a number of companies. For all these companies, tele-services are a way to ensure competitive advantage, an efficient management of customer relations, while cuttings costs. They allow for a vast array of products and services to be provided to remote customers, whose information requests are efficiently 'handled' by distant sales representatives. The work of a call operator is often described as 'machine-paced' through automatic routing of incoming calls, tightly monitored and prescribed. Number of studies, newspapers reports and commentaries highlighted call centers as the modern equivalent of factory sweatshops heavily relying on advanced information and communication tech-

nology. However, some authors (Dormann & Zijlstra, 2003; Shah & Bandi, 2003) argue that such statements fail to grasp the complexity and skillfulness of the work performance of a call operator. Working in a call centre is indeed different from other jobs in many ways, as both technology and work organization, put specific demands on call centre employees. While call operators' individual performances, behaviours, involvement, workload have received a lot of attention, little research has been done on the collective collaborative practices of call operators. Yet today's rapid technological and organizational changes of workplaces surely affect individual employees, but they also have an impact on the way people belong to collectives (Ianeva & Ciobanu, 2010). Methodology This paper proposal applies an activity theory framework to the empirical analysis of individual local activities and collective collaborative practices at call centers in the context of organizational change and further technological changes. It is based on a nine-month ethnographic study conducted at Health Info, the inbound call center for a number of French mutual health insurance companies. We argue that a focus on the distributed collective practices and arrangements is needed in order to fully understand, both individual work performances and organizational change. Expected contributions The expected contributions of our paper proposal for EOWOP'11 are to adress the challenges (conceptual, methodological) that Work and Organizational psychologist face when considering organizational cha

Centre for Creative Leadership - European Journal of Work & Organizational Psychology - Best Papers Award Session

Location: Auditorium 1 (15:00-16:15)

2009

EMPOWERING BEHAVIOUR AND LEADER FAIRNESS AND INTEGRITY: STUDYING PERCEPTIONS OF ETHICAL LEADER BEHAVIOUR FROM A LEVELS-OF-ANALYSIS PERSPECTIVE

Hartog, D.N.; De Hoogh, A.H.B.,

2010

SUBSTITUTES FOR LEADERSHIP IN ANAESTHESIA TEAMS AND THEIR IMPACT ON LEADERSHIP EFFECTIVENESS

Kunzle, B.; Zala-Mezo, E., ; Kolbe, M., ; Wackerc, J., ; Grote, G.,

Symposium: Family-friendly Practices and Cultures: Lessons learned from Four Countries

Main topic area: Work Time and Work-family

Location: Auditorium 2 (15:00-16:15)

Chairs: Engen, M.L. van, *Tilburg University, Tilburg, The Netherlands*; Harris, C., *Tilburg University, Tilburg, The Netherlands*; Dikkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*

Abstract: This symposium aims at presenting studies on family-friendly practices and culture from various countries. Increased working hours, women's participation in the workforce, and dual profession couples working for multinational firms has led to work-family conflict in many parts of the world (Hill, Yang, Hawkins, & Ferris, 2004). While work-family conflict is a global issue, work-family research has mostly been conducted in Anglo societies (Greenhaus & Parasuraman, 1999). For example, a recent review found that 75% work-family studies used data entirely from US samples (Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007). As work-family issues have become important across the world, it is important for research to examine work-family issues across different countries. Therefore, this symposium integrates work-family studies using samples from four less frequently studied countries (Belgium, Brazil, the Netherlands, and Spain), outside of the US. Family-friendly practices or arrangements targeted at increasing employees' resources in balancing work with care-related responsibilities have recently been introduced by national governments and individual companies to reduce work-family conflicts in which "participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus & Beutell, 1985, p. 77). However, increasing numbers of academic studies show that the availability of family-friendly practices alone is insufficient in reducing work-family conflict (e.g., Thompson, Beauvais, & Lyness, 1999). These studies suggest that the extent to which a company's culture supports the utilization of these practices and of work-family facilitation in general (i.e., a supportive family-friendly culture) is an additional factor affecting employees' work-family conflict and enhancing facilitation between the work and family domains. A meta-analysis by Mesmer-Magnus and Viswesvaran (2006) has even indicated culture to be more influential in reducing work-family conflict than formal family-friendly practices. Practices may reduce work-family conflict in one country, but may be less beneficial in another, which may lie in different cultural values. As mentioned above, one impor-

tant shortcoming of the growing family-friendly practices and culture literature, is the lack of studies comparing the effects of practices and culture across different countries. One exception is formed by the recent study of Lu et al. (2009) which compared associations of supervisor support and work resources with work-family conflict between 264 Taiwanese and 137 British employees. The researchers found both parallel (i.e., work resources were negatively related to work-family conflict in both samples) and diverging (i.e., supervisor support had a stronger protective effect for the Taiwanese than for the British sample) associations. In sum, this symposium's objective is to present and compare the findings of four studies examining the effects of family-friendly practices and culture on work-family conflict, and its subsequent associations with work-related attitudes (i.e., engagement and commitment) from four different, non-US countries.

PERCEIVED SUPERVISOR SUPPORT AND WORK-FAMILY CONFLICT IN ASSOCIATION WITH ORGANIZATIONAL COMMITMENT IN BRAZIL

Casper, W., *College of Business Administration, University of Texas at Arlington, Arlington, TX, USA*; Harris, C., *Tilburg University, Tilburg, The Netherlands*; Taylor-Bianco, A., *College of Business, Ohio University, OH, USA*

Abstract: The current study extends work-family research by examining the role of work-family conflict, perceived supervisor support, and sex as predictors of organizational commitment in Brazil. Brazil is an important country in the global economy and little work-family research has been conducted in Latin cultures in the past. Conservation of resources theory and social exchange theory were used to explore the relationships between two forms of work-family conflict (work interference with family and family interference with work), perceived supervisor support, and sex with two forms of organizational commitment (affective and continuance). Work interference with family was related to higher continuance commitment and perceived supervisor support was related to higher affective and lower continuance commitment. Interactions between both types of work-family conflict and perceived supervisor support revealed a reverse buffering effect such that the relationship between work-family conflict and continuance commitment was stronger under conditions of high support. Results are discussed within the Brazilian context. The practical relevance of this research is that it extends work-life research to the Brazilian context. Additionally, it suggests the importance of the cultural context in work and family issues along with

what these relationships might be like in an emerging economy.

THE ROLE OF WORK-HOME ARRANGEMENTS, WORK-HOME CULTURE AND PERSONAL COPING IN DETERMINING WORK-HOME INTERACTION

Hauw, S. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Vos, A. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Dikkers, J.S.E., *VU University Amsterdam, Amsterdam, The Netherlands*

Abstract: Recent meta-analyses have shown that balancing work and personal life has beneficial effects for the organization (e.g. lower turnover) as well as for the individual (e.g. less burnout), inspiring both parties to actively enhance work-life balance (Allen et al., 2000). However, only few studies investigated the concrete actions that organizations and employees can undertake (Eby et al., 2005). As noted by previous research, studies on the impact of work-home arrangements (Demerouti, 2006) and work-home culture (Dikkers et al., 2007) on work-life balance are limited. In addition, little is known about the impact of personal coping styles on work-life balance (Rotondo & Kincaid, 2008). Moreover, to date, no empirical research has examined the combined effects of these organizational and personal strategies (Drach-Zahavy & Somech, 2008). To fill these gaps, the current study aims to examine the impact of work-home arrangements, work-home culture and personal coping styles on work-home conflict and work-home facilitation within a public ($n = 322$) and private organization ($n = 480$) in Belgium. By means of analyses of variance, three main conclusions have been drawn. First, personal coping is associated with less work-home conflict and more work-home facilitation. Second, a positive work-home culture is associated with less work-home conflict and, via direct action (personal coping) as moderator, with more work-home facilitation. Third, work-home arrangements only had an indirect impact on work-home conflict and work-home facilitation through positive thinking (personal coping) as moderator.

INSTITUTIONAL THEORY AND EXPECTED EFFICIENCY GAINS EXPLAINING ORGANIZATIONAL RESPONSIVENESS TO WORK-LIFE ISSUES

Rosa Navarro, M.D. de la, *University of Sevilla, Sevilla, Spain*; Reyes, S.P.,

Abstract: In this article we integrate the relevant insights from institutional theory and expected efficiency

gains to explain organizational responsiveness to work-life issues. The model is tested using a survey data from 146 Spanish private firms. The results reveal that mimetic and particular normative pressures significantly influence the availability and use of work-life practices, while coercive and global normative pressures appear not to. The perception of particular negative consequences related to the implementation for work-life practices inhibit this responsiveness. The positive outcomes from work-life balance do not moderate positively the relationship between institutional pressures and work-life responsiveness.

SUPPORTIVE WORK-HOME CULTURES IN ORGANISATIONS AND EMPLOYEE ENGAGEMENT: THE MEDIATING ROLE OF USING WORK-HOME ARRANGEMENTS

Engen, M.L. van, *Tilburg University, Tilburg, The Netherlands*; Schlenter, Y., *Tilburg University, Tilburg, The Netherlands*

Abstract: Within the work-home literature the focus is often on the interference between work and home. There is a growing interest in the positive aspects of combining work and care (e.g. van Steenbergen, Ellemers & Mooiaart, 2007; ten Brummelhuis, van der Lippe, Kluwer & Flap, 2008). In this study we focus on whether combining work and home influences employee engagement, a 'positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption in one's work (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002). The aim of this study was to contribute to previous literature by testing a model concerning the effects of having a supportive Work-Home Culture in organisations and the utilisation of Work-Home Arrangements on employee engagement. More specifically, this study aimed to provide new insights in the relationship between a supportive Work-Home Culture and employee engagement, adding the utilization of Work-Home Arrangements as a mediator. 4.935 working parents participated in an online survey study as part of a 'Best Employer' research. The results of the regression analyses showed that especially the support from the organisation and manager are important for the use of Work-Home Arrangements. Further, evidence is given that using flexible Work-Home Arrangements leads to a higher employee engagement, while the opposite is true for care related Work-Home Arrangements. Last, the results show that a supportive Work-Home Culture also leads to a higher employee engagement, but Work-Home Arrangements do not mediate this relation. In conclusion, the practical relevance of this study can be found in the evidence that is given about ways to improve employee engagement.

This study shows that employee engagement can be improved by making sure there is a supportive Work-Home Culture in organisations but also by encouraging employees to use flexible Work-Home Arrangements, such as flexible work times and working from home.

15:30-16:30

Posters session: Human Resource Management-Selection and Assessment

Location: Expo (15:30-16:30)

IMPACT OF HRM PRACTICES ON JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND EMPLOYEE TURNOVER

Lacoursiere, R., *Universite du Québec a Trois-Rivieres, Trois-Rivieres, Canada*; Fabi, B., *Universite du Québec a Trois-Rivieres, Trois-Rivieres, Canada*; Lacoursiere, R., *Universite du Québec a Trois-Rivieres, Trois-Rivieres, QC, Canada*; Mathieu, C., *Universite du Québec a Trois-Rivieres, Trois-Rivieres, Canada*; Raymond, L., *Universite du Québec a Trois-Rivieres, Trois-Rivieres, Canada*

Abstract: The demographic restructuring which is ongoing in most industrial countries is an unprecedented phenomenon. Lower birth rates coupled with an aging workforce have resulted in a shrinking labour pool (Burke and Ng, 2006). In order to address talent shortages, a number of organisations have refined their HR strategies (Cowan, Farquhar and MacBride-King, 2002; Ployhart, 2006). But what are the practices most likely to contribute to the attraction and retention of human resources? Are there any sets or bundles of HRM practices that improve employee retention? What is the role played by job satisfaction and organizational commitment in this regard? To what extent do individual characteristics such as age, gender, education, employment status and union membership influence the preferences of individuals and the importance attributed to different HRM practices? And to what extent do these characteristics influence the observed levels of job satisfaction, organizational commitment and intention to leave? These are the main questions meant to be answered with this research. Data collection consisted both in administering a questionnaire (quantitative data) and in holding semi-structured interviews of employees in xxx organizations (qualitative data). The questionnaire measures employees' perceptions of importance and satisfaction regarding a set of

nine HR practices (work-life balance, leadership, communication and participation, performance appraisal, employee selection, orientation, training and development, compensation, benefits). Also measured are organizational and individual characteristics, as well as job satisfaction (Weiss, Davis, England & Lofquist, 1967), organizational commitment (Meyer, Allen and Smith, 1993) and intention to quit (Cammann, Fichman, Jenkins and Klesh, 1979). To date, more than 600 individuals have completed the questionnaire and more than 200 of them have also been interviewed. These respondents come from a diversified sample of small, medium-sized and large private and public organisations. Our results clearly indicate that: - several HRM practices prove to be significant drivers of job satisfaction; - job satisfaction contributes significantly to organizational commitment of employees; - organizational commitment significantly reduces the intention to quit. As illustrated in our results, HRM practices can be considered as "distal" variables whose effect on employee turnover occurs through the mediation of job satisfaction and organizational commitment.

UNDERSTANDING THE RELATIONSHIP BETWEEN HRM SYSTEM STRENGTH, EMPLOYEE ENGAGEMENT AND INDIVIDUAL AND UNIT PERFORMANCE

Chacko, S., *Birkbeck, University of London, UK*; Conway, N., *Birkbeck, University of London, South Croydon, UK*

Abstract: This paper presents and tests a model linking human resource management (HRM) system strength, employee engagement and performance. In understanding the complex relationship between HRM and performance, a key mediator is likely to be employee engagement. Bowen and Ostroff (2004) propose in their influential model that HR systems communicate messages to employees so that they form a collective sense of expected behaviours. They propose HRM influences employee attitudes and behaviour not only through content (i.e. practices) but also meta-features (employee attributions regarding HRM). We extend the model, examining how employee attributions and sense-making about the HRM system in relation to its distinctiveness (how highly observable it is), consistency (the extent to which it is the same across time) and consensus (extent of agreement among individuals) influences perceptions about the level of organisational support, fairness and self efficacy, which in turn impact on both individual and unit level engagement. We also consider the line manager's role in influencing employee attributions by acting as interpretive filters' and creating stronger shared sense-making. We present findings

from the first wave of a multi-level, longitudinal investigation at business unit and employee levels, using a large local authority as a case study. The sample consists of about 1,000 employees, 50 line managers and 20 senior managers distributed across 30 units and 20 HR staff. The employee survey consists of a new measure of HRM system strength, and established measures of employee engagement and related attitudes and self-report behaviours. The line manager survey includes self-report ratings of managing employee attributions, ratings of employee engagement and performance. Senior managers and HR staff assess HRM, reporting on policies, practices, and system strength. For unit performance, we use sickness absence and voluntary turnover obtained from organizational records. Multi-level modelling is used to analyse group and individual level phenomena. The paper will reflect on practical insights that follow when considering HRM system strength, the line manager role and employee attributions in terms of improving employee engagement. Having engaged employees will be critical for harnessing talent, and improving performance, particularly during times of unprecedented change and difficult economic conditions.

DISSATISFIED WITH YOUR GRADE? SO WHY DON'T YOU NEGOTIATE? A QUALITATIVE STUDY OF THE REASONS FOR (NOT) NEGOTIATING

Reif, J., *Ludwig Maximilian University, Munich, München, Germany*; Brodbeck, F.C., *Ludwig Maximilian University, Munich, München, Germany*

Abstract: There is ample research examining negotiation processes, strategies and outcomes, however, an essential part of negotiation events, namely, the beginning phase, has rarely been investigated empirically. Taking the importance and practical relevance of the initiation of negotiations in organizational (i.e. negotiating for i-deals, career development), consumer (i.e. haggling for better prices), or conflict management (i.e. detecting the ripeness of a conflict) contexts into account it seems indispensable to take a closer look at this phenomenon. A qualitative study was conducted (open ended questions, online survey) to obtain descriptions of students' experiences about negotiations of grades with their lectures with a focus on the question: Why do students (not) initiate a negotiation concerning their grade? The purpose was to assemble genuine reasons that trigger the initiation of negotiation or inhibit it. We used a deductive and inductive approach to analyze the data: Main categories were derived from theoretical considerations, combining the

Theory of Complaining (Kowalski, 1996) with cognitive motivational VIE Theory (Vroom, 1964). Subcategories were generated inductively from the text material. We received 1306 event descriptions. Students who reported to have negotiated did mostly so because of perceived negative discrepancies between a current state and the individual's standard for this state. Perceptions of negative discrepancy were often accompanied by emotional reactions like feelings of dissatisfaction or inequity. Many students who did not negotiate (non-initiators) reported that there was no obvious or perceived discrepancy in the situation. But there were also some non-initiators who actually reported perceptions of negative discrepancy. Results indicate that these students were inhibited from actually negotiating by considerations of the instrumentality of negotiation, the subjective expectancy or the value of the objective. Non-initiators frequently thought that negotiating would not bring about a change of circumstances (low instrumentality) or that they did not have the capability of negotiating successfully (low expectancy). Furthermore they ascribed low importance to the negotiation object (low value). The data give a deeper insight into reasons for (not) initiating negotiations and provide first evidence for the theoretical model presented.

COMPETENCY MODEL VALIDATION PROCESS : AN ILLUSTRATION IN PUBLIC ADMINISTRATION SECTOR.

Lothe, B., *University of Liege, Liege, Belgium*

Abstract: Background: Nowadays Human Resource Management issues are highly related to the strategic approach (Analoui, 2007; Daft, 2008; Becker, Huselid & Beatty, 2009 ; Jackson, Schuler & Werner, 2009). Workforce is considered as an asset and HRM is required to match human capital with organization strategic purposes. HRM practices have accordingly evolved to better fulfil this requirement through for instance Competency Modelling (CM) (Werbel & De Marie, 2005). Diagnosis: This communication illustrates a specific CM validation process in a wide Public Administration. Through a 'one-size-fits-all' competency model approach (Mansfield, 1996), the HRM department of this Public Administration has developed a set of 29 transverse competencies broken down across 290 behavioural indicators. After several in-house pre-validation steps (workshops and test cases), Human Resources Development Unit of University of Liege was invited to collaborate to the final validation process. Solution: Based on Van Beirendonck (2006) CM validation criteria, a two steps validation method was jointly developed. Four main criteria were used,

therefore each behavioural indicator ought to : (1) meet various organizational departments needs; (2) be clearly understood within the organization (Bowen & Ostroff, 2004); (3) have a straight link with its belonging competency and (4) be observable. A questionnaire survey (n=252) was drawn up to appraise the first three criteria and quantitative analysis results provided the CM improvement framework. The concluding validation stage assessed the three last criteria by measuring Subject Matter Experts (HR managers responsible for staff evaluation) interrater agreement in order to improve CM content validity (Sanchez & Levine, 2009). Finding: Results comfortably confirm CM content validation under the four criteria. One of the project's more relevant elements is developing a scientifically based method adapted to wide administration organizational features and constraints. In contrast, this CM validation project presents some limitations in relation to the CM theoretical concept (ambiguous concept in its validation perspective) and to organizational constraints (lack of strategic project concerning the use of the CM). Method and outcomes will be discussed in connection with the customer's requirements and the constraints from the organizational context.

GLOBAL BEST PRACTICES AND LOCAL ADAPTATION APPROACHES IN HUMAN RESOURCES MANAGEMENT PRACTICES OF MULTINATIONAL CORPORATIONS

Isik, D.I., *Koç University, Istanbul, Turkey*

Abstract: Abstract In the present study, among various approaches used by MNCs, MNCs with global best practices and adaptation approaches were stated as emerging as two types of learning organizations. Participation, autonomy and knowledge transfer in HRM practices of subsidiaries were examined as the characteristics of learning organizations of MNCs. The aim of the study is to compare MNCs with global best practices approach and local adaptation approach with respect to both characteristics of learning organizations in HRM practices of MNC subsidiaries (i.e., participation, autonomy and knowledge transfer) and positive employee attitudes (i.e., high satisfaction with HRM practices, low turnover intention and high organizational identification) as the outcomes of global best practices approach and local adaptation approach. HRM practices include recruitment and selection, compensation and benefits, training and development, performance appraisal, career mobility/opportunity. Between two types of learning organizations, MNCs with global best practices have employees with more positive attitudes (i.e., high satisfaction with HRM practices,

low turnover intention and high organizational identification) and apply more learning organization characteristics (participation, autonomy, knowledge transfer) in HRM practices than MNCs with local adaptation approach. Examining the differences between global best practices and local adaptation approaches in HRM strategies of MNCs provides a better understanding of employee attitudes and a benefit to attract and retain the best talent in MNCs. In addition, understanding employee attitudes toward HRM practices of MNCs provides employers to have the opportunity to implement the strategies of the organizations for the benefits of employees, thus increases the positive outcomes of the organization. Keywords: MNC, HRM, global best practices, local adaptation, employee characteristics, learning organization

CONSTRUCT EQUIVALENCE OF THE OPQ32N FOR BLACK AND WHITE PEOPLE IN SOUTH AFRICA

Viviers, A., *University of South Africa, Pretoria, South Africa*; Visser, D., *University of South Africa, Pretoria, South Africa*

Abstract: Recent surveys have indicated unequivocally that the use of personality tests is becoming increasingly popular among employers for personnel selection decisions (Ones & Anderson, 2002). The OPQ32n is often used for making a variety of personnel decisions. Evidence regarding the suitability of personality questionnaires for use across South Africa's various population groups is required for selecting appropriate psychometric instruments. The objective of the study was to investigate the structural invariance of the OPQ32n for two South African population groups. It was also decided to examine differences in OPQ32n scale scores between black and white demographic groups, and to establish whether these were likely to arise from a lack of construct equivalence between the two groups. Data were collected by means of a questionnaire and the results were analysed using structural equation modelling to examine the structural equivalence of the OPQ32n scale scores for a sample consisting of 248 black and 476 white people from the SHL (South Africa) database. A good fit regarding factor correlations and covariances on the 32 scales was obtained, partially supporting the structural equivalence of the questionnaire for the two groups. The analyses furthermore indicated that there was structural invariance, with the effect of the Social Desirability scale partialled out. The results of this study indicate that the internal consistency reliabilities of the OPQ32n scales are acceptable for the two different groups for basic and applied research, although the mean alpha for the black group was substantially lower

than that for the white group. The structural equation modelling indicated a highly satisfactory degree of structural invariance when the groups were compared with regard to their factor correlation matrices on the 32 scales. South African black and white respondents therefore were comparable as far as their correlations between the 32 scales were concerned. For the present study, the score patterns obtained by the black and white groups therefore can be considered structurally equivalent, in the sense that the OPQ32n questionnaire in this particular application of a comparison between black and white groups was not biased in terms of yielding different correlation matrices for the two groups.

RECRUITMENT SOURCES, CREDIBILITY, AND ORGANIZATIONAL ATTRACTIVENESS

Hoye, G. van, *Ghent University, Ghent, Belgium*

Abstract: Attracting and retaining the most talented employees is crucial for organizational success and survival. The source through which job seekers receive employment information is one of the key factors that might influence their attraction to organizations (Zotoli & Wanous, 2000). However, previous research on recruitment sources has mostly focused on post-hire outcomes such as job satisfaction instead of pre-hire outcomes such as organizational attractiveness (Rynes & Cable, 2003). In addition, the choice of which sources to study has been rather arbitrary and has lacked theoretical justification beyond the formal-informal classification (Breugh, 2008). Therefore, the present study applies Cable and Turban's (2001) comprehensive theoretical taxonomy to identify four major types of recruitment sources (recruitment advertising, recruitment events, publicity, and word-of-mouth) and relies on the source credibility theory (Pornpitakpan, 2004) to predict differential relationships of these sources with organizational attractiveness. A field study was conducted in Belgium with a sample of 184 job seeking nurses (79% women; mean age = 25.20, SD = 6.70) attending one of two hospital job fairs. This context is very relevant for studying recruitment issues, given that many countries are experiencing substantial shortages of qualified nursing staff (Massey, Esain, & Wallis, 2009). The results show that job seekers who spent more time on receiving employment information through the experiential recruitment sources events and word-of-mouth perceived this information as more credible. On the contrary, the informational sources publicity and recruitment advertising were not or negatively related to credibility. In addition, job seekers' exposure to word-of-mouth was strongly positively related to their attraction to organizations as

an employer, whereas the other recruitment sources were not significant predictors. The credibility of the received employment information partially mediated the relationship between word-of-mouth and organizational attractiveness. In terms of practical implications, these findings suggest that to enhance their attractiveness as an employer for job seekers, recruiting organizations should provide credible employment information and stimulate the use of word-of-mouth as a recruitment source.

ASSESSMENT CENTER PRACTICES IN SOUTH AFRICA

Rosberger, R.J., *Alpen-Adria University Klagenfurt, Klagenfurt, Austria*; Krause, D.E., *Alpen-Adria University Klagenfurt, Klagenfurt, Austria*

Abstract: AC programs continue to spread to more countries around the world. One of the challenges faced by organizations operating in an international context is to understand cross-cultural variability in AC practices. It is very plausible that certain AC features that are acceptable and feasible in some countries (e.g., U.S., U.K., Switzerland) may not be acceptable and feasible in others (e.g., South Africa). For this reason, it is important to increase our knowledge of AC practices in different countries, such as South Africa. In the present study, we portray a broad spectrum of AC practices with respect to all stages of the AC process: the analysis, the design, the execution, and the evaluation. We compare South African ACs with the practices in other countries, and identify pros and cons in South African AC practices. Data were collected via an online survey completed by Human Resource (HR) managers of N = 43 South African organizations. The questionnaire contained N = 62 AC features. The response rate was 38,6%. Results are presented in the following categories: (a) AC design, (b) job analysis methods and job requirements assessed, (c) target groups and positions of the participants after the AC, (d) number and kind of exercises used, (e) additional diagnostic methods used, (f) assessors and characteristics considered in constitution of the assessor pool, (g) observational systems and rotation plan, (h) characteristics, contents, and methods of assessor training, (i) types of information provided to participants, and (j) data integration process, and use of self- and peer-ratings (k) characteristics of the feedback process, (l) and features after the AC.

APPLICANT REACTIONS TO VIDEOCONFERENCE INTERVIEWS: A CONDUIT OR BARRIER TO EFFECTIVE RECRUITMENT?

Sears, G., *Carleton University, Ottawa, Canada*;
Zhang, H., *McMaster University, Hamilton, Canada*;
Wiesner, W.H., *McMaster University, Hamilton, Canada*

Abstract: In recent years, HR practitioners have been facing mounting pressures to expand the scope of their recruitment activities while simultaneously containing costs (Cascio & Aguinis, 2010). In line with this trend, many employers have begun using videoconference (VC) interviews as a supplement or alternative to traditional, face-to-face (FTF) interviews (Lievens & Chapman, 2010). Despite its increasing usage, very limited research has investigated the impact of VC technology on applicant reactions in the employment interview. Drawing on theories of media richness (Daft & Lengal, 1986) and procedural justice (Gilliland, 1993), we propose that, due to the relative novelty and primary limitations of VC technology (e.g., less immediacy and clarity in communications, Sellen, 1995), applicants will report less favourable perceptions of VC interviews compared to FTF interviews. One hundred six MBA students volunteered to participate in the study. Participants served as an applicant in both a FTF and VC interview. Both interviews were highly structured, containing two separate question sets. They were each 20 minutes in duration and were designed as practice interviews for upcoming work term placements. After each interview, applicants completed questionnaires measuring: 1. their perceptions of procedural justice in the interview (three dimensions: job-relatedness, chance to perform, and selection information, Gilliland, 1993); and 2. their evaluations of key recruiter characteristics of their respective interviewer (i.e., friendliness, trustworthiness, appearance, overall impression). MANOVAs revealed that VC interviews were perceived by applicants as providing both less of a chance to perform ($p < .05$) and less selection information ($p < .01$) than FTF interviews. VC interviews were also viewed as less job-related ($p < .01$). Finally, applicants reported significantly less favourable evaluations of their respective interviewer in the VC interview relative to the FTF interview. Findings from this study signal that organizations should exercise caution in implementing VC interviews. While results should be considered tentative, it appears that VC interviews may negatively influence applicant perceptions, which may, in turn, undermine applicant attraction to the hiring organization (Chapman & Webster, 2006). These findings highlight the

need for further research examining the validity of the VC interview and its impact on recruiting effectiveness.

DO ETHNIC MINORITIES BENEFIT LESS FROM IMPRESSION MANAGEMENT TACTICS DURING THE SELECTION INTERVIEW? TYPE OF TACTIC AND PROFESSIONAL EXPERIENCE MATTER.

Derous, E., *Ghent University, Gent, Belgium*; Chin-Kon-Sung, D., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Born, M.Ph., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Impression management tactics (IM-tactics) are a set of behaviors that influence others to leave a positive impression. IM-tactics either focus on the interviewer, such as ingratiation (i.e., other-focused tactic), or on oneself, such as self-presentation (i.e., self-focused tactic) (Peeters & Lievens, 2006). No previous research has investigated interviewers' perception of IM- effectiveness of ethnic minority applicants. Yet, based on cultural patterns/values, it can be expected that Dutch recruiters prefer self-focused tactics whereas Moroccan applicants prefer other-oriented tactics (Phalet & Schnpflug, 2001). Furthermore, because ethnic majority recruiters might be less experienced with assessing ethnic minority candidates, they might risk more biased decision-making. An experimental study among Dutch recruiters investigated the interactive effects of applicants' ethnicity (Dutch vs. Moroccan), use of IM-tactics (ingratiation vs. self-presentation), and recruiters' professional experience (high vs. low) on job interview outcomes. Study findings. ANCOVAs showed a three-way interaction between ethnicity, professional experience, and impression management. When recruiters were inexperienced, ingratiation was a better tactic for Moroccan applicants than self-presentation, which seemed as effective as using no tactic. The reverse held for Dutch applicants: they best use self-presentation or no tactic at all when sitting in front of an inexperienced rater but not so when sitting in front of an experienced rater. Theoretical/practical implications. This study sheds light on the usefulness of IM-tactics among ethnic majorities/minorities upon the selection interview, a topic that has not been investigated much in this context. IM-tactics differ in their effectiveness for Dutch and Moroccan applicants for different levels of recruiters' professional experience. This is important information for both ethnic minority applicants and job coaches in order to maximize ethnic minorities' job chances, who still suffer hiring discrimination compared to ethnic majorities. Recruiters also benefit from being aware of

their own judgment processes. As they gain experience, they may become more strict towards candidates, but are also less prone to biased decision-making. Therefore, both applicant and recruiter training are highly recommended.

DOUBLE JEOPARDY UPON RESUME SCREENING: DO ARAB MALES SUFFER MORE HIRING DISCRIMINATION THAN ARAB FEMALES?

Derous, E., *Ghent University, Gent, Belgium*; Ryan, A.M.R., *Michigan State University, East-Lansing, USA*

Abstract: Arabs are the largest ethnic minority group in the Netherlands with unemployment rates being twice as high as those of host nationals and other ethnic minorities. Some suggest that human capital factors account for the disadvantaged position of Arab applicants on the Dutch labor market. Yet, hiring discrimination also has been suggested as a source of differences (Derous, 2010) Resumes are one of the most important sources of information that personnel decision makers consider when they initially screen applicants for jobs and that resume-screening may be highly susceptible to cognitive bias (Derous, Nguyen, & Ryan, 2009). However, whereas the adverse impact of various selection tools is well researched, the more ubiquitous tool of resume-screening remains relatively under-examined. Recruiters can easily infer undisclosed personal characteristics such as ethnicity and sex from resume characteristics such as name. Debate remains as to whether applicants' ethnicity is more prominent than sex (Ethnic Prominence Hypothesis) and whether ethnic/Arab females (Double Jeopardy Hypothesis, DJH) or ethnic/Arab males (Subordinate Male Target Hypothesis, SMTH) suffer most from hiring discrimination. Study findings. One correspondence audit study in a large Dutch metropolitan area (Study 1) and one resume-shifting experiment (Study 2) among Dutch HR-consultants showed main and interaction effects for ethnicity and sex, such that Arab males received more rejections (Study 1) and lower job suitability ratings (Study 2) than Arab females. Overall, Arabs suffered more discrimination than Dutch, supporting the Ethnic Prominence Hypothesis. In addition and despite the wide-spread acknowledgement of the DJH in theory, more support was found for the SMTH than for the DJH. Whether the DJH or the SMTH hold may depend on the particular ethnic/cultural context. Practical relevance. The workplace is rapidly becoming multicultural and employers must ensure that hiring procedures are free from bias that may negatively affect ethnic minority applicants because it is ethical and it

is in the law. Anonymous resume-screening is much debated but not well understood. Our results show that blotting personal information (ethnicity; sex) may be useful in the first stage of the hiring procedure. Applicants as well consultants should consider the complex, interactive nature of ethnicity and sex.

PROBLEMS AND PITFALLS IN ORGANIZATIONAL USES OF PERSONALITY INVENTORIES

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Abstract: Although compelling evidence exists that scores on personality inventories are related to job performance, many organizational uses of personality scores may not reflect the top-down selection model characterized by the validity coefficients from these studies (Ryan & Sackett, 1998). Unfortunately, although use of personality inventories in organizations has increased over the past two decades, relatively little is known about how such tests are being used. In the present study, human resource professionals with experience in how personality tests are utilized in their organizations were interviewed and surveyed; practices were then compared to what is known in the research literature. Two common practices were identified that depart from how traditional selection tests are used: use of narrative reports and profile analysis. With narrative reports all trait scales are administered and interpreted with no systematic integration of trait information; the judgments regarding the most qualified candidates is subjective. For profile analysis, a small number of top performers complete the entire personality assessment and discrepancies between a consensus profile and candidates' profiles are computed; scores either higher or lower than top performers' indicate a less qualified candidate. Both practices include use of all of the trait scales from multidimensional personality inventories with the stated goal of assessing 'the whole person'. Research has shown that for most jobs fewer than half of the trait scales are related to performance and research has consistently showed that validity is enhanced when traits are winnowed using a confirmatory strategy – ideally following a personality-based job analysis (Tett et al., 1999). Specific to the narrative reports, it has been consistently shown that decisions based on more subjective or judgmental ways to combine information tend to be of lower quality than mechanical ways to combine data (Dawes, 1974). For the profile analysis, there is little evidence of quadratic relationships with job performance in the literature and

the small number of assessments going into the consensus profile suggests volatility. We conclude that despite promising results in the literature, many uses of personality inventories are likely to yield decisions with zero validity and better guides for best-practice application are needed.

IDENTIFYING COMPETENCY REQUIREMENTS: INCREASING INTER-RATER AGREEMENT BY SHIFTING RATER FOCUS

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Abstract: In competency profiling scenarios, raters are asked to indicate the importance of a set of competencies for a job. Typically, the focus of the rating task is on characteristics of the person doing the job. However, research on competency profiling indicates that agreement between raters is not very high. One explanation for this is that when raters are asked to indicate how important personal characteristics are for a job, they need to make an 'inferential leap' between the tasks they know the job consists of, and the personal characteristics that they believe are required to perform these tasks. This study investigated the hypothesis that shifting the rater's focus away from thinking about competencies in relation to the job holder and onto considering competencies in relation to the job itself would lead to higher levels of inter-rater agreement. In effect, to make the competency profiling task more work rather than worker oriented. To test the hypothesis a quasi-controlled experiment was set up, where job incumbents in several jobs rated the importance of competencies for their job either using a person-oriented rating scale or an activity oriented rating scale. Seven jobs were targeted, with between 4 and 13 incumbents in each job. Within each job, half of the raters rated their job with the person-oriented rating scale, and the other half rated the job with the activity-oriented rating scale. For each job, the raters in each condition were balanced for job tenure and gender. Across all jobs, the average pair-wise profile correlation was 0.45 in the person-focused condition and 0.52 in the activity-focused condition, indicating support for the hypothesis. A strength of this study is that the inter-rater agreement statistics are based on ratings of the same actual job, rather than different jobs in the same occupational category. This means that we can rule out job and organisation differences as sources of inter-rater disagreement. Practical relevance: To achieve more consistent competency importance ratings, practitioners can ask raters to consider the competency constructs as activities of the job rather than

personal characteristics of the job holder.

GUIDE OF GOOD PRACTICES IN PERSONNEL RECRUITMENT AND SELECTION

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Abstract: Personnel Selection is a traditional field of expertise where industrial psychologists have made relevant contributions historically based on methodological aspects as well as on quality controls in professional performance; the consequence has been protocols used as a reference. Changes in the occupational market and in social requirements regarding data protection criteria as well as privacy issues require the introduction of standards and protocols in the hiring and socialization process of new employees in a productive organization. It involves identifying occupational needs and the accommodation of new hires. This guide deals with present challenges involved and the purpose is the development of standardization criteria to support professional practice in Work and Organizational Psychology as well as in other related field of expertise in Human Resources Management and Development Programs. The Finish Psychological Association launched in 2002 a Handbook of Good Practice in Personnel Assessment endorsed not only by Scandinavian Psychological Societies but also by the European Federation of Psychologists' Associations. The same year in the UK appeared The Recruitment and Selection Model: investors in people, and in 2006 the Guidelines for implementing principle number 6 of a worldwide agreement. In 2007 the Spanish Trade Union, UGT published a Ethical code in personnel selection. The Madrid Branch of the Spanish Psychologist Association and the Department of Individual Differences and Work Psychology at the Complutense University have developed a project focused on generating guidelines in Personnel Recruitment and Selection procedures that may be considered a reference in professional practice among Human Resources experts and mainly by Work and Organizational Psychologists. The outcome will be a good practice manual to disseminate what is acceptable or not in the process of hiring and socializing new comers into an organization.

APPLICANT REACTIONS TO ANONYMITY IN HIRING: THE CASE OF THE CV

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Abstract: In 2006, in an effort to reduce hiring discrimination, the French Diversity and Employment departments requested that some organizations test the use of anonymous CVs, where information such as names, nationality, sex, and age are unknown to recruiters during the initial selection process. Past research has shown that selection decisions are influenced by stereotypical information inferred from such identifying data (e.g., Amadieu, 2005; Derous et al., 2008; Kaplan & Fisher, 2009), which is disadvantageous to people belonging to minority groups. Studies of applicant reactions to such anonymity have yet to be conducted. Thus, based on organizational justice research (Gilliland, 1993), we investigated applicants' perceptions regarding the use of two CV formats (traditional vs anonymous). We focused on North African minority and French majority group members because hiring discrimination against people of North African origin is well documented in France (A Comptence Egale, 2009). Method A sample of 171 young job seekers (90 of French origin; 81 of North African origin) completed a pre-test questionnaire on justice perceptions of the CV (e.g., Bauer et al., 2001). Then, the participants created their CV. In the traditional condition all the information about the applicant was retained; in the anonymous condition, the experimenter removed (with white-out) information that could lead to a stereotypical decision. Then, participants were told to that their CV was evaluated either by a French recruiter called Philippe Sabatier, or by a North African rater called Mohammed Kalahoui. Finally, they completed post-test measures of justice perceptions and other measures. Results and Discussion The principal analysis of variance results showed that minority group members prefer to be evaluated by anonymous CV. Specifically, when the recruiter is French, minority applicants had higher procedural justice perceptions of anonymous CVs relative to the traditional one. Minority group members also expressed higher negative reactions for the traditional compared to the anonymous CV. Our results provide some of the first data comparing majority and minority populations in France on attitudes toward anonymous CVs. We will discuss our data based on organizational justice theory.

A COMPARISON OF FIT BETWEEN EMPLOYER REQUIREMENTS AND GRADUATES IN THE UK

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Abstract: The current graduate job market is facing unprecedented scrutiny in the present economic cli-

mate, with only a reported 36% of students graduating in 2010 expecting to secure a graduate role after university. Consequently, the graduate job market is extremely competitive, benefiting employers with a much wider graduate pool to choose from than ever before. However, there is a reported lack of fit between what graduates can offer and what employers believe to be important for successful job performance. By examining data from a live' assessment system these alleged gaps can be reviewed further in personality trait terms. This project consisted of: Analysis of client created role profiles' from online assessment system to look for high priority personality traits Examination of industry sector differences and wider research Gap analysis comparing graduate data on the trait-based Dimensions personality questionnaire with employer expectations Results revealed that whilst all 15 of the traits measured by Dimensions are regarded as important for at least some of the organizations, the most important were: Conscientiousness, Communicativeness, Influencing, Social Confidence and Analytical skills. Creativity, Resilience, Relaxed and Consultative were less important. Significant inter-industry differences were observed across the 4 industry sectors examined. Prospects.ac.uk (UK undergraduate website) describe key areas sought by employers and many overlaps are seen between these and this study suggesting that the organizational sample used is a good indication of the wider UK job market. An examination of the personality data of 2,629 recent graduates identified consistent but small differences compared to the wider group, indicating that the supposed lack of fit so often described in the media is perhaps not as significant, at least in terms of personality. In summary, there are general trends (with some variation) in what employers are seeking in candidates - our challenge is to ensure they do so using the right attraction strategy and recruitment process.

CAN THE SIZE OF THE ASSESSOR TEAM IN ASSESSMENT CENTERS COMPENSATE FOR MISSING EXPERIENCE?

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Abstract: Assessment centers (ACs) are a popular procedure for both personnel selection and employee development. Therefore, it is vital that these ACs generate accurate assessments of candidates' performance.

However, ACs are also expensive so that companies often face the question how to reduce costs for ACs while still ensuring the accuracy of the performance evaluations obtained. In our study, we considered two factors related to the expertise of the assessors that influence the cost of an AC as well as the accuracy of the obtained evaluations: Providing assessor training and using psychologists vs. non-psychologists as assessors. In both cases, a potential strategy to compensate for missing expertise would be to improve the reliability of the assessors' average ratings by increasing the size of the assessor team. Thus, the aim of the present study was to evaluate whether the size of the assessor team can indeed compensate for missing expertise. Specifically, we examined the effects of these three factors (size of the assessor team, assessor training, and assessor background) on the accuracy of ratings from an AC exercise. To do this, we used data from a study in which managers and advanced W/O psychology students (overall $N = 390$) took part in one of three training conditions (frame-of-reference training, behavior observation training, or control training) and independently evaluated videotaped AC candidates on three dimensions after their respective training. On the basis of the participants' ratings, we simulated average dimension ratings for assessor teams with sizes between 2 and 10. We then determined the accuracy (defined in relation to pre-established comparison scores for the videotapes) of the average ratings. With the exception of untrained managers whose accuracy level reached an asymptote even for teams with less than 10 assessors, accuracy generally increased with the size of the assessor team. However, team size could only partially compensate for missing expertise: Thus, much larger teams of untrained assessors were needed to reach the same accuracy as 2-person-teams of trained assessors and even teams of 10 untrained managers did not reach the same accuracy as 2 frame-of-reference trained managers or 5 untrained W/O psychology students.

ORGANIZATIONAL JUSTICE, JOB SATISFACTION AND PROMOTION IN SPAIN

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Abstract: Research shows that Human resource (HR) practices play an important role in organizations influencing employees' organizational perception. One of

these practices refers to personnel selection and promotion policies, which are directly related with organizational justice and, job satisfaction. Both of them influence employee attitudes and behaviours. Objective: The focus of this study is to analyze the relationships of organizational justice and job satisfaction by means of the mediating effects of the transparency in promotion among workers in public and private organizations in Spain. Method: The sample consisted of 314 workers (60.3% women and 39.7 men) from different occupations and sectors. A preliminary analysis consist of checking the dimensionality of the applied questionnaires performing a Promax principal components analysis. Results: First, we have found two components that explained 52.9% and 19.3% of the variance, respectively, in the case of organizational justice with the questionnaire by Moliner, Martinez -Tur, Peir & Ramos (2005); and two components as well, in the measurement of job satisfaction using S10/12 Satisfaction Questionnaire by Meli & Peir (1989), which account, respectively, for 51.2% and 15.3% of the variance. Therefore, the structure of the questionnaires has not been replicated in this sample. Moreover, we also found significant mean differences in organizational justice and job satisfaction in terms of transparency of internal promotion, so that more transparency increased perception of organizational justice and job satisfaction, which confirms the assumptions that give rise to this research. This suggests that HR, specifically promotion practices, might need to be adjusted to take this into account in order to improve human resources policies in organizations. Some others consequences are explained. References Meli, J.L., y Peir, J.M. (1989). El cuestionario de satisfaccin S10/12: estructura factorial, fiabilidad y validez. *Revista de Psicologa del Trabajo y de las Organizaciones*, 4 (11), 179-187. Moliner, C., Martinez-Tur, V., Peir, J.M., y Ramos, J. (2005). Linking organizational justice to burnout: are men and women different? *Psychological Reports*, 96, 805-816.

THE ONTOHR PROJECT: BRIDGING THE GAP BETWEEN VOCATIONAL EDUCATION AND THE WORK-PLACE

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Abstract: Job knowledge is a relatively seldom studied construct in the personnel selection context, despite having an established and high face-, content-, construct-, and criterion related validity, and being

perhaps the most obvious bridge between vocational educational training (VET) and concomitant jobs in the workplace. The objective of the 2 year EU-funded ONTO-HR (www.ontohr.eu) project is to develop as a proof of principle, for a specific job in the ICT Sector, an HRM system that aims to decrease the gap between higher vocational education and the labour market. The multidisciplinary and multicountry partnership is collaborating on the development of an eLearning/Testing environment, which will be equipped to adequately and accurately sample job knowledge and specific facets of mental ability. An individual applicant's scores on particular job knowledge domains and associated mental ability facets will be used to compute specific competencies that derive from both a comprehensive job analysis and an analysis of precursory VET curricula. The ontology based system will provide applicants both customized feedback pertaining to their fit with the particular job role and knowledge domain specific eLearning content. Other applied uses of the system include mapping qualifications in vocational education to current and valid job roles, testing and evaluating the student applicant on the basis of valid, labour market driven competencies, and addressing the weaknesses of particular VET curricula and thereby providing ad-hoc support. The presentation will cover: i) previous findings pertaining to the use of job knowledge for personnel selection purposes, ii) the process by which the ontology based selection system combines knowledge domain scores and facet level mental ability scores to produce an applicant's competency portfolio, iii) the process by which the set of competencies was arrived at, and iv) a description and demonstration of the ontology based selection system.

DEVELOPMENT OF A SIMILARITY-BASED MAP OF ASSESSMENT CENTER DIMENSIONS

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Abstract: The popularity of assessment centers (ACs) for evaluating managerial skills has persisted for over 50 years. One reason for their popularity is the extensive evidence that ACs effectively predict managerial performance. However, one problem in designing ACs is to select a sufficiently comprehensive but non-redundant set of dimensions on which applicants will be evaluated. Therefore, the present study aimed at

determining the similarity of AC dimensions and evaluating existing categorization systems for AC dimensions (Arthur, Day, McNelly & Edens, 2003; Borman & Brush, 1993; Kolk, Born & van der Flier, 2004; Shore, Thornton & McFarlane Shore, 1990). Based on similarity judgments from 30 experienced AC users, we used multidimensional scaling (MDS) to generate a map of 94 AC dimensions. Distances in this map reflect the similarity between dimensions. The obtained MDS map allowed an evaluation of the appropriateness of previously suggested classification systems for AC dimensions. For example, based on the list of dimensions provided by Arthur et al. (2003), it was possible to determine to which degree specific dimensions were classified in line with the categories suggested by Arthur et al. Generally, there was partial support for the different classifications systems. However, inspection of the map also revealed problems for some of the suggested categories or inaccuracies concerning the suggested allocation of the dimensions to the suggested categories. Moreover, our results provide important information concerning the interpretation of past research that based on previous classification systems. Finally, with regard to the practical implications, the MDS map can be used in the development and design of ACs. Based on the resulting MDS map, for example, the list of dimensions obtained after a job analysis can be reduced more easily to a comprehensive and non-redundant set of dimensions to be used for an AC. For example, by dropping dimensions from an AC that are grouped very closely together, AC designers can avoid that dimensions are used that capture very similar aspects of performance. Thus, the present results provide a detailed and empirically supported guidance for the selection of AC dimensions and the potential categorization of AC dimensions.

VALUES-BASED STAFFING IN VOLUNTARY SECTOR ORGANISATIONS

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Abstract: This study examines the role of values-based staffing in Voluntary Sector Organisations (VSOs). While the importance of value congruence for achieving effective person-organisation (P-O) fit has been acknowledged within organisational behaviour and personnel selection literature, research focussed on the voluntary sector is sparse. The consideration of values in VSO staffing is timely. VSOs increasingly seek to professionalise in order to enhance accountability or effi-

ciency and fill skills gaps, but growing engagement with managerialist and business principles may lead to the dilution of core philanthropic values. As the economic downturn has generated a surplus of skilled labour, VSOs may be better positioned to prioritise value congruence, with values an important means of attracting skilled employees. More generally, P-O misfit has been linked to low morale, absenteeism, and high attrition, while P-O fit leads to employee satisfaction and organizational commitment, and lower turnover. Four VSOs were chosen to reflect different fields of activity: welfare services, non-operational support, educational and economic development, and humanitarian aid and development. Two employed dedicated HR staff. Data collection involved analysis of in-house documentation (e.g. strategic plans, recruitment/selection policy and practice) and interviews with key actors (e.g. HR, at HQ and field operations). While all espoused philanthropic values, size/degree of professionalisation determined engagement with values in staffing. The better resourced VSOs relied on applicant self-selection while the others had developed intensive processes explicitly to surface the 'sacred non-negotiables' (Thompson and Bunderson, 2003) - or values. We present several propositions about value congruence in staffing. Given their recognised skills and retention issues, value-based staffing may be critical as VSOs aim to strengthen their charitable identity in the face of growing pressure to demonstrate business credentials. The research also has implications for understanding HRM capability within VSOs. Thompson, J.A. and Bunderson, J.S. (2003) Violations of principle: Ideological currency in the psychological contract'. *Academy of Management Review*, Vol.28, No.4, pp. 571-586.

Interactive posters: Work stressors, burnout and engagement

Main topic area: Employee Well Being

Location: Expo (15:30-16:30)

SOCIO-CULTURAL INFLUENCES ON WORKPLACE BULLYING: A QUANTITATIVE STUDY FROM INDIA

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Abstract: A survey to establish the presence of interpersonal bullying at work in India, using the Work Harassment Scale (WHS) (Bjorkqvist, Osterman & Hjelt-Back, 1992), was undertaken in the Indian offshoring-outsourcing sector, covering 6 cities and different orga-

nizational levels. The implications of India's sociocultural fabric for workplace bullying were also explored. That is, the study took into account that Indian society's relational orientation where personalized and identity-based interactions stemming from social categories such as age, gender, kinship, caste, occupation, class, region and religion, result in a hierarchical social structure which privileges power-distance and paternalistic leadership. Of 1036 respondents, 96.4% reported some experience of bullying behaviours, with 23.7% indicating at least one behaviour as being experienced very often. There were no significant correlations between respondents' severity of bullying scores and their gender, age, geographic location, position within the organization or years of work experience. Even though respondents were not asked to label themselves as bullied or not, the reports of interpersonal negative behaviours is relatively high. Reports of negative behaviour by managers (often in conjunction with peers and subordinates thereby indicating social contagion) were dominant. While the findings reflect the culture of hierarchy present in Indian society, the salient hierarchy was organizational rather than social. Moreover, the importance of ingratiation as a culturally preferred influence tactic was reinforced. Factor analysis, which yielded the 4 factors of personal attacks, task-related undermining, communication impasses and unwarranted attacks, was consistent with earlier studies, though item-wise analysis showed the relevance of sociocultural factors where multiple hierarchies and stiff competition over scarce resources give rise to negative behaviours. The findings contradict the collectivist and spiritual images typically associated with India. Since workplace bullying has not been previously studied in India, these pioneering findings provide a base for further research in terms of other industrial sectors and sociocultural dynamics. In terms of interventions, while addressing workplace bullying would reduce the high attrition present in the offshoring-outsourcing sector, resulting in cost savings for employers, managerial participation is critical in this endeavour.

MODULATING EFFECT OF PERFORMANCE PERCEIVED ON THE RELATIONSHIP BETWEEN ROLE STRESS AND PSYCHOLOGICAL WELL-BEING IN PUBLIC ADMINISTRATION WORKERS.

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Abstract: This research examines the organizational characteristics that contribute to psychological well-

being of workers in public administration as a key to healthy and effective organizations. From the social cognitive theory (Bandura, 1997), the beliefs of worker efficiency, including the perceived performance, play a moderating role between stressors associated with job demands and negative or positive effects of these on workers (Bandura, 1999, 2001). Other subsequent studies have attempted to clarify the effect of subjective perceptions of workers in stress associated with role. Noblet and Rodwell (2009) proposed an expansion of demand-control model of Karasek and Theorell (1990), adding to this relationship the effects of subjective perceptions such as justice and performance perceived by the worker. The objective of the present research is to study whether in the context of high levels of role stress, negative effects on psychological well-being will be altered in people with high level of perceived performance. We examined these relationships in a sample of employees from a Spanish public administration (n=697), which analyzed the modulating effect of perceived performance between the dimensions of role stress (role ambiguity, role conflict and overload) and psychological well-being. The results showed a lack of influence of the role stress dimensions on psychological well-being of workers (role ambiguity $B = -0.027$, $\text{Sig}: > 0.05$; role conflict $B = -0.015$, $\text{Sig}: > 0.05$; role overload $B = -0.089$, $\text{Sig}: > 0.05$). When, in this regard, the modulating effect of perceived performance is entered, the role conflict goes on to show a negative and significant influence ($B = -.475$, $\text{Sig}: = 0.05$) on psychological well-being of workers, while the ambiguity role and role overload continue without influencing it ($B = -0.139$ and $B = 0.68$, respectively). In conclusion, the negative influence of role conflict on psychological well-being only occurs in workers with high perception of perceived performance, and they undergo a parallel increase.

PLANNING MANAGEMENT FUNCTIONS AND COMMUNICATION HAVE AN INFLUENCE ON THE THREE DIMENSIONS OF ROLE STRESS

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Abstract: Communication is essential for the correct working of any organization, as it helps keep the organization together and gives the necessary information to perform the activities required. Communication is considered as an element that joins the efforts of everyone in the organization in the right direction. It is

also important to achieve goals and meet the objectives proposed. Therefore, communication within the organization is one of the most important variables for excellence and quality (Maas, 2006). For this reason, this study analyzes two important pillars of communication: communication management functions, planning on leadership roles and their relationship to role stress variable in three dimensions: role ambiguity, role conflict and role overload. Therefore, the objective of this research is to determine whether the communication and planning of management functions have an influence on role stress for workers in public administration. This research was done with 355 workers in a public administration. The results show that the communication management functions have a negative correlation with the three dimensions of role stress: with role ambiguity -0.491 , with role conflict -0.287 and with role overload -0.140 . With respect to planning management functions, the results also showed a negative correlation with role ambiguity -0.539 , with role conflict -0.327 and with role overload -0.159 . With these results we concluded that planning for leadership and management functions of communication influence the role stress variable. We also concluded that communication variables have a greater impact on the dimension of ambiguity role. This suggests, for all practical purposes, that stress role is reduced in an organization when there is a good communication between managers and workers.

DEVELOPMENT AND VALIDATION OF THE VALENCIA EUSTRESS-DISTRESS APPRAISAL SCALE (VEDAS)

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Abstract: Positive Psychology has drawn attention to the positive side of stress in addition to the negative stress experience. A potential stressor can be appraised as a threat (distress), but also as a personal challenge (eustress). There will be different outcomes of stress depending on the interpretation made (eg. Cavanaugh et al., 2000). However, this approach has hardly been studied. Even if measures of the appraisal of distress are available, there are no measures that take into account both the appraisal of distress and eustress. The purpose of this study is to validate an eight dimensional Valencia Eustress-Distress Appraisal Scale (VEDAS) constructed by our research team, based on the PMI (Williams & Cooper, 1998) using exploratory and confirmatory factor analyses. Based on item content, fac-

tor loadings and Modification Indices, 43 items were discarded. The 8-factor model (average coefficient alphas of .78 per scale) with 20 items associated to a Likert scale anchored in 1 and 6 showed good fit with the data (RMSEA, SRMR < .08; CFI, NNFI > .96) and commensurability. Four of the factors respond to the evaluation of situations as threatening and four to the evaluation of these situations as challenging. The categories of stressing situations are: Workload (the amount or difficulty of work), personal responsibility (the extent to which a person takes responsibility for actions and decisions), relationships (how well one gets along with the people around them at work) and home-work balance (the degree to which one is 'switching off' from the pressure of work at home and vice versa). The eight dimensions relate to different outcomes in terms of burnout and work engagement. The construction of VEDAS allows to investigate the antecedents and consequences of the appraisal of both eustress and distress as well as their possible coexistence, while there is no such tool available yet. Finding positive outcomes of the appraisal of eustress would have implications for the managerial practice, such as putting an emphasis on human strengths and teaching employees how to perceive work in a more positive way.

BELIEFS ABOUT BURNOUT AMONGST MENTAL HEALTH PROFESSIONALS

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Abstract: The topic of burnout amongst Mental Health Professionals has received considerable attention over the past three decades as demands on health services and resources increase. While it is acknowledged that a multidimensional approach to burnout should inform prevention strategies (Maslach, 2003), progress is still required in this area. Focusing on changing workplaces is unlikely to be effective when it ignores individual factors that increase the risks of a worker burning out. Likewise, viewing burnout as purely a problem with the person, the dispositional attribution' (Maslach & Goldberg, 1998, p. 70), encourages negative attitudes towards burnout sufferers and may cause them to hide their struggles to the detriment of themselves, their clients and the organisation. Certain beliefs can prevent a professional from recognizing, acknowledging and seeking help for impairment. Others can lead individuals to underestimate the risks and consequences of burnout. Viewing burnout in terms of how people think about and conceptualise it and how this influences organizational-level thinking can enhance under-

standing in how to prevention strategies for the benefit of both the individual and organisation. This paper examines Mental Health Professionals' beliefs of burnout from a phenomenological perspective. What beliefs and attitudes do they have about why individuals burn out? Is burnout discussed in the workplace? What factors influence people's perception of their own risk of burnout? Do people see burnout as inevitable or avoidable? What factors encourage or discourage a mental health professional from engaging in protective behaviours? How do group sanctions support or discourage self-care? Predictions concerning these issues will be drawn from the literature, including Social Cognitive Theory and Role Identity Theory, and implications for the management of Mental Health Professionals are discussed.

THE RELATIONSHIP BETWEEN CITIZENS AND HEALTH AND SOCIAL WORKERS - MEASUREMENT OF PERCEIVED QUALITY AND BURNOUT IN DEPARTMENTS OF OBSTETRICS

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Abstract: Introduction Work stress and burnout are not just a problem of people but refer to the social environment in which persons work. Both the structure and how the working environment operates influence the way people interact and how they carry out their work. Goals To observe the relationship between health and social professionals and patients in order to investigate whether the relational process influences the perceived quality of users of a service, that is obstetrics. To investigate whether burnout is a factor that influences the perceived quality of users. Subjects The survey took place with social and health operators and patients of the obstetrics unit of the hospitals of middle Italy. Instruments Systematic and shared observation using a naturalistic mode. Discussion groups, semi-structured interviews. Maslach Burnout Inventory and a questionnaire specifically constructed to measure the perceived quality by new mothers. Procedure Group discussions on issues relating to: daily problems, expectations, personnel's feelings towards the organization of the work, interpersonal relations of new mothers with health and social workers. Statistical analysis Correlation coefficients, Pearson's r, and parametric and nonparametric inferential statistics. Exploratory factor analysis to check the existence of the hypothesized factors by analyzing the maximum likelihood, the method of rotation Oblimin. Confirmatory factor analysis with maximum likelihood method. Results Questionnaire to measure perceived quality: 22 items distributed in five

factors, explaining 55.35% of total variance. Second order factor analysis: the results obtained indicate a good fit of the theoretical model to data. Although the chi-square is significant, other indexes (NNFI = 0.93 ; CFI = 0.94 ; RMSEA = 0.056) are satisfactory, (Bentler, 1990; Browne, 1990). Conclusions This work has met the goal to create an instrument with due psychometric quality to measure the perceived quality in the area of the birth by the 'new mothers' and to highlight - in agreement with research of Leiter, Harvie, Frizzell (1997) and Garmann, & Corrigan (2002) as burnout in health and social workers may have an 'influence over quality perceived by patients. In particular, how the relationship between operators and patients can foretell the perceived quality.

BURNOUT AND ABSENTEEISM: EVIDENCE FROM TURKISH NURSES

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Abstract: Burnout is a prevalent phenomenon among nurses. It is known for its detrimental consequences for the mental health of nurses and for its costs to health care organizations. Moreover, it is associated with absenteeism and withdrawal cognition. However, the literature so far has shown mixed results on the relationship between burnout and absenteeism. The role of absence in burnout episodes needs further investigation. There is a need to build more empirical evidence on the moderating role of absence in burnout episodes so as to determine whether it plays an exacerbating or mitigating role. In this study, we investigate the impact of emotional exhaustion and absenteeism on depersonalization, personal accomplishment, organizational commitment and intention to quit among nurses in Turkey. The interactive effect of emotional exhaustion and absenteeism is analyzed. We use a sample of 402 nurses working in hospitals in Turkey. Nurses completed a survey on the quality of life at work. Responses were anonymous. All variables were measured with validated scales showing high reliability. All validity and reliability tests are reported. The three dimensional factor structure of burnout is fully corroborated. The respective predictive effect of emotional exhaustion and absenteeism and their interactive effect are analyzed using hierarchical moderated regression analysis. After controlling for age, gender, number of

children, shift work, number of daily work hours, satisfaction with current hours, understaffed units, workload, and whether participants were currently engaging in active job search and the extent of estimation of transferability of skills, it is found that emotional exhaustion is a positive predictor of depersonalization and intention to quit, and a negative predictor of organizational commitment. Absenteeism is a positive predictor of intention to quit and a negative predictor of organizational commitment. A significant two-way interaction term signals that absenteeism exacerbates the detrimental effect of emotional exhaustion on depersonalization. Indeed, nurses who did not use absence exhibited lower depersonalization under conditions of high emotional exhaustion in comparison to those who used absence. In conclusion, absenteeism is a precursor of intention to quit and an exacerbating factor of job burnout. Practical implications of the findings are presented.

JOB SATISFACTION AND GENDER IN THE AUSTRALIAN PUBLIC SERVICE

Lindorff, M., *Monash University, Melbourne, Australia*

Abstract: Like public sector organisations in many countries, the Australian Commonwealth Public Service (APS) is becoming increasingly feminised, perhaps as a consequence of the active career development of women. As of June 2008 men made up only 43% of the workforce, and this was skewed toward older and more senior employees - only 38% of employees at APS level 6 or lower were male (APS 2009a). This paper uses the 2008 State of the Service survey data to compare the job satisfaction and attitudes toward work of men and women in the Service, and compares those at administrative (lower), Executive (middle), and Senior Executive SES (top) levels. It shows that up to and including Executive Level women are significantly more positive than men about their work and the organisation. At SES level men are more satisfied. At the lowest level, women are more positive about remuneration, career progression and development, learning and development opportunities, job satisfaction, job security, agency leadership, application of the merit principle, support for work-life balance, role clarity and authority, performance facilitation, immediate management, organisational ethics, and governance. At Executive Level women are more positive about remuneration, career progression and development, job security, job satisfaction, role clarity and authority, learning and development, and agency leadership. SES men are more

positive than women about governance, agency leadership, and performance facilitation. The paper also looks at the predictors of job satisfaction separately for men and women at each level, and finds that career progression, support for work-life balance, agency leadership, role clarity and authority and good immediate management are significant contributors for most employees. For men at all levels job satisfaction is most strongly associated with career progression - but at the lower and middle levels career progression is also the strongest predictor of job satisfaction for women (at the SES level support for work-life balance is the strongest predictor of satisfaction for women). If it is to increase the job satisfaction of staff (and perhaps attract and retain more men) the APS therefore needs to manage expectations about career held by employees at all levels.

ORGANIZATIONAL PREDICTORS OF BURNOUT AND WORK ENGAGEMENT

Chirkowska-Smolak, T., *Institute of Psychology, Adam Mickiewicz University, Poznan, Poland*

Abstract: The current paper presents a model of occupational health and well-being that includes negative effects of work, such as burnout, as well as positive effects, such as engagement. The research examines the relationship between burnout, work engagement, and organizational factors that play an important part in the strain process (development of burnout), and in the motivational process (work engagement). This model was tested on 1 580 Polish employees (both from the human services sector and from other occupational groups). My analyses suggest that burnout and engagement are distinct yet correlated constructs, and that organizational variables (such as overload, control, fairness, rewards, social relations, values and supervision) are good predictors of employee well-being. The practical implication that follows from my study is that in order to reduce burnout we should often provide different job resources than those required for building engagement, and we should reconsider the role of job demands on employee health and motivation.

THE ROLE OF JOB DEMANDS, JOB RESOURCES AND PERSONAL RESOURCES IN WORK ENGAGEMENT OF FINNISH FIRE-FIGHTERS

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Finland; Luukkonen, R., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Introduction: The main interest in the study of fire-fighters has been on physical aspects and physical work load of fire fighting, whereas less attention has been paid to positive qualities of work, such as job resources and work engagement. This study examined the relationships between job demands, job resources, personal resources, and work engagement, and whether work engagement is associated with life satisfaction among Finnish fire-fighters. Methods: The data, consisting of a representative sample of Finnish fire-fighters (N=403), were collected by questionnaires in 1999 (T1) and in 2009 (T2). Job demands (T1, T2) were assessed by three items. Job resources (T1, T2) were assessed by supervisory relations, interpersonal relations and task resources. Personal resources (T1, T2) were assessed by psychological resources. Work engagement (T2) was measured by the short version of Utrecht Work Engagement Scale (UWES). Results: By utilizing a cross-sectional design, we found that job demands, job resources and personal resources at T2 were related to work engagement at T2. Especially task resources, psychological resources and interpersonal relations were associated with work engagement. However, supervisory relations did not associate significantly with work engagement. Moreover, T1 task resources and T1 psychological resources were positively related to work engagement at T2. Furthermore, job demands at T1 had a significant negative relation to vigour and dedication at T2, whereas supervisory relations and interpersonal relations at T1 were not significantly related to work engagement at T2. In addition, results of the cross-sectional design showed that work engagement was associated with life satisfaction. Conclusions: The results support previous findings that job resources are positively and job demands negatively related to work engagement. Especially task resources and personal resources were significantly associated with work engagement. Therefore, fostering employees abilities to use their skills and knowledge at work and participate in decision-making may have impact on work engagement of fire-fighters. Furthermore, work engagement was positively associated with life satisfaction which is beneficial for organizations, as it may increase employees intention to stay longer in work-life.

THE ROLE OF ENGAGEMENT IN THE LINK BETWEEN ORGANIZATIONAL JUSTICE AND PERFORMANCE

Freeney, Y., *Trinity College Dublin, Dublin, Ireland*; Fellenz, M., *Trinity College Dublin, Dublin, Ireland*

Abstract: This study investigates the impact of organizational justice (OJ) on performance, and the role of engagement in these links, in organisational contexts characterised by minimum performance standards and relatively free of extrinsic motivators. Specifically, it uses data from first- and second-year social science undergraduate students ($n > 500$) to address the questions of how different dimensions of OJ (distributive, procedural, interactional, informational) influence performance, and to what degree engagement mediates these relationships between OJ experiences and performance. The study setting enables an analysis of the relationships of OJ and different performance and outcome variables and the role of engagement in the absence of significant extrinsic rewards for high or exceptional performance. In other words, performance exceeding minimal passing requirements for the year (which $>94\%$ of the sample achieved) have no further relevance for overall degree results. This limitation of extrinsic performance-related rewards, which characterises many organisational settings without performance related pay (e.g., public sector organisations) or in not-for-profit contexts, provides the opportunity to study the relations between central study variables without the additional effects of performance management or of extrinsic rewards. The absence of such extrinsic performance related rewards is particularly important for identifying the degree to which OJ-performance links are mediated by engagement because of the close conceptual link between engagement and intrinsic motivations (Salanova & Schaufeli, 2008). Results indicate that direct linkages between the individual OJ dimensions and performance are relatively small, but that links between OJ and engagement and between engagement and performance are stronger. Structural equations modelling analyses reveal support for a model in which engagement partially mediates the impact of justice and fairness experiences on performance in a situation characterised by the absence of strong extrinsic performance rewards. In terms of practical implications, these findings point to the value of fostering engagement in work or study environments where extrinsic motivators cannot be implemented to boost performance.

16:30-17:45

Symposium: Beyond decent error handling in organizations: The role of social processes between leaders, members and groups

Main topic area: Leadership and Management

Location: 0.1 London (16:30-17:45)

Chair: Dyck, C. van, *VU, FSW, Amsterdam, The Netherlands*

Abstract: How we handle errors and their consequences is of vital importance to ourselves and to other individuals, to organizations and to the society as a whole. Errors may have negative consequences, such as delay in goal attainment, financial loss, serious injuries or casualties, but may also render positive consequences, such as learning opportunities and innovations (e.g., Edmondson, 1996; Sitkin, 1996). In the literature on error handling (e.g., Frese, 1991; 1995; see also: Chillarege, Nordstrom & Williams, 2003; Heimbeck, Frese, Sonnentag & Keith, 2003; Rybowskiak, Garst, Frese, & Batinic, 1999; Van Dyck, Frese, Baer, & Sonnentag, 2005) generally a distinction is made between two error handling approaches. Error mastery, on the one hand, entails a positive approach of errors, optimally balancing the needs and possibilities for both prevention and management (e.g., correction and learning) of errors. Error aversion, on the other hand, entails a negative view on errors and a rigid and exclusive focus on prevention of errors. Earlier research has focused on the effects of error mastery and aversion on task performance in controlled training settings (see for a meta analysis Keith & Frese, 2008) and the relationship between error culture and team and organizational performance outcomes (Edmondson, 1996; Hofmann & Mark, 2005; Sitkin, 1996; Van Dyck et al., 2005). In both experiments and the field studies error mastery has consistently been found to result in better performance than error aversion. A flexible, learning oriented culture, with an emphasis on communication is one of the key factors (Pool, 1997; Roberts & Bea, 2001).

TO BE OR NOT TO BE AN ERROR MANAGEMENT LEADER: THE EFFECT OF ERROR APPROACH ON LEADER'S PERCEIVED WARMTH AND COMPETENCE

Dimitrova, N.G., *VU, FSW, Amsterdam, The Netherlands*

Abstract: Relatively little is known, however, about the role of social processes that within and between organizational (sub)groups. The symposium extends current scientific insights in the domain of social processes among leaders and followers, intra and inter team settings. On the one hand, we know that leaders have a large impact on (accepted) ways of working. How leaders are perceived by their followers has important implications for how willing those followers would be to work towards a common goal. This (first) presentation addresses how two different leader error handling approaches affect the perceived competence and warmth of a leader. Prior work indicates that error mastery results in better organizational performance than aversion (Van Dyck, et al., 2005), yet leaders may be reluctant to adopt this approach out of fear that they may be (mis)perceived as tolerant and indecisive. In an experimental study (46 participants) we manipulated leader error approach (mastery vs aversion) after which participants worked on an error prone task under (bogus) leader supervision. We measured perceptions of leader's warmth and competence. As predicted, the results show that mastery and aversion leaders were seen as equally competent. Mastery leaders were perceived as warmer than aversion leaders. Our work is practically relevant because it outlines that a leader's error management approach does not decrease the leader's perceived competence, rather it has an additional positive effect on the leader's perceived warmth. From prior work (Chemers, 2001) we know that competence alone is not enough, in order to inspire and motivate subordinates to fully bring their commitment to a common goal a leader needs to be seen as competent, but also as trustworthy, and it is error management leaders who incorporate both of these characteristics.

WALK THE TALK: EFFECTS OF ESPOUSED AND ENACTED LEADERSHIP ON INCIDENT REPORTING AND SUBSEQUENT LEARNING

Dyck, C. van, *VU, FSW, Amsterdam, The Netherlands*

Abstract: This (second) presentation then focuses on effectiveness leadership behaviour on group outcomes in a medical setting. In hospitals, it is widely assumed that incident reports systems contribute to patient safety. Yet, there is very little empirical research that confirms these effects. Using both open interviews and a cross sectional survey we empirically studied the relations between leader behaviours, incident report systems and learning at a specialized teaching hospital. Analyses of the survey data show that there is a positive relationship between reporting of incidents

and learning. This finding offers first empirical support for the usefulness of incident reporting. Reporting was predicted by leaders active reinforcement of safety behaviour, but not by mere communication of expectations regarding safety. Relations between leaders active reinforcement of safety behaviour and learning was explained by the degree of incident reporting: Incident reporting mediated the relationship between leaders active reinforcement and learning. The interviews yielded illustrating quotes that give concrete examples of how leaders active safety reinforcement promotes both reporting and learning. These offer tangible suggestions to be taken to heart by leaders in the medical setting: With active reinforcement, such as supporting employees in incident reporting and complimenting on improvements offered by employees, both reporting and learning can be enhanced.

SPEAKING OF ERRORS: LINGUISTIC INTERGROUP BIAS IN ERROR COMMUNICATION AND IMPLICATIONS FOR ERROR HANDLING IN ORGANIZATIONS

Os, A. van, *VU, FSW, Amsterdam, The Netherlands*

Abstract: A pilot study in a recently merged health care institution showed that perceived quality of error communication correlated substantially with identification with the newly merged secure forensic psychiatric facilities, compared to lower ratings of error communication quality when identification with the pre merger organization was high. This indicates that quality of communication about errors is related to social identity issues. In order to explain differences in quality of error communication caused by social identity factors, this (fourth) presentation explores the language used in intra and intergroup communication about errors. The theory of linguistic intergroup bias states that we describe negative behavior by outgroup members in more abstract terms than the same behavior of ingroup members, thereby eliciting dispositional attributions about behavior (Maass, et al., 1989). We aim to extend the current knowledge on the content of intergroup communication about errors and its connection to causal attributions. Our main study employs an experimental design in which participants describe an error via a written message to another person, either from their own group or from another group they are not a part of. We will also manipulate status of the receiving person (high or low status), resulting in a 2 (group membership receiver: ingroup/outgroup) x 2 (status: high/low) between subject design. The main outcome measure is the level of linguistic abstraction, as predicted by the theory of linguistic intergroup bias, as well as the causal attribution scores attached

to the descriptions by independent coders. The practical relevance of this research is that processes of intergroup communication influence control of negative consequences and learning from errors in organizations (Homsma, et al., 2007). Increased knowledge on how processes related to social identity influence communication and subsequent error handling can help organizations to perform better by dealing with errors more adequately, yielding better (financial) performance and safer error practices (Van Dyck, et al., 2005).

Presentations: Job Satisfaction

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (16:30-17:45)

Chair: Keller, A., *University of Basel, Basel, Switzerland*

CHANGES IN SITUATIONAL AND DISPOSITIONAL FACTORS AS PREDICTORS OF JOB SATISFACTION

Keller, A., *University of Basel, Basel, Switzerland*; Semmer, N.K., *University of Bern, Bern, Switzerland*

Abstract: It has long been recognized that job satisfaction is affected by situational as well as dispositional aspects. However, the relative importance of these two factors is still being debated. When trying to predict job satisfaction, research usually focuses on levels of predictor variables rather than growth rates. Therefore it remains unclear how the development of situational and dispositional factors predicts job satisfaction. The present study aims at shedding light on this issue. We investigated the interplay of job control and core self-evaluations for 571 young workers over six years. Using bivariate latent growth modeling, we analyzed how well job satisfaction is predicted a) by levels and b) by growth per year of job control and core self-evaluations. Results showed intercepts and slopes of both predictors to be related to each other, suggesting a joint growth of job control and core self-evaluations during early careers. Job satisfaction after six years was best predicted by the slopes of job control and core self-evaluations ($= .32, p < .01$, for both slopes), controlling for job satisfaction at wave one. Compared to their levels, growth rates in both, job control and core self-evaluations, predicted final job satisfaction more strongly. Our findings imply that young workers report higher levels of job satisfaction to the extent that things are changing to the positive, i.e. self-evaluations and perceived job control improve. These results are

theoretically important in suggesting that aspirations develop over time, and that being satisfied is fostered by continuing development. We perceive practical implications of our analysis in supporting young workers at the beginning of their career to establish job control, but also in supporting them, and their supervisors, to maintain an adequate level of growth and development. These conclusions are the more important as perceived changes in job control also lead to higher core self-evaluations.

JOB AMBIVALENCE AS A MODERATOR OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Ziegler, R., *University of Tuebingen, Tuebingen, Germany*; Schlett, C., *University of Tuebingen, Tuebingen, Germany*; Casel, K., *University of Tuebingen, Tuebingen, Germany*; Diehl, M., *University of Tuebingen, Tuebingen, Germany*

Abstract: Previous studies have firmly established that job satisfaction is related to Organizational Citizenship Behavior (OCB). Moreover, some recent studies have identified variables that moderate the job satisfaction-OCB relationship (i.e., conscientiousness, self-monitoring, other orientation, collective self-concept, team commitment). However, the moderating role of attributes of the job attitude itself has not been considered to date. Specifically, job satisfaction is defined as a job attitude that may range from very negative to very positive. However, notwithstanding this unidimensional bipolar job attitude conceptualization, basic attitude research has shown that individuals' attitudes often arise from distinct positive and negative evaluations. Hence, the construct of job ambivalence is based on the notion that individuals may have evaluative mixed reactions toward their job which may provoke the experience of job-related ambivalence. More generally, experienced ambivalence is a meta-attitudinal indicator of an attitude's strength, that is, an ambivalent attitude is a weaker attitude than a non-ambivalent attitude. Further, it has been shown that low ambivalence is associated with a higher attitude-behavior relationship than high ambivalence. In line with this basic attitude ambivalence research, we predicted that job ambivalence moderates the job satisfaction-OCB relationship, that is, the relationship should be stronger among individuals who experience little job ambivalence as compared to individuals who experience high job ambivalence. It is also worth noting that most studies on the job satisfaction-OCB relationship have been conducted cross-sectionally. In comparison, we conducted

a longitudinal study. More specifically, at time 1 we gathered employees' job satisfaction, job ambivalence, dispositional positive and negative affect, frequency of positive and negative emotions at work, and self-rated OCB. At time 2 (about seven weeks later), colleagues ($n = 95$) were asked to rate participants' OCB. As predicted, moderated regression analyses showed that the relationship between job satisfaction and colleague-rated OCB was the stronger the less participants experienced job ambivalence. Of further importance, this finding remained statistically reliable when dispositional affect, frequency of emotions at work, and self-rated OCB were controlled. One practical implication of these results is that interventions to increase OCB via improvements of job satisfaction must also strive for lower job ambivalence.

JOB SATISFACTION AND THE DEBATE AROUND ITS FACETS: A SIX TIME SHOTS OVER A TWELVE YEARS PERIOD

Silva, A. da, *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Santos, S., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Caetano, A., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*

Abstract: Overall job satisfaction is likely to reflect the combination of partial satisfactions related to a variety of features over one's job, such as rewards, relationships, human resources management and the work itself. This is an important issue since higher job satisfaction is likely to result in higher performance at work, decreased absenteeism and tardiness. This research includes two complementary studies. The first one intends to analyze the stability of the latent construct job satisfaction over time, through four facets - satisfaction with relationships, rewards, human resources management practices and work itself. Study 2 aims to compare the results obtained with an aggregate weighted measure of job satisfaction (Aggregated Job Satisfaction) and a single item measure (Overall Job Satisfaction). This research does not present a classic longitudinal design. Both are cross-sectional studies with repeated measures on six separate moments over a period of twelve years (1996-2008) in the financial sector organizations. This design allows to obtain information at different temporal independent units and aims to provide a cross-sectional view of changing attitudes and opinions over time. A total of 5218 individuals from 6 financial sector organizations were involved in both studies. Results from study 1 evidences the structural invariance of the latent construct job satisfaction and the different loading pattern on each facet,

over time. Results from study 2 evidences that the overall job satisfaction and the aggregated job satisfaction measures displays a similar pattern of results overtime. In addition, results show that job satisfaction facets predicts overall job satisfaction. Theoretically, this research presents a wider view on job satisfaction issues: its facets, the debate on aggregated versus overall measures and relationships patterns over time. Furthermore, satisfaction with human resources management appears as the stronger predictor of overall job satisfaction in all the six time periods. Our results highlight the importance of the mentioned job features, which contribute to the confirmation of the important role that Management practices can play to improve job satisfaction through performance appraisal systems and training. These results are important in terms of Human Resources Management as they encourage the development of interventions that promote job satisfaction.

PATTERNS ON SATISFACTION WITH DIFFERENT JOB ASPECTS: A THREE TIME PERIOD ANALYSIS

Caetano, A., *ISCTE-Lisbon University Institute, Lisboa, Portugal*; Spagnoli, P., *ISCTE-Lisbon University Institute, Lisboa, Portugal*; Correia Santos, S., *ISCTE-Lisbon University Institute, Lisboa, Portugal*

Abstract: Although research on job satisfaction has been developed over several decades, we still have little understanding about the relationship between overall job satisfaction and satisfaction with specific characteristics and on how this relationship evolves across time. The interest in specific aspects of job satisfaction has even wider significance for managers, especially when organizations seek information conducive to improving critical aspects of the workplace and when organizations undertake workplace restructuring. The present study aims to test the evolution of job satisfaction including four different aspects of job satisfaction in three different waves in the same organization. The research questions addressed whether there is a stable pattern of satisfaction with job aspects across time, how much does each specific satisfaction aspect contribute to overall job satisfaction across time, and whether there are differences in the satisfaction with the job aspect over time. Three time series of a repeated cross-sectional survey (Pelzer, Eisinga, Franses, 2005) were completed by employees of a service organization (2001; $n = 297$, 2003; $n = 222$; and 2007, $n = 243$). The results evidence that: (a) there is configurational invariance in the satisfaction with job aspects in the three waves; (b) satisfaction with each aspect (rewards, management practices, work climate

and work itself) contributes differently to the job satisfaction construct; and (c) statistically significant differences portray the mean values of most of the specific aspects of job satisfaction. The present research alerts managers to two different realities. On the one hand, employees exhibit an evolving attitude pattern concerning most of the job aspects evaluated. On the other hand, managers should develop human resource practices that contribute to each of the four job aspects considered. Thus, managers should take into account these results by monitoring frequently job satisfaction aspects, especially during organizational restructuring process. That is, they have to take into account the pattern of dynamic interrelation between those specific aspects.

Presentations: Work Group Innovation

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (16:30-17:45)

Chair: Richardson, J., *Aston Business School, Birmingham, UK*

COLLECTIVE REGULATORY FOCUS PREDICTS SPECIFIC ASPECTS OF TEAM INNOVATION

Rietzschel, E.F., *University of Groningen, Groningen, The Netherlands*

Abstract: Although many studies have addressed team innovation (Hülshager, Anderson, & Salgado, 2009), the role of self-regulation in team innovation has received relatively little attention. This is surprising, because teams need to regulate their collective efforts in order to perform innovatively in a demanding environment. The current study aims to fill this gap by applying Higgins' (1997) Regulatory Focus Theory to organizational teams. Previous research has shown that regulatory focus affects individual creativity (e.g., Friedman & Förster, 2001) and group decision-making (e.g., Florack & Hartmann, 2007). Based on this work, it was expected that team-level regulatory focus would predict idea generation (coming up with innovative ideas) and idea promotion (trying to muster support for innovative ideas), but not idea realization (implementation of innovative ideas). To test these hypotheses, I conducted an organizational survey study measuring team members' perceptions of their team focus, and team leaders' assessment of team innovation. Analysis of the data using Structural Equation Modeling showed that idea generation was positively predicted by teams' collective promotion focus, and idea promotion was

positively predicted by collective promotion focus and negatively by collective prevention focus. Idea realization, in contrast, was not predicted by collective focus. These results show (a) that Regulatory Focus Theory can predict important outcomes in the work setting, (b) that perceptions of collective focus meaningfully relate to innovative team performance, and (c) that not all stages of the innovation process are affected by collective focus in the same way. The practical relevance of the results lies in a deeper understanding of the factors underlying innovative team performance, and in the possibility of interventions or managerial practices aimed at improving team innovation.

EFFECTS OF STAFFING ADEQUACY ON INNOVATION PROJECT OUTCOMES: A TEST OF MANNING THEORY IN AN INNOVATION CONTEXT

Weiss, M., *WHU-Otto Beisheim School of Management, Vallendar, Germany*; Hoegl, M., *WHU-Otto Beisheim School of Management, Vallendar, Germany*

Abstract: When it comes to staffing an innovation project, assigning the right number of team members surely is the ultimate objective of those having to recruit for and set up innovation project teams. However, what actually constitutes the 'right' number of team members in innovation projects? At first glance, the self-evident answer is that managers should aim at an adequate number of team members in order to facilitate team performance. However, there is evidence that this intuitive logic does not generally hold, suggesting the relationship between staffing adequacy and innovation project performance being not that simple (i.e., uniformly positive). As such, literature on manning (or staffing) theory comes up with surprising insights, proposing that members of teams with less than adequate staffing levels are expected to be increasingly motivated and expending greater effort in performing their tasks. Prior empirical studies on manning theory, however, dealt only with teams pursuing routine (i.e., non-innovative) tasks. Moreover, while in experimental and survey studies such motivational effects were confirmed, this positive effect on individual motivation of team members did not translate to higher team performance. Given these gaps in the literature, we investigate the influence of staffing adequacy (as evaluated by the team leaders) on various innovation project outcomes (i.e., whether product novelty, project efficiency, or product quality is used as dependent variable). Regression analyses on data from 497 team members, team leaders, and team-external managers pertaining to 121 innovation projects in the electronics industry

do not confirm the assumption of manning theory that less than adequate staffing levels increase effort of innovation projects' team members. However, further analyses reveal significant relationships between staffing adequacy and the three dimensions of innovation project team performance. Specifically, we find a positive relationship of staffing adequacy with product quality and project efficiency, while the relationship between staffing adequacy and product novelty is a negative one. Thus, in contrast to widespread notions in theory and, particularly, in practice, our results suggest that staffing adequacy is no catch-all variable influencing dimensions of innovation project team performance in a uniformly positive way. Implications for theory and practice are discussed.

THE ROLE OF INDIVIDUAL DIFFERENCES IN COGNITIVE STYLE ON TEAM CLIMATE FOR INNOVATION

Hoyland, T.F.D., *Hull University Business School, Hull, UK*; Armstrong, S.J., *Hull University Business School, Hull, UK*

Abstract: Innovate or fall behind. According to Leonard and Straus (1997) the competitive imperative for virtually all businesses is that simple. For many organisations teams constitute an important vehicle through which innovations can be made to occur by bringing together multiple perspectives and skills to solving problems. The innovation process itself is thought to occur when people with different ways of perceiving, organising and processing information (cognitive styles) are brought together to form cognitively diverse teams where individual ideas collide. It is believed that the resulting conflict can then be managed in a way that leads to creative abrasion where energy released by the intersection of different thought processes may be harnessed to propel innovation. The purpose of this research is to explore the relationship between individual difference in cognitive style, conflict and the climate for innovation. The research employs quantitative measures using five different instruments to explore the influence of the cognitive style mix on the team climate for innovation across a sample of self managing work teams engaged in the development of creative software products for external clients. The instruments are administered at various stages of the project lifecycles. A multi-level approach to data analyses is adopted in order to explore the reciprocal influences of the individual and the team and for exposing potentially hidden relationships that may lead to improvements in our understanding and management of innovation teams. Results from data collected from

between 150 and 200 subjects representing between 30 and 40 self-managing work-teams will be reported.

SOCIALIZATION IN WORKGROUPS AND RESISTANCE TO NEWCOMERS INNOVATION

Livi, S., *Sapienza University of Rome, Roma, Italy*; Farnese, M.L., *Sapienza University of Rome, Roma, Italy*

Abstract: It is well acknowledged that effective team-based working is crucial to organisational survival and effectiveness. However, the intuitively appealing premise that teams will consistently achieve superior outcomes is often overestimated, both in the literature and by practitioners in organisations (Allen & Hecht, 2004). Indeed, pseudo' team working has been associated with substantially worsened performance outcomes in healthcare settings (West, Dawson & Richardson, 2010), meaning that real team-based working is therefore an imperative. This paper therefore begins by defining what a real team is, and briefly describes the development and validation of a new measure of team realness'. The association between team realness and team performance outcomes is next explored, supporting the predictive validity of the real team construct. This leads to the question of how real teams can be developed and supported in organisations. We propose that leader-member exchange (LMX) provides a mechanism for developing real teams, which in turn will lead to improved outcomes, specifically in terms of team performance and positive well-being. To test the theoretical model, we conducted a study on a sample of 149 students in 56 teams, which worked together for an academic year (8 months). Performance was evaluated as the mark on a group report submitted at the end of the year. Measures (from a survey in the fifth month) included LMX-7 (Graen & Uhl-Bien, 1995), team realness (Richardson & West, 2010), and well-being (Warr, 1990). Data were aggregated to the group level ($rwg = .97$, $ICC1 = .47$, $ICC2 = .71$). We found that team realness mediates the relationship between LMX and positive well-being and performance, ($p < .05$). However, the mediation model was not significant for negative well-being as the outcome measure. Our findings provide support for the argument that by developing better quality relationships with their followers, leaders can influence the extent to which their team attains the characteristics of a real team, which in effect leads to improved team processes, team performance and team member psychological reactions. Implications of this process for managers and organisations are discussed.

A GOAL ORIENTATION PERSPECTIVE ON TEAM INNOVATIVENESS

Richardson, J., *Aston Business School, Birmingham, UK*; West, M.A., *Aston Business School, Birmingham, UK*

Abstract: Given that teams have become the norm in many of today's increasingly complex and demanding organisations (Kozlowski & Bell, 2003), their innovative capacity is critical to their effectiveness and survival. In this paper, we argue that a prerequisite for team innovation is a mastery goal orientation, whereby team members actively and willingly exert effort towards exploration, learning and self-improvement. Indeed, recent research has shown that team-level mastery orientation is positively associated with team learning and performance (Bunderson & Sutcliffe, 2003). We hypothesise a direct positive relationship between team mastery goal orientation and team innovation (H1). Our model also explores the mediating effects of feedback seeking behaviour, based on insight from self-regulation theory. Given that a number of studies have shown that the provision of team feedback stimulates the spontaneous setting of team goals (e.g. Locke & Latham, 1990; Zander & Medow, 1965; Zander & Newcomb, 1967), we expect that teams which actively seek feedback are more likely to engage in reflection and evaluation of their current effectiveness, and as a result, implement new and creative ways of doing things. Based on this reasoning, we hypothesise that high mastery orientated teams which engage in high feedback seeking behaviour will be even more innovative (H2). The hypotheses were tested using cross-sectional surveys with a sample of 51 teams employed within a large UK public sector organisation. Following DeShon et al. (2004), team goal orientation was measured using a modified version of the twelve-item goal orientation scale developed by Button et al. (1996). Feedback seeking behaviour was measured using a five-item scale developed by Schippers et al. (2007). Finally, we obtained external management ratings of team innovation using an eight-item scale developed by Burpitt and Bigoness (1997). Justification for data aggregation was also conducted. Using structural equation modelling, the moderated model was significant ($p < .05$). Given the importance of innovation for the survival of teams and organisations, the results are discussed in relation to the need for teams to be both more mastery orientated and feedback seeking.

Presentations: Employee Well Being - Presenteeism and Workaholism

Main topic area: Employee Well Being

Location: 0.3 Copenhagen (16:30-17:45)

Chair: Karanika-Murray, M., *Nottingham Trent University, Nottingham, UK*

WATCHING THE PAINT DRY: DEVELOPMENT AND INITIAL VALIDATION OF THE DUTCH BOREDOM SCALE

Reijseger, G., *Utrecht University, Utrecht, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*; Peeters, M.C.W., *Utrecht University, Utrecht, The Netherlands*; Taris, T.W., *Utrecht University, Utrecht, The Netherlands*; Beek, I. van, *Utrecht University, Utrecht, The Netherlands*; Ouweeneel, A.P.E., *Utrecht University, Utrecht, The Netherlands*

Abstract: Boredom is a state of relatively low arousal and dissatisfaction, which is due to an insufficiently stimulating situation. At present little is known about boredom at work, so-called boreout. The present study introduces boreout as a separate dimension of employee wellbeing that can both theoretically and empirically be distinguished from similar motivational-affective concepts such as job engagement and burnout. We argue that boreout results from having a passive job in which employees experience low levels of job demands and low levels of job resources. The subsequent lack of challenge may result in dissatisfaction with the job and the organization. Taken together, we hypothesize that (1) boreout can empirically be distinguished from burnout and engagement, (2) boreout is negatively related to demands and resources, and (3) boreout is negatively related to valued organizational outcomes. The hypotheses were tested using data from 6,220 employees from different organizational sectors. Boreout was measured with the new eight-item Dutch Boreout Scale (DUBS). Confirmatory factor analyses provided initial support for the factorial and discriminant validity of the DUBS vis-à-vis engagement and burnout. Confirming Hypothesis 2, SEM analyses revealed that high demands and resources negatively associated with boredom. Partly, in support of Hypothesis 3, boreout negatively related to job satisfaction, but not to organizational commitment. Finally, boreout positively related with turnover intention. Taken together, our research findings provide initial support for the idea that having little demands and resources is a potential risk factor for boreout. Moreover, boreout appeared to be related to negative attitudes towards

the organization. Future (longitudinal) research is necessary to further establish the development of boreout over time and to examine the consequences of boreout for job performance.

TESTING THE ROLE OF PERSONAL VARIABLES AND PERSONAL RESOURCES IN THE JD-R MODEL

Ballarani, E., *University of Bologna, Italy, Foligno, Italy*; Guglielmi, D., *University of Bologna, Foligno, Italy*; Simbula, S., *University of Milano Bicocca, Milano, Italy*

Abstract: The interest for the study of the occupational health psychology has grown fast during the last few years as the nature of jobs has been modified in order to achieve job innovation. These changes led individuals to act into a different environment which became itself a factor of psychological risk for workers. Taking up this interest in workers' well-being, researchers supplemented and extended the concept of burnout by considering its positive antipode that is work engagement. To integrate both work engagement and job burnout a model has recently been introduced by Demerouti, Bakker, Nachreiner and Schaufeli (2001): the Job Demands-Resources Model. This model specifies how working conditions produce motivation and health impairments assuming that the characteristics of the environments can be classified in the two global categories: job demands and job resources. According to the authors, job demands refers to those aspects of the job that require sustained physical and/or psychological effort and are associated with physical/psychological costs. On the other hand, job resources refer to those aspects of the job that are functional in achieving work goals, stimulating personal growth and development and in reducing job demands and its related costs. Furthermore job resources play both intrinsic and extrinsic motivational effect. The JD-R Model assumes that job demands and job resources evoke two related process: an energetic process (in which high job demands could led to burnout, health impairments and sick leave) and a motivational process (in which job resources mediate the role of job burnout). AIMS: testing the role of self-efficacy (personal resource) and inadequate preparation (personal variable) on the JD-R Model SAMPLE: A group of 217 nurses working in an Italian structure of Public Health Care located in the city of Bologna (Emilia-Romagna) INSTRUMENT: A self-report questionnaire with a type Likert response scale

THE ROLE OF PERSONAL RESOURCES FOR INDIVIDUAL WELL-BEING IN TURBULENT WORK ENVIRONMENTS

Schimpl, N., *Albert-Ludwigs University Freiburg, Freiburg, Germany*; Bahamondes Pavez, C., *Albert-Ludwigs University Freiburg, Freiburg, Germany*; Schüpbach, H., *Albert-Ludwigs University Freiburg, Freiburg, Germany*

Abstract: Based on the Job Demands-Resources Model (JD-R; Demerouti, Bakker, Nachreiner & Schaufeli, 2001), this study investigated the influence of organizational, social and personal resources on employee well-being and work engagement in different organizations. To date, global and affective-cognitive personal resources (such as generalized self-efficacy, optimism and organization-based self-esteem) have generally been used to complement organizational and social resources in the JD-R model. The role of behavioral-practical personal resources at work has received less attention. However, previous studies point to the relevance of these resources for behavior at work and well-being, particularly in the new, contradictory or unpredictable situations found in turbulent environments. The personal resources considered in this study were also chosen because of their sensitivity to change with the aim to derive implications for learning and personal development. Employees' well-being in different organizations was investigated under specific working conditions and with the resources typical for turbulent environments. Both negative outcome variables (e.g. irritation) and positive outcome variables (e.g. work engagement) were included in the study. The relationship between organizational resources, social resources and outcome variables was replicated, using the original JD-R model, in the context of turbulent environments. The role of behavioral-practical personal resources in the sense of cognitive beliefs (e.g. occupational self-efficacy) and generalized schemes of behavior (e.g. proactive coping, self-leadership) was also investigated, to expand on the JD-R model. We hypothesized that employees with high personal resources would show lower irritation (under equal job demands) than those with low personal resources (i.e. that personal resources would buffer the impact of high job demands on irritation). We also hypothesized that personal resources would mediate the relationship between organizational and social resources and irritation as well as work engagement. The sample consists of 100 participants from German IT and automotive enterprises. The questionnaire includes job demands (e.g. flexibility, work load), work-related and personal resources and positive and negative outcome variables (irritation, work engagement). The questionnaire uses

established scales chosen from the literature or based on qualitative data. The presentation of the study will present the underlying model and study results. Implications for practical relevance are to be discussed.

PRESENTEEISM AND ABSENTEEISM: SEPARATED AT BIRTH?

Karanika-Murray, M., *Nottingham Trent University, Nottingham, UK*; Biron, C., *Laval University, Quebec, Canada*

Abstract: This study explores the links between absenteeism and presenteeism conceptualized on a continuum of work behaviors. There is little conceptual or empirical work that can contribute towards an appreciation of the relationships between absenteeism and presenteeism, and their links with performance and well-being. This paper investigates the idea of a tipping point between optimal levels of absenteeism and presenteeism. Based on Johns (2010) and Biron and Saksvik (2009), we suggest that there is a continuum of work attitudes and behaviors from presenteeism to voluntary absenteeism and turnover behaviors. We extend this work by identifying (i) the health status/reasons for absence, (ii) relevant individual differences (e.g. personality), cognitions, and work attitudes (e.g. engagement, job crafting, fairness), and (iii) work unit characteristics (e.g. justice, work unit climate, absenteeism/presenteeism culture) that can determine where an individual is at a given point on this continuum, and we present these in order of strength. Thus, if a strong and clear attitude, and consequently behavior, is not activated, situational factors (e.g. work unit climate) can have a greater effect on determining behavior. Finally, we discuss the links between presenteeism and absenteeism, on one hand, and performance and well-being outcomes, on the other. We highlight the pressing need to integrate and extend our understanding of the relationship between the range of work attitudes and behaviors, and present a framework for appreciating the relationship between presenteeism and absenteeism. In terms of practice, improved understanding of work attitudes and behaviors can lead to better management and a healthy balance between absenteeism and presenteeism. Although there is evidence showing that both presenteeism and absenteeism are not costly for organizations and for individuals, we maintain that there is a balance or trade-off between the two that minimizes disruption and helps individuals remain productive and engaged. Biron, C., & Saksvik, P. (2009). Sick absence, presenteeism and attendance pressure factors: implications for practice. In: J. Quick & C.L. Cooper

(Eds.). *Handbook of Organizational and Work Psychology* (3rd Ed.) Johns, G. (2010). Presenteeism in the workplace: A review and research agenda. *Journal of Organizational Behavior*, 31, 519-542.

WORKAHOLISM AND OCCUPATIONAL HEALTH

Buczny, J., *Warsaw School of Social Sciences and Humanities, Sopot, Poland*; Wojdylo, K., *Gdansk University, Gdansk, Poland*

Abstract: Workaholism is commonly defined as a disorder, which is manifested in over-average energy exhaustion, perseveration in action, setting standards hard to achieve, and inability to disconnect from task involvement (see Robinson, 2007). Based on the new conceptualization of workaholism as working craving (Wojdylo & Kuhl, submitted) we construe the new workaholism measurement method: Working Craving Scale (Wojdylo & Buczny, in preparation). The structure of the method consists of four factors: (1) Obsessive-Compulsive Desire to Work, (2) Anticipation of Positive Outcomes (Self-Worth), (3) Anticipation of Reduction of Negative Emotion and Withdrawal Symptoms that could be derived from engaging into work and (4) Perfectionism. In the purpose to explore determinants of occupational health we based our structural models not only on a working craving measurement, but we also controlled burnout, work engagement (e.g. Llorens, Bakker, Schaufeli, & Salanova, 2006), anxiety, self-esteem. We operationalised occupational health with work absence caused by health reasons, as well as psychological distress, and emotional exhaustion (Dolar & Bakker, 2010).

Symposium: Participation at work: Current research from the Organizational Participation in Europe Network (OPEN)

Main topic area: Changing Employment Relations

Location: 0.4 Brussels (16:30-17:45)

Chairs: Höge, T., *University of Innsbruck, Innsbruck, Austria*; Weber, W.G., *University of Innsbruck, Innsbruck, Austria*

Abstract: Organizational participation refers to a variety of different forms and intensities of employees' involvement in organizational decision making (Wilpert, 1989). Participation can be direct (personal) or indirect (via representatives), informal or formal, ranging from the involvement in decisions related to the shop floor level (e.g. participative group goal setting)

up to strategic decisions concerning the organization in total (organizational democracy). OPEN is an informal association of researchers dedicated themselves to the investigation of participative management practices in contemporary working life. Based on earlier participation research (see Heller, 1998) the underlying assumption is that the involvement of employees in organizational leadership effects individuals, teams, organizations, and societies positively (Wegge, Jeppesen, Weber, Pearce et al., in press). The symposium aims to present and discuss current research results of OPEN-members on this issue. The studies focus on different forms of participation from participative group goal setting over the role of works councils to (direct) democratic organizational structures. They investigate several antecedents like leaders' social judgement skills, workers' self efficacy, and the relationship between desired and experienced influence. They also address different consequences of participation, e.g. performance, innovation, morale, ownership, and community-related orientations. Moreover, possible psychological mechanisms explaining the relationship between participative practices and positive consequences for individuals, organizations, and societies are outlined. Based on an integrative view on the presented results implications for future research and practice will be discussed.

THE BENEFITS OF PARTICIPATIVE GROUP GOAL SETTING BECOME APPARENT AS TASKS BECOME INCREASINGLY CHALLENGING OVER TIME

Wegge, J., *TU Dresden, Dresden, Germany*; Haslam, S.A., *University of Exeter, UK*; Postmes, T., *University of Groningen, Groningen, The Netherlands*

Abstract: A large body of research has pointed to the utility of goal setting as a performance enhancement strategy. However, group goal setting is more complex than individual goal setting as the group context strengthens the desire for voice and the possibility of resistance. In line with this idea, we test the prediction that goal-related performance improvements are more marked where groups participate in goal setting rather than having goals imposed, particularly as they become increasingly hard to achieve. Two experiments were conducted ($N_{groups} = 27, 72$). Groups of three or four students took part in brainstorming exercises in three phases. In Phase 1 all groups were instructed to do their best. In subsequent phases groups were randomly assigned to three (study 1) or five (study 2) conditions. One of these was a control condition (again "do their best"). In other conditions groups were invited to set a performance improvement goal (+20%

vs. +40% or +40% vs. +80%) either set by the experimenter or by themselves. The results of both experiments confirm that group goal setting enhances performance. More importantly, both studies show that benefits of participative goal setting become more marked as goals become more difficult over time. In line with social identity and self-categorization principles, we suggest that this is because increases in participatively set goals appear to provide opportunities for collective self-actualization and self-enhancement while increases in imposed goals do not. Thus, if groups are to be encouraged to take on goals that become increasingly difficult, participative group goal setting should be preferred.

BEYOND COMMAND-AND-CONTROL: POLICE LEADERSHIP SKILLS AND PARTICIPATION AS DETERMINANTS FOR OWNERSHIP AND AGENCY MORALE

Steinheider, B., *University of Oklahoma, Tulsa, USA*; Stafford, S., *University of Oklahoma, Tulsa, OK, USA*; Wuestewald, T., *University of Oklahoma, Tulsa, USA*

Abstract: Aim: Law enforcement leadership has traditionally developed from within the ranks, often reinforcing hierarchical structures and command-and-control thinking. However, increasing social and technological complexity, specialization, and community-oriented crime control strategies have de-emphasized the importance of leaders' command presence and technical-knowledge in favor of participative leadership styles. Using Mumford et al.'s (2000) competency-based leadership model, we tested the hypothesis that leadership skills, such as social judgment and facilitative problem solving, are positively correlated with participative-management practices, resulting in improved officers' perceptions of ownership and agency morale. Method: We developed and administered a questionnaire to 1044 police officers enrolled at the FBI National Academy assessing problem solving skills, social judgment skills and technical knowledge. Confirmatory factor analysis revealed a good model fit. Participants rated either their direct supervisors ($n=383$) or their Chief's skills ($n=643$) as well as the degree of participation within their agency, their sense of ownership and agency morale. Results: Results confirmed leader's social judgment skills and participation as significant predictors of officer's feelings of ownership and agency morale, while leader technical knowledge had no significant effect. In both models, participation was the strongest predictor variable. Conclusion: Results indicate that social judgment skills (i.e. perspective taking, social perceptiveness, and behavioral flexibility) alert leaders to the im-

portance of including subordinates in decision making, resulting in greater employee ownership and morale.

WORKS COUNCILS AS NORMATIVE REFERENCE GROUPS FOR EMPLOYEE'S INNOVATIVE BEHAVIOR. EXPLORATORY AND EXPLANATORY STUDY OF ANTECEDENTS

Martins, E., *University of Rostock, Rostock, Germany*;
Pundt, A., *University of Rostock, Rostock, Germany*;
Nerdinger, F.W., *University of Rostock, Rostock, Germany*

Abstract: Recent research on employees' innovative behavior has emphasized the impact of employees' representatives as promoter of employees' innovative behavior: Employees' representatives, like works councils in Germany, can as indirect form of employee participation improve both the employees' willingness to cooperate in implementing innovations and the attitudes of employees towards innovation and innovative behavior. Based on the theory of planned behavior, we assume that works councils can act as a normative reference group for innovative behavior and hence can influence employee's attitudes and behavior concerning innovation. However, no research has focused on antecedents of works councils becoming normative reference groups for employees? The answer to this question is important for all actors in organizations for a better understanding of the works councils' influence and meaning regarding innovations. For works councils, it shows ways to become (more) such a reference group, to gain more importance in organizational innovation and to foster employee's innovative behavior. In an exploratory interview study (N=153) we firstly identified 18 of such antecedents. Based on these findings and theoretical considerations, we developed a set of hypotheses of antecedents of becoming a normative reference group for innovative behavior. In a second step we tested our hypotheses in an explanatory questionnaire study (N=403) and found six antecedents having a significant and independent effect on the perception of employees that the works council is a normative reference group for innovative behavior. In our presentation, we will show these empirical studies and theoretical considerations on normative reference groups in detail.

RELATIONSHIPS BETWEEN EXPERIENCED INFLUENCE, SELF-EFFICACY AND DESIRED INFLUENCE

Jonsson, T., *Aarhus University, Aarhus, Denmark*;
Jeppesen, H.J., *Aarhus University, Denmark*

Abstract: Success with employee participation is contingent upon employees' desires for influence. The present study examines relationships between desired influence, self-efficacy and experienced influence. Desires about influence can pertain to how much influence one desires for oneself, and which organizational agent one desires should have most influence. The agents can be one self, the team, the work council / health and safety committee, and management. The agents vary in closeness to the employee. 362 metal workers from selected companies participated in a survey made in cooperation with Metal Workers' Union, Aarhus, Denmark. A questionnaire was distributed via shop stewards. The companies varied in size according to the number of employed metal workers (<30; 30-99, >100). Reply rate was 62%. Results of the regression analyses showed that both self-efficacy and experienced influence were positively associated with the degree of desired influence to oneself. Furthermore, this desire for influence was found to be associated with which agents the employee desired should have most influence. The results showed that the more one desired influence for oneself, the closer to oneself was the desired agent located. The results reflect that experienced and desired influence may be each others' preconditions. Self-efficacy may be related to beliefs about being able to take on responsibility that is implied by high degrees of influence. The relationship between desired influence degree and the closeness of agents to one-self, may reflect desires of more involvement in decision-making processes for those, who desired to have high influence for themselves.

PROPOSALS CONSIDERING CONCEPTUAL ENHANCEMENTS OF ORGANIZATIONAL PARTICIPATION RESEARCH

Weber, W.G., *University of Innsbruck, Innsbruck, Austria*

Abstract: Beyond the area of personal, dyadic or small-group participation, work and organizational psychological research in organizational participation (including organizational democracy) has several deficiencies considering the conceptualization of psychological factors that may help to explain and design successful employees' participation also in tactical and strategic decisionmaking in their enterprises. In an integrative contribution, concepts concerning the comprehension of motivational antecedents, psychological processes, and outcomes of large scale participation will be compared (including under discussion of findings of own studies, see Weber & Lampert, 2010; Weber et al., 2008, 2009) which more or less

were neglected within this specific research context. Constructs from activity theory (e.g. common objectifications and collective appropriation of accumulated knowledge; collectively planned environmental control), action-regulation theory (e.g. processes of collective action regulation), moral development theory (development of community-related perspective-taking), and the theory of collective psychological ownership (reduction of social alienation) will be assessed to what extent they can contribute to the following research questions:- which specific human motives or needs are activated through substantial employees' participation?- which intra-psychic processes and which social-psychological processes go along with employees' participatory activities?- which intra-psychic outcomes and which social-psychological processes may result from participation?- which community-related, societal outcomes may arise from participation?

Presentations: Emotional Labor

Main topic area: Emotions In The Workplace

Location: 0.5 Paris (16:30-17:45)

Chair: Hammond, M., *University of Limerick, Limerick, Ireland*

EMOTIONAL LABOR IN FINANCIAL MARKET PROFESSIONALS AND ITS RELATION WITH JOB SATISFACTION AND OCCUPATIONAL STRESS

Fachada, T., *University of Coimbra, Coimbra, Portugal*; Carvalho, C., *University of Coimbra, Coimbra, Portugal*; Toderi, S., *University of Bologna, Bologna, Cesena, Italy*

Abstract: Emotions play a major role on behavior, influencing the way we interact with the outside world. Work life requires a lot from individuals at diverse levels namely dealing with emotions. Therefore, the organizational context is one of the best environments to learn about emotions. Nowadays, due to the recognition that emotions do influence workers behavior and performance, research on this topic has increased, especially regarding the concept of Emotional Labor. First introduced by Hochschild in 1983, it refers to the extent to which employees need to manage their feelings in order to display socially desired emotions required to perform a job in an efficient manner. It has been linked to positive and negative aspects that impact personal well-being regarding, among others, job satisfaction, stress or work engagement. Financial Markets workers are professionals who work under a fast paced and

strong pressure, being required to make quick important decisions, to advise costumers on crucial moves taking responsibility for impactful transactions. In this study we aimed to understand if and how does EL occur within the requiring and chaotic functions of professionals in the Portuguese financial market and the relation of its dimensions - display rules, emotional regulation strategies and perceived work demands - with Job Satisfaction and Occupational Stress. The results obtained suggest a relevant presence of EL, especially regarding the perception of display rules which condition emotional expression and the use of strategies to deal with these rules. Also, data suggests the impact of these dimensions on job satisfaction and occupational stress, namely an interactional effect involving stress and the emotional regulation strategy surface. Finally, some issues concerning the psychometric properties of the EL scales used are addressed. The present investigation represents, above all, a step further in the EL research and in the consideration of non-traditional groups in this area and in Psychology research in general. Furthermore, our aim was to make this investigation as currently relevant as possible and, in the present context of extreme economical and financial instability, these professionals play a central role working behind the scenes' on important matters that have a global impact.

A DEVELOPMENT PROCESS OF EMOTIONAL LABOR AND BURNOUT IN UNIVERSITY PROFESSORS: THE ROLE OF LINEAR/NONLINEAR THINKING STYLES AND ORGANIZATIONAL COMMITMENT

Saldanha, M.F., *University of Coimbra, Coimbra, Portugal*; Carvalho, C., *University of Coimbra, Coimbra, Portugal*; Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*

Abstract: In organizational context, emotions have an essential role in behavior and well-being of workers (especially in professions that require direct contact with other people, as in the case of university professors), and it is increasingly important to understand how they manage their emotions. This emotional management is called emotional labor. The purpose of this study was to develop a model that evaluates the role of thinking styles and organizational commitment in emotional labor, also considering the relation between emotional labor and one of its possible consequences - burnout. To accomplish this aim, we conducted a cross-sectional questionnaire study. We used the scales Linear/Non Linear Thinking Style Profile (Vance, Groves, Paik & Kindler, 2007), Affective, Normative and Continuance Commitment

Scales (Allen & Meyer, 1990; Meyer & Allen, 1997), Emotional Labor Scale (Brotheridge & Lee, 2003) and Maslach Burnout Inventory (Maslach & Jackson, 1981, 1986), which evaluate, respectively, thinking styles profile, organizational commitment, emotional labor and burnout. In a sample of 226 Portuguese university professors, we tested the construct validity (with exploratory and confirmatory factor analysis) and the reliability of the referred instruments, which gives incremental validity and support the good psychometric qualities of the original validation studies. We verified, by means of Structural Equation Modeling, that in general: 1) the information sources preferred by an individual have an impact on the organizational commitment one presents; 2) depending on the component of organizational commitment involved, there is a differential impact on emotional regulation strategies and dimensions of burnout; 3) the three dimensions of burnout develop essentially in a sequential way, following the proposal of Leiter and Maslach (1988). The model tested with maximum likelihood estimation fits adequately the data. The results have practical significance in two main strands: 1) we present rigorous validation studies enhancing the international use of the referred scales in research and practice contexts, 2) we provide insights about the development process of the considered variables in work context, and this knowledge may lead to early interventions, that are discussed, in order to enhance the well-being of university professors.

WITH A LITTLE HELP FROM MY ASSISTANT AND PERSONAL INITIATIVE: BUFFERING THE NEGATIVE EFFECTS OF EMOTIONAL DISSONANCE ON EMPLOYEE WELLBEING

Rodriguez-Sánchez, A., *Universitat Jaume I Castellón, Wont Research Team, Castellon, Spain*; Hakanen, J., *Finnish Institute of Occupational Health, Helsinki, Finland*; Perhoniemi, R., *Finnish Institute of Occupational Health, Helsinki, Finland*; Salanova, M., *Universitat Jaume I Castellón, Wont Research Team, Castellon, Spain*

Abstract: Introduction: Literature on emotional work has been mostly focused on its negative effects such as burnout, and turnover, and how to cope with them when the damage is done. However, scarce empirical longitudinal evidence exist regarding resources that foster well-being to face emotional demands such as emotional dissonance. In this study, we expect that resources like cooperation with assistant and personal initiative buffer the negative effects of emotional dissonance on employee well-being such as work engagement

and personal accomplishment. Method: Hierarchical Regression Modelling was carried out in a sample of 1,954 Finnish dentists that participated in a three wave longitudinal study in 2003, 2006, and 2010. We tested the hypotheses using first T1-T2 design and then T2-T3 data to confirm the results. Results: Firstly, results showed that cooperation with assistant at T1 moderated the effects from T1 emotional dissonance both on T2 work engagement and T2 personal accomplishment. Secondly, personal initiative also buffered the negative effects of T1 emotional dissonance on T2 work engagement. Besides, these cross-lagg effects of personal initiative were also replicated from T2 to T3 showing that personal initiative was a powerful personal resource in order to cope with emotional demands. Conclusions: The buffering role of cooperation with assistant (social job resource) and personal initiative (personal behavioral resource) in emotional dissonance (emotional job demand) is discussed regarding theoretical and practical implications for employee well-being.

SELF CONCEPT AS A MODERATOR OF THE EMOTION REGULATION-STRESS RELATIONSHIP: AN EMPIRICAL TEST

Hammond, M., *University of Limerick, Limerick, Ireland*; Fisk, G., *Queen's University, Kingston, ON, Canada*; Tkocz, Z., *University of Limerick, Limerick, Ireland*

Abstract: Regulating one's emotions - through either amplification or suppression of true feelings - is normative in many organizational contexts. The modification of feelings an individual experiences and displays can be accomplished using a number of different strategies, some of which have been linked to detrimental personal outcomes (e.g., stress and burnout). The purpose of this research is to empirically examine how an employee's self concept (i.e., individual, relational, or collective orientation) influences the consequences associated with different types of emotion regulation (i.e., surface versus deep acting). Consistent with existing theory (e.g., Ashforth & Humphrey, 1993), we test the hypothesis that emotion regulation will be less stressful for individuals with strong relational or collective self-concepts. Relationally and/or collectively oriented individuals should be more adept at seeing regulation as a means of benefiting others, thereby mitigating any potentially negative outcomes. In contrast, those with individual self-concepts will be more likely to see regulation as diminishing valuable - and limited - personal resources. While data collection with primary front-line service workers is currently on-going,

preliminary findings support our predictions: the positive relationship between surface acting and emotional exhaustion is weaker for those with stronger collective self-concepts. From a practical perspective, this research has important and widespread implications. For instance, organizations should focus their recruitment and selection efforts on achieving higher levels of person-job fit (e.g., filling service-oriented roles with individuals who possess relational self-concepts). Similarly, it may be that organizations can mitigate the stresses associated with emotion regulation by conveying its' collective benefits.

THE MODERATING EFFECTS OF BEHAVIOURAL TENDENCY TOWARDS THE OCCUPATION ON THE RELATIONSHIP BETWEEN EMOTIONAL LABOUR AND BURNOUT (EMPLOYEE WELL-BEING)

Retowski, S., *Warsaw School of Social Sciences and Humanities, Sopot, Poland*; Fila Jankowska, A., *Warsaw School of Social Sciences and Humanities, Sopot, Poland*

Abstract: A great deal of works on emotional labour have explored the impact of deep and surface acting (strategies of EL) on burnout. According to Grandey (2000), personal and organizational factors moderate the relationship between emotional labour and employee well-being. Drawing on the Grandey's model it was proposed that positive attitudes (explicit and non-explicit) towards the occupation could buffer against the negative effects of emotional labour. An important indicator of non-explicit attitude (behavioural tendency towards the objects) might be the distance from the objects (Bargh, 1997, Fila-Jankowska, Jankowski, 2008). The traditional method of examining attitudes through direct measures has been enhanced by indirect measures, such as an AAS method. The aim of the study is to examine the role of behavioural tendency towards the occupation in prediction of burnout and job satisfaction. It was hypothesized that behavioural tendency would have a direct effect on employee's well-being and that the tendency would moderate the relationship between emotional labour and well-being. Data from the survey study of 118 teachers from different schools are presented. Behavioural tendency towards the occupation, general attitude towards the occupation, emotional labour strategies, job satisfaction and burnout were estimated. The measurement of the behavioural tendency towards the occupation was performed using the computer Approaching-Avoidance Simulation Method. Results indicate that the behavioural tendency towards the occupation plays an important role

in predicting the level of emotional exhaustion. Hierarchical regression analyses have revealed that behavioural tendency towards the occupation is a significant moderator of the relationships between surface acting and cynicism. Specifically, findings indicate that high levels of surface acting result in higher cynicism but only when behavioural tendency towards the occupation is negative. In general, results demonstrate how the non-explicit attitude towards the occupation may influence emotional labour process. The results raise interesting questions about indirect measures of attitudes towards the occupation in relation to employee well-being. These findings indicate a potential for more effective vocational counselling.

Presentations: Strategic Human Resources Management

Main topic area: Human Resource Management

Location: 0.6 Madrid (16:30-17:45)

Chair: Tymon, W., *Villanova University, Villanova, USA*

THE STRATEGIC ROLE OF HUMAN RESOURCE PROFESSIONALS IN A SOUTH AFRICAN CONTEXT

Plessis, Y. du, *University of Pretoria, Pretoria, South Africa*; Barkhuizen, N., *University of Pretoria, Pretoria, South Africa*

Abstract: Over the past twenty years, the human resources (HR) function has been challenged to adapt to the rapidly changing business environment which requires that HR practitioners go beyond operational excellence and move towards a more strategic approach. HR practitioners are thus challenged to become professionals and business partners. They need to show the value that they bring to the organisation and deliver results that contribute towards business success. This study aims at investigating the current roles that HR professionals in South African organisations play and to what extent these roles enable a strategic or operational impact on organisations. The research methodology followed a quantitative exploratory research approach. The Human Resource Role Assessment Survey by Ulrich and O'Connor, (1997) was administered electronically among a population of Masters and Chartered HR practitioners who are registered at the South African Board for People Practice. The number of respondents was 137. This survey instrument measures four different roles that human resource professionals play, namely; strategic partner, change agent, employee

champion/advocate and administrative expert. Descriptive statistics including the Students' t-tests and Anova's were applied. The results of this study showed on average that HR professionals in South Africa are not engaging more in strategic or operational roles, although the mean of difference between the strategic and operational roles' value showed a slight inclination towards the operational side. The practical implications of the study are that HR professionals are starting to realise that through incorporating strategic roles in their daily activities, they can better demarcate the value of their operational activities and influence the organisation at a strategic level. HR professionals should be seen as strategic partners and are valuable in the strategic deliberations. Therefore the education of young HR professionals in Strategic Human Resource Management is crucial in growing an inherent competence ensuring the delivery of business results. Therefore finding a balance between strategic and operational roles is a key challenge and is pivotal in sustaining organisational performance.

MANAGER SUPPORT PREDICTS TURNOVER OF PROFESSIONALS IN INDIA

Tymon, W., *Villanova University, Villanova, USA*; Stumpf, S., *Villanova University, Villanova, USA*; Doh, J., *Villanova University, Villanova, PA, USA*; Smith, R., *Accenture, Singapore, Singapore*

Abstract: Retaining the best professional talent is of great practical significance to organizations as it eliminates the recruiting, selection, and on-boarding costs of their replacement, maintains continuity in their areas of expertise, and supports a culture in which merit can be rewarded. Research examining the causal mechanisms that lead to a reduction in turnover has primarily addressed the professionals' attitudes toward the organization and job itself, rather than the relationship of the professionals' with their managers. This paper examines the role of managers in the turnover of their direct reports as well as the mediating role of three psychological responses to supportive behaviors on the part of managers: the professionals' sense of intrinsic reward from their work, their personal commitment to success at work, and their perceptions of career success. Research focused on how manager support affects both the intrinsic rewards experienced by professionals and their personal commitment to the organization is scarce. The contribution of this research to the role of manager support in retaining professional employees is supported by a large Indian sample of 4,811 individuals randomly obtained across 32 operating units of 28 companies. Our results found perceptions of manager

support and career success have strong direct effects on actual turnover. Also, manager support affected turnover indirectly through its effects on career success via intrinsic rewards and personal commitment. The total effect of manager support on turnover one year later was -.27, a rather robust finding between a perceptual measure and actual turnover one year later. Similarly, a professional's perceived career success had a robust direct effect on actual turnover of -.24. We also found a strong influence of the experience of intrinsic rewards on personal commitment, which influenced actual turnover through its influence on perceived career success. The results demonstrate the critical role of both manager support and perceived career success on the actual turnover of professionals in India. Perceived career success is significantly influenced by manager support, intrinsic rewards, and personal commitment. In practice, identifying and developing supportive managers appears to be critical for the retention of talent in organizations.

THE IMPACT OF HRM SYSTEM'S PROCESS FEATURES ON TURNOVER INTENTIONS

Vigna, C., *Universiteit Antwerpen & HU Brussel, Brussel, Belgium*; Sanders, K., *Universiteit Twente, Twente, The Netherlands*; Henderickx, E., *Universiteit Antwerpen, Antwerpen, Belgium*

Abstract: Because of environments' increasing complexity organizations need to employ their resources more efficiently and effectively than ever. Human resource professionals are challenged to proactively react to these external adaptations and seek to sustain or even sharpen employees' and organizational performance. Strategic human resources management (SHRM) literature provides empirical evidence for the link between HRM practices and performance (e.g. Huselid, 1995; Delery & Doty, 1996; Guthrie, 2001). Notwithstanding numerous SHRM-studies, the process through which HRM leads to performance has not been well addressed. Wright and Nishii's process model of SHRM (2006) shows how HRM practices on organizational level influence individual perceptions and consequently their behaviors, effecting organizational performance. However, empirical work on the specific process features in this chain remains rather forthcoming. Bowen and Ostroff (2004) explicitly distinguish between HRM content and HRM process, introducing the concept of HRM system strength. We address the issue of process and provide empirical evidence for HRM process features influencing performance. The main purpose is to add to the SHRM-field and HR-turnover literature by testing the link between HRM

system strength and turnover intentions. In the analyses we discern Bowen and Ostroff's process features of an HRM system, building HRM system strength. Direct as well as indirect effects on turnover intentions are examined. Indirect analyses include mediation of job satisfaction and moderation of HR climate strength. Results have practical implications for the individual employee as well as for HR professionals and the organization as a whole.

WHY DO SMALL FIRM ENTREPRENEURS ADOPT HIGH PERFORMANCE WORK PRACTICES?

Kroon, B., *Tilburg University, Tilburg, The Netherlands*; Voorde, K. van de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Timmers, J., *Tilburg University, Tilburg, The Netherlands*

Abstract: Small firms HRM - performance research has embraced the search for the presence of High Performance Work Practices (HPWP's). However, the uptake of HPWP's in small firms is found to be quite low. This paper examines the contingencies that relate to the uptake of HPWP's in small firms. Instead of counting practices, we pursued an intermediate approach by examining the presence of elements of the HPWS system (Ability enhancing practices, Motivation stimulating practices and Opportunity creating practices). Contingency theory predicts that the presence of HPWP's depends on variation in structural contingencies (organization size, age and industry) and strategic/ agency contingencies (entrepreneurial orientation, HR vision and HR knowledge of the entrepreneur). In total 211 employees of 45 small organizations rated the presence of HPWP's in their organization. These averaged perceptions were related to information provided by the entrepreneur of the organization about the organization contingencies. Results showed that different contingencies related different to the presence of the AMO elements of HPWP's. HR vision was the only contingency that related to all AMO elements. The other structure -and agency contingencies were related to the presence of a few elements. For example, results supported the economies-of-scale argument against the adoption of Ability and Motivation practices in the smallest firms. And, in line with evolutionary theory, we found that organization age was related to a decreased presence of employee voice (O): organization practices crystallize in time as a result of more intense interaction between first employees and the entrepreneur in the start-up phase of the firm. Furthermore we found effects for industry (service vs manufacturing), Entrepreneurial orientation and HR knowledge. The results illustrate

that the uptake of HPWP's is aligned with small firm contingencies. Future research and practice should not continue to pursue the application/ search for 'general best practices' but instead focus on 'contingent best practices': what works best given a small firm's specific circumstances.

Presentations: Identities and Identification

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (16:30-17:45)

Chair: Xenikou, A., *University of Athens, Athens, Greece*

FREE SOFTWARE DEVELOPMENT COMMUNITIES: BETWEEN MARKET INDEPENDENCE AND MARKET ORIENTATION

Kuntner, W., *Kuntner Arbeitspsychologische Praxis, Chienes, Italy*

Abstract: In free/libre/open source software development communities there is a strong commitment for social values and a strive for extensive market independence. At the same time there are substantial investments from the IT industry into open source projects. This exploratory case study analyzed the argumentation structures of a value debate in the Linux-Kernel-Community. The strive for market independence was modeled by means of the Grounded Theory coding procedures. The Theory of Communicative Action by Jürgen Habermas was used as analytical framework. The strive for market independence results as a conceptual system where the autonomy from market mechanisms is determined by several factors: collective resources, workplace autonomy, freedom of inter-organizational cooperation, and other sub-categories based on the social values of free software development. It may be possible to generalize the developed conceptual model to areas of the economy where knowledge resources can be developed and used wisely and cooperatively. The developed conceptual model of autonomy spans from socio-cognitive factors to sociological factors. Current models of psychosocial risk management include factors on individual, organizational, and societal level. Consequently the practical relevance of this study is seen in the proposal of an approach to bridge the gap between individual and societal levels of psychosocial risk assessment.

JOB SATISFACTION AS A JOINT FUNCTION OF SUPPORT FOR INNOVATION AND ORGANIZATIONAL IDENTIFICATION

Madrid, H., *University of Sheffield, Sheffield, UK*

Abstract: Support for innovation, which is the normative expectation and approval of attempts to introduce new/improved methods and products, is a significant factor for fostering organizational innovation. However, evidence about the relationship between support for innovation and job satisfaction remains ambiguous. This paper aims to clarify this relationship by including organizational identification as mediator, as well as job autonomy and leader facilitation as predictors of support for innovation. Support for innovation embodies values and norms demonstrating the belief that innovation will make the organization successful. These values can be internalized by employees through socialization processes, leading to a sense of belongingness, which might increase positive experiences at work. Thus, a positive relationship is proposed between support for innovation and job satisfaction (H1), which is mediated by organizational identification (H2). High support for innovation is predicted to enhance identification, which leads to high levels of job satisfaction. Moreover, autonomy can empower employees in order to find new solutions, but is unlikely to yield effective outcomes without enough guidance. Since leader facilitation provides support and feedback, it is proposed that support for innovation will be linked to job autonomy, when leader facilitation is also high (H3). Three studies were conducted in Chile and the results analysed using structural equation modelling. In study 1 ($n = 171$, IT company), hypotheses 1 and 2 were tested and supported. Study 2 ($n = 1004$, broadcast company) tested and supported hypothesis 3. Finally, in the study 3 ($n = 225$, engineering multinational company) results of studies 1 and 2 were replicated, supporting the three hypotheses. Although the studies have some limitations (e.g., cross sectional), they have important implications. Firstly, they contribute to understanding the positive role of support for innovation and organizational identification for employee well-being. Theoretical implications will be discussed in the presentation. Secondly, the results offer practical insights about how support for innovation can be managed. Job autonomy and leader facilitation were shown to be relevant factors for its enhancement, and both can be part of intervention programs based on job design and training, respectively.

THE COGNITIVE AND AFFECTIVE COMPONENTS OF ORGANIZATIONAL IDENTIFICATION: THE ROLE OF ORGANIZATIONAL SUPPORT VALUES AND CHARISMATIC LEADERSHIP

Xenikou, A., *University of Athens, Athens, Greece*

Abstract: People tend to think of themselves in terms of the employing organizations to which they belong, and develop a sense of psychological attachment to their organizations. The key question that this study set out to examine was how a person's self-concept is shaped by being a member of a specific organization'. The main aim was to investigate how the strength of organizational identification, that is defining the self at the collective level, varies as a function of organizational support values and charismatic leadership. Organizational identification expresses self-definition via a cognitive and affective tie with the employing organization. Organizational support values and charismatic leadership were expected to be differentially related to self-categorization and affective identification. The perception of organizational support values by an individual employee is an important contextual factor which determines whether (a) organizational attributes similar to the self-concept become salient leading to self-categorization and (b) basic socio-emotional needs are fulfilled creating an affective tie with the organization. Charismatic leadership, on the other hand, puts an emphasis on creating a group identity among followers by the usage of inspiration and emotion arousing leadership behavior, and therefore was hypothesized to be related to affective rather than cognitive identification. Two hundred employees from a Greek public organization filled in a number of questionnaires measuring organizational values of support, charismatic leadership, and the cognitive and affective components of organizational identification. The findings showed that organizational support values predicted both self-categorization and affective identification, whereas charismatic leadership was a predictor of affective identification. There was also a significant interaction effect of organizational support values and charismatic leadership on affective identification, and more specifically charismatic leadership was shown to be positively associated with affective identification in the condition of low support value orientation. Theoretical considerations regarding the role of organizational support values and charismatic leadership as self-implicating processes in organizational contexts are discussed. On a practical level these findings suggest that organizational support values play an important role in promoting a sense of belonging among organizational members, while charismatic leadership

is primarily related to the affective form of identification given that support values are lacking.

RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEES' ORGANISATIONAL IDENTIFICATION: A SURVEY IN A PETRO-CHEMICAL COMPANY.

Roeck, K. de, *Universite catholique de Louvain, Louvain La Neuve, Belgium*; Delobbe, N., *Universite Catholique de Louvain, Louvain la Neuve, Belgium*; Carton, B., *Universite Catholique de Louvain, Louvain la Neuve, Belgium*; Dufasne, B., *Universite Catholique de Louvain, Louvain la Neuve, Belgium*

Abstract: Organizations increasingly integrate in their strategy and operations the concept of corporate social responsibility (CSR) which corresponds to organizations' volunteer commitment to manage their impacts and relationships with stakeholders in order to better contribute to societal welfare (Barnett, 2007). Although CSR is the subject of an important research stream, only few academics have investigated CSR's impact on employees (Jones, in press). Given the importance of employees as a primary stakeholder's group who perceives, contributes, evaluates and reacts to CSR (Aguilera et al., 2007) more theoretical and empirical developments are warranted to fully grasp the relationships between CSR and employees' attitudinal and behavioural reactions (Rupp et al., 2006). This study hypothesizes that CSR could affect employees work behaviours and attitudes by enhancing employees' propensity to identify to their organization. In line with the social identity theory, CSR could indeed reinforce employees' positive self-regard and feeling of belongingness, especially when the organization is committed to CSR for altruist motivations. Moreover, we suggest that the impact of CSR on organizational identification (OI) could be partly mediated by the organization's perceived external prestige (PEP) and organizational trust. A cross-sectional survey conducted on 173 employees of a Petro-Chemical company reveals that an organization's CSR associations influence employees' OI known as an important predictor of employees' behaviours (Riketta, 2005) and that this relation is mediated by organizational trust and PEP. The study also suggests the moderating effect of CSR's credibility on the relation between CSR associations and PEP. On the basis of these findings, it is argued that the salience and credibility of CSR associations can foster employees' OI, well-being and positive behaviours. Moreover, the various antecedents of employees' OI under study (CSR associations, organizational trust and PEP) represent areas over which managers have some

control making this practical implication more appealing. Our study also contributes to literature on CSR and OI by extending findings on the antecedents of OI and by identifying psychological mechanisms explaining the influence of CSR on employees' OI.

Presentations: Work-life Balance: Conceptual and Measurement Issues

Main topic area: Work Time and Work-family

Location: 0.8 Rome (16:30-17:45)

Chair: Budjanovcanin, A., *King's College London, London, UK*

ADAPTATION AND VALIDATION OF THE SPANISH VERSION OF THE "SURVEY WORK-HOME INTERACTION - NIJMEGEN" TO SPANISH SPEAKING COUNTRIES (SWING-SSC)

Berger, R., *University of Barcelona, Barcelona, Spain*; Romeo, M., *University of Barcelona, Barcelona, Spain*; Yepes Baldó, M., *University of Barcelona, Barcelona, Spain*

Abstract: During recent decades, the issues of work-family and work-life balance have received extensive attention and have been subject to increasing investigation (see Eby, Casper, Lockwood, Bordeaux & Brinleya, 2005). The purpose of this research is to present an adaptation and validation of Spanish Speaking Countries version (SSC) of the "Survey Work-Home Interaction - NijmeGen"(SWING) developed by Geurts. Two studies were conducted to evaluate and analyze the psychometric properties of the SWING-SSC. In the first study, exploratory factor analysis (EFA) was conducted to a sample of 127 employees of a Spanish insurance company to analyze the structure of the construct. To confirm the explored structure of the construct, confirmatory factory analysis (CFA) was conducted in the second study to a sample of 203 employees from various Spanish-speaking countries. Reliability was tested analyzing the internal consistency of the scales. Finally, the relation of the construct with external and theoretically relevant variables was analyzed by examining correlations between the SWING-SSC components and job characteristics (e.g. leadership), home characteristics, indicators of health and well-being. Results of the EFA offered four factors accounting for 57.9% of the variance in the data. The results of the CFA confirmed four-factor model (RMSEA=0.06, NFI=0.93, CFI=0.97, SRMR=0.08). The

reliability analysis demonstrated a good internal consistency for the SWING-SSC with Cronbach's alpha ranging from 0.75 to 0.96 for the four factors. Evidence for convergent validity was provided by significant correlations between the SWING-SSC and various scales related to work ($r=.39$) and wellbeing ($r=.34$). As a result, this Spanish adaptation shows satisfactory and adequate psychometric properties. In general terms, this study contributes to promote the adequate conditions in the workplace, to reduce the conflict between the two spheres of professional and personal life, and to enhance positive relationships. Identifying the level of conflict that is being experienced by employees can be useful for an organization to recognize needs and implement policies that reconcile professional and personal life.

TRY TO SEE IT MY WAY: PERSPECTIVES ON THE NATURE OF WORK-LIFE BALANCE

MacKinnon, R., *Talent Q / University of East London, London, UK*; Gibbes, C., *University of East London, London, UK*

Abstract: Conducted as part of a doctoral research programme, this mixed-methods study consisted of a quantitative phase, assessing work-life balance from a bi-directional perspective, concurrent with measures of organizational culture, key demographics and individual differences, and a qualitative phase consisting of a series of semi-structured interviews with senior organizational stakeholders responsible for the formulation and/or implementation of work-life balance policy. Quantitative results highlighted the key contributions of organizational culture and individual differences to the experience of the work-home interface for employees, highlighting key group differences in the interpretation of work-life balance culture at work and their experience of the work-home interface. A thematic analysis of the interviews identified a number of consistent high-level themes, including: the central role of line managers in the interpretation and implementation of work-life balance policy; the confounding of the concepts of "work-life balance" and "flexible working"; the notion of technology as a "double-edged sword"; the "professional" versus "operational" dichotomy; and with regard to organizational metrics, the very superficial attempts to evaluate the success of work-life balance policies. The study contributes to the existing knowledge-base by: adopting a mixed methods approach to address the apparent quantitative bias in work-life balance research to date; incorporating contemporary measures specifically designed for the work-home interface context; seeking to more fully under-

stand the contribution of individual differences; explicitly seeking the involvement of employee groups previously excluded from the research, including non-parents, un-married and gay and lesbian employees. Most importantly, this study contributed to the more recent and expanding research base which advocates examination of the work-home interface from a bi-directional perspective.

UNPICKING THE 'LIFE' COMPONENT OF WORK-LIFE BALANCE: ARE BAME WOMEN UNIQUE?

Budjanovcanin, A., *King's College London, London, UK*; Guest, D.E., *King's College London, London, UK*

Abstract: Past research has concerned itself with the balance that individuals strike between the various dimensions of their lives (Heras & Hall, 2007). Whilst the gender dimension to this balancing act has been considered, there has been little research which considers ethnicity in tandem with gender. It has been argued that the lives of Black, Asian and minority ethnic (BAME) women are unique (Kamenou, 2008; Rana, 1998) and that a broader approach to the life' component of the work-life balance equation is therefore needed to understand the distinctive issues pertaining to the lives of these women, which can lead to negative spillover from life to work. Additional dimensions within the life' component stem from aspects of ethnicity and culture which have previously been ignored in debates regarding the work-life interface and include religion and extended family obligations, in addition to dimensions which are standard to the white western model, such as child care and leisure. Qualitative accounts (Kamenou, 2008) find support for distinctive features within BAME women's lives that exacerbate work-life conflict; this study aims to complement these findings using a quantitative approach to investigate the life' component and specifically the time allocation to various life domains of a sample of professional pharmacists (one of many professions in which the proportion of BAME women is increasing), as well as their preferences regarding time allocation. Findings of the study do not provide a clear pattern of support for the earlier, qualitative findings. Notably however, all BAME female groups allocate significantly less time to leisure activities, raising questions about the degree to which this can be attributed to the unique, additional dimensions in their lives and how this affects negative spillover into their work. Findings regarding preferences also highlight the possibility for tensions in the non-work aspect of these individuals' lives. The concern with better understanding diversity within the

nature of the interaction between work and non-work roles is to avoid essentialising experiences and to inform policy that aims to help employees better fulfil the demands of both work and non-work roles.

Symposium: Decent Work and Beyond: Work-Life Effectiveness (Work-Family Balance) in Relation to Positive Employee Work and Personal Outcomes

Main topic area: Work Time and Work-family

Location: 0.9 Athens (16:30-17:45)

Chairs: Koppes Bryan, L.L., *University of West Florida, Pensacola, FL, USA*; Schneider, S.K., *University of West Florida, Pensacola, FL, USA*

Abstract: Because of concerns about the interface between work and family care-giving responsibilities, academic scholars and practitioners have examined the linkages between work and family/life issues, with attention to conflict and balance. Many organizations now recognize that workers are whole human beings with personal lives; hence, work-life (WL) refers to the connections between work experiences and life issues. Increased attention focuses on achieving work-life effectiveness (WLE), which is the mutually beneficial relationship between work and life when workers are effectively managing multiple roles and responsibilities, resulting from organizational and individual resources and support (also known as work-family balance [WFB]). Research studies consistently demonstrate the strategic value to organizations for addressing employee WLE as well as the benefits to individual employees. Given this definition of WLE and its demonstrated value to organizations and employees, it makes sense to examine WLE within the context of positive organizational behavior (POB), which is the “study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (Luthans, 2002, p. 59). Bakker and Schaufeli (2008, p.148) called for “the need for more focused theory building, research, and effective application of positive traits, states, and behaviors of employees in organizations [in POB].” For example, psychological capital (efficacy, hope, resilience, and optimism) was found to be positively related to organizational citizenship and negatively related to intentions to quit (Avey, Luthans, & Youssef, 2010). This dynamic symposium will achieve 2 overarching goals: 1) To enhance understanding of the relationships between aspects of

WLE and WFB (EAWOP topics: work-family interface; employee well-being), individual differences (protean career orientation, satisfaction with WL support, work-family boundary, positive outlook, personal responsibility) and situational factors (supervisory support, national leave policies), and employee work and personal outcomes (EAWOP topic: organizational behavior); and 2) To contribute to a growing body of literature that individual and situational differences in WLE and WFB will lead to positive outcomes for workers, the management, and the organization. Specific objectives include 1) sharing current research findings, 2) developing additional research questions, and 3) examining the implications of these studies to other cultures. International diversity will be achieved through the inclusion of three studies conducted in the U.S., one study conducted in 10 countries, and the discussant, Evangelia Demerouti, who will provide an analysis and commentary of research findings with regard to cross-cultural implications. Evangelia Demerouti is a Professor of organizational behavior and human decision processes at Eindhoven University of Technology. Her contribution to work-family research concerns mainly the causes and consequences of conflict and facilitation, with a particular emphasis on the positive relationships between work, family and personal life. Note to Reviewers: Due to the word count restriction, complete reference information was not provided, but is available upon request and during the presentations.

THE IMPACT OF PROTEAN CAREER ORIENTATION ON WORK-LIFE BALANCE

DiRenzo, M.S., *Naval Postgraduate School, Monterey, CA, USA*; Greenhaus, J.H., *Drexel University, Philadelphia, PA, USA*

Abstract: Despite the prominence of work-life balance in the scholarly literature and the popular press, little is known about the factors that contribute to feelings of balance (Greenhaus & Allen, 2011). In this study, we examine the effect of protean career orientation (PCO)—that is, a preference for pursuing a self-directed career to achieve personally-meaningful values—on work-life balance. Although it is often asserted that individuals with strong PCO seek to achieve a balanced life (Hall & Richter, 1990), virtually no research has examined the relationship between PCO and work-life balance or the mechanisms that might explain this relationship. We tested a model of the relationship between PCO and work-life balance among 695 college-educated employees in the United States. Using structural equation modeling, we found that high PCO employees engaged in extensive career planning behaviors

that promoted their accumulation of psychological capital (efficacy, resilience, hope, and optimism; Luthans, Avolio, Avey, & Norman, 2007), which, in turn, enhanced feelings of work-life balance. Moreover, the impact of psychological capital on balance was especially strong for individuals who adopt a whole-life perspective in which they view their career broadly within the context of their participation in multiple life roles (Briscoe, Hall, & DeMuth, 2006). In our presentation, we will discuss the theoretical and practical implications of our findings and explore the impact of work-life balance on employees' work and personal outcomes.

EXPLORING THE RELATIONSHIPS BETWEEN WORK-FAMILY SUPPORT, POSITIVE OUTLOOK, AND EMPLOYEE WORK OUTCOMES

Partyka, J., *University of West Florida, Pensacola, FL, USA*; Smith, M., *University of West Florida, Pensacola, FL, USA*; Schneider, S.K., *University of West Florida, Pensacola, FL, USA*; Palazzo, K., *University of West Florida, Pensacola, USA*; Linnabery, E., *University of West Florida, Pensacola, USA*; Weaver, A., *University of West Florida, Pensacola, USA*

Abstract: Complementing the literature of traditional work outcomes, nascent research efforts apply positive psychological theory to work behavior. This presentation supplements the traditional organizational literature by examining positive psychological outcomes within the workplace. For this study, 363 employees at a southeastern U.S. university completed online surveys (52% response rate) composed of seven reliable scales. Initial analyses reveal that satisfaction with work family balance (SWWFB) (Valcour, 2007) and family supportive supervisor behaviors (FSSB) (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009) were positively correlated with measures of positive outlook (e.g., subjective happiness, trait-hope, subjective well-being). In addition, work-family support was positively correlated to work outcomes (e.g., job satisfaction) and negatively correlated to turnover intentions (Avey, Luthans, & Youssef, 2010), which is consistent with previous research that has identified relationships among FSSB, SWWFB, and traditional work outcomes. When comparing the FSSB and the SWWFB, we observed stronger correlations among the FSSB, job satisfaction (Bowling & Hammond, 2008), and turnover intentions. Well-being shared a strong correlation with SWWFB. Additionally, SWWFB and FSSB were positively correlated with subjective happiness (Lyubomirsky & Lepper, 1999), and trait hope (Cheavens, Gumm, & Snyder, 2000). For purposes of the presentation, theory and additional analyses will be

presented to increase our understanding of the nature of these relationships.

RELATIONSHIP OF WORK-FAMILY BOUNDARIES TO FLOW AND EMPLOYEE WORK OUTCOMES

Schneider, S.K., *University of West Florida, Pensacola, FL, USA*; Palazzo, K., *University of West Florida, Pensacola, FL, USA*; Partyka, J., *University of West Florida, Pensacola, FL, USA*; Smith, M., *University of West Florida, Pensacola, USA*; Linnabery, E., *University of West Florida, Pensacola, USA*; Weaver, A., *University of West Florida, Pensacola, USA*

Abstract: In the third presentation concerning work-family boundaries (Ashforth, Kriener, & Fugate, 2000), 363 employees at a southeastern U.S. university completed online surveys (52% response rate) composed of six reliable scales. As work-life policies and practices such as flex-time become more popular, the boundaries between work and other aspects of life have become blurred (Hecht & Allen, 2009). Ashforth, et al. developed "boundary theory" to describe how individuals manage the work-life boundary. Individuals vary along a segmentation-integration continuum. Those towards the segmentor side of the continuum prefer to keep their work life separate from their family life. On the other hand, integrators blend their work and home lives; the boundaries between home and work roles are flexible and permeable (Ashforth et al.). To determine the participant's location on the segmentation-integration continuum, a 28-item instrument developed by Matthews, Barnes-Farrell and Bulger (2010) was used. Previous researchers have found boundary preferences to be related to organizational commitment and job satisfaction (Rothbard, Phillips, & Dumas, 2005), work centrality, work-family conflict, and Family Supportive Organizational Perceptions (FSOP; Matthews, et al., 2010). This research examines the affects of boundary strategy on flow (Czikszentmihalyi, 1990) as well as job satisfaction, work-family satisfaction, organizational commitment, subjective well-being, organizational citizenship, and organizational identity.

ASSOCIATION BETWEEN NATIONAL LEAVE POLICY AND PERSONAL RESPONSIBILITY FOR WORK-LIFE BALANCE WITH WORK-LIFE EFFECTIVENESS

Allen, T.D., *University of South Florida, Tampa, FL, USA*; Shockley, K.M., *Baruch College – City University of New York, NY, USA*; Biga, A., *Procter & Gamble*

Abstract: It is widely recognized that there are considerable differences across countries with regard to policies and laws designed to help individuals balance career and caregiving. Within the work-family literature, a great deal of discussion has centered on how national policy can aid employees in their efforts to balance their work and nonwork responsibilities. This focus is driven by the point of view that individual experiences such as work-family conflict are largely determined by situational causes. Recently, researchers have begun to supplement the situational approach by also investigating individual differences such as decision-making and personality. The present study brings these two approaches together by investigating the contribution of both national policy and the extent individuals perceive that they are personally responsible for their own work-life balance (PRWLB) as predictors of work-life effectiveness based on data from 10 countries (Germany, Switzerland, United Kingdom, Russia, Poland, Japan, China, Mexico, Brazil, United States) with a total of 2106 participants employed by a variety of organizations. Four national family leave policies were included (paid maternity leave, paid paternity leave, paid leave for child health, paid leave to care of adult family member) and two national personal leave policies (paid sick leave, paid annual leave). Regression analyses with family leave, personal leave and PRWLB as predictors indicated that only PRWLB predicted work-life effectiveness. Implications for the role of both individual differences and national policy in facilitating work-life balance will be discussed.

DISCUSSANT

Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Symposium: May the Force be with you-or perhaps better not? Beyond workaholism as a motivational force

Main topic area: Employee Well Being

Location: 2.1 Colorado (16:30-17:45)

Chair: Taris, T.W., *Utrecht University, Utrecht, The Netherlands*

Abstract: Since the term workaholism was coined in the late 60s of the previous century, the meaning, antecedents and consequences of this phenomenon have been debated heavily by both laymen and researchers in academia. Whereas some argue that workaholics are

peak performers who are extremely valuable for any organization, others construe workaholism as a negative condition that adversely affects the worker, their family as well as the organization they work for. Still others distinguish between "negative" and "positive" forms of workaholism. Clearly, much is unclear about the conceptualization, antecedents and consequences of workaholism. The current symposium is intended to fill this gap. In five interrelated contributions from four different countries, the presenters focus on (i) the conceptualization of workaholism and its relations with other, similar concepts (two presentations); (ii) the effects of recovery after work as a function of workaholism (one presentation); and (iii) the consequences of workaholism for colleagues and intimate partners (two presentations). In conjunction, these presentations provide a broad and both scientifically and practically relevant picture of workaholism as a motivational force that should be distinguished from other concepts such as work engagement, that may interfere with recovery from work, and that has predominantly negative consequences for the worker and their social environment.

CONCEPTUALIZATION OF WORKAHOLISM 1

Libano, M. del, *Universitat Jaume I, Valencia, Spain*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*; Llorens, S., *Universitat Jaume I, Castellón, Spain*; Salanova, M., *Universitat Jaume I, Castellón, Spain*

Abstract: In the first contribution, Mario Del Líbano, Wilmar Schaufeli, Susana Llorens and Marisa Salanova focus on the dimensions, antecedents and consequences of workaholism, proposing a comprehensive model of workaholism. Although workaholism is a relatively recent concept and in spite of the presence of many studies examining its main characteristics, a comprehensive theoretical model explaining its antecedents, core dimensions, and consequences is still lacking. Their qualitative study sought to identify these elements, leading to a comprehensive theoretical model of workaholism, its antecedents and consequences. Del Libano et al. interviewed 47 employees (52% male) from different occupations known to be characterized by working hard. The analyses of the interviews resulted in a categorical map of workaholism. Seven antecedents (i.e., social reinforcement, organizational pressure, vicarious learning, work values, self-efficacy, job autonomy, and non-work anhedonia), two core dimensions (i.e., excessive and compulsive work), and two types of consequences (i.e., positive vs. negative) were identified. Work values and work self-efficacy were the most important antecedents of workaholism. On the one hand, worka-

holics differed from other types of employees in the degree to which they value having a paid job; for them work appears more important than family, leisure or community. On the other hand, workaholics believed that they are better at dealing with work than with non-work activities. Finally, although workaholics can experience positive consequences such as flow or job satisfaction, negative consequences as family conflicts, health problems, anxiety or sadness tend to prevail.

CONCEPTUALIZATION OF WORKAHOLISM 2

Beek, I. van, *Utrecht University, Utrecht, The Netherlands*; Taris, T.W., *Utrecht University, Utrecht, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: In the second contribution, Ilona van Beek, Toon Taris, and Wilmar Schaufeli focus on the distinction between work engagement (that overlaps with Spence and Robbins' workaholism type "work enthusiasts", and that is often associated with positive outcomes) and workaholism (that is similar to Spence and Robbins' work addicts, and that is associated with adverse outcomes). Both concepts have in common that incumbents are strongly motivated for their work (as evidenced by working long hours), but in other respects the similarities and differences have remained understudied. Building on Deci and Ryan's Self-Determination Theory and Meijman and Mulder's Effort-Recovery model, their study examined the nature, antecedents and consequences of workaholism and work engagement in a Dutch convenience sample of 1,246 employees. Workaholism and work engagement were relatively independent. Crossing these two concepts yielded four types of workers: workaholic employees, engaged employees, engaged workaholics, and contented workers. These four groups were compared regarding their motivation, effort, and levels of burnout. The results revealed that workaholic employees were driven by controlled motivation, whereas engaged employees were driven by autonomous motivation. Engaged workaholics were driven by both controlled and autonomous motivation. Interestingly, this last group spent most effort on working. Unlike workaholic employees, engaged workaholics did not experience the highest levels of burnout, suggesting that high engagement may buffer the adverse consequences of workaholism. From a practical perspective, these two contributions (a) provide a better understanding of the nomological network surrounding "good" and "bad" forms of working hard, which (b) will increase practitioners' ability to propose more effective strategies

for the prevention and intervention of "bad" workaholism.

WORKAHOLISM AND RECOVERY

Wijhe, C. van, *Utrecht University, Utrecht, The Netherlands*; Peeters, M.C.W., *Utrecht University, Utrecht, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*

Abstract: In the third contribution to this symposium, Corine van Wijhe, Maria Peeters and Wilmar Schaufeli discuss the difficulties workaholics may face with recovery from work. In a 7-day diary study among 55 university staff members, they address the implications of negative mood at the end of a workday for recovery after work and fatigue the next day. A negative mood at the end of the workday is expected to hamper recovery from work during the evening, because it may interfere with or impede recovery experiences. Moreover, negative mood may have even stronger detrimental effects for recovery among workaholics than among others, since workaholics already tend to feel dissatisfied with how much they have done. Finally, lack of recovery is expected to influence morning fatigue, which can partly be contributed to workaholism. Van Wijhe et al. found that negative mood at the end of a workday was indeed negatively related to recovery experiences during the evening hours, and that workaholics were less able to recover during the evening than others when experiencing negative affect at the end of the workday. Furthermore, recovery experiences during evening hours were negatively related to morning fatigue. Together, these findings suggest that it is particularly important for workaholics to become aware of the influence of their mood states on their recovery experiences, since their lack of recovery seems to have an adverse effect on their energy level in the morning, which may point to the existence of a "loss spiral".

SOCIAL CONSEQUENCES OF WORKAHOLISM 1

Balducci, C., *University of Bologna, Italy*; Cecchin, M., *National Healthcare Service, Italy*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*; Fraccaroli, F.F., *University of Trento, Rovereto, Italy*

Abstract: The two final contributions examine the consequences of workaholism for workaholics' social functioning. Cristian Balducci, Monica Cecchin, Wilmar Schaufeli and Franco Fraccaroli focus on the association between workaholism and workplace aggressive behavior. Previous research has shown that people high in workaholism are characterised by low subjective well-being, meaning that it is likely that they

commonly experience those negative emotions such as anger and anxiety that are the immediate preconditions of aggressive behaviour at work. On the basis of these premises they developed and tested three different models of aggressive behaviour at work in which the role of work environmental predictors of the phenomenon (i.e., role conflict, role ambiguity, and workload) and workaholism were examined. They anticipated that workaholism would be related to aggressive behaviour at work over and above work environmental factors and that workaholism would strengthen the role of each of these factors on aggressive behaviour. Data were collected from 282 employees (44.7% female). A series of structural equation modelling analyses revealed that workaholism was indeed significantly related to aggressive behaviour at work and that it strengthened the role of each of the considered work environmental factors on aggressive behavior. Furthermore, bootstrap analyses supported a mediational role of job-related negative affect on the relationship between workaholism and aggressive behaviour. Results suggest that workaholism is not only detrimental to the well-being of the affected individual but also to the well-being of his/her colleagues, who may become targets of the workaholic's aggression.

SOCIAL CONSEQUENCES OF WORKAHOLISM 2

Shimazu, A., *The University of Tokyo Graduate School of Medicine, Tokyo, Japan*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Shimada, K., *Tokyo, Japan*; Kawakami, N., *Tokyo, Japan*

Abstract: In the final contribution, Akihito Shimazu, Arnold Bakker, Eva Demerouti, Kyoko Shimada, and Norito Kawakami examine how workaholism affects the intimate partner. They hypothesized one partner's workaholism to have a negative influence on the other partner's well-being (i.e., increased psychological distress and decreased family satisfaction), through one's own poor well-being (i.e., increased psychological distress and decreased job satisfaction) and poor couple communication. Using data from 502 Japanese dual-earner couples with children (1004 participants), structural equation modeling showed that men's workaholism led to their own poor well-being (i.e., increased psychological distress and decreased job satisfaction), and consequently to their partners' (i.e. women) ratings of men's poor couple communication (i.e., increased ratio of negative to positive communication). Then, partners' (i.e. women) ratings of men's poor

couple communication resulted in women's poor well-being (i.e., increased psychological distress and decreased family satisfaction). We found similar associations in the model relating women's workaholism to men's well-being. Practically, these two presentations underline the negative effect of "bad" workaholism on workaholics' social functioning at work and in intimate partner relationships. This emphasizes the need for practical interventions that could help to alleviate levels of workaholism among workers with high workaholic tendencies.

"Made in L. A." - A Documentary Film on Decent Work

Location: 2.14 Amazon (16:30-17:45)

Symposium: Aging at work II: Maintaining health and well-being of an ageing workforce

Main topic area: Labor Market Issues

Location: 2.7 Meuse (16:30-17:45)

Chairs: Müller, A., *University of Munich, Munich, Germany*; Hertel, G., *University of Münster, Münster, Germany*

Abstract: Due to the demographic change in the European working population, organizations have to rely more and more on the health and capability of older employees. Research is needed in particular to understand how age affects the relation between working conditions and well-being. In this 'Aging at Work' symposium (which is linked to two other 'Aging at Work' symposia), we therefore present new empirical findings on the interplay between age, working conditions, coping strategies and well-being of employees. In doing so, we present new empirical work on age differences in strain experience that are partly due to differences in stress management strategies, emotional labour, job control, the coping with work interruptions and other stressful working conditions and resources at work. As such, this symposium contributes to the further development of successful aging strategies at work, and to occupational life-span models on health and well-being.

STRESS MANAGEMENT, AGE AND BURNOUT IN SERVICE ORGANISATIONS

Johnson, S.J., *University of Manchester, UK*; Holdsworth, L., *University of Manchester, Manchester, UK*; Hoel, H., *University of Manchester, Manchester, UK*

Abstract: Dormann and Zapf (JOOP 2004) reported an association between customer-related stressors and burnout. To cope with stressful situations appropriate stress management strategies are required to prevent negative health outcomes. However, little is known about the role of age in stress management. A questionnaire study investigated: (1) The direct effect of age on customer stressors, burnout and stress management; (2) The influence of age between customer stressors and burnout, and stress management and burnout. Participants were customer-service employees working in a national UK retail organisation (n=273). Older employees were typically less exposed to customer stressors. They were more likely to control their emotions and less likely to use humour than younger employees (stress management). Older workers were also less likely to experience emotional exhaustion and feel cynical. No evidence was found for an age interaction between customer stressors and burnout. Investigation of an age interaction between stress management and burnout revealed six significant interaction effects (Emotional Exhaustion and Humour, Active Coping and Emotion Control; Cynicism and Emotion Control; Professional Efficacy and Emotion Control and Downplay). This research challenges preconceptions about older employees. Traditionally employer strategies focus on the health of older employees but it appears that younger employees are more susceptible to burnout and require support to reduce emotional exhaustion and cynicism. This study suggests organisations could encourage employees to use specific stress management strategies to limit negative health effects and burnout.

WHY ARE OLDER EMPLOYEES BETTER EMOTION WORKERS THAN THEIR YOUNGER COLLEAGUES?

Machowski, S., *Goethe-University, Frankfurt, Germany*; Zapf, D., *Goethe University, Frankfurt am Main, Germany*

Abstract: Based on theoretical concepts and empirical findings from stress research and emotion regulation we hypothesise that older employees have an advantage in socio-emotional competences which are required particularly in the service sector. Previous research on emotional labour has shown that deep acting

is more authentic and less exhausting than surface acting. Dahling & Perez (PID 2010) reported that age was positively correlated with deep acting and automatic emotion regulation, whereas negatively with surface acting. Trait positive affect partially mediated some of these relationships. Based on findings that older people experience less often and less intensive negative emotions we argue that situational mood may mediate the relationship between age and well-being. Additionally we hypothesize that age will moderate the relationship between different emotion regulation strategies and well-being in single interactions. The hypotheses are tested in a sample of 100 service employees from different financial institutes using self-ratings and approximately 350 customer interaction protocols. Antecedents of the individual, situational constraints and situational use of strategies, mood and well-being are assessed using established instruments. The results of our previous questionnaire study based on 293 service employees from different occupations reveal that older employees are better emotion workers. They more often use anticipative deep acting, a subscale of deep acting. Thus they prepare themselves in advance and do not have to use surface acting as often as their younger colleagues. As a result they experience less emotional exhaustion and more professional efficacy. Our study suggests service organisations should focus more on older employees who more often show authentic emotions and experience better well-being.

AGE MODERATES THE RELATIONSHIP BETWEEN JOB CONTROL AND STRAIN

Rauschenbach, C., *University of Münster, Germany*; Thielgen, M., *University of Münster, Münster, Germany*; Krumm, S., *University of Münster, Münster, Germany*; Hertel, G., *University of Münster, Germany*

Abstract: Work stress research has shown that job control is an important determinant of stress experience at work: workers with high job control report lower strain levels as workers with low job control. In the present study, we assumed that this effect is further qualified by workers' age because older compared to younger workers have higher needs for autonomy in order to compensate for age-related losses. For younger workers, in contrast, high job control can be an additional stressor as they require additional skills that have not yet been developed. Therefore, we assume that age moderates the relationship between job control and strain. Data of a longitudinal study with 639 workers (age ranging between 16 and 72 years, M = 42.31 years) from different occupational fields was used

to explore this hypothesis. The time lag between the repeated measurements was about eight months. Job control and strain were measured both at t1 and t2. To explore age effects on strain, we first conducted regression analysis with age and age squared as predictors for strain. This analysis indicated a linear negative relationship between age and strain, whereas no effects were found for curvilinear patterns (age squared). Moreover, and in line with our hypothesis, regression analysis showed that the interaction effect between job control and age was a significant predictor for strain experience. Low job control led to similar levels of strain for both younger and older workers. However, whereas older workers with high job control reported the lowest level of strain, younger workers with high job control reported the highest level of strain. Thus, job control is not always correlated with decreased strain but can have different effects for younger and older workers.

WORK INTERRUPTIONS AS STRESSORS- DISENTANGLING OF POTENTIAL AGE DIFFERENCES

Baethge, A., *University of Leipzig, Leipzig, Germany*;
Rigotti, T., *University of Leipzig, Leipzig, Germany*

Abstract: Work interruptions are typical daily stressors at work. These stressors make high demands on basic cognitive abilities which on average decline over the life span (e.g. working memory, processing speed and task switching). Consequently we could assume that age has a negative effect on the work performance in situations with a high rate of interruptions. On the other hand elderly employees could use their experience and possible compensation strategies to cope with these demands. Sample of our study have been 100 nurses of German hospitals. In our daily diary study (with handheld computers) we used random event sampling methods to examine different kinds of work interruptions, as well as self-rated performance and strain over a period of 5 working days. We also assessed individual mental abilities in a computer test. The data was analyzed using multi-level analysis to test for within and between subject effects over time. As a result we found cross-level three-way interactions between age, basic cognitive skills and the daily frequency of work interruptions in relation to indicators of performance and strain. We discuss the results with regard to deficit and compensation or resource saving models of age.

EVALUATION OF AN AGE-SPECIFIC INTERVENTION IN HOSPITAL WORK: A CASE STUDY

Weigl, M., *University of Munich, Munich, Germany*;
Müller, A., *University of Munich, Munich, Germany*;

Angerer, P., *University of Munich, Munich, Germany*

Abstract: An ongoing intervention study is presented that addresses age-related differences in job conditions, health-impairments, turnover intentions, and work-ability in hospital workers. Methods included self-report questionnaires (N=210 participants), participant observations of physical stressors (N=23), and supervisor ratings (N=183 supervisor ratings of employees' work-ability). Age specific analyses of the pre-intervention assessment show, that correlations between working conditions, health, and turn-over intention differ substantially across the age groups. From the results an intervention for age-specific management is deduced in participation with the hospital's administration and workers' council (at the individual and organizational level). The study demonstrates a promising strategy to identify age-related work stressors and to promote health and well-being of hospital employees in different age groups.

MAINTAINING THE WORK ABILITY OF CAREGIVERS: THE INTERPLAY OF JOB CONTROL AND SUCCESSFUL AGEING STRATEGIES

Müller, A., *University of Munich, Munich, Germany*;
Weigl, M., *University of Munich, Munich, Germany*;
Heiden, B., *University of Munich, Munich, Germany*;
Glaser, J., *University of Munich, Germany*; Angerer, P., *University of Munich, Germany*

Abstract: Previous research shows that work ability of caregivers decreases with age. In our study we therefore addressed the following questions: (1) Do successful ageing strategies at work in terms of selection, optimization, compensation (SOC; Baltes & Baltes, 1990) support the work ability of caregivers? (2) Does SOC mediate the relationship between job control (i.e. decision opportunities at work) and work ability? 310 caregivers (Age Range 21-63 years) completed a questionnaire in the course of an employee survey. Results show that SOC is positively related with work ability. The positive effect of job control on work ability is significantly mediated by SOC. There are stronger mediating effects for older care givers than for younger care givers. Results indicate that the interplay of job control and SOC at work helps to maintain the work ability of older caregivers in nursing care.

Presentations: Organizational Practices, Culture, and Communication

Main topic area: Organizational Structure, Culture, Climate

Location: 2.9 Euphrates (16:30-17:45)

Chair: Seeliger, J., *Technische Universität München, München, Germany*

FLEXIBLE VERSUS PATTERNED COMMUNICATION AND CONTINGENCY THEORY: HOW UNCERTAINTY IMPACTS COMMUNICATION STRUCTURE DURING HANDOVERS

Mayor, E.M., *University of Neuchâtel, Neuchâtel, Switzerland*; Bangerter, A., *University of Neuchâtel, Neuchâtel, Switzerland*

Abstract: The verbal transmission of patient-related information between shifts of caregivers is known as the nursing shift handover. It is performed worldwide in most hospitals and clinics and is critical in assuring continuity of care. Standardization of handovers is advocated for reducing costs and improving quality of information transfer. While cost reduction (lesser handover duration) has been associated with standardized handovers, the positive impact of standardization work process like communication remains to be demonstrated. This paper examines the structure of communication during handovers under a task contingent perspective. Contingency theory (e.g., Lawrence & Lorsch, 1967) predicts that units facing high uncertainty require higher flexibility to absorb uncertainty compared to low-uncertainty units. This has been shown in a variety of settings, but remains to be tested on verbal communicative routines. We predict that uncertainty leads to more flexible verbal communicative routines during handover. Our operationalization of uncertainty is unit type. We contrasted intensive care units (ICUs) and general surgery units. ICUs face high amounts of uncertainty, whereas uncertainty in general surgery units is lower. Our operationalization of flexibility of communication is the structure of transitions between topics during handover communication. We hypothesize that topic transitions in handovers in ICUs will be more flexible than in surgery units. We recorded handovers in 2 ICUs and 2 general surgery units during 5 days each (45 handover meetings). Handovers were transcribed and segmented into utterances. The approximately 15,000 utterances were content-coded into the following categories: Patient identification, Antecedents and background, State and evolution, Treatment and care, Coordination of work, Off-Task, Interaction management. Topics are

defined as successive utterances coded in the same content category. We analyzed the transitions between topics using lag-sequential analyses (e.g.: Gottman & Roy, 1990). As expected, results indicate that communication in general surgery units shows more patterns (more significant transitions between topics) than in ICUs, and therefore is more structured than in ICUs. Uncertainty therefore impacts the communicative flexibility of handovers. This has implications for practice: results suggest that units varying in uncertainty may benefit differently from standardization of handover. This should be taken into account in (re)designing handover procedures.

A LEXICAL APPROACH TO IDENTIFYING ORGANIZATIONAL IDENTITY FACTORS.

Chapman, D.S., *University of Calgary, Calgary, Canada*; Reeves, P., *University of Calgary, Calgary, Canada*

Abstract: This study adopts the same lexical approach used to identify the 'Big Five' personality traits in determining the factor structure of organizational identity. Beginning with 1761 English adjectives that could be used to describe organizations we used frequency data to narrow the number of adjectives to a more manageable 400. We then surveyed 344 employed students and used factor analysis to create a taxonomy of seven organizational image factors which included: Competent, Friendly, Creative, Dominant, Performance-Oriented, Secure and Prestigious. We correlated these factors with important organizational outcomes including Job Satisfaction, Perceived Fit, and Job Search Behaviors. We also created scales for existing measures of organizational identity and compared them with the scales we developed on predicting outcome variables. The results show our scales to be highly reliable and predicted the key organizational outcomes better than the comparison measures. We discuss the implications of improving the measurement and conceptualization of organizational identity using a lexical approach.

EXAMINING THE INFLUENCE OF ORGANIZATIONAL PRACTICES ON ORGANIZATIONAL COMMITMENT WITHIN HOTEL INDUSTRY

Gjerald, O., *University of Stavanger, Stavanger, Norway*; Ogaard, T., *University of Stavanger, Stavanger, Norway*

Abstract: Over the last 25 years, organizational culture has turned out to be a potent explanand of organizational behaviour in general, and especially so in service industries. Organization culture can be analysed

at several different levels, with the term level referring to how visible the cultural phenomenon is to the observer. Organizational practice subsumes many of the visible cultural elements. Organizational practice (OP) has so far received modest attention in the service management literature, but there is emerging evidence that organizational practices predict organizational behaviour. Using the framework initially suggested by Hofstede et al. (1990), and further developed by Singh et al. (1996) and Verbeke (2000), this study examines the dimensionality of the organizational practices construct and investigates the impact of different organizational practice dimensions on employee's commitment to the organization. The analyses were based on a sample of 910 Norwegian hotel employees. The data were collected with a pen and pencil questionnaire with the questions formulated in a Likert-like format with an 11-point response scale. The Hofstede scale contains 31 individual questions that in previous studies loaded on either five or six factors. In our analysis we first ran standard exploratory factor analysis (EFA). Then we conducted parallel analysis by generating a random data set of the same number of variables and cases as the data being analysed. The results of EFA and parallel analysis were then compared in order to find the most appropriate factor-solution. Additional multivariate regression analyses were performed in order to substantiate the nomological validity of the OP scale and establish the predictive value of the organizational practices dimensions on organizational commitment. The results of the study indicate that four out of five organizational practices dimensions used, showed significant effect on the organizational commitment, accounting for 42% of variance. Considering the importance of hotel employees' organizational commitment, the results of the study can help managers to become more aware of the influence the different organizational practices have on employees' commitment, and thereby assist the managers in making their workforce committed.

ANTECEDENTS OF CREATIVITY: THE DIFFERENTIAL IMPACT ON THE PHASES OF THE CREATIVE PROCESS

Claus, C.E.C.G.G., *Vlerick Leuven Gent Management School, Gent, Belgium*; Stobbeleir, K. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Clipseleer, I. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Dewettinck, K., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Considerable research efforts have been invested in identifying the individual and contextual fac-

tors that facilitate employee creativity. However, the literature abounds with conflicting research results regarding critical factors for employee creativity. At the basis of these contradictions lies a lack of attention for the potential differential impact of these antecedents on specific sub-processes of creativity. Historically, scholars have focused on studying creativity as an outcome variable. However, this conceptualization of creativity does not take into account the creative process from idea to outcome, and its prerequisites. Each phase of the creative process may be associated with its own set of critical success factors. Building on this research gap, the aim of this study is to explore the possible differential impact of five antecedents previously identified as important predictors of creativity on the phases of the creative process: (1) personality; (2) rewards; (3) the role of co-workers; (4) leadership; and (5) the configuration of work settings. Data were collected through 22 interviews with two broad classes of creative workers: creative knowledge workers (e.g. marketers, advertisers, researchers) on the one hand and people active in the creative sector (e.g., arts, design, media) on the other hand. The results confirmed that the different phases of the creative process are each associated with a distinct set of characteristics. Additionally, the prerequisites for creativity in one phase sometimes contradict the necessary conditions for creativity in another phase. These results imply that stimulating creativity in organisational settings is not only a matter of continuous reflection on possible antecedent factors for the different phases of creativity. Organisations also have to take into account the countervailing effects on the different creativity phases and they will have to invest in balancing these countervailing antecedents by use of strategies and policies.

THE IMPACT OF VISUAL REPRESENTATIONS ON THE EFFECTIVENESS OF CORPORATE VISIONS

Seeliger, J., *Technische Universität München, München, Germany*; Schattke, K., *Technische Universität München, München, Germany*; Schiepe, A., *Technische Universität München, München, Germany*; Kehr, H.M., *Technische Universität München, München, Germany*

Abstract: Conger (1989) defines corporate visions as mental images that depict an idealized future for an organization. Current research indicates that effective corporate visions help employees orientating their combined efforts to a common business objective (e.g. Vahs, 2005). Moreover, corporate visions are directly related to economic success such as venture growth

(e.g. Baum, Kirkpatrick and Locke, 1998), which underlines the practical relevance of this research topic. In a pilot study, we derived a set of criteria for the quality of corporate visions from the literature and developed a measuring instrument. We tested this instrument with $N = 124$ students and found a four-factor solution: communication, encouragement, ambition and feasibility. Based on these four major quality dimensions of corporate visions, we evaluated the quality of six corporate visions of the DAX 30, Germany's largest companies. Our hypothesis is that visual imaginable corporate visions are better evaluated on the four quality dimensions and thus are more effective than visions which are not visual imaginable. We confirmed this hypothesis in our main study with $N = 58$ students. A MANOVA showed that corporate visions with visual representations are constantly better evaluated according to the four quality dimensions than visions without visual representations. This finding highlights the relevance of visual representations for the effectiveness of corporate visions.

19:00-20:00

EAWOP Reception

Location: Expo Foyer (19:00-20:00)

Interactive Debate I: Fred Zijlstra - Psychology of decent work. Where we are, where we ought to be, how we can get there

Location: Auditorium 2 (16:30-17:45)

Chair: Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*

DISCUSSANTS

Roe, R.A., *Maastricht University, Maastricht, The Netherlands*; Morgeson, F.P., *The Eli Broad Graduate School of Management, Michigan State University, East Lansing, MI, USA*

17:00-19:00

EAWOP General Assembly

Location: Auditorium 1 (17:00-19:00)

Friday

8:30-9:45

Presentations: Leadership and Cultural Issues

Main topic area: Leadership and Management

Location: 0.1 London (8:30-9:45)

Chair: Eckert, R.H., *Center for Creative Leadership, Bruxelles, Belgium*

MEASURING SERVANT LEADERSHIP IN TURKEY, THE CROSS-CULTURAL CONSTRUCT VALIDITY OF THE SERVANT LEADERSHIP SURVEY

Duyan, E.C., *Faruk Sarac Design Academy, Bursa, Turkey*; Dierendonck, D. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*

Abstract: For many years charismatic leaders dominated our vision of the ideal leader. With the advent of the 21st century, as the importance of human values and ethical issues increased, leadership theories started to incorporate individuals' needs in addition to organizational goals. Servant Leadership theory exemplifies this growing awareness. Originally coined by Robert K. Greenleaf in the seventies of the last century, empirical research only recently has started to appear in journals. Presently several one-dimensional and multi-dimensional measures have developed. Generally, the importance of a multi-dimensional is emphasized. A measure that encompassed servant leadership in its breadth, is the eight-dimensional Servant Leadership Survey (Van Dierendonck & Nuijten, in press). The present study focuses on the reliability and the internal consistency of the Turkish version. The Inventory was translated from English into Turkish according to the back-translation procedure, in which a bilingual person translates the scale from its original language to the language under study. Another bilingual individual, who is unfamiliar with the original scale, re-translates this version back to the original language. Data have been collected from the 329 employees of different factories in the automotive and textile industry in Bursa-Turkey. Preliminary analysis with SPSS showed a confirmation of a similar factor structure as the original

version with reasonable to good internal consistency of the subscales. Correlational analysis showed that servant leadership was related to Job related affective wellbeing.

GENDER EMPOWERMENT: EFFECTS OF GODS, GEOGRAPHY, AND GDP

Fenley, M., *University of Lausanne, Lausanne-Dorigny, Switzerland*; Antonakis, J., *University of Lausanne, Lausanne-Dorigny, Switzerland*

Abstract: Given the large sex-ratio disparities in certain occupations, particularly those of high status, understanding cultural antecedents of between-country variation in gender inequality is important. Countries differ in many ways, whether on economic, geographic, or other more intangible factors. For instance, societies prescribe and proscribe the social roles that women and men should assume. In this study we look at one cultural-level variable, religion, to explain why there are more women in high-level positions in some countries than in others. We examined the determinants of women's empowerment in the economy and politics in 178 countries. Given the androcentric nature of most religions, we hypothesized that high degrees of country-level theistic belief create social conditions that impede the progression of women to power. The dependent variable was the Gender Empowerment index of the United Nations Development Program, which captures the participation of women in politics, management, and share of national income. Controlling for GDP per capita as well as the fixed-effects of the dominant type of religion and legal origin and instrumenting all endogenous variables with geographic or historical variables, our results show that atheism has a significant positive effect on gender empowerment. These results are driven by the rule of law, which, in addition to being a catalyst for economic development, appears to crowd-out the informal regulation of behavior due to religious norms. Our identification of degree of religiosity as a key variable that affects women's ascendance to top-level leadership positions and its link to the rule of law has important policy implications, particularly legal ones. It would be desirable—economically as well as ethically—that progression to top positions of political or economic power depends on individuals' abilities

and competencies and, all else being equal, not because of their sex.

UNLOCKING THE INDIVIDUAL CONTRIBUTIONS TO CULTURAL DIVERSITY AND MANAGEMENT AT WORK

Oliveira, T., *ISPA-Instituto Universitário, Lisbon, Portugal*

Abstract: Although diversity in the workplace was initially associated with demographic characteristics like gender, race or ethnic background and with equal opportunity initiatives, it rapidly moved towards a management movement. Nowadays, diversity in the workforce is associated with superior organizational performance (Cox and Blake, 1991) and the variety of values, beliefs and points of view associated with competitive advantages. The adaptative capacities to function effectively in culturally diverse contexts are associated with a specific type of intelligence: cultural intelligence (CQ; Van Dyne, Ang and Koh, 2009). Three main elements have been identified in CQ (Thomas et al, 2008). A cognitive component refers to the knowledge one has of other cultures and the comprehension and decoding of our behavior and the behavior of others. An emotional/motivational element is associated with the motives that direct our attention and energy in culturally diverse settings and that reflect what one wants or prefer. Finally, CQ involves a repertoire of behaviors that are appropriate to diverse cultural settings or when interacting with people from different cultural. The main objective of this paper is to demonstrate that cultural diversity and cultural intelligence are associated and in particular, how different cultural experiences may be associated with different levels of cultural intelligence. A total of 200 participants were invited to fill in a questionnaire reporting on their international experiences and the Portuguese version of CQS- Cultural intelligence scale (Van Dyne and Ang, 2006). Participants were divided in two main groups: a first group considers participants whose activities have involved contact with people from other cultures or with different nationalities and a second group composed of participants whose activities are constraint to specific cultural groups not very different from their own cultural background. The paper proposes that a more diversified cultural experience is manifested in all three components of CQ, a result that that allows a more proactive approach to diversity. Such result would contribute to a clear support for cultural diversity training and a diversified international experience, an approach that several international companies have adopted and that is supported by European programs such as the ERASMUS program.

THE IMPORTANCE OF EXPECTATION-PERCEPTION FIT FOR LEADERSHIP EFFECTIVENESS ACROSS CULTURES

Eckert, R.H., *Center for Creative Leadership, Bruxelles, Belgium*; Brodbeck, F.C., *Ludwig Maximilian University, Munich, München, Germany*; Ruderman, M.N., *Center for Creative Leadership, Greensboro, USA*; Gentry, W.A., *Center for Creative Leadership, Greensboro, USA*; Braddy, P., *Center for Creative Leadership, Greensboro, USA*

Abstract: A key goal of leadership development is to help people in leadership positions enhance their effectiveness. Recently, there has been an increasing recognition that job-functional competencies are not the only contributors to overall effectiveness (Polsfuss & Ardichvili, 2009). Moreover, certain competencies may be valued differently across cultures, complicating their use in multicultural settings (Kostova & Zaheer, 1989). Another theoretical approach more suitable to multicultural leadership is implicit leadership theory (Lord & Maher, 1991). Basing on the assumption that individuals have deeply embedded expectations (prototypes, schemata) as to what characterizes effective leaders, universal features of effective leadership as well as culturally-contingent features of outstanding leadership have been examined in the GLOBE project (House et al 2004). Other research has shown that the degree to which a leader 'fits' other people's leadership expectations is indeed related to perceptions of leadership performance (Epitropaki & Martin, 2005). However, questions about the underlying psychological mechanisms of these effects and their cross-cultural variation still need to be examined: Is there a benefit in exceeding expectations rather than meeting them? What is the impact of unmet expectations? Do postulated fit effects hold up for culturally-universal as compared to culture-specific dimensions of ILTs? To investigate these questions, we developed and validated a cross-cultural 360-degree feedback instrument, collecting data in 37 countries from 316 leaders and their raters (N = 1521, of which are 182 bosses, 624 peers, 516 direct reports, 199 others). Individual-level CFA revealed a six-factor structure for both leadership expectations ($\chi^2(5,362)=2169$, $p<.001$; CFI=.93; RMSEA=.05; SRMR=.04) and perceptions ($\chi^2(5,362)=2154$, $p<.001$; CFI=.93; RMSEA=.05; SRMR=.04) data. This structure is largely analogous to the culture-level factors identified by GLOBE. We examined the above questions with polynomial regression analysis and response-surface tests (Edwards 1994; Shanock et al., 2010), using a composite index of leadership effectiveness as criterion vari-

able. Results showed that meeting or exceeding expectations had differential impact on leadership effectiveness ratings dependent on whether the leadership dimension in question was culturally-contingent or universal. Overall these findings open a new, highly useful avenue of 360-degree feedback for leadership development in multicultural settings.

A SEVEN-COUNTRY STUDY OF THE IMPORTANCE OF LEADERSHIP COMPETENCIES FOR SUCCESS IN ORGANIZATIONS

Eckert, R.H., *Center for Creative Leadership, Bruxelles, Belgium*; Gentry, W.A., *Center for Creative Leadership, Greensboro, USA*; Munusamy, V., *Center for Creative Leadership, Singapore, Singapore*; Stawiski, S., *Center for Creative Leadership, Greensboro, USA*; Martin, J., *University of Georgia, Athens, USA*

Abstract: Leadership development is a multi-billion dollar industry (Rivera & Paradise, 2006; Training Industry Report, 2007). Organizations spend approximately \$2,000 per each leader's development annually and see reduced turnover and increased productivity and financial performance as a result (Lamoureux & O'Leonard, 2009). As leadership development is spreading globally, it is important to not only investigate if cultural differences in leadership development needs exist, but also what topics are most important to address in leadership development initiatives. Prior research has lent support both for hypotheses of cultural convergence (Ralston, Holt, Terpstra, & Yu, 1997; Wong, Shaw, & Ng, 2010) as well as divergence (Dorfman, Hanges, & Brodbeck, 2004; Smith, 1997). In this study, we examine what leadership competencies are seen as important or less important to success across cultures. Participants for this study were mid-level and senior managers from seven countries around the world: 99 from China; 106 from Egypt, 100 participants from India; 112 from Singapore; 94 from Spain; 106 participants from the UK; and 146 participants from the US. All data came from the BENCHMARKS instrument, administered as part of participants' leadership developmental process. BENCHMARKS is based on prior research and measures 16 leadership competencies (Douglas, 2003; Lindsey, Homes, & McCall, 1987; McCauley, Lombardo, & Usher, 1989; Morrison, White, & Van Velsor, 1987). Participants were asked to pick the 8 (out of 16) competences that they saw as most important for success in their organization. Chi-square analyses of the likelihood of a competence being selected as important showed some significant cultural differences, but none with large effect sizes. Leading

Employees, Change Management, and Resourcefulness were chosen most frequently across countries. Differences of endorsing leadership competencies among countries were rare, and only emerged in the mid-to-bottom range of importance. In summary, we found high similarities across cultures for the highest-ranked competencies, and few, relatively minor non-systematic differences in post-hoc comparisons. Practical implications of these findings are that cultural differences matter less than might be expected. Leadership development initiatives across countries can profit from focusing on a set of competencies that is similarly seen as most important for success across cultures.

Symposium: What fosters creativity and innovation at work? Advances and new perspectives

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (8:30-9:45)

Chair: Volmer, J., *University of Erlangen-Nürnberg, Erlangen, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In today's rapidly changing work environments, creativity and innovation have been considered as being key drivers of organizational effectiveness and survival. Accordingly, researchers and practitioners strive towards determining factors that foster employees' creativity and innovation. This symposium brings together five papers discussing which personal, situational, and affective factors promote versus hinder creativity and innovation. In the first paper, Richter, Hirst, van Knippenberg and Baer examine in a multi-level field study the relationship between creative self-efficacy and creativity while also considering cross-level effects from a team's informational resource (i.e., team-transactive memory) on individual creativity. They find support for contextual influences on individuals' creativity. Findings help managers to create team-level conditions that in turn foster individual creativity. In the second paper, Schaffer, Lickleder, Kearney, and Voelpel present multi-source findings from three field studies investigating the role of different leadership styles on employees' innovative job performance. Their findings clarify how and when different leadership styles are related to innovative behavior at work. In the third paper, Herrmann, Hardt, and Felfe in their laboratory study also investigated the effects of different leadership styles on individual creativity. Moreover, they examined creativity enhancement techniques (i.e.,

brainwriting and provocation technique). Findings suggest an augmentation effect of transformational leadership over transactional leadership and better creativity results for the provocation technique compared to brainwriting. Fourth, Urbach and Fay report findings from a field study investigating the role of supervisors' power motive for the evaluation of employees' innovative ideas. Findings indicate that supervisors' sponsorship of employees' ideas does not only depend on the utility of the idea but also on supervisors' power motive. Finally, González presents a theoretical review on the relationship between discrete emotions and creativity. She considers activation level, regulatory focus, certainty, and responsibility and control as important dimensions for the emotion-creativity link and also pays attention to emotion regulation strategies. Findings extend our theoretical knowledge on the emotion-creativity link. Together, results stress the importance of personal (e.g., creative self-efficacy, power motives), situational (e.g., leadership styles, functional background diversity), and affective (i.e., discrete emotions) factors for creativity and innovation, respectively. This symposium includes five studies involving researchers from six different countries enabling us to examine determining factors of creativity and innovation in different cultures. A further strength of this symposium is that it includes laboratory studies, field research, and a review which broadens our understanding of what managers can do to leverage the creativity and innovation potential of their employees.

CREATIVE SELF-EFFICACY AND CREATIVITY IN THE TEAM CONTEXT: CROSS-LEVEL INTERACTIONS WITH TRANSACTIVE MEMORY AND FUNCTIONAL BACKGROUND DIVERSITY

Richter, A.W., *University of Cambridge, Cambridge, UK*; Hirs, G., *Monash University*; Knippenberg, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Baer, M., *Washington University in St. Louis, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: We propose a cross-level perspective on individual creativity in which the team context represents an informational resource comprising both team transactive memory and functional background diversity, which benefits the creativity of individuals with high levels of creative self-efficacy. To test our hypotheses, we conducted a multi-level study with 176 employees working in 34 R&D teams of a multinational company in four countries. In support of our hypotheses, the relationship between creative self-efficacy and individual creativity was more positive with greater team

transactive memory, and this interactive effect was pronounced for teams of high rather than low functional background diversity. We discuss how this model complements and extends earlier person-in-situation studies on creativity, as well as how conceptualizing a team's informational resource as a cross-level moderator advances current thinking of team contextual influences on individuals' creativity. Furthermore, we outline various practical implications for managers who wish to create a team environment that fosters the creative expression of individual difference variables.

LEADERSHIP AND INNOVATION: HOW DIFFERENT LEADERSHIP STYLES AFFECT INNOVATIVE JOB PERFORMANCE IN BOTH INDIVIDUALS AND TEAMS

Schaffer, S., *Leibniz University Hannover, Hannover, Germany*; Lickleder, C., *Jacobs University Bremen, Bremen, Germany*; Kearney, E., *Leibniz University Hannover, Hannover, Germany*; Voelpel, S.C., *Jacobs University Bremen, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: *The order of authorship of the first two authors was determined by a coin toss. In today's world of globalized economies and an increasingly competitive environment, the ability to innovate has become a crucial determinant of organizational performance. Because it is ultimately employees who generate, promote, and implement innovative ideas, leadership behaviors are seen as a especially powerful way to foster innovative job performance in organizations through employee motivation, engagement, and quality of teamwork. Our research aims at bringing these two literatures of leadership and innovation together by broadening the understanding of how and when different leadership styles are related to innovative behavior of individuals as well as teams in the workplace. We present results of three survey-based studies at German companies working in different industrial domains. We use data from employees, supervisors, and the company's personnel departments to test our hypotheses within the above framework. Limitations, directions for future research as well as practical implications which are aimed to help companies to leverage the innovation potential of employees and teams by implementing successful leadership behaviors are discussed.

THE INFLUENCE OF DIFFERENT LEADERSHIP STYLES (TRANSFORMATIONAL VS. TRANSACTIONAL) AND CREATIVITY ENHANCEMENT TECHNIQUES (BRAINWRITING VS. PROVOCATION TECHNIQUE) ON CREATIVITY OUTCOMES.

Herrmann, D., *Helmut Schmidt University of Hamburg, Hamburg, Germany*; Hardt, J., *University of Siegen, Siegen, Germany*; Felfe, J., *Helmut Schmidt University, Hamburg, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Transformational leadership is supposed to foster creativity, because innovation is a central aspect of this concept. Empirical findings support this hypothesis. The augmentation effect of transformational leadership on transactional leadership, however, is empirically not well proved with regard to enhancing creativity. Furthermore creativity enhancement techniques lack empirical investigations. To provide decision guidance to practitioners we conducted an experiment to investigate the influence of different leadership styles (transformational vs. transactional) and creativity enhancement techniques (brainwriting vs. provocation technique) on creativity outcomes. Subjects were N = 200 undergraduate and graduate students. Results show especially in the brainwriting condition the augmentation effect of transformational leadership over transactional leadership. Furthermore the provocation technique results in more creativity in comparison to brainwriting. Best practice would be a combination of provocation technique and transformational leadership.

THE EFFECT OF SUPERVISORS' POWER MOTIVE ON THE EVALUATION OF INNOVATIVE IDEAS

Urbach, T., *University of Potsdam, Potsdam, Germany*; Fay, D., *University of Potsdam, Potsdam, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Using employees' innovative potential has become an important success factor in today's organizations. Whether an innovative suggestion is supported often depends on the decision of supervisors, especially in organizations that do not apply idea capture schemes. It is likely that a supervisor's decision will not be completely objective. This study seeks to contribute to our understanding of the non-rational factors that affect the likelihood of a supervisor sponsoring an idea, exploring the role of their and the idea presenter's power motive (PM). We conducted a scenario-based study with 60 supervisors of a logistics enterprise. Results mainly supported our hypotheses. Supervisors'

high on PM appraised the idea less positively. This relationship was mediated by perceived prosocial (but not egoistic) intentions of the idea presenter, such that the more power-motivated the supervisors were, the less prosocial intentions they attributed to the idea presenter, resulting in a less positive idea appraisal. In general, supervisors rated the idea less positively if it was proposed by the highly power-motivated employee. The interaction effect of supervisor's and employee's power motive was not significant. Results suggest that whether an employee's idea will be sponsored by their supervisor will not solely depend on the utility of the idea (as implicitly assumed) but is also influenced by the supervisor's motives, and their perception of the idea presenter. Organizations should be aware of such influences that involve the risk of losing good ideas.

DISCRETE EMOTIONS, EMOTION REGULATION, AND CREATIVITY: A THEORETICAL REVIEW

González, H., *Instituto de Empresa-IE Business School, Madrid, Spain*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Given the mixed results regarding the nature of the negative affect-creativity relationship, some authors have suggested that the valence dimension of affect may not have the necessary precision to fully explain the creative experience. Considering how negative discrete emotions relate to creativity might therefore help to build more nuanced models explaining this relationship. The present review proposes a framework to understand how discrete emotions and emotion regulation strategies relate to creativity. To do so, I build upon the work by Baas and colleagues (Baas, et al, 2008), who meta-analytically documented the emotions-creativity link, considering other emotional dimensions rather than valence. Following their suggestions, I propose that activation level, regulatory focus, certainty, and responsibility and control are meaningful dimensions that could help explain how emotions manifest in creative activity. Based on this reasoning, I develop the theoretical arguments to justify how six of the most common experienced emotions in the workplace might relate to creativity. In the second part of the review, I incorporate the emotion regulation process into the emotions-creativity link. To conclude, I highlight that managers having a better understanding of the complexity of the emotional experience and the way emotions are handled, may be more efficient in encouraging the creative performance of their employees.

Presentations: Leadership in Teams

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (8:30-9:45)

Chair: Topaka, A., *Aston Business School, Birmingham, UK*

THE INFLUENCE OF CHANGE-ORIENTED LEADERSHIP ON TEAM LEARNING IN NURSING TEAMS

Ortega, A., *Universidad Autónoma de San Luis Potosí, San Luis Potosí, Mexico*; Bossche, P. van den, *Maastricht University, Maastricht, The Netherlands*; Sánchez-Manzanares, M., *Universidad Carlos III de Madrid, Madrid, Spain*; Rico, R., *Universidad Autónoma de Madrid, Madrid, Spain*; Gil, F. G., *Universidad Complutense de Madrid, Madrid, Spain*

Abstract: Researchers have identified team learning as an important predictor of team performance. Particularly, in health care organizations it is critical for care quality and hospital performance that teams engage in learning behaviors in order to reduce mistakes and improve service effectiveness. However, team learning and its enabling conditions have been scarcely explored. This study examined the relationships between change-oriented leadership measured by means of the Managerial Practices Survey (TRCQ-15G; Yukl, Gordon & Taber, 2002), psychological safety, team learning and team performance. The sample comprised 689 health-care professionals of 107 nursing teams (specialties, primary care, surgery, and intensive-care unit) coming from 37 different public hospitals throughout Spain. The results revealed a significant and positive relationship between change-oriented leadership and team performance, which was mediated by psychological safety and team learning behaviors. From a practical perspective, our findings suggest some important implications for effective management of health care organizations. For example, team leaders might develop more change-oriented leadership behavior in order to create a safe learning environment, as well as provide team members with training programs focused on the recognition and understanding of the key team learning behaviors.

LEADERSHIP OVER TIME: UNDERSTANDING THE ROLE OF TEAM LEADERSHIP ON EPISODIC TEAM PROCESSES AND EFFECTIVENESS

Graça, A.M., *ISCTE-Instituto Universitário de Lisboa, Lisbon, Portugal*; Passos, A.M., *ISCTE-Instituto Universitário de Lisboa, Lisbon, Portugal*

Abstract: This study aims to analyze the role of team leadership in transition and action processes and team effectiveness (objective team performance and team satisfaction) over time. In fact, time has been a neglected issue in team effectiveness. However, some authors appoint for different processes that can occur within the team in transition and action phases of team tasks, assuming a dynamic and cyclical perspective. Team leadership studies rarely consider the role of leaders in these different phases. Recently, Morgeson, DeRue and Karam (2009) propose a model of different leadership functions, according to the transition-action phases. Participants of this study consisted of 264 teams (1109 individuals) who participate in a management competition during five weeks. Participants answered five different surveys, one in each week. Results of the multiple regressions analyses showed that transition processes and team leadership of transition phase are significantly correlated with action processes. Moreover, team leadership of transition phase moderated significantly the relationship between transition processes and the final objective team performance. Additionally, team leadership of action phase moderated significantly the relationship between action processes and the final objective performance and satisfaction of teams in the competition. We tested also different levels of leadership. The slopes were significant between high levels and low levels of leadership and team satisfaction. We can conclude that in these teams, team leadership and processes assume a dynamic character. In fact, processes like goal specification and strategy formulation within the team will influence the final performance of teams, depending on the extent that leaders establish goals and structuring tasks. Also, action processes that are more focused on team coordination, monitoring and back-up behaviors affect the final performance and satisfaction of the team, assuming the leader a very important role on monitoring the team, solving problems and support social climate of team members.

LEADER-MEMBER EXCHANGE AS A MECHANISM FOR BUILDING REAL TEAMS

Topaka, A., *Aston Business School, Birmingham, UK*; Richardson, J., *Aston Business School, Birmingham, UK*; Martin, R., *Aston Business School, Aston University, Birmingham, UK*; West, M.A., *Aston Business School, Birmingham, UK*

Abstract: It is well acknowledged that effective team-based working is crucial to organisational survival and effectiveness. However, the intuitively appealing premise that teams will consistently achieve superior

outcomes is often overestimated, both in the literature and by practitioners in organisations (Allen & Hecht, 2004). Indeed, pseudo' team working has been associated with substantially worsened performance outcomes in healthcare settings (West, Dawson & Richardson, 2010), meaning that real team-based working is therefore an imperative. This paper therefore begins by defining what a real team is, and briefly describes the development and validation of a new measure of team realness'. The association between team realness and team performance outcomes is next explored, supporting the predictive validity of the real team construct. This leads to the question of how real teams can be developed and supported in organisations. We propose that leader-member exchange (LMX) provides a mechanism for developing real teams, which in turn will lead to improved outcomes, specifically in terms of team performance and positive well-being. To test the theoretical model, we conducted a study on a sample of 149 students in 56 teams, which worked together for an academic year (8 months). Performance was evaluated as the mark on a group report submitted at the end of the year. Measures (from a survey in the fifth month) included LMX-7 (Graen & Uhl-Bien, 1995), team realness (Richardson & West, 2010), and well-being (Warr, 1990). Data were aggregated to the group level ($r_{wg} = .97$, $ICC1 = .47$, $ICC2 = .71$). We found that team realness mediates the relationship between LMX and positive well-being and performance, ($p < .05$). However, the mediation model was not significant for negative well-being as the outcome measure. Our findings provide support for the argument that by developing better quality relationships with their followers, leaders can influence the extent to which their team attains the characteristics of a real team, which in effect leads to improved team processes, team performance and team member psychological reactions. Implications of this process for managers and organisations are discussed.

A FRESH LOOK ON AN OLD ROUTE: THE ROLES OF TEAM SATISFACTION STRENGTH IN PREDICTING TEAM PERFORMANCE AND OF CHARISMATIC LEADERSHIP IN PROMOTING WORK-TEAM SATISFACTION. A LONGITUDINAL STUDY.

Fortes-Ferreira, L., *Polytechnic Institute of Setúbal, Setúbal, Portugal*; Gamero, N., *University of Seville, Seville, Spain*; Tordera, N., *University of Valencia, Valencia, Spain*; González-Romá, V., *University of Valencia, Valencia, Spain*; Peiró, J.M., *University of Valencia & Ivie, Valencia, Spain*

Abstract: Although job satisfaction and performance is an old controversial topic in organizational research, job satisfaction recently re-emerged with news contours as a vital research issue. A recent meta-analytic study (Whitman et al., 2010) showed that unit-level job satisfaction relates to team performance, and that this relationship is moderated by the unit's satisfaction strength. However, longitudinal studies are lacking and within team dispersion as a focal construct was widely neglected in the studies of the phenomenon at the collective level. Only scarce research emphasized the role of within-team dispersion (Dineen et al., 2007), and as Whitman et al. (2010:71) stated 'the smaller number of units included in some of the moderator meta-analyses should be augmented with additional research in this area'. Conversely, not much research has examined team-satisfaction antecedents as a construct considered at the team level. The role leadership plays on collective satisfaction appears to be another promising research topic (Whitman et al., 2010:71), and charismatic leadership is a construct relevant to explain job satisfaction at the collective level and also at the individual one (DeGroot et al., 2000; Fuller et al., 1996; Judge, & Piccolo, 2004; Lowe et al., 1996). In the present study, we examine (1) the relationship between team satisfaction and team performance; (2) the moderator role of satisfaction strength in this relationship; and (3) the role of charismatic leadership promoting work-team satisfaction. The sample was composed of 155 bank branches, and a two-wave panel design was implemented. The results showed that (1) change in team satisfaction was positively related to change in team performance, when team performance was rated by team members; and team satisfaction at time 1 was positively related to team performance at time 2, when team performance was rated by branch managers; (2) satisfaction strength did not moderate the relationship between team satisfaction and the two team performance measures; and (3) change in charismatic leadership was a predictor of change in team satisfaction. The present study discusses the practical implications of these results and their contributions to the design of training programs in leadership, stressing the importance of developing charismatic leadership behaviors.

TAKING SELF-LEADERSHIP TO THE UPPER LEVEL: A LONGITUDINAL RESEARCH.

Quinteiro, P.M., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Passos, A.M., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Curral, L.A., *Lisbon University, Faculty of Psychology, Lisbon, Portugal*

Abstract: First time proposed by Manz(1986) Self-leadership is a normative construct that states how individuals can energize their behaviour and though, engaging in higher performance practices. This study aims to investigate the construct of self-leadership at team level as well as the consequences of this variable. From our knowledge, although research on team self-leadership has been done (Stewart & Barrick, 2000), this study is the first to empirically test the concept of collective self-leadership in longitudinal settings. Specifically we proposed that collective self-leadership constructive though pattern strategies (CTPS) are positively related with collective efficacy and that collective efficacy in turn will mediate the relationship between collective self-leadership CTPS, objective performance, perceived performance and satisfaction with the team. We used a sample of 246 teams (1106 individuals) enrolled on a management simulation competition for 5 week period. Team members answered an online questionnaire to collect sociological data, collective self-leadership and collective efficacy perceptions, as well as perceived performance and satisfaction with the team. Team results in the end of the competition provided an objective measure of performance. To test our hypothesis we conducted several hierarchical regression analyses. The analysis of the main effects have shown that not only collective self-leadership CTPS positively influenced collective efficacy as collective efficacy proved to fully mediate the relationship between collective self-leadership CTPS and perceived performance and partially mediated the relationship between collective self-leadership CTPS and satisfaction with the team. No relationship was found with the objective measure of performance. Although further research will be needed, these results contribute to extend self-leadership literature at the team level, especially with what concerns the relationship between collective self-leadership CTPS, collective efficacy, perceived performance and satisfaction with the team.

Presentations: Psychological Contracts and Context

Main topic area: Human Resource Management

Location: 0.3 Copenhagen (8:30-9:45)

Chair: Guest, D.E., *King's College London, London, UK*

ORGANISATIONAL SOCIALISATION AND THE PSYCHOLOGICAL CONTRACT: CONSEQUENCES FOR EXPERIENCED AND INEXPERIENCED HOSPITAL NEWCOMERS

Woodrow, C., *King's College London, London, UK*;
Guest, D.E., *King's College London, London, UK*

Abstract: Introduction Organisational socialisation is a critical process in the adjustment of employees to their new work environments. Research shows that a positive socialisation experience leads to various beneficial outcomes for organisations and employees, although there are several gaps in the literature. Healthcare staff remain an under-researched but important group, not least because poor adjustment in these individuals could have serious consequences for patient care. Moreover, longitudinal studies of new organisational employees (e.g. De Vos, Buyens and Schalk, 2003; Robinson, Kraatz and Rousseau, 1994) have often failed to differentiate newcomers to their profession from more experienced newcomers, a potentially important distinction in a healthcare service with high vacancy and turnover rates. This study examined the consequences of the socialisation process of newcomers to a UK National Health Service (NHS) hospital, with a particular focus on differences between professional newcomers and experienced newcomers. Data collection utilised a unique mixed methods longitudinal approach with a conceptual framework based on the psychological contract. Methodology Two primary methods of data collection were used. First, a sample of over 500 newcomers to a London hospital completed a survey when they began work and then again at three months to assess changes in psychological contract beliefs, learning and well-being. Second, a smaller sample were interviewed on their first day and then four times during their first year to assess the critical events they experienced during socialisation and their consequences for the psychological contract, commitment and patient care. Results Undelivered organisational promises, relating to deficiencies in support and resources, were experienced by both types of newcomer during the socialisation process. However, whilst experienced newcomers had lower expectations of organisational fulfilment and displayed higher levels of coping with these issues, the effects on professional newcomers were more serious and in some cases impacted on patient care. Conclusions This study has significant implications for both researchers and organisations. Importantly, the results show that particular care should be taken to integrate professional newcomers who are ill-equipped to cope with a poor socialisation experience. Our results are likely to take on additional sig-

nificance given the current drive to reduce NHS spending.

HOW IMPORTANT IS THE PSYCHOLOGICAL CONTRACT?

Guest, D.E., *King's College London, London, UK*;
Clinton, M., *King's College London, London, UK*;
Isaksson, K., *Malardalen University, Vasteras, Sweden*

Abstract: There is an extensive body of research showing that fulfilment or breach of the psychological contract has consequences for a range of outcomes. However the psychological contract is only one among a number of approaches that fall within social exchange theory. Others that have been widely studied include perceived organizational support (POS), leader-member exchange, aspects of role theory including autonomy and skill use and issues of fairness and trust. The underlying argument is that provision or delivery of any of these should be reciprocated by higher motivation, commitment and retention. It is also widely assumed that they are likely to enhance well-being. While a variety of studies have explored the relationship between these variables, little research has examined the relative impact of each, when considered together, on various outcomes. Therefore while each may have an association with outcomes, we do not know which is the most important. This is the issue explored in this paper. A sample of approximately 2,200 workers across seven countries completed questionnaires, using standard measures, asking about the various elements of exchange theory. These included both contributions from the organization, such as POS, fulfilment of the psychological contract, skill use and autonomy as well as fairness of treatment and trust; and responses from the employees including outcomes that potentially benefitted the organization such as performance and intention to stay and outcomes of benefit to employees such as satisfaction and indicators of well-being. Using a series of regression studies, the results reveal that violation of the psychological contract explains the highest level of variance followed by POS and autonomy. The effect sizes of these variables ranges from .14 to .08. Analysis of the full set of results confirms the primacy of the psychological contract over other elements within the exchange model, while also demonstrating that they, too, have an additional independent influence on outcomes. The implications for management policy in seeking to promote well-being and high performance are discussed.

EXPLORING THE IMPACT OF THE SOCIETAL CONTEXT ON THE PSYCHOLOGICAL CONTRACT. CONTRASTING WESTERN AND SOUTHEASTERN EUROPE

Sehic, A., *Johannes Kepler University, Linz, Linz, Austria*

Abstract: The psychological contract (PC) has mostly been investigated in a western (Anglo-Saxon) context. Additionally the impact of the context has just been assumed and seldom explicitly discussed. Especially the European context and its diversity have been mostly neglected. Considering the economic ties that have been developed between western European economies and the transition economies of Southeast Europe in the last two decades and the enlargement plans of the European Union, the exploration of the PC and its antecedents became highly relevant for the large number of companies that are doing business in Southeast Europe. However calls for a better contextualization of the PC (Schalk & Soeters 2008) mostly went unheard. Although there have been some attempts to investigate the PC in non-western (mostly Asian) societies, (e.g. Westwood et al. (2001), Lo & Aryee (2003)) these studies have a few deficiencies. The present paper contributes to literature by overcoming those through (1) the exploration of emic elements of the PC content, and (2) by integrating the context in the empirical study thereby attempting to explore the impact of contextual factors on the PC. This was achieved by employing a qualitative research design that allows the exploration of new content of the PC. A multiple case study design ensures that the context of the PC receives the attention needed. Four case studies of which two are located in Austria and two are located in Bosnia and Herzegovina (BiH) were conducted. In each company interviews with employees, their superiors and HRM managers were carried out. Uncertainty avoidance, subjugation and power distance are the dimensions that impact the PC. In BiH employees believe that the environment cannot be changed and they strive for security. This results in a specific PC that is imbalanced (employees' obligations are comparably higher than company's obligation) and broad (employees believe that their obligations is to do everything that is requested from management). The PC in Austria is formed by a stable and secure environment and the belief that an individual can have an impact. Hence these findings are comparable to results obtained in other western economies.

PROFESSIONAL IDENTITY: THE LINK BETWEEN SOCIAL AND PSYCHOLOGICAL CONTRACTS

Fontes da Costa, J., *Faculty of Economics, Coimbra, Portugal*; Oliveira, T.C., *Faculty of Economics, Coimbra, Portugal*

Abstract: Employment relations are developed from macro-social levels and social contract perceptions define beliefs concerning the preferred or ideal terms of contract (Rousseau, 1995; Edwards e Karau, 2007). Using a (profession) case-study methodology (Hamel, Dufour et al., 1993; Yin, 1993; Yin, 1994; Stake, 1995; Bryman e Cramer, 2003; Stake, 2005) with a qualitative content analysis of the interviews of 50 Pharmacists, we emphasize the social constructive nature of the observed concepts. Validation of the aprioristic model was rigorously scrutinized by Grounded Theory principles (Glaser and Strauss, 1967). Facing a specific employment relation we develop beliefs about mutual obligations between employer and employee that can offer alignment, or not, between the social contract and the psychological contract (Kanter, 1989; Edwards e Karau, 2007). Discrepancies between social bounded terms of the contract and the known terms of the psychological contract can contribute to job dissatisfaction, absenteeism, turnover or reduced organizational citizenship behaviours (Edwards e Karau, 2007). We consider that the social level of analysis should be further included in every modelling of the employment relation (e.g. David Guest, 2004). An individual's professional identity is impacted by institutional references and that effect is felt upon the view of the psychological contract. Professional norms and status related aspects are an upper individual and extra organizational conception that does not enter directly in many previous theoretical approaches. Social contractualization of a profession shapes individual knowledge or beliefs about the social matrix in which employment relations are built. We found that when there is a fit between (what the employee believes is) the organizational and the employee view of the professional identity there is a propensity for a bigger identification with the organization. We found that professional identity patterns appear as irreducible in organizational contexts where organizational identities are less salient, acting as the lowest common denominator in a supplementary regime. Occupational socialization rhetorics represent a set of modular frontiers for social and occupational roles and for carrier paths as well. Managers should include the professional identity topic when evaluating expectations and perceptions, finding possible incongruences that could peril the employment relationship.

Practitioners' Day session 1

Location: 0.4 Brussels (8:30-9:45)

Presentations: Selection Techniques and Strategies

Main topic area: Human Resource Management

Location: 0.5 Paris (8:30-9:45)

Chair: Tett, R.P., *University of Tulsa, Tulsa, OK, USA*

ACCEPTANCE OF STEREOTYPING IN THE HIRING INTERVIEW

Binggeli, S., *University of Lausanne, Lausanne, Switzerland*; Krings, F., *University of Lausanne, Lausanne, Switzerland*

Abstract: Employment rates among immigrants of the second generation are lower than among locals. This is surprising because having been raised and educated in the host country, second generation immigrants often have the same education and language skills as locals. One explanation is that recruiters' stereotypes play a role in the hiring process. Indeed, previous research has documented subtle forms of bias against immigrants at hiring. However, little is known about the genesis of this bias over the course of the employment interview. In the present experiment, we explored this question, investigating the impact of evaluators' level of Acceptance of Stereotyping, that is "to believe that making use of beliefs about group differences is both functional and relatively harmless in daily life" (AOS, Carter, Hall, Carney, & Rosip, 2006, p. 1115). 154 Swiss undergraduates assumed the role of a HR recruiter working in an insurance company in a role play. They received a job advertisement and a résumé of a fictitious candidate. The candidate was either Swiss (local), Italian or Kosovo Albanian (both second generation immigrants), depending on the experimental condition. Participants listened to and evaluated several parts of a mock structured employment interview. The interview was identical across conditions. Evaluators' AOS was assessed after the role play. Results showed that AOS moderated the impact of candidate origin on evaluations of the candidate's answers: Evaluators high in AOS evaluated immigrant candidates less positively than local candidates whereas evaluators low in AOS showed the inverse pattern. Interestingly, this moderating effect of AOS was restricted to specific parts of the interview, namely, to those parts where the candidate's origin was

not mentioned explicitly. Results are in line with previous research on employment discrimination, demonstrating that bias is mostly subtle and depends on a number of factors. They further indicate that keeping the candidate's foreign origin salient can limit the impact of evaluators' stereotypes.

RECRUITING THROUGH EMPLOYEE REFERRALS: A CLOSER LOOK AT EMPLOYEES' MOTIVES

Hoye, G. van, *Ghent University, Ghent, Belgium*

Abstract: Previous research has demonstrated that organizations can benefit from actively involving their current employees in the recruitment of new personnel, with positive employee referrals positively affecting both pre-hire and post-hire recruitment outcomes (Zottoli & Wanous, 2000). In addition, recent research has indicated that negative information from employees can have a detrimental impact on organizational attraction (Van Hoye & Lievens, 2007). Accordingly, organizations have been advised to stimulate positive employee referrals and to avoid negative referrals. However, prior research has left organizations with few clues about how to achieve this, as the focus has been on the consequences of employee referrals, largely ignoring its antecedents (Shinnar, Young, & Meana, 2004). For instance, even though more and more organizations are applying employee referral programs that award incentives to employees for recommending their employer to others, the effectiveness of these programs has not yet been investigated. Hence, we do not yet know what motivates employees to encourage or discourage others to apply with their employer. Therefore, the present study applies theories and research on work motivation and consumer referrals to develop a motivational framework of employee referrals. Specifically, employees' intrinsic, prosocial, and extrinsic motives for making positive and negative referrals are investigated. A field study was conducted in a sample of 232 employees (35% women; mean age = 38.25 years, SD = 9.46) from two Belgian organizations. The results show that employees made positive referrals more frequently than negative referrals. Intrinsic job satisfaction, the prosocial desire to help job seekers, the prosocial desire to help the organization, and extrinsic rewards were all positively related to making positive employee referrals, but helping job seekers was the strongest predictor. Negative employee referrals were motivated by intrinsic job dissatisfaction and the prosocial desire to help job seekers. In addition, in the organization that rewards employees with an extrinsic monetary bonus for making positive referrals, employees made more positive and less negative referrals than employees in

the organization without employee referral program. In line with the proposed motivational framework, these findings suggest that organizations can stimulate referrals by appealing to employees' intrinsic, prosocial, and extrinsic motives.

CATCH ME IF YOU CAN: RECRUITERS' ABILITY TO DETECT IMPRESSION MANAGEMENT DURING SELECTION INTERVIEWS

Roulin, N., *University of Neuchatel, Neuchatel, Switzerland*; Bangarter, A., *University of Neuchatel, Neuchatel, Switzerland*; Levashina, J., *Kent State University, Kent, OH, USA*

Abstract: During interviews applicants use different types of verbal or non-verbal impression management (IM) tactics to create a particular image in recruiters' minds (Stevens & Kristof, 1995). IM can range from complete honesty (e.g., truthfully describing actual credentials) to deception (e.g., embellishing or creating credentials) (Levashina & Campion, 2007). And using these tactics can influence recruiter's evaluations (Barrick et al., 2009). Yet recruiters' perceptions and interpretations of these tactics have been under-researched. This study investigates recruiters' ability to detect applicants' use of honest and deceptive IM in real-time and the effect of detection on the evaluation of applicants. Seventy-five experienced recruiters watched short videotapes of two mock interviews. We manipulated the level of IM within-subjects (neutral vs. IM-induced condition) by asking mock applicants use more or less IM in their answers. Recruiters coded the presence of 4 types of IM (self promotion, image protection, ingratiation and image creation) at the exact moment they detected them during the applicant's talk. Applicants watched their own interviews and coded IM use along similar lines. Detection ability was measured by comparing recruiters' temporal and content codings with applicants', leading to hits, misattributions, and misses. Recruiters also completed a short questionnaire measuring general perceived ability at detecting IM, perceived ease to detect IM for each applicant, and evaluation of applicants. Overall, recruiters' detection ability was low. They correctly detected 11%, misattributed 14%, and missed 75% of applicants' IM tactics. Recruiters detected ingratiation better (33%) than self promotion (12%), image protection (11%), or image creation (9%). Detection was better in the IM-induced ($M = .12$, $SD = .11$) than in the neutral condition ($M = .09$, $SD = .10$), $t(74) = 2.37$, $p < .05$. Structural equation modeling showed that detection ability in the neutral condition was explained by age ($\beta = -.33$, $p < .05$) and perceived ease to detect IM

($\beta = .33$, $p < .01$), and by general perceived detection ability ($\beta = .31$, $p < .01$) in the IM-induced condition. Finally evaluation of applicants was not related to detection ability, but to perceived ease to detect IM in both conditions.

APPLICANT REACTIONS TO REJECTION: FEEDBACK, FAIRNESS AND ATTRIBUTIONAL STYLE EFFECTS

Schinkel, S., *University of Amsterdam, Amsterdam, The Netherlands*; Dierendonck, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Vianen, A.E.M. van, *University of Amsterdam, Amsterdam, The Netherlands*; Ryan, A.M.R., *Michigan State University, Lansing, USA*

Abstract: Due to high applicability and low costs, organizations increasingly use online tests of aptitude and personality as a first selection hurdle (Bartram, 2005). This proliferation of online testing causes many job applicants to receive a rejection message without personal contact, solely on the basis of test performance. Because research into this trend is notably lacking, we developed two experimental studies investigating factors that influence applicant well-being and organizational perceptions after rejection. First, performance feedback has been found to have negative effects on rejected applicants, such as decreased self-esteem and mood (e.g., Kluger & DeNisi, 1996; Ployhart, Ryan, & Bennett, 1999). Further, applicants' reactions to selection decisions are often moderated by the extent to which the decision is perceived as fair, termed distributive fairness (e.g., Gilliland, 1994). Finally, these reactions seem to be shaped by applicants' attributions (Ployhart & Harold, 2004), which may in turn be determined by their attributional style (Abramson, Seligman, & Teasdale, 1978). Study 1 examined effects of distributive fairness and attributional styles on post-rejection well-being (within-subjects). In Study 2, performance feedback effects (between-subjects) on well-being and organizational perceptions were investigated additionally. In both studies, distributive fairness and attributional style interactively influenced post-rejection well-being: when distributive fairness perceptions were low, well-being was higher for optimistically attributing' (negative events externally) individuals than for less optimistic' individuals, but only when no specific performance feedback was provided. Further, performance feedback negatively influenced well-being. Finally, no interaction effect was found for organizational perceptions. However, fairness positively affected organizational attractiveness, and performance feedback and attributional style interacted, with optimistic' individuals' organizational

perceptions being affected more (negatively) by specific feedback than those of less optimistic' individuals. These findings seem to indicate a self-serving bias when no specific feedback about substandard performance is provided. More insight is needed into the psychological processes through which this bias can develop and what consequences it may have. Therefore, we suggest prudence in formulating professional standards prescribing that performance feedback should always be as detailed as possible. Accordingly, we advise HRM-specialists to ruminate on their current selection information policy.

INTERNATIONAL SURVEY OF PERSONALITY TEST USE: AN AMERICAN BASELINE

Tett, R.P., *University of Tulsa, Tulsa, OK, USA*; Christiansen, N.D., *Central Michigan University, Mount Pleasant, MI, USA*; Robie, C., *Wilfred Laurier University, Waterloo, ON, Canada*; Simonet, D.V., *University of Tulsa, Tulsa, OK, USA*

Abstract: Organizational use of personality tests has expanded greatly since the early 1990s. The precise nature of that use, however, and how practitioners' attitudes toward personality tests are linked to test usage are largely unknown. The current study aims to identify global trends in and attitudes toward personality test use, toward closing the scientist-practitioner gap in these areas (Rynes, Colbert & Brown, 2002) and clarifying factors relating to the adoption of personality tests worldwide. Baseline data from 360 American HR managers to date reveals, among other things, that (a) personality tests are used less often in results-oriented and decisive organizations; (b) 27% of the 187 personality test users rely on such tests for hiring, 8% for promotion, 26% for training, and 27% for team building; (c) personality tests rank 7th out of 11 selection instruments in usefulness among personality test non-users and 6th among users (cognitive ability ranked 4th and 7th, respectively); (d) both personality test users and non-users see faking as more an ethical than a practical issue; (e) HR managers at smaller organizations tend to be more familiar with personality tests and more attuned to complexities involved with their use (e.g., situational specificity in validity); and (f) personality tests are used more often by women HR managers than by men, especially for team building. Comparable data are to be collected in Canada, the UK, Australia, New Zealand, and several European and Asian nations to assess cultural differences in attitudes and test use, guided by established cross-cultural theory (GLOBE leadership study; Chhokar, Brodbeck & House, 2007). Although in the early stages of the project, we hope to

use the proposed presentation as a vehicle for garnering interest in and support for the survey around the globe toward furthering the study's success. Practical implications include the benchmarking of personality testing practices around the globe for organizations seeking to enhance HR decisions based on personality data, and development of strategies for promoting personality tests to international markets. All told, the study promises to shed much needed light on a topic of already sizable, yet growing interest to HR scholars and practitioners worldwide.

Symposium: Challenges of Assessing Personality in the Work Context

Main topic area: Human Resource Management

Location: 0.6 Madrid (8:30-9:45)

Chairs: König, C.J., *Universität des Saarlandes, Saarbrücken, Germany*; Melchers, K. G., *Universität Zürich, Zürich, Switzerland*

Abstract: Establishing construct equivalence across countries with diverse cultures can be a challenge, especially if different languages are spoken and diverse subcultures exist. This study examines construct equivalence of the (forced choice version of the) Occupational Personality Questionnaire (OPQ32i) across three diverse countries and language versions: UK (English), China (Simplified and Traditional Chinese) and South Africa (English). Invariance was also tested for different language versions within China (Simplified and Traditional Chinese) and different ethnic groups within South Africa. All the data were scored using the OPQ32r IRT-based scoring model to produce normative scale scores. Analyses were based on data obtained from individuals who completed the OPQ32i for selection or development purposes (UK English: N=72,444, South African English: N=32,020; Chinese: N=22,481). Samples were matched by gender, age and industry, which reduced sample sizes. Language equivalence analyses showed firstly that individuals responded to the same set of constructs within cultures when comparing responses of different ethnic groups within South Africa and traditional and simplified Chinese within the Chinese sample. Secondly, construct equivalence was also established when comparing responses across Chinese, South African English and UK English. Sten scores were computed based on an overall norm that was created using matched samples. Differences from the overall mean (i.e. sten 5.5) were generally small except for the subscales Rule-following and Vigorous (medium effect size, $d > 0.5$).

Gender differences were also considered as these may be as large or larger than the country differences. In line with previous findings, the general pattern of gender differences was similar across cultures but some variation was found in the magnitude of gender differences. Overall, these results support previous work showing cross-cultural equivalence and provide further support for aggregating data across countries and languages when making international comparisons.

EQUIVALENCE OF OPQ32 CONSTRUCTS ACROSS CHINA, SOUTH AFRICA AND THE UK

Inceoglu, I., *SHL Group Ltd, Thames Ditton, UK*; Bartram, D., *SHL Group Ltd, Thames Ditton, UK*; Fung, H., *SHL Hong Kong Limited, China*; Yang, M., *SHL Group Ltd, Thames Ditton, UK*

Abstract: As more and more companies recruit employees internationally, the personality instruments used in the selection process need to be available in various languages. Equivalence between language versions is essential if an instrument is applied in this context but cannot be automatically assumed. Instead statistical methods for detecting differential item functioning (DIF) need to be applied. Results from these analyses can provide evidence of language equivalence on the item level. This paper demonstrates how results of empirical DIF analysis based on two language versions of a personality questionnaire can be used to inform subsequent translations of the respective instrument. For this purpose, findings from a comparison of the English and German versions of the Occupational Personality Questionnaire (OPQ32n; N=967/361) are used. After briefly explaining the concept of uniform and non-uniform DIF, typical reasons for the occurrence of both kinds of DIF are explained. Based on item examples with DIF occurrence it will be shown how a good understanding of the different types of DIF and their causes can inform future adaptation processes and hence increase the quality of new target language versions of the instrument. A structured item review process as part of the translation procedure is suggested. This process includes a careful consideration of the likelihood of uniform and non-uniform DIF for each item based on what has been learnt from previous empirical DIF studies of the instrument.

HOW TO USE THE INSIGHTS GAINED FROM DIF ANALYSIS OF A PERSONALITY QUESTIONNAIRE FOR SUBSEQUENT TRANSLATIONS OF THE INSTRUMENT

Herrmann, A., *Leuphana Universität Lüneburg, Germany*

Abstract: Many practitioners fear that applicants fake when asked to fill in a personality test, and this has inspired much research. Despite this, it remains unknown what applicants think when they fill in a questionnaire. Thus, we conducted a qualitative interview study that was guided by grounded theory principles. We interviewed real applicants directly after filling out a personality test, real applicants who had experienced a personality test in their past job application, hypothetical job applicants who we asked to imagine that they applied for a job and that a personality test was part of the selection process, and hypothetical applicants who had much experience with personality tests. Theoretical saturation was achieved after interviewing 23 people. A content analysis showed that several different things are going on in the mind of applicants: Thus, what is typically subsumed under the expression “faking” actually consists of many facets. In particular, participants assumed that the interpretation of their responses could be based on (a) the consistency of their responses, (b) the endorsement of middle vs. extreme answers, and (c) a certain personality profile. These assumptions resulted in self-presentation strategies to present themselves in a more positive light. However, these strategies were not used by all participants: Some answered honestly, for different reasons ranging from honesty as personality trait to the (false) belief that test users can catch fakers. Taken together, this study questions whether mean changes in traditional faking studies capture all important facets of faking.

WHAT IS IN APPLICANTS' MIND WHEN THEY FILL IN A PERSONALITY TEST? A QUALITATIVE STUDY

König, C.J., *Universität des Saarlandes, Saarbrücken, Germany*; Merz, A., *Universität Zürich, Zürich, Switzerland*; Trauffer, N., *Universität Zürich, Switzerland*

Abstract: Personality psychologists have long argued that traits (as measured by questionnaires) and motives (as measured by coding imaginative verbal behavior) capture two fundamentally distinct elements of personality that interact in the prediction of relevant life outcome variables. In the present research, the authors applied these ideas from personality psychology in the context of work and organizational psychology and propose that two implicit motives—need for power and need for affiliation—interact with extraversion in the prediction of job performance. To test these theoretical ideas, the authors conducted an empirical investigation with 236 employee-supervisor dyads. The employees filled out a questionnaire booklet and worked on the operant motive test (Kuhl & Scheffer, 1999)—a

fantasy-based TAT-type measure. The supervisors provided job performance ratings regarding organizational citizenship behavior and task performance of their employees. Results revealed that need for affiliation interacted with extraversion in the prediction of both organizational citizenship behavior and task performance, and that need for power interacted with extraversion in the prediction of organizational citizenship behavior. The findings provide new insights into the role of implicit motives and extraversion in job performance and contribute to the recent debate on the explanatory power of personality in the context of work and organizational psychology.

NEED FOR AFFILIATION AND NEED FOR POWER INTERACT WITH EXTRAVERSION IN THE PREDICTION OF JOB PERFORMANCE: LINKING TRAITS AND MOTIVES IN THE CONTEXT OF WORK

Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*; Zettler, I., *University of Tübingen, Germany*; Ewen, Ch., *University of Bonn, Bonn, Germany*; Hülshager, U.R., *Maastricht University, Maastricht, The Netherlands*

Abstract: Although assessment centers (ACs) and personality inventories are often used to assess interpersonal competencies, these methods are not without criticisms. For example, one explanation for the poor construct validity of AC ratings focuses on the dimensions being ill-defined and under-developed. Although the constructs underlying personality inventories are better understood, the nature of these tests makes them easily faked and may compromise their operational use. Results are reported of a study where protocols for direct behavioral observation of personality traits were developed for use in the context of work simulations. These were piloted by coding videos of 43 AC candidates in order to evaluate construct validity by correlating these ratings with trait judgments made by the same raters and those from self-report personality inventories previously completed by the candidates under conditions that encouraged honest responding. Although all of the dimensions of the Five-Factor Model were assessed, Trait Activation Theory was used as a guiding framework to determine which dimensions of personality were most likely to be expressed in observable trait-relevant behavior in this AC. Expert judgments indicated that Extraversion and Agreeableness had the highest trait activation potential (TAP), whereas Conscientiousness and Emotional Stability had the least. It was therefore hypothesized that convergence between the behavioral observations and self-reports would be strongest for the

dimensions where the opportunity to observe relevant behavior was the greatest. Correlations between composites of the behavioral observations and self-reports ranged from .07 (Emotional Stability) to .42 (Extraversion), with the rank-order of the correlations exactly reproducing the ordering of the TAP judgments made by the experts. Convergence was stronger for the behavioral composites than the trait judgments made by the raters. Implications for using such an approach as an alternative to traditional AC methodology or personality tests are discussed.

ASSESSING PERSONALITY USING BEHAVIORAL OBSERVATIONS OF WORK SIMULATIONS

Christiansen, N.D., *Central Michigan University, USA*; Honts, Ch., *Central Michigan University, MI, USA*; Speer, A., *Central Michigan University, Mount Pleasant, MI, USA*

Abstract: Although assessment centers (ACs) and personality inventories are often used to assess interpersonal competencies, these methods are not without criticisms. For example, one explanation for the poor construct validity of AC ratings focuses on the dimensions being ill-defined and under-developed. Although the constructs underlying personality inventories are better understood, the nature of these tests makes them easily faked and may compromise their operational use. Results are reported of a study where protocols for direct behavioral observation of personality traits were developed for use in the context of work simulations. These were piloted by coding videos of 43 AC candidates in order to evaluate construct validity by correlating these ratings with trait judgments made by the same raters and those from self-report personality inventories previously completed by the candidates under conditions that encouraged honest responding. Although all of the dimensions of the Five-Factor Model were assessed, Trait Activation Theory was used as a guiding framework to determine which dimensions of personality were most likely to be expressed in observable trait-relevant behavior in this AC. Expert judgments indicated that Extraversion and Agreeableness had the highest trait activation potential (TAP), whereas Conscientiousness and Emotional Stability had the least. It was therefore hypothesized that convergence between the behavioral observations and self-reports would be strongest for the dimensions where the opportunity to observe relevant behavior was the greatest. Correlations between composites of the behavioral observations and self-reports ranged from .07 (Emotional Stability) to .42 (Extraversion), with the rank-order of the correlations exactly

reproducing the ordering of the TAP judgments made by the experts. Convergence was stronger for the behavioral composites than the trait judgments made by the raters. Implications for using such an approach as an alternative to traditional AC methodology or personality tests are discussed.

DISCUSSANT

Lievens, F., *Ghent University, Ghent, Belgium*

Presentations: Contextual and Leadership Effects on Organizational Behavior

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (8:30-9:45)

Chair: Lei, Z., *ESMT European School of Management and Technology, Berlin, Germany*

LEADERS' ACHIEVEMENT GOALS AND THEIR REACTIONS TO SUBORDINATES' CREATIVE INPUT

Sijbom, R.B.L., *University of Groningen, Groningen, The Netherlands*; Janssen, O., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*

Abstract: Perceived problems, incongruities, or discontinuities are often instigators of creativity (Drucker, 1985). For example, in organizations, subordinates usually develop and propose new ideas as a response to problems they encounter in the conduct of their work (Zhou & George, 2003). As a consequence, when subordinates propose their creative ideas to their leaders, they provide their leaders not only with suggestions for improvements (creative idea) but also with evaluative information about what is going wrong and can be improved in the leader's managerial domain (problem definition). By doing so, creative subordinates intervene in their leader's competence domain, as creativity and innovation is one of the major roles of leadership (Denison, Hooijberg, & Quinn, 1995). We know that leaders' perceptions and behaviors towards subordinates are inextricably bound up with their achievement pursuits in leadership situations (Kim & Yukl, 1995). Using the achievement goal approach (Elliot, 2005; Elliot & McGregor, 2001), the present experimental research examined the impact of leaders' achievement goals on their reactions to creative input provided by their subordinates. In Experiment 1, performance goal leaders (i.e., leaders focused on goals grounded in an interpersonal

standard) were found to be less receptive to subordinates' creative input than mastery goal leaders (i.e., leaders focused on goals grounded in an intrapersonal standard). In Experiment 2, we disentangled leader reactions to the distinct components of employee creativity, namely problem definition and creative idea. We demonstrated that performance goal leaders were less receptive and less supportive than mastery goal leaders only when subordinates' input included both problem definitions and creative ideas. When subordinates expressed creative ideas without pointing out problems, performance goal leaders and mastery goal leaders were equally receptive to, and supportive of, subordinates' input. A practical implication is that subordinates, when proposing their creative input to (performance goal) leaders, should focus on communicating their creative ideas rather than emphasizing the problems for which they generated creative solutions. However, in situations where both problem definitions and creative ideas are inherently related, organizations may create an environment in which leaders are encouraged to adopt mastery goals rather than performance goals.

HOW NEED FOR STRUCTURE MODERATES THE RELATION BETWEEN AUTONOMY, MOTIVATION, AND WORK OUTCOMES

Slijkhuis, J.M., *University of Groningen, Groningen, The Netherlands*; Rietzschel, E.F., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*

Abstract: Autonomy, or the freedom to make work-related decisions, is widely believed to be an important job resource. However, autonomy could also be perceived as a burden rather than an asset because of the lack of structure, uncertainty, and ambiguity that may follow from it. This is particularly likely when employees are primarily concerned with attaining a sense of structure and predictability, or are high in Personal Need for Structure (PNS). For these employees, the lack of structure that accompanies high levels of autonomy may overrule any beneficial effects. Therefore, it is to be expected that the positive, mediated relation between autonomy, work motivation, and work outcomes (satisfaction, turnover intentions, and in-role work behavior) is moderated by PNS, such that this relation only exists for employees who are low in PNS, and not for employees who are high in PNS. To test our hypothesis, we conducted an organizational survey study. The participants were 53 employees (53 % were female) from different companies,

and their supervisors. Employees filled out questionnaires that assessed PNS, autonomy, motivation, job satisfaction, and turnover intentions, and their supervisors questionnaires that assessed in-role behavior. As hypothesized, our results were consistent with a moderated mediation model, in which autonomy predicted work outcomes through work motivation, but only for employees low in PNS. From a practical point of view, our results suggest that, at least for low PNS individuals, autonomy is an important and valuable job characteristic. For high PNS individuals autonomy may not be that important because it does not fit their needs and desires. Work characteristics that are more congruent with their needs and desires, such as job clarity, could therefore be more intrinsically motivating for them. Further research is needed to gain more insight into processes underlying high PNS individuals' work motivation and outcomes.

ORGANIZATIONAL DISCIPLINARY DECISIONS IN FACE OF COMPLEXITY AND UNCERTAINTY: THE IMPLICATIONS OF THE TRIANGLE MODEL OF RESPONSIBILITY

Lei, Z., *ESMT European School of Management and Technology, Berlin, Germany*; Hofmann, D., *The University of North Carolina-Chapel Hill, Chapel Hill, USA*; Ling, Y., *George Mason University, Fairfax, VA, USA*; Speroni, K., *INOVA Health System, Fairfax, USA*

Abstract: Today's complex organizations such as hospitals and multinational conglomerates are repeatedly faced with tasks necessitating swift coordination, adaptation, and learning. When employee performance is marked with uncertainty, urgency, complexity, and tightly coupling, supervisors must necessitate disciplinary actions and minimize performance deviations to reap safety and reliability. But precisely how do supervisors administrate just disciplinary actions and comprehensively evaluate a poor performance situation in which one's job obligations may conflict, whose task environment is unpredictable, and whose job instruction is vague and ever changing? Causal attribution paradigms (Kelley, 1967, Weiner et al., 1972) - that focus on static, routine organizational and task environments- are of limited help in answering these questions. To address this gap, we aim to supplement existing research by adopting a broader view of attribution and use the triangle model of responsibility (Schlenker, 1997) to examine supervisor's disciplinary decisions in complex task situations. We hypothesize that supervisors' comprehensive assessment

in terms of task clarity, personal obligation, and personal control will influence overall responsibility attribution of employee performance and subsequent disciplinary decisions. We also expect supervisors' individual traits - negative affects, coaching role, organizational knowledge- to interact with responsibility dimensions to impact disciplinary decisions. Using a policy-capturing design, we manipulated task clarity, personal obligation, and personal control into high versus low conditions in two studies. Using 99 business undergraduates in Study 1, we found responsibility assessments-task clarity, personal obligation, and personal control-impacted disciplinary decisions respectively. Study 2 included 103 registered nurses in two hospitals in the United States. We successfully replicated the findings in Study 1 and further found that supervisors' coaching role and organizational knowledge moderated the relationships between responsibility assessments and disciplinary decisions respectively. Our findings put an emphasis on a comprehensive assessment of responsibility, which is central to avoiding the set-up-to-fail syndrome and improving employee behaviors and performance. We also highlight the importance of clarifying task rules and procedures and job obligations for making employees responsible for reliable performance in face of uncertainty and complexity. Furthermore, supervisors can develop a more comprehensive understanding and reap positive performance outcomes via active coaching and knowledge sharing.

BEARDING THE LION: WHEN FOLLOWERS RESPOND TO TOXIC LEADERS

Besieux, T.B., *Katholieke Universiteit Leuven, Leuven, Belgium*; Stouten, J., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Leaders often could be shown to behave self-interestedly and toxically. Interestingly, followers do not always protest the leader's toxic behavior. The current research argues that social identity is a crucial factor when investigating the boundary conditions for followers' reactions to toxic leaders. Here we argue that followers who identify strongly with their group are more likely to react to toxic leaders, as compared to low social identity. More specifically, we argue and show that followers act less cooperative and more revengeful toward a toxic leader if they identify with their group. Furthermore, this effect was mediated by negative emotions. Taken together, this study adds to the line of toxic leadership research by highlighting the importance of social identity when investigating boundary conditions for followers to react to toxic leaders.

Presentations: Safety Cultures and Climates

Main topic area: Organizational Structure, Culture, Climate

Location: 0.8 Rome (8:30-9:45)

Chair: Bosak, J., *Dublin City University, Dublin, Ireland*

SAFETY CLIMATE DIMENSIONS AS PREDICTORS FOR RISK-TAKING BEHAVIOR: THREE-WAY INTERACTION BETWEEN PERCEIVED MANAGEMENT COMMITMENT TO SAFETY, PRIORITY OF SAFETY AND PRESSURE FOR PRODUCTION

Bosak, J., *Dublin City University, Dublin, Ireland*; Coetsee, J., *Northumbria University, Newcastle, UK*

Abstract: Previous research has found that safety climate is associated with safety practices (Zohar, 1980), compliance with safety standards (Goldenhar, Williams & Swanson, 2003), and lower occurrence of workplace accidents (Clarke, 2006). In addition safety climate has been found to predict employees' safety behavior (e.g., Cooper & Phillips, 2004). While the effects of safety climate on safety related outcomes have been consistently demonstrated, many authors emphasize the need to explain how specific safety features of safety climate are associated with the effectiveness of safety behavior (e.g., Pousette & Torner, 2008; Wirth & Sigurdsson, 2008). Therefore the purpose of the study was to provide insights into the relationship among safety dimensions and their influence on employees' risk-taking behavior. Specifically, we examined the interplay of three safety climate dimensions that is, perceived management commitment to safety, perceived priority of safety, and perceived pressure for production. The sample consisted of 623 employees from a chemical manufacturing organization in South Africa. Hierarchical regression analyses were carried out to test the expected three-way interaction of the three safety climate dimensions with risk-taking behavior as the dependent variable. As hypothesized, management commitment to safety and priority of safety were both negatively related to risk-taking behavior and pressure for production was positively related to risk-taking behavior. Moreover, the three-way interaction between management commitment to safety, priority of safety and pressure for production was significant. As hypothesized, when management commitment to safety was high, pressure for production was associated less strongly with risk-taking behavior under conditions of high, as compared to low, priority of safety. Pressure

for production was not significantly related to risk-taking behavior if the employees perceived that priority of safety on plant was high and management was highly committed to safety. When management commitment to safety was low, priority of safety did not buffer the effect of pressure for production on risk-taking behavior. The results have important implications for management as they indicate that (a) management commitment to safety is a key component in ensuring good safety performance and that (b) organizations should consider all three safety dimensions in designing interventions.

MAKING ORGANIZATIONS EVIDENCE-BASED: FOUNDATIONS FOR AN ORGANIZATIONAL CLIMATE TO USE SCIENTIFIC EVIDENCE IN DECISION-MAKING

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Abstract: Aim Many organizations have been criticized for being influenced by so called evidence substitutes such as out-dated knowledge, personal experience, fads and fashions, dogmata or dubious management gurus. In contrast evidence-based Management (EBM) means focusing on existing empirical evidence. This is supposed to improve managerial decisions and consequently leading to sustained success. In an ongoing project, we previously identified three climate factors that altogether characterize the extent of EBM in organizations: internal evidence-oriented management (EOM), external EOM, and evidence substitute-oriented management (ESOM). The aim of the present study was to investigate a set of foundation issues that support EBM in terms of increasing EOM and decreasing ESOM. Based on research on service climate, we propose these foundation issues to comprise of employees and customers participation as well as leader support. Furthermore we extend extant climate research by proposing networking and error culture to foster the emergence of an EBM climate. Method We developed a questionnaire to assess possible foundations issues of EBM in 11 public administration agencies (data collection is still ongoing). Questionnaire items were based on new as well as on already existing theoretical constructs and their measures. Data were analyzed using CFA and exploratory PAF of individual and aggregated data (when ICC and rwg indicated sufficient agreement within organizations). Results Results demonstrate EBM to be founded on leader support, error culture, networking as well as employees and customers participation. Some indicators failed to show sufficient agree-

ment and thus represent more of a psychological rather than an organizational climate. Several other facets (e.g., participation) however clearly differentiated between organizations. Conclusions The emergence of an EBM climate can be predicted by employees and customers participation, leader support, networking and error culture. An EBM climate reflects explicit search for evidence, intensive orientation towards evidence, and strong use of internal and external evidence in (organizational) practice, which should improve organizational planning, decision making, and eventually increase organizational performance. Hence, EBM and its foundation issues could generate competitive advantage, too, which should be tested in future research.

SENIOR MANAGERS' MENTAL MODELS OF SAFETY CULTURE – AN APPLICATION OF LINGUISTIC ANALYSIS

Fruhen, L.S., *University of Aberdeen, Aberdeen, UK*;
Mearns, K.J., *University of Aberdeen, Aberdeen, UK*;
Flin, R., *University of Aberdeen, Aberdeen, UK*;
Kirwan, B., *Eurocontrol, Bretigny Sur Orge, France*

Abstract: This research investigates the suitability of linguistic analysis to identify senior managers' mental models of safety culture. Schein (2004) defines culture as consisting of artefacts, beliefs, values and underlying assumptions, with language as one of these artefacts. Popping (2000) describes the analysis of language as suitable to investigate mental models. Although frequently used in the culture research (e.g. Giberson et al., 2009), questionnaires have been criticised as being suitable to assess organisational climate, not culture (Mearns, Flin, Fleming & Gordon, 1997). Senior managers have been identified as a main driver of organisational safety, nevertheless how they perceive safety is still not completely understood (Flin, Mearns, O'Connor & Bryden, 2000). Accordingly, the present research investigates language to gain insights of senior managers' mental models of their organisation's safety culture. This is done in air traffic management (ATM) which can be considered a high reliability industry (Weick, 1987). A sample of N=9 senior managers from three ATM organisations participated in semi-structured interviews. Participants' responses to the question 'How would you describe the safety culture of your organisation?' were analysed using the Leximancer software (Smith & Humphreys, 2006). Leximancer automatically identifies concepts in a text corpus and analyses how these relate to each other using Bayesian logic (Smith, 2005). Resulting concepts are displayed in form of an insights dashboard reflecting their frequency of co-occurrence with safety and the

strength of their relation to safety (meaning how frequently they occur without safety). The dashboard can be viewed as reflecting senior managers' mental models of safety culture. Included concepts suggest that senior managers, most frequently mention culture', reporting' and seriously' together with safety. It further suggests that they least frequently mention units', understand' and controllers' in relation to safety, when describing safety culture. Although still at an explorative stage, the present findings support the suitability of this form of linguistic analysis to understand how language reflects organisational culture. Through its visual display of the safety culture components this form of analysis could support organisations reflections about strengths and weaknesses of their culture.

COMPLEX AND DYNAMIC – LEVELS OF SAFETY CULTURE WITHIN THE CONSTRUCTION INDUSTRY

Hartley, R., *Loughborough University, Loughborough, UK*; Cheyne, A., *Loughborough University, Loughborough, UK*

Abstract: Safety climate and culture are established concepts which are applied extensively within many industries to explain risk taking behaviour. The creation of a strong positive safety culture is therefore an aim for many organisations, although this is a problem for the dynamic and complex construction industry. Constant flux in terms of the location of projects, nature of work and movement of personnel means that there is a lack of workgroup stability and a shared history, two of the essential characteristics needed for the formation of strong positive safety culture (Schein, 2004). This research endeavours to address this by clarifying at what level and how cultures form in this context. Semi-structured interviews were conducted with 18 industry experts. The interviews addressed various aspects of culture, specifically asking about various levels of culture and influences on safety behaviour. The interviews were analysed to establish key, culture related, themes. There were varying degrees of consensus about the levels at which distinct cultures formed. Some interviewees articulated a unique construction industry culture. In terms of sub-cultures, some were more overt than others. There was disagreement about whether certain professions or trades could be characterised as more or less safe. Different contractors (organisations) were perceived to have distinct cultures, but this was often determined by their size and resources. Sites formed their own unique cultures and the role of site management was highlighted as a key determinant of local site culture. Sub-contractors can have a unique and independent culture within a site,

but their culture can also be influenced by the site culture, this is mediated by the sub-contractor's supervisor. People are able to determine the nature of a site's safety culture very quickly and interviewees believed this would influence workers' safety behaviour. This research shows that there are multiple levels of culture within the construction industry with cultures forming quickly around specific sites. The findings have implications for managing safety culture within the construction industry. Contractors may be able to facilitate this by tackling safety culture at various levels and ensuring that managers and supervisors are aware of the impact that they can have.

SAFETY CULTURE ASSESSMENT: DRAWING ON THE FIVE-DIMENSIONAL MODEL OF THE IAEA

López de Castro, B., *University of Valencia, Valencia, Spain*; Gracia Lerin, F., *University of Valencia, Valencia, Spain*; Pietrantonio, L., *Università di Bologna, Bologna, Italy*; Peiró Silla, J.M., *University of Valencia, Valencia, Spain*

Abstract: Safety performance management has become essential for high-risk organizations such as nuclear power plants. Although the nature of safety culture is controversial, there is a widespread belief that it is crucial to attain high levels of safety performance. As a result, the International Nuclear Safety Advisory Group (INSAG) has created a five-dimensional model of safety culture, further specified by 37 attributes, for the understanding and assessment of safety culture within nuclear power facilities. The attributes of safety culture are formulated as requirements to a specific performance aspect of the nuclear facility, which, if fulfilled, would characterize this performance aspect as belonging to a strong safety culture. This model has become part of the International Atomic Energy Agency (IAEA) safety standards and a banner for the nuclear industry; however, it has never been empirically proven. Our presentation clarifies the nature of safety culture through the integration of 35 definitions gathered over the last 20 years. Following this clarification, we present the first stage of a study aimed at the empirical validation of the five-dimensional model of safety culture of the IAEA. Two groups of participants, differing in their level of expertise in organizational behavior (experts: N=48; non experts: N=290), completed a survey based on the model. The face validity of the model was evaluated by comparing participants allocation of attributes in the dimensions of the model to the dimensionality proposed by the IAEA. Our conclusions suggest weaknesses in the models attributes, its dimensions, and within the model as a

whole. For the second stage of the study - not yet completed - a questionnaire based on the model will be presented to employees of a nuclear facility. Results are expected to discover how closely the data obtained from the employees replicates the theoretical five-dimensional model. The practical relevance of our contribution are threefold: to offer a better understanding of the nature of safety culture; to warn nuclear facilities that the safety culture model of the IAEA, as it stands, could have flaws; and to open the door to the improvement of a model widely accepted by the nuclear sector.

Presentations: Emotions and Emotion Management in the Workplace

Main topic area: Emotions In The Workplace

Location: 0.9 Athens (8:30-9:45)

Chair: Glaso, L., *Faculty of Psychology, Bergen, Norway*

FLOW INTENSITY AS A FUNCTION OF INTRINSIC MOTIVATION, OPPORTUNITY FOR CREATIVITY, AND ENGAGEMENT: COMPARING WORK AND LEISURE FLOW-ERS

Moneta, G.B., *London Metropolitan University, London, UK*; Nasr, S., *London Metropolitan University, London, UK*

Abstract: Workers can be broadly classified as non-flow-ers (not experiencing flow), leisure flow-ers (experiencing flow primarily in leisure), and work flow-ers (experiencing flow primarily in work). Group membership is predicted by trait intrinsic motivation, opportunity for creativity in the job, and the interaction of the two, in such a way that a matching of motivation and opportunity increases the likelihood of being a work flow-er (Moneta, 2010). This study investigates intensity of flow in work among work and leisure flow-ers. Considering the status of leisure flow-er as one of work disengagement, it was hypothesized that motivation, opportunity, and engagement would correlate more strongly with intensity of flow in work among work flow-ers. A sample of 371 highly educated workers, 46.4% males, aged 18-66 years completed the Flow Questionnaire (Csikszentmihalyi, 2000) including: (a) a flow section for assessing whether participants experience flow, and whether in work or leisure, (b) a new scale for assessing intensity of flow in work, (b) an open ended job description for assessing consensually

opportunity for creativity, (d) the Work Preference Inventory (Amabile et al., 1994) for assessing trait intrinsic motivation, (e) a work engagement scale (Moneta, 2010), and (f) an open-ended question on the meaning of work for eliciting work engagement themes. There were 123 (32.8%) non-flow-ers, 145 (39.1%) leisure flow-ers, and 103 (27.8%) work flow-ers. Intensity of flow in work correlated more strongly in work flow-ers than in leisure flow-ers with motivation ($r=0.56/0.38$, $p<0.028$), engagement ($r=0.51/0.46$, ns) opportunity ($r=0.36/0.06$, $p<0.008$), and the engagement themes of monetary reward ($r=0.34/-0.19$, $p<0.001$), personal development ($r=0.35/0.00$, $p<0.011$), and social interaction ($r=0.32/0.04$, $p<0.039$). The findings provide support to the research hypothesis, and suggest that a personal asset (trait intrinsic motivation), an environmental asset (opportunity for creativity), and a person-environment asset (work engagement) foster intensity of flow in work, but they do so less strongly for leisure flow-ers. Therefore, the contextual orientation of flow seems to act as a moderator of the association between assets and intensity of flow in work. These findings suggest to managers that making work more leisure-like may help employees to channel assets into optimal functioning in work.

REQUIRED TASK INTERDEPENDENCE IN OFFICE WORK – STRESSOR OR RESOURCE FOR THE JOB INCUMBENT?

Schulz, A., *Leuphana University Lüneburg, Lueneburg, Germany*

Abstract: Background and Objectives: Required task interdependences - defined as demands which have to be met in order to fulfill the job and not as options to cooperate with others - are encountered frequently by employees while performing their tasks. Therefore, these required task interdependences are an important feature of workplaces which has been understudied in the past. Based on Affective Events Theory, the study sets out to investigate different kinds of required task interdependence and their relationship to affective events during work, with affective events viewed as daily hassles or uplifts related to specific experienced negative or positive emotions. Method: Guided qualitative interviews were conducted with employees performing office or administrative work ($n=18$; duration 45 minutes to 1 1 hours). The categories of the interviews captured regular required task interdependences and related affective events as well as causes for the events and the experienced emotions. The interviews were taped, transcribed, coded and analyzed according

to content analysis techniques and standards. Inter-coder reliability is substantial ($PA > .80$ for all codes, 2 coders). Results: Results indicate that required task interdependences per se are neither a stressor nor a resource but a neutral job feature. However, they can become either a stressor or a resource for the job incumbent through the different negative or positive affective events related to them. In addition, various themes emerged as reasons for interdependence-related daily hassles or uplifts - such as complexity of interdependences, work equipment, work styles etc. - as well as for the linked negative and positive emotions, such as consequences for task or individual goals. Practical Relevance: Positive affective events should be fostered while negative affective events should be prevented to make required task interdependence more a resource than a stressor and to enhance well-being at work. Consequently, the findings of the interview study are assumed to have important implications for the practice of job design and will be discussed in more detail.

CONSEQUENCES OF INTERPERSONAL EMOTION REGULATION IN LEADER-EMPLOYEE INTERACTIONS

Boltz, J., *German Police University, Münster, Germany*; Fischbach, A., *German Police University, Münster, Germany*

Abstract: Successful leaders influence their followers' emotions to meet organizational goals. Until now, studies on interpersonal emotion regulation focused especially on how leaders' emotions could influence their followers' emotions via unconscious emotional contagion. Surprisingly, little research exists about intentional interpersonal emotion regulation in leadership context. This study aims at analyzing the consequences of conscious interpersonal emotion regulation in leadership context. Therefore, we developed interpersonal emotion regulation strategies by transferring intrapersonal emotion regulation strategies by Gross (1998) into interpersonal context. Fifty leaders described which intentional interpersonal emotion regulation strategies they used during the interactions with their followers. They also rated the success in influencing followers' emotions, the quality of those interactions and their personal well-being during those interactions. Results show that leaders who select and modify a situation for their followers or who changed attention and cognition about a situation at their followers influence their followers' emotions more successfully. Additionally, leaders who select and modify a situation for their followers are more satisfied with the interaction and feel better during the interaction. Further data collection is still in progress. Results are im-

portant for leaders to learn how they can influence their followers' emotions and therefore be successful leaders. Further implications for research and practice are discussed.

THE IMPORTANCE OF FOLLOWERS' EMOTIONS IN EFFECTIVE LEADERSHIP. THE MEDIATING ROLE OF FOLLOWERS' EMOTIONS ON THE RELATIONSHIP BETWEEN LEADER BEHAVIOUR AND ATTITUDINAL OUTCOMES

Glaso, L., *Faculty of Psychology, Bergen, Norway*; Notelaers, G., *Faculty of Psychology, Bergen, Norway*; Skogstad, A., *Faculty of Psychology, Bergen, Norway*

Abstract: This paper addresses an ongoing debate about the role of emotions in working life in general and how they might be related to leadership behaviour in particular. One serious negative facet of the debate is the lack of empirical research regarding this issue. The reader will learn from our empirical study that followers' positive emotions fully mediate the relationships between supportive leader behaviour and two essential outcomes, namely job engagement and turnover intentions. The added value of this paper is that it substantiates that followers' emotions seem to bridge the gap between leader behaviour and follower attitudinal outcomes and, hence, supports the notion that followers' emotions are essential in the study of effective leadership. Hopefully, our paper will be cited for its application of Affective events theory as well as its empirical validation of the relevance of positive emotions regarding the relationships between perceived supportive leader behaviour and followers' job engagement and their turnover intentions. Abstract Within the framework of Affective Events Theory (AET) this study examines emotional experiences as a potential mediator between followers' perceptions of supportive leadership and their experiences of job engagement and intention to leave the organisation, respectively. The results showed that the relationships between supportive leadership and job engagement, as well as turnover intentions, were fully mediated by the followers' positive emotional experiences. Surprisingly, negative emotional experiences yielded insignificant mediation effects, a finding that may be explained by characteristics of the leadership style studied. The present study substantiates that followers' emotions bridge the gap between leader behaviour and follower attitudinal outcomes and, hence, supports the notion that followers' emotions are essential in the study of effective leadership.

THE RELATIONSHIP BETWEEN CONFLICT AND EMOTIONS ON WORKGROUPS / TEAMS

Giordano, A.P., *University of Coimbra, Coimbra, Portugal*; Dórdio Dimas, I. D., *University of Coimbra, Coimbra, Portugal*; Lourenço, P.R., *University of Coimbra, Coimbra, Portugal*

Abstract: This study intends to understand the relationship between the arising of conflicts and the emotions felt in work groups/teams. We analyzed collective emotions of groups using Russell's Circumplex Model of Emotions (1980). The relationship between conflict and emotions was studied taking into account socio-affective and task-related conflict typology (e.g., Jehn, 1995). Contradictory empirical results point out different impact of task conflict in teams' results. In line with Simons and Peterson (2000) and also Gamero, Gonzalez-Rom and Peir (2008) we propose that task conflict may turn into socio-affective conflict through a process of misinterpretation of task conflict and that this fact is related with the negative effects of task conflict in team processes and outcomes. Thus, with this presentation we intend to clarify if the type of conflict present in work teams has significant impact on teams' affective outcomes (positive and negative emotions). Moreover, we aim to test the hypothesis that the link between task conflict and team emotions is mediated by socio-affective conflict. Data was collected from 60 teams/groups of several different functions and organizational contexts: from industry, services and sports. The Intragroup Conflict Assessment Scale (EACI; Dimas, Lourenço & Miguez, 2005) was used to evaluate the kind of conflict emerging in the team/group; and emotions were assessed using the Portuguese Job Related Affective Well-Being Scale (PJAWSN; Ramalho, Monteiro, Lourenço & Figueiredo, 2008). The results indicate that socio-affective conflict has significantly higher connection with negative emotions than task conflict. Additionally, our data revealed that socio-affective conflict fully mediates the positive relationship between task conflict and negative emotions as well as the negative relationship between task conflict and positive emotions. Taking into account previous researches (e.g., Amason, 1996; Yang & Mossholder, 2004), this link may be explained by the over personalization of task related discussion. Thus, if task-related interactions give negative emotionality sufficient energy, following disputes over task processes could be interpreted as further evidence of interpersonal hostility. We expect that these findings, promoting further research, may help the development of strategies of prevention of the escalation of negative emotions, i.e., the transformation of task conflict in socio-affective con-

flict.

Presentations: Divergent Perspectives on Leadership Styles

Main topic area: Leadership and Management

Location: 2.1 Colorado (8:30-9:45)

Chair: Bakker-Pieper, A., *VU University Amsterdam, Amsterdam, The Netherlands*

SELF-OTHER AGREEMENT ON A LEADER'S COMMUNICATION STYLES: DOES IT ADD VALUE FOR PREDICTING LEADER OUTCOMES?

Bakker-Pieper, A., *VU University Amsterdam, Amsterdam, The Netherlands*; Vries, R.E. de, *VU University Amsterdam, Amsterdam, The Netherlands*

Abstract: Scholars agree that differences in self and subordinate judgments of a leader's behavior may be a useful source of feedback for a leader's further personal development (e.g. Atwater, Ostroff, Yammarino, & Fleenor, 1998; Becker, Ayman, & Korabik, 2002). Self-other agreement on a leader's communication styles has not been investigated so far. In order to study this, we used a recently developed measurement instrument for communication styles, which is based on a lexical study and distinguishes six communication styles: Expressiveness, Preciseness, Verbal Aggressiveness, Questioningness, Emotionality, and Impression Manipulativeness. We gathered data from 233 leaders and 670 subordinates in three organizations. Visibility was found to be highly correlated with self-other agreement. As hypothesized, self-subordinate agreement on Expressiveness was higher than that on Impression Manipulativeness. It was also higher than found in previous studies for other variables, but for the other communication style dimensions the level of self-other agreement was comparable to that found in previous studies for other leader variables. Strong within-source relations with outcomes were found, particularly for the Preciseness dimension, but the relations between-sources were modest to weak, with a notable exception for subordinate-rated Impression Manipulativeness. This was positively related to leader self-rated effectiveness, whereas it was negatively related to subordinate-rated outcomes. Although often both self- and other-ratings were related to outcomes, same-source effects were strongest. Self-other discrepancies rarely impacted outcomes. The found impact of

the level of visibility of a construct on the level of self-other agreement provides useful guidelines for developing leader related measurement instruments. Furthermore, our results imply that a precise determination of the outcome of interest is required when leader selection and development processes are set up. A better insight in the perception process for Preciseness and Impression Manipulativeness may further our understanding of leader-subordinate relations and may help in identifying behavioral development issues.

PERSONALITY FACTORS AS PREDICTORS OF LEADERSHIP STYLE IN LAW ENFORCEMENT SETTING

Tat, C., *Ministry of Administration and Interior, Bucharest, Romania*

Abstract: Personality is a strong predictor of behaviors in unstructured situations (Barrick& Mount, 2005). Recent personality studies show the difference between broad and narrow personality predictors of leadership (Barrick& Mount, 2005, Bergner et al, 2010). Conscientiousness and emotional stability are considered generalizable predictors, related to performance in various jobs, while extraversion, openness to experience, agreeableness are 'niche traits', predicting performance in specific tasks. Judge et al. (2002) showed that Big5 dimensions are especially relevant in predicting leadership emergence ($R=.53$). Big5 taxonomy is useful for explaining the dispositional basis of leadership (Salgado & De Fruyt, 2005). Special interventions and missions leaders are required to make rapid and efficient decisions, which might affect not only the accomplishment of the mission, but also their subordinates health and lives. Due to the specificity of their activity (intervening in case of violent, spontaneous actions; protecting the personnel during their risky missions, or their families, in case of threats; combating gang formation, prostitution, false currency illicit trading, drugs and guns traffic; salvation of the victims in case of calamities, catastrophes, accidents, fire; escorting the prisoners; intervening in the case of taking hostages), previous studies (Li?a et al.,2007) showed that the most representative leadership style within the police is task oriented. This pilot study aims to investigate the relationship between personality factors and leadership styles, in 50 police leaders of the special interventions units, who are expected to complete two questionnaires: LBDQ-XII (Stogdill et al., 1963, 1964), used as self-evaluation of leadership behaviors, and 16PF (Cattell et al., 1970). The LBDQ-XII will be factor analysed. Task-oriented style is expected to be the most representative leadership factor and to be predicted by the following personality factors: low anxiety,

high extraversion and high responsibility. Concerning the primary scales, task oriented style is predicted by high C, E, G, H, L, Q1, Q3 factors of the 16PF and low A, F, I, M, O, Q2, Q4. These findings are especially usefull not only in explaining the leadership emergence within these units, but also in refining selection procedures in the area.

LEADERSHIP IN PROJECT-BASED ORGANIZATIONS-EXTENDING THEORY ON COMPLEXITY LEADERSHIP AND SEMISTRUCTURES THROUGH QUALITATIVE INQUIRY

Havermans, L., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Den Hartog, D.N., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Keegan, A.E., *University of Amsterdam Business School, Amsterdam, The Netherlands*

Abstract: Project-based organizations have a social context that differs from traditional line organizations. Project workers move from project to project, work in project teams with changing compositions, often with members from multiple organizations, and they are typically managed both by their line manager and one or more project managers. Relationships are often temporary and multiple as opposed to the typically more enduring relationships in traditional line organizations. This complex context in project-based organizations is bound to affect leadership processes and leadership theories developed in traditional line organizations can not be assumed to fully explain leadership processes in project-based organizations. Recent theorizing on leadership in complex organizations such as project-based organizations has resulted in the model of complexity leadership. The main question in complexity leadership is: how can formal structure (bureaucracy) and network interaction (complex adaptive systems) work in tandem to reach adaptive outcomes? The role of the complex adaptive systems is described in the leadership model developed by Uhl-Bien and Marion (2009) that mainly focuses on the enabling conditions that stimulate network interaction. However, this complexity leadership model currently still leaves open what role the formal structure plays in reaching adaptive outcomes. Theory on semistructures (Brown & Eisenhardt, 1997) can shed more light on how stability can enhance change, and through this give more shape to the duality of change and stability that is inherent in the model of complexity leadership. The current study aims to explore both the role of formal structure and network interaction in project leadership. Over 40 semi-structured interviews were held with project

workers, their line managers and project managers to describe leadership in this context. All interviews were transcribed verbatim and coded both inductively and deductively in NVivo 8. This data helped us to refine the framework offered by complexity leadership and semistructures and provide more insight in the variety of ways in which complexity leadership and different forms of semistructures are manifested in project-based organizations. The refined framework can provide guidance for project-based organizations on how to effectively intertwine formal structure and network interaction to reach adaptive outcomes.

THE ROLE OF TRANSFORMATIONAL AND PATERNALISTIC LEADERSHIP ON POSITIVE WORK BEHAVIOUR IN CHINESE EMPLOYEES

Alonso Rodriguez, M., *Middle East Technical University - Northern Cyprus Campus, Kalkanli, TRNC*; Wu, C., *Institute of Work Psychology, Sheffield, UK*

Abstract: This study seeks out to integrate universal and indigenous leadership theories by investigating the interaction effect of transformational and paternalistic leadership -authoritarianism, benevolence and moral leadership (Farh & Cheng, 2000)- on positive work behavior, defined as proficiency, adaptivity and proactivity work behaviors (Griffin et al., 2007), within the Chinese context. A total of 181 employees working for three different banks in a metropolitan Chinese city participated in the current study. Regression analysis revealed that the positive effects of transformational leadership were stronger when morality leadership was higher, and when authoritarian leadership was lower. Benevolence leadership did not have any moderating effect. Generally, this study indicated that paternalistic leadership moderates the positive effect of transformational leadership on positive work behaviour albeit individuals components in paternalistic leadership play different moderating roles.

CONVERGENT AND PREDICTIVE VALIDITY OF THE CIRCUMPLEX LEADERSHIP SCAN

Redeker, M., *VU University Amsterdam, Amsterdam, The Netherlands*; Vries, R.E. de, *VU University Amsterdam, Amsterdam, The Netherlands*

Abstract: The core activities of leaders are often denoted as interpersonal and most items in leadership questionnaires target interpersonal behaviors of leaders and their subordinates (Hackman & Johnson, 2000; Kotter, 1990). Therefore, a circular conceptualization of leadership, similar to the interpersonal circumplex,

would not only provide justice to the interpersonal nature of leadership, but would also help clarifying where leadership behaviors are located in the circular space spanned by the two interpersonal dimensions. Redeker, De Vries, Rouckhout, Vermeren, and De Fruyt (under review) have conceptualized a leadership circumplex. Furthermore, an operationalization of this leadership circumplex was constructed, the Circumplex Leadership Scan (CLS), measuring 8 leadership styles. The aim of the present study is twofold. First, it examines the convergent validity of the CLS. 120 leaders of companies from Belgium and The Netherlands were asked to complete the CLS. Furthermore, those same leaders were asked to complete several other, well-known leadership questionnaires. Second, the present study examines the predictive validity of the CLS. To study this, 100 leaders and their subordinates were asked to complete the CLS (self- and subordinate rated). In addition, the subordinates were asked to rate their leaders' effectiveness. The results of the convergent and predictive validity findings will be presented.

Symposium: The neglected workforces: work characteristics, health and intervention programs for low-qualified workers

Main topic area: Employee Well Being

Location: 2.7 Meuse (8:30-9:45)

Chair: Busch, C., *University of Hamburg, Hamburg, Germany*

Abstract: Low-qualified workers are at particular risk in terms of their health. Mortality and morbidity statistics indicate that more deaths and illnesses occur among people in low social classes than among those in high social classes. Studies on psychosocial work characteristics and health of low-qualified workers are scarce due to challenges in conducting research with this target group. These challenges stem from language barriers, low literacy and cultural differences. The first contribution in this symposium presents strategies for identifying psychosocial work characteristics and for creating measures of psychosocial work characteristics that overcome barriers posed by language, low literacy and cultural differences. The second contribution presents results of studies with low-qualified workers in Spain focusing on the job and personal resources to increase well-being at work. The third contribution presents results of a German study on the psychosocial demands, resources and health of multicultural low-qualified workforces. On the basis of these results a

peer mentoring based stress and resource management intervention programs has been developed. Promising results of the formative evaluation phase encourage for further intervention research activities with these neglected workforces. The fourth contribution is a practitioner report of a peer mentoring based stress and resource management intervention program with low-qualified workers.

MEASURING PSYCHOSOCIAL WORK CHARACTERISTICS AMONG MULTI-LINGUAL AND LOW LITERACY WORKERS IN THE UNITED STATES

Hoppe, A., *University Koblenz-Landau, Koblenz-Landau, Germany*; Heaney, C.A., *Stanford Prevention Research Center, Palo Alto, USA*; Fujishiro, K., *National Institute for Occupational Safety and Health, Cincinnati, OH, USA*; Gong, F., *Ball State University, Muncie, Indiana, USA*; Baron, S., *National Institute for Occupational Safety and Health, Cincinnati, OH, USA*

Abstract: In the United States one of the fastest growing occupations in the service sector is that of home care. Studies on psychosocial work characteristics among home care workers are scarce due to challenges in conducting research in this arena. These challenges stem from the composition of the workforce and from the organization of the work itself. Questionnaire measures used to operationalize psychosocial work characteristics do not adequately capture the relevant aspects of home care work. Furthermore, the collection of valid data is challenging due to language barriers, low literacy and cultural differences. The aim of our study is to present strategies (1) for identifying psychosocial work characteristics of home care workers that affect their occupational safety and health and (2) for creating measures of psychosocial work characteristics that overcome barriers posed by language, low literacy and cultural differences. We pursued these aims in five steps. Given the diverse workforce composed of Latino, Chinese, African-American and white workers we stratified by language/ ethnicity. Step 1: First, we conducted six focus groups in English, Spanish and Chinese to identify psychosocial work characteristics affecting the home care workers occupational safety and health. Step 2: Subsequently, we selected widely validated scales that measure the relevant psychosocial work characteristics identified in the focus groups and translated/back-translated these measures into the three languages. Step 3: We then conducted a first round of cognitive interviews in English, Spanish and Chinese (n=30) to refine the items in an iterative process. Step 4: Based on the findings from focus groups

and the first round of cognitive interviews, we revised the measures and tested them in a second round of cognitive interviews (n=11). Step 5: Finally, we quantitatively pilot tested the scales in three languages to ensure their reliability and validity across groups (n=90). This iterative process ensured the development of survey measures that meet the psychometric scale properties of reliability and validity across language groups and that are meaningful to home care workers. We will discuss why we regard this complex process as necessary and "worth the effort" when conducting research with non-traditional and multi-lingual worker populations.

PSYCHOSOCIAL RISKS AND POSITIVE FACTORS AMONG LOW-QUALIFIED WORKERS IN SPAIN

Cifre, E., *Universitat Jaume I, Castellon, Spain*; Salanova, M., *Universitat Jaume I, Castellón, Spain*; Llorens, S., *Universitat Jaume I, Castellón, Spain*; Martínez, I.M., *Universitat Jaume I (Castelló), Castellón de la Plana, Spain*; Lorente, L., *Universitat de Valencia, Spain*

Abstract: Construction industry in Spain is characterized by being mainly constituted by low-qualification workers. Both physical and psychosocial risks are a great threat for the construction industry, and their relationships are missing in research on this topic. So far, although there is a lack of research into this topic in this particular occupational sector, we provide different research findings that support the idea that psychosocial risks are also a threat for construction workers in their workplaces. Besides, although past research has shown that high physical and psychosocial demands related with injuries and strain mainly characterize construction work, workers in this sector also enjoy job and personal resources that contribute to positive experiences. Based on the Healthy and Resilient Organization (HERO) Model (Salanova, Llorens, Cifre, & Martínez, 2010) this study focuses on the specific relationship among the different psychosocial factors and the consequences on health and well-being among construction workers. Data were collected through RED-CONS (Resources, Experiences and Demands among CONstruction Industry) questionnaire that was administered in a sample of 288 employees from 10 construction enterprises. Results of Multiple Analyses of Variance (MANOVA) and Analyses of Variance (ANOVA) show: (1) the main psychosocial risks and positive factors assessed in the Spanish construction industry compared to heterogeneous general sample of 2,940 Spanish workers, and (2) an in-depth case study

in one of this construction company. Finally, we propose essential information to the construction industry intervention programs focusing not only on construction employees' physical but also psychosocial demands and resources not only to avoid damages but also increasing well-being at job.

CULTURALLY DIVERSE WORKFORCES IN LOW-SKILLED JOBS IN GERMANY: PSYCHOSOCIAL WORK CHARACTERISTICS AND A PEER MENTORING BASED STRESS MANAGEMENT INTERVENTION PROGRAM

Busch, C., *University of Hamburg, Hamburg, Germany*; Cao, P., *University of Hamburg, Hamburg, Germany*; Duresso, R., *University of Hamburg, Hamburg, Germany*; Clasen, J., *University of Hamburg, Germany*

Abstract: In Germany, nearly 30% of workers in low-skilled jobs have a migration background. Therefore workforces in low-skilled jobs in Germany are often multicultural. Although low-qualified workers - and those with migration background especially - are at particular risk in terms of their health, studies on work characteristics and health promotion intervention programs for multicultural low-qualified workforces are scarce. This qualitative study, based on semi-structured interviews, focuses on psychosocial work characteristics including leadership behaviour and health. Overall, the sample of the study consists of N=51 workers and their supervisors from four different companies. The study reveals high physical and psychosocial demands and low control, and demanding but also resourceful leadership behaviour. Misunderstandings, due to language barriers and a lack of empathy, emerge as aspects founded in cultural diversity of the workforces. This indicates that multicultural workforces face additional demands. On the basis of this study a stress management intervention program for multicultural workforces in low-skilled jobs has been developed. The program is called ReSuDi (resource and stress management for culturally diverse low-qualified workforces) and is a peer mentoring based intervention program. Peer mentoring offers a way to support employees, who are difficult to reach because of language barriers and cultural differences. Peer mentors are volunteer low-qualified workers with diverse cultural background and sex, who are elected by their colleagues. Mentees may feel more comfortable getting support from a colleague with the same cultural background and sex. Mentors are trained in stress management, emotional social support and instrumental social support by mediating conflicts and by solving problems. ReSuDi further includes an intervention program for the supervisors to strengthen their

stress management abilities and their health-promoting leadership behaviours, like giving feedback in an appreciative way. Furthermore the program embraces a workshop for representatives of the human resources department to promote training and health promotion offers for multicultural low-qualified workforces and to support the mentors and the trained supervisors. Promising results of the formative evaluation phase encourage for further intervention research activities with these neglected workforces.

EXPERIENCES WITH A PEER MENTORING BASED STRESS MANAGEMENT INTERVENTION PROGRAM FOR LOW-QUALIFIED CANTEEN WORKFORCES

Floto, D., *Studierendenwerk Hamburg, Hamburg, Germany*

Abstract: The program Resource and Stress Management for culturally diverse low-qualified workforces (ReSuDi) is intended as a health management intervention for canteen employees of the Studierendenwerk Hamburg. The company serves students and colleges with core support activities as catering, student housing, financial and social counseling. This report refers to practical experiences of one of three simultaneous intended trainings with a group of peer mentors and leaders of four canteens a time. Mentors are trained in stress management, emotional and instrumental social support by mediating conflicts and solving problems. Leaders are faced similar training modules. Furthermore they achieve stress management abilities and health promoting abilities in leadership behaviour like giving feedback in an appreciative way. The program will be conducted in thirteen canteens. Around 200 employees with mainly low-skilled jobs are working in this division. Many employees have a migration background with language barriers. The job demands for the low-qualified workers are physically and psychosocially high with low control. The leaders have qualified professional educations. The Management of the Studierendenwerk is worried about the employee's health in the long run, sickness absence rates and requirements of long working lifetime. It decided that the focus on health shall become the most important activity of human resource. ReSuDi was initiated in October 2010 and the training program starts in February 2011. The training process of ReSuDi will last until spring 2012. An evaluation workshop with members of division management, human resource and staff council completes every module of the stress management program. The participants of the workshop will reflect the program and will determine new and innovative activities of future health management.

Presentations: Labor Market Issues - Aging Workforce

Main topic area: Labor Market Issues

Location: 2.9 Euphrates (8:30-9:45)

Chair: Potocnik, K., *Brunel University, Uxbridge, UK*

A LONGITUDINAL STUDY OF WELL-BEING IN EUROPEAN OLDER EMPLOYEES: THE ROLE OF ENGAGING IN DIFFERENT TYPES OF ACTIVITIES

Potocnik, K., *Brunel University, Uxbridge, UK*; Sonnentag, S., *Universität Mannheim, Mannheim, Germany*

Abstract: This study aims to examine the impact of engaging in desired as well as undesired activities on depression and quality of life in older employees over a period of two years. It is expected that engaging in positive activities will enhance older workers' well-being over time, whereas engaging in negative activities, will hamper it. Moreover, we explored whether the initial level of well-being moderates the relationships between engaging in activities and well-being at the follow-up. The sample used in this study was taken from the Survey of Health, Ageing and Retirement in Europe (SHARE). Longitudinal data was available from 3,990 older employees from 11 European countries (44.3% female; average age 54.88 years). We examined well-being in terms of depression and quality of life. Moreover, engaging in the following activities was examined: voluntary work, caring for a sick adult, provided help to family, attended an educational course, gone to a sport club, taken part in a religious organization and taken part in a political or community-related organization. After adjusting the analysis for the initial levels of depression and quality of life, and a range of demographic variables, our results showed that having a physically demanding job was related to higher depression at the follow up, whereas time pressure was related to lower quality of life. After also partialling out the effects of job stressors, our results revealed that attending educational courses and going to sports or social clubs improved older workers' quality of life over time. Moreover, higher depression at the baseline fostered the depression experience at the follow up in those older workers who were caring for disabled persons. Higher depression at the baseline alleviated the depression at the follow up in those individuals who took part in political or community organizations. Our findings showed that active lifestyle

improved older employees' well-being over time, especially in those who were most vulnerable at the baseline. Thus, intervention programs should focus on how to stimulate the engagement in community and leisure activities of older employees to enhance their well-being which could consequently lead to more desirable organizational outcomes (e.g. lower absenteeism).

THE IMPACT OF HIGH PERFORMANCE WORKING SYSTEMS ON INTENDED RETIREMENT AGE: EXPLORING THE MEDIATION ROLE OF ENGAGEMENT AND EMPLOYABILITY

Vos, A. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Remue, J., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: The aging of the workforce is considered as the preeminent HR-issue of the coming decade (Young, 2006). However, notwithstanding the growing interest from the academic and political world in the sustainable employment of older workers and their determining factors, there is a need for further research addressing these determinants in an integrative way. The aim of this study is to contribute to deeper understanding of the retirement decisions of older workers by addressing both individual and contextual antecedents, thereby integrating insights from two parallel research streams: (1) the literature on older workers' attitudes and retirement intentions, and (2) the literature on high performance work systems. Within the HRM literature, a growing body of research provides empirical evidence for a significant relationship between HR-practices and employee attitudes and behaviors. To date, however, there has only been a limited focus on how HR-practices affect older workers' retirement intentions. This study addresses this gap by investigating the role of high performance work systems (HPWS) and individual attitudes in explaining retirement intentions. We conducted a survey among a sample of 271 older workers (average age: 53 years old) within five organizations. Results show that engagement and perceived employability are associated with a higher intended retirement age. Furthermore, HPWS have a positive effect on both engagement and employability, as well as on retirement intention. Mediation analysis revealed that engagement fully mediated the relationship between HPWS and intended retirement age, while employability partially mediated this relationship. In conclusion, the conceptual model of this study can be an important steppingstone for scholars investigating the concept of retirement intention as well as for practitioners analyzing or reviewing the retirement intentions within their organization. Our findings

support the importance of stimulating organizations to nurture high performance work systems, as it is a vehicle to affect the retirement intentions of their older workers.

MOTIVATION FOR POST-RETIREMENT WORK: THE CASE OF SENIOR EXPERTS IN GERMANY

Wöhrmann, A.M., *Leuphana University Lüneburg, Lüneburg, Germany*; Maxin, L., *Leuphana University Lüneburg, Lüneburg, Germany*; Deller, J., *Leuphana University Lüneburg, Lüneburg, Germany*

Abstract: Many individuals aged 65 plus remain in good health and devote their time to various activities in retirement. Previous research revealed that appreciation and recognition, contact to others, and knowledge transfer to the younger generation are important reasons for post-retirement activities (AARP, 2007; Deller & Maxin, 2009). This paper presents results from a quantitative survey based on these findings. The study explores the motivation of German retirees working on a voluntary basis with Senior Expert Service. The motivational dispositions appreciation, contact (Grosse Holtforth & Grawe, 2000) and generativity (McAdams & De St. Aubin, 1992), as well as thematically corresponding job characteristics (e.g., Hackman & Oldham, 1980) are examined in order to identify their relationship to life satisfaction (Diener, Suh, & Oishi, 1997) and job satisfaction (Hackman & Oldham, 1980). The sample consists of 114 senior experts with a mean age of 68 years ($M=68.24$; $SD=3.54$), who had spent 7 years in retirement. Hierarchical regression analyses show that the generativity motive (desire to pass on knowledge and skills) serves as strongest predictor for both job satisfaction ($R=.40$; $Beta=.31$) and life satisfaction ($R=.34$; $Beta=.26$). Whereas the analysis of the thematically corresponding job characteristics reveals that perceived appreciation in relation to occupation in retirement is the strongest predictor for both job satisfaction ($R=.40$; $Beta=.31$) and life satisfaction ($R=.33$; $Beta=.27$). The results have important scientific and practical implications as they shed light on the motivational patterns, beyond financial needs, of highly-qualified active retirees. This paper promotes the knowledge in retirement research as it helps to understand particular motivation for post-retirement work. Also, it encourages further research in the field of work motivation for the increasing group of working retirees. Practically, the findings can contribute to a better understanding of workplace design which is adapted to the needs of workers in retirement. This will contribute to the enhancement of satisfaction, well-being and work motivation of a group feeling healthy

and motivated to contribute. The specific conditions that organizations will have to provide to meet the demands of so-called Silver Workers if they want to profit from their experience are discussed.

ASKING ABOUT RETIREMENT BEFORE RETIRING

Seidl, J., *University of Brasilia, Brasilia, Brazil*; Pedroso Lima, M., *University of Coimbra, Coimbra, Portugal*; Menéndez Montanes, C., *University of Barcelona, Barcelona, Spain*

Abstract: University of Brasilia, BRASILIA, BrazilThe entire world population is facing a change on its age composition: the number of young people is decreasing and the old, increasing. As a result, the amount of time that people spend as a retiree is growing. To help individuals and organizations to deal with the difficulties that may occur in this transition, managers should access workers' expectations and attitudes about retirement. The main objective of this exploratory study was to identify the predictors of the worker's anticipated adjustment to retirement and reasons for retirement among the variables: job satisfaction, life satisfaction with health and physical activity, life satisfaction with marital life, life satisfaction with services and resources and sources of enjoyment. Seventy-four workers of a private ceramic company participated in the study. Most participants were women ($n=43$, 58.1%) and married ($n=47$, 63%). The age range varied from 21 to 57 years-old ($x=36.8$, $sd=8.7$). The Retirement Satisfaction Inventory validated to the Portuguese culture was chosen to base the instrument of data collection. Multiple regression analysis showed that life satisfaction with marital life (7.3%) and with health and physical activity (4%) predicted workers' anticipated adjustment to retirement. And the motives that will be important for them to retire in the future were predicted by life satisfaction with marital life (7.2%) and sources of enjoyment (10.2%). Regarding differences according to gender, age and marital status, men and people under 37 years-old reported greater satisfaction with health and physical activity. Analyzing various possible sources that will turn their retirement more enjoyable in the future, workers under 37 years-old presented greater importance to freedom and personal control while single, divorced and widowers mentioned a less stressed life. Looking to the most important reasons for them to retire later, people under 37 reported pursue own interests and married said retirement due to circumstances. Finally, a negative perception towards old people was encountered. Retirement planning and Human Resources practices against ageism

are suggested in order to value workers with experience and help them to deal better with this transition. Limitations and directions for future research are also presented.

HEALTH PROMOTION FOR THE OLDER LONG-TERM UNEMPLOYED – A CONTROLLED RANDOMIZED INTERVENTION STUDY IN GERMANY

Herbig, B., *Institute for Occupational Medicine, München, Germany*; Glaser, J., *Institute for Occupational Medicine, München, Germany*; Angerer, P., *Institute for Occupational Medicine, München, Germany*

Abstract: Recent metaanalyses show substantial relationships between unemployment and health: Impaired health can lead to unemployment and prolonged unemployment can cause health impairments. These relations not only bring on individual suffering but also tremendous costs for society as they lead to high expenses in the health care as well as in the welfare system. If people have three strikes against them - age, long-term unemployment, and severe health impairments - a reintegration into the labour market becomes extremely difficult. Our study evaluates the effectiveness of an intervention called AmigA (Employment promotion with health orientation) in Munich, Germany. Central goals of this intervention are an improvement of the health and integrability of older unemployed people and ultimately a sustainable reintegration into the labour market. Basing on a detailed individual diagnosis it consists of an interlocking of job service measures with health measures to fit the person's needs. An interdisciplinary team of case manager, physician, and psychotherapist develops an individual action plan and accompanies the participants through the different measures. The intervention roughly lasts six months. In line with the central goals the evaluation aims at different level outcomes: Combining subjective and objective measures we evaluate the physical and psychological health, cognitive performance, personal resources as well as labour market integration. To ensure causality, a randomized intervention-/waiting-group design is used. Local agencies nominated N=281 long-term unemployed as potential participants based on the criteria age above 50 years, health impairments relevant to work reintegration, and sufficient fluency in German to be able to participate actively. Intervention participation was voluntary, so that finally N=104 persons were tested at T1 (54 men, 50 women, mean age 53.6). T1 results show a highly burdened sample, e.g., the Patient Health Questionnaire shows 26% of participants to have a major depression with another 15.4%

having another depressive syndrome. The evaluation will be completed in January 2011. We will report and discuss results with regard to practical implications for labour market policy: Is an individual-centred, cost-intensive intervention helpful not only to ease individual suffering but to help lower the costs for the health and welfare system in the long run?

Symposium: Breaking trust, re-building trust and sustaining trust

Main topic area: Organizational Behavior

Location: Auditorium 1 (8:30-9:45)

Chairs: Yeow, P., *Kent Business School, University of Kent, Kent, UK*; Tucker, D.A., *Imperial College Business School, London, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Trust is a complex and multifaceted construct and can be defined as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor (Mayer et al, 1995: 172). Kim, Dirks and Cooper (2009: 402) presume that trust is composed of both trusting beliefs and trusting intentions and that the latter are influenced via the former. Various other definitions (Rousseau, Sitkin, Burt, and Camerer, 1998; Tan and Lim, 2009) have been proposed, but all have several factors in common: firstly, trust relationships are based on good faith and honesty; secondly, the other person's actions must be advantageous to the trustor and finally, a certain amount of vulnerability of the trustor is required. In this proposal, we use the term trustor to refer to the individual whose trust has been violated (the person in the position of evaluating the mistrusted party) and the term trustee to refer to the mistrusted party (the target of the trustor's trusting beliefs and trusting intentions). In relation to the symposium's proposal, trust resonates deeply with the theme of crisis emergence and sustainability. In renewing employees' trust in organisations and macro economic and political institutions, organisations can be more innovative and competitive, whilst sustaining the development, health and well-being of the working populous. The financial and economic crises in recent years have led to organisations being forced to make unpopular decisions either through organisational change (planned or otherwise) or unintended consequences which lead to trust in management being breached and the sustainability of the organisation jeopardised. Goals/objectives: With trust in both individuals (Elliott and Quaintance, 2003) and

management (Ignatius, 2009) reaching its lowest point in recent years, managers and organisations must make a choice whether to prioritise efforts to rebuild/repair trust or to creating a new employment relationship with an alternative basis for organisational support. In order to make this choice, we must first examine reasons why trust breaks down (e.g. organisational change, bullying, scandal). Secondly, we will need to ascertain whether methods of trust repair present a realistic option where adverse circumstances have occurred – for example, through the use of social accounts, high involvement human resource management strategies or action research. Therefore, here we examine potential ways to produce sustainable labour participation and organisational development in the face of adverse organisational activities. Specifically, this symposium will present research that

1. Investigate reasons why trust breaks down
2. Evaluate innovative methods for rebuilding trust
3. Suggest ways in which organisations can sustain trust

Papers: This symposium consists of four papers. The four papers will complement each other by addressing the goals presented above. Dietz and Gillespie's paper looks into the trust repair processes following organisational-level failures. Pate, Morgan-Thomas and Beaumont, use action research as a method looking into the act of repairing trust after workplace bullying as taken place. Tucker and Yeow's paper suggest the use of social accounts as a means of building trust after management-led change. Searle and Skinner argue strongly for the high involvement of HRM policies and practices in developing trust within organisations.

TRUST REPAIR AND THE BRITISH PARLIAMENT'S EXPENSES SCANDAL

Dietz, G., *University of Durham, Durham, UK*; Gillespie, N., *University of Queensland, Australia*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Dietz and Gillespie's paper will be based on several in-depth retrospective case studies into trust repair efforts following major organisational failures, in which they have explored their own propositions on this complex process (Gillespie & Dietz, 2009). The authors have found in the case studies clear evidence of their four trust-repair stages: an immediate response; a diagnostic stage; a set of reforming interventions, and an evaluation - though the stages are not always sequential. There is also evidence of a symbiosis between the two underlying trust repair mechanisms' of 'trustworthiness demonstration' and 'distrust regulation'. Yet they have also found, inevitably, departures from their

framework and organisational idiosyncrasies, with interesting theoretical implications. For example, one potentially interesting unforeseen consequence is that trust repair efforts pitched at one external constituency may have a damaging effect within the recovering organisations.

YOU'VE LOST THAT LOVING FEELING: AN ATTEMPT TO RESTORE TRUST IN PUBLIC SECTOR SENIOR MANAGEMENT.

Pate, J., *University of Glasgow, Glasgow, UK*; Morgan-Thomas, A., *University of Glasgow, Glasgow, UK*; Beaumont, Ph., *University of Glasgow, Glasgow, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Pate et al's longitudinal study examines senior managers' initiative to repair trust with the workforce through action research methodology. This paper is primarily concerned with a public sector senior management team's attempt to regain trust through addressing workplace bullying via a verbal response and policy initiative. This study uses Clark and Payne's (1997) six factors of trust, to investigate whether some facets change at different paces. The study draws on two sources of data: questionnaires distributed at two different points in time (2004 and 2007) and secondary data in the form of employee attitude surveys from 1999-2003. The findings revealed that management's actions had a significant effect on perceptions of bullying; in particular, significant differences in the levels of loyalty and openness whereas no significant changes for other dimensions of trust (integrity, competence, consistency and respect). This study draws on an action research approach emphasising a specific context. It conceptualises trust as a multidimensional construct rather than a global composite measure and incorporates a temporal dimension of trust by illustrating changes over time.

RE-BUILDING TRUST AFTER CHANGE: THE USE OF SOCIAL ACCOUNTS

Tucker, D.A., *Imperial College Business School, London, UK*; Yeow, P., *Kent Business School, University of Kent, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Tucker and Yeow's paper suggests the use of social accounts to reduce adverse reactions by employees to organisational change. Changes are a time when trust relationships are tested. However, change is also needed for organisations to develop and adapt to survive. Social accounts aim to make sure the receiver

understands the decision (Cobb and Wooten, 1998) and form an integral part of the sensemaking which new employees do when entering a new environment (Cobb et al, 2001). Questionnaire data collected from two organisations undergoing change projects suggest that ideological accounts – which present the reasons for change as being aligned with the organisations super-ordinate goals and core values – were positively correlated with trust in management. This suggests that by framing the announcement for an organisational change within the right explanation (or social account), the perceptions of employees can be influenced to result in more positive support for the change, increased flexibility and sustainability of new working practices.

THE TRUST CRUCIBLE: TRUST AND HRM

Searle, R.H., *The Open university, Milton Keynes, UK*; Skinner, D., *Coventry University, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Searle and Skinner's paper argues the importance of Human Resource Management (HRM) policies in creating and maintaining trust in organisations. HRM policies and practices are among the most influential for trust development within organisations (Robinson & Rousseau, 1994), yet few have considered systematically their impact on trust in organizations given the significant recent changes within the work setting across many countries (e.g. organisational change, outsourcing and shareholder value metrics). The burden of risk is being transferred increasingly to employees, who must take responsibility for skill and career development, to invest more of themselves in the company while at the same time losing the assurance of stable, long-term employment and adequate pension provision. Therefore, "confidence in the face of risk" has become a contemporary organisational imperative. Using Searle and Skinner's (In press) HRM cycle they trace perceptions of organizational trust from employee entry to exit through HR policies and processes, and include conceptual and empirical work highlighting how HRM acts as a crucible providing a catalyst in which employees' expectations and emergent vulnerability emerge, making trust a very salient issue.

Presentations: Employee Development

Main topic area: Organizational Change and Development

Location: Auditorium 2 (8:30-9:45)

Chair: Coyle, S.I., *Leeds University Business School, Leeds, UK*

ENGAGING EMPLOYEES IN BECOMING THE MASTERS OF THEIR OWN DESTINY: THE ROLE OF ORGANIZATIONAL PSYCHOLOGY IN ENGINEERING SYSTEMS DESIGN

Coyle, S.I., *Leeds University Business School, Leeds, UK*; Bolton, L.E., *Leeds University Business School, Leeds, UK*; Drury, M.E., *Leeds University Business School, Leeds, UK*; Hughes, H.P.N., *Leeds University Business School, Leeds, UK*; Clegg, C.W., *Leeds University Business School, Leeds, UK*

Abstract: The application of socio-technical principles to the design of new work systems remains rare, as organizations continue to fit the social system around the technology (Clegg, 2000). This paper outlines the authors' ongoing involvement in a large scale research project within a multi-national blue-chip engineering organization. The research attempts to redesign the organization's engineering system in line with best practice and guided by core socio-technical principles as proposed by Clegg (2000). These principles have been applied from the very earliest stages of design, rather than during implementation as is frequently the case. Our work is therefore characterised by true end user ownership where recipients of change are responsible for identifying problems and pulling through the changes required to meet their needs. This 'pull' system is a core premise of socio-technical theory (Clegg & Walsh, 2004) and empowers work groups to design their own working environments in a manner that meets their unique needs. The project also employs a multi-disciplinary approach, bringing together organizational psychologists, engineers and computer scientists in order to understand the situation from a holistic perspective. All complementary aspects of the system will be examined in some level of detail including structures, roles, processes, procedures, technology, people aspects, culture, goals and metrics (see Figure 1 for a diagrammatic representation of the scope and interconnectedness of our approach). Initial data collection has begun, employing mixed methods including interviews, questionnaires, social network analysis, observation and desktop research. Researchers have attempted to immerse themselves as much as possible in the organization in order to fully understand the environment which they will be responsible for designing. Practical implications of the research will include the provision of a fully designed engineering system to the organization. This new system will meet the unique needs of its end users, thus ensuring both relevance

and buy-in. Finally, the organization will be educated on the merits and application of a socio-technical approach (including tools) which can be applied to future change projects. Full references will be provided in the presentation.

QUESTIONING THE UNIDIMENSIONALITY OF INNOVATIVE WORK BEHAVIOR: THE ITALIAN VALIDATION OF JANSSEN'S (2000) THREE-DIMENSIONAL MEASURE

Montani, F., *University of Verona, Firenze, Italy*; Battistelli, A., *University of Verona, Verona, Italy*; Odoardi, C., *University of Florence, Florence, Italy*; Picci, P., *University of Verona, Verona, Italy*

Abstract: Despite the long-held theoretical assumption in work and organizational psychology that innovative work behavior (IWB) is conceived as a three-stage process, involving, first, the generation of new a useful ideas, second, the promotion of ideas to colleagues or supervisors, and third their implementation within the organizational context, yet a gap between theory and measurement still persists, with most empirical evidences supporting the unidimensionality of the construct over the last decade. The present work is concerned with the Italian validation of Janssen's (2000) IWB scale, which, consistent with current theoretical framework, was expected to measure a three-dimensional construct composed of the following factors: idea generation, idea promotion and idea realization. Two surveys were conducted on different organizations of public and private sectors to respectively assess the structural and external validity of IWB scale. In the first study, a nested sequence of models was estimated to test the structural validity of the scale. Specifically, through confirmatory factor analyses two competing models were tested: a model with all items loading on a single factor, and the hypothesized three-factor model. The latter CFA model provided better fit indexes than the former, thus confirming the expected multi-dimensional nature of IWB. In the second study, the external validity of the scale was estimated through a series of hierarchical regressions that assessed the influence of some individual and contextual predictors on IWB. Specifically, it was hypothesized and found that self-competence positively influenced all the components of IWB, and that affective commitment to change partially mediated these relationships. Collectively, the findings support the multi-dimensional nature of IWB, which, in spite of current operationalizations adopted by numerous scholars, is consistent with underlying theory that posits a process encompassing different sets of activities and behaviors. As such, further research on the way individual and contextual pre-

dictors might differently influence each component of innovation process at work is recommended.

DEVELOPING INNOVATION ORIENTATION: THE ROLE OF VISION AND REFLEXIVITY

Farnese, M.L., *Sapienza University of Rome, Roma, Italy*; Fida, R., *Sapienza University of Rome, Roma, Italy*

Abstract: Capability of innovation, in the present age of rapid change, is the main competence that allows organizations to face greater demand from their environment and to gain competitive advantage. In this study we tested a model to predict organizational capability to develop innovativeness. Central to our model is the 'innovation orientation', a variable measured through the IOI-Inventory of Organizational Innovativeness (Tang, 1999) that consists of some mutually interacting constructs: Project Raising and Doing, Knowledge and Skills, Behaviour (help, support) and Integration between colleagues, Information and Communication, and Guidance and Support for activities that lead to innovation. We propose that two organizational strategic processes influence the innovation orientation: 'vision' and 'reflexivity', that may be considered important enablers for innovation. Vision 'is an idea of a valued outcome which represents a higher order goal and motivating force at work' (West, 1990; Anderson, West, 1998), so giving the members of an organization focus, direction and alignment for their efforts. Reflexivity 'concerns with reviewing and reflecting upon objectives, strategies, work processes, in order to adapt to the wider environment' (Patterson et al, 2005; West 2000) and promotes innovation and flexibility (Weick, Sutcliffe, 2007). We propose, besides, that innovation orientation influence Organizational Citizenship Behavior (OCB) (Smith, Organ, Near, 1983) and Commitment (Allen, Meyer, 1990). Data was collected through a questionnaire administered in six different Italian private organizations, obtaining a sample of 616 subjects (61% males). In summary, the causal model tested in this study, confirms that 1) the strategic organizational processes of vision and reflexivity positively affect all different forms of innovation orientation; 2) all innovation orientation components positively affects both commitment and OCB; 3) vision and reflexivity directly influence one of the outcome considered, commitment of organizational members toward their organization. The results can help formulate strategies to support continuous change processes. Besides, managing those processes strengthens members' attachment, involvement and identification with the organization (commitment) and their availability

to act altruistic, cooperative, conscientious behaviors (OCB). Future research could explore if the organizational capability to promote a continuous orientation toward innovativeness may reduce members resistance to change.

DIGNITY IN THE WORKPLACE

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Abstract: The aim of this study is to find underlying structure of employees' perceptions of dignity at work. Relationships between dignity in the workplace and other psychological constructs, employee beliefs about change will also be examined. Employee Change Beliefs (Armenakis, 2007) is defined as employee perception about change and it could informed the degree of buy-in among change recipient. Dignity in the workplace (based on study of Margolis, 1997) refer to the conducive workplace to increase employees's dignity. Every person in the organization have dignity and organization have to give more attention and respect to their employees as human being. Based on qualitative methods found that dignity at the workplace perceived by employees are respect for employee's contribution, opportunity to learn and growth, autonomy, not humiliating, respect for spiritual activity, physical facility and fairness. Based on quantitative analysis indicated that dignifying condition correlated with employee change beliefs .543. Regression analysis indicated that employee perception about not humiliating and fairness treatment from their supervisor gave significant contribution to employee change beliefs.

9:00-10:00

Posters Session: Strategic HR-Performance Appraisal, Psychological Contract and Diversity at workplace

Location: Expo (9:00-10:00)

; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

PERCEPTIONS OF EMPLOYEES ON PERFORMANCE MANAGEMENT DESIGN: A CASE STUDY

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South Africa; Staden, A.J.C. van, *University of Pretoria, Pretoria, South Africa*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: Performance Management is perhaps the most contentious topics in business and systems are fast becoming a laborious and frustrating effort as employees and human resource professionals alike are unable to identify the value that the process add in their respective businesses. Independent studies found that less than half of HR professionals believe that performance management systems add value to the business while only thirty percent believe that the systems achieved the desired objectives it set out to achieve. Further studies found that only eight percent of respondents believed that performance management contributed to individual performance while forty seven percent perceived no contribution at all. Most performance management systems are designed according to the same principles but some systems are more effective than others. The purpose of the study was to: i) explore the opinions and experiences of employees about performance management and how it could or should be designed; ii) to consider the design factors that would, according to employees, be most valuable to consider in performance management design; iii) to identify performance management principles that have not previously been identified and iv) to provide business with guidelines of considerations that should be taken in performance management system design. Thirteen employees took part in structured interviews and the data was analysed using the GABEK (Ganzheitliche BEwaltung von Komplexitat) and its computer implementation tool, WinRelan. (Windows Relationen Analyse) The GABEK is a qualitative procedure for text analysis that departs from concrete problem definitions and goes on to analyse the depth structure of verbally expressed opinions and world views. Results indicated that the success and power of a performance management system hinges on the delicate interplay of a carefully designed system and those individuals involved in the process. The study found that performance management systems that are designed to be simplistic and time efficient will ensure high 'face validity' with all parties involved. Consistency and fairness of this simplistic process would be ensured by including only practices and design principles that promotes these two principles. Applicable conclusions and recommendations were made.

JOB PERFORMANCE EVALUATION IN THE MILITARY SYSTEM

Coldea, D., *National Intelligence Academy, Bucharest, Romania*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: In order to improve the performance management in the Romanian Military system, we intended to design a new method of performance appraisal. The research started from the Task Performance versus Contextual Performance Model, so that we could approach both technical behaviors and those behaviors that support the organizational / psychological work context. For this reason it was developed a Behaviorally Anchored Rating Scale (BARS). In this respect, all stages mentioned in the specific methodology were followed, from the developing of the professional competency indicators (ten dimensions describing the professional effectiveness) until the reliability and validity measurements. It was used the interrater agreement for estimating reliability, 'multitraits-multimethods' method for construct validity and correlation analysis for criterion-related validity using the following criteria: Target Shooting, Physical Training and Special Training. Construct validation procedures asked for another rating scale, so that it was developed a Mixed Standard Rating Scale. We got statistically significant reliability coefficients between 0.76 and 0.87, data that proved an acceptable reliability of the BARS. As for the convergent validity, all coefficients were statistically significant ($r=0.85 - 0.94$; $p=0.01$), underlining the good validity of the two rating scales. Due to the complex nature of the ten dimensions describing the military effectiveness, not all coefficients of discriminant validity were acceptable. As a matter of consequence, it was used a factor analysis for the ten dimensions of the BARS, extracting three factors that cover 74.13% of total variance. The three factors were called: the military psychological competency, the technical competency and the military discipline. These aspects confirm the assumption regarding the studied phenomenon complexity and refute the hypothesis of relative independence between the variables measured by the two rating scales. In conclusion, we can state that the BARS meets the scientific criteria necessary to be applied in the above-mentioned performance appraisal system. This research offers a new perspective on the military competency necessary for an efficient performance management.

THE VERBAL FEEDBACK EFFECTS ON PERFORMANCE AND INTRINSIC MOTIVATION

Hári, P., *Hungary/Budapest University of Technology and Economics, Zalaegerszeg, Hungary*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: Performance appraisal can be extremely useful both on an organizational and individual level. As laboratory studies dealing with rater bias, accuracy of performance ratings and measures has failed to contribute much to the successful operation of the performance appraisal systems (PASs), the emphasis has shifted onto the analysis of the organizational context and rater/ratee attitudes towards appraisal. My research, which involved ten different organizations from the public and the private sector, focused on the criteria of the performance appraisal fairness. Personal interviews were conducted with the HR managers ($n=10$) of the ten organizations to explore the characteristics of the PAS. 268 ratees filled out the 177-item questionnaire that examined the performance appraisal practices, the perceived justice of the appraisal, the trust between the rater and the ratee, organizational commitment, work satisfaction, and the organizational culture (GLOBE). The results suggest that the outcomes of the appraisal (mainly the development, reward), relevant rating factors, the professionally and personally competent rater, the appraisal's frequency and explicitness are the most important factors in the perceived justice. In addition, the trust between the supervisor and the employee, and certain characteristics of the organizational culture (such as loyalty, performance orientation, and power distance) also play an important role in the perception of the performance appraisal fairness. To a greater or lesser extent the criteria that determine the perceived justice of the PAS are different for different organizations, depending on the actual organizational culture.

THE CRITERIA OF PERFORMANCE APPRAISAL FAIRNESS IN THE CONTEXT OF ORGANIZATIONAL CULTURE

Gerakne Krasz, K., *Budapest University of Technology and Economics, Budapest, Hungary*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: Performance appraisal can be extremely useful both on an organizational and individual level. As laboratory studies dealing with rater bias, accuracy of performance ratings and measures has failed to contribute much to the successful operation of the performance appraisal systems (PASs), the emphasis has shifted onto the analysis of the organizational context

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THE INFLUENCE OF MENTORING ON ORGANISATIONAL SOCIALISATION IN A SAMPLE OF NURSES.

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Abstract: Introduction Some works have highlighted how mentoring may constitute a support to the organisational socialisation of the new recruits (Chao, Walz & Gardner, 1992) also in the healthcare sector (Goran, 2001). However, as Bozionelos (2006) asserts, the results of research on mentoring in the Anglo-Saxon world are not wholly applicable to different cultural backgrounds. The objective set in this work is to examine, in a sample of newly-recruited nurses in Piedmontese Health Authorities, any differences between mentees and non-mentees in variables of individual-organisation interaction, selected from amongst those most often studied as outcomes of organisational socialisation (Saks, Uggerslev & Fassina, 2007). Method The questionnaire respondents are 124 newly-recruited nurses from 3 Health Authorities in Piedmont. The self-report questionnaire comprised six scales and a personal data section. The condition of mentee was identified by asking the respondents to indicate whether they have a mentor in the new Company

(1-"yes"; 2-"no"). To ensure the comparability of answers, a definition of mentor (Eby, Lockwood & Butts, 2006) preceded the question. Amongst the variables of individual-organisation interaction the following were considered: job satisfaction (alpha .94), positive emotions (.83) and negative emotions at work (.82), affective commitment (.88), turnover intentions (.91) and role conflict (.82). Results The sub-samples of mentees (44.2%) and non-mentees (55.8%) do not present significant differences in relation to personal characteristics (e.g. gender, age, education level, training experience, type of contract). The t-test made it possible to observe three significant differences in the two sub-groups: the mentees present greater job satisfaction ($t(118) = 2.04, p < .05$), more frequent positive emotions at work ($t(118) = 2.49, p < .05$) and greater affective commitment ($t(118) = 2.18, p < .05$) than non-mentees. Conclusions The condition of mentee or non-mentee allows one to observe a significant difference in positive variables of individual-organisation relations. The findings of this study would appear quite consistent with the results of international research on the more effective socialization of mentees (Chao, Walz, & Gardner, 1992), in an Italian contest, too. It would therefore be opportune to pursue the investigation, adopting more complex research designs and constructing more numerous samples.

CAUSAL ATTRIBUTIONS OF PSYCHOLOGICAL CONTRACT BREACH CHARACTERISTICS

Buttigieg, S.C., *Faculty of Health Sciences, University of Malta, Msida, Malta*; Cassar, V., *Birkbeck, University of London, London, UK*; Briner, R.B., *Birkbeck, University of London, London, UK*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: A study conducted by Cassar and Briner (2005) indicates that breach is qualitatively defined by 5 characteristics: delay, magnitude, type/form, inequity and reciprocal imbalance. Most studies have explored the relationship between breach and outcomes but less is known about causal reasons for breach (e.g. renegeing). Moreover, no study has been conducted to investigate whether attributions vary in relation to the different characteristics of breach. The present study does exactly this plus evaluates whether explanations are related to typical response reactions (e.g. voice, exit, etc). Using the critical incident technique, participants were requested to indicate occasions when their employer had transgressed obligatory promises and to describe how they were transgressed. Participants were presented with five possible reactions following each of

the events they described. 94 questionnaires were usable (78 per cent response rate) and thematic analyses with non-parametric tests were used to analyse the 180 reported episodes. The results showed that renegeing was least scored while there was a higher than expected occurrence in the case of magnitude and inequity. On the contrary, disruption was recorded more than expected in the case of delay, whilst the other characteristics all showed a lower occurrence. Finally, in the case of incongruence, the differences across the breach characteristics were not significant. Moreover, no association was found between causal explanations and response reaction types. These findings suggest that breach characteristics may elicit different explanations with renegeing being the most prevalent one but not the only one. This implies that breach, in and of itself, is not necessarily an anger-eliciting state as generally conceived. In addition, the results suggest that individuals do not choose specific reactions in the aftermath of a breach. The study provides an exciting avenue for further research as it can throw light on why people respond and behave the way they do following breach apart from understanding how. This warrants the need for more complex theory underlying attributional dimensions in breach and this will encourage our quest for understanding the processes underlying the evolution, and the management, of the psychological contract in the employment relationship.

DO THEY DO WHAT THEY SHOULD EVEN WHEN THEY DON'T WANT TO? EXPLORING PSYCHOLOGICAL CONTRACT VIOLATION IN A SAFETY-CRITICAL CONTEXT

Pekcan, C., *Warsash Maritime Academy, Southampton, UK*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: This paper reports an exploratory study that seeks to establish if a psychological contract perspective adds to our understanding of employee safety behaviour. Recent events such as the explosion of the oilrig Deepwater Horizon underscore the importance of gaining a better understanding of the relationship between employer and employee. Investigators of such events repeatedly report management inaction and employee unsafe behaviour as causal. However, organizational psychologists have largely neglected the role of psychological contracts as a mediator between employer and employee safety behaviour favouring the study of the safety-climate safety-performance relationship instead. Given the potential for psychological contract violation to have significant consequences for the behaviour of employees engaged in low-stakes

work, this study investigates the consequences for individuals engaged in high-stakes work. Using a cross-sectional design, thirty-two individuals working in merchant shipping participated in focus groups and critical incident interviews that sought employer and employee perspectives. The transcripts were analysed using a qualitative approach to ascertain if patterns of disengagement and counterproductive behaviour occur when individuals feel betrayed even though the stakes are high. Many individuals reported witnessing counterproductive behaviours in response to psychological contract violation. These behaviours led to breaches of safety obligations. However, employees were reluctant to recount their own counterproductive behaviour even when experiencing psychological contract violation. Rather they report reducing discretionary safety behaviour rather than mandatory safety behaviour. Company representatives were similarly unaware of any safety consequences attributable to their company's broken promises. It is inferred from these results that unconscious processes such as denial could be protecting the individuals' image of themselves or their company as safe'. Accordingly, this paper offers a model depicting how psychological contract violation mediates the withdrawal of safety behaviour proposing that conscious withdrawal is cognition driven and unconscious withdrawal is affect driven. The paper also signals the future direction of the research by discussing the proposition that breaches of safety-specific deals (e.g. provision of PPE) have a different effect on safety behaviour to breaches of general deals (e.g. promotion). The practical implication of this research is the development of organizational practices (HR and safety) that influence employee safety behaviour.

THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ITS ANTECEDENTS ON PSYCHOLOGICAL CONTRACT

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Abstract: According to Rousseau (1989), psychological contract (PC) 'refers to an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party' (Rousseau, 1989, p.123). The existing literature on PC is characterized by a number of different operationalizations of the construct (i.e., breach, violation, and fulfillment), rendering this literature quite

fuzzy. Furthermore, most of this prior research has mainly focused on employee's reactions to PC's breach (e.g., Zhao et al., 2007) whereas its antecedents remain less studied. The present study was designed to explore PC's antecedents using a measure comprising both respect and breach of PC (i.e., PC's fulfillment). In particular, based on Dulac and colleagues (2008) findings, we focused on the influence of perceived organizational support (POS) on PC. As two variables which embody the social exchange framework, POS and PC indeed represent two characterizations of the employee-employer relationship which developed in isolation despite their conceptual similarities (Aselage & Eisenberger, 2003). Precisely, we hypothesized that perceived organizational support (POS) mediates the relationship between its antecedents (i.e., favorable extrinsic/intrinsic job conditions, perceived supervisor support and procedural justice) and PC's fulfillment. Moreover, based on prior literature (e.g., Zhao et al., 2007), we suggested that PC's fulfillment mediates the relationship between POS and job satisfaction on one hand, and intention to quit the company on the other hand. 178 employees from an engineering company respond to our questionnaire. The results of structural equation modeling showed that POS fully mediates the relationship between perceived supervisor support, procedural justice and PC's fulfillment. Furthermore, PC's fulfillment fully mediates the impact of POS on job satisfaction and intention to quit the company. Finally, favorable extrinsic/intrinsic job conditions have a positive impact on job satisfaction and favorable intrinsic job conditions influence intention to quit the company. In sum, the more employees feel supported by their organization, the more they report respected PC which, in turn, influences positively their attitudes and behaviors towards the company. We suggest that future research should investigate more precisely the impact of POS on CP and the direction of causality between these variables.

CURRENT PSYCHOLOGICAL CONTRACTS: HOW BOTH EMPLOYER AND EMPLOYEE CHANGE THE EMPLOYMENT RELATIONSHIP

Smissen, Sjoerd van der, *Tilburg University, Bergen Op Zoom, The Netherlands*; Schalk, M.J.D., *Tilburg University, Tilburg, The Netherlands*; Freese, C., *Tilburg University, Tilburg, The Netherlands*; Ramos-Villagrasa, P.J., *University of Oviedo, Oviedo, Spain*

Abstract: The employment relationship between employer and employee has altered the last decades. As a result, psychological contracts are subject to change. In current literature however, it remains unclear how.

A comprehensive model is offered in which different factors that affect the psychological contract are highlighted. The model distinguishes between two categories: organizational change and shifting values of the employee. Both organizational change and changing values are driven by developments like globalization, increased competition and technological advancement. By combining both perspectives in the model, guidelines are offered to put contemporary literature on the new employee, changing values and generational differences to an empirical test. In a similar vein new areas of research on both temporary and permanent effects of organizational change on the psychological contract are explored. Rather than describing one new psychological contract, it is explained how different trends affect the psychological contract. Whereas the effects of organizational change will most likely be visible through the (un)fulfillment of the psychological contract, shifting values of (groups of) employees will most likely directly influence the content and features of the psychological contract. The effects of organizational change on the psychological contract are further clarified by differentiating between a psychological contract that is not affected by organizational change and a psychological contract that is affected. In a similar vein we use a dichotomy to explain the differences between the psychological contract of, what is called the modern employee and the traditional employee. Hybrid forms will also exist. The practical relevance is that it is made clear that it is not useful for scientists, employers and HR-professionals to look for 'the' new employee. Rather than a universal new employee or universal new psychological contract, different contracts will exist. These differences will depend on both societal trends, changing values and needs and organizational change or instability. For organizations, and especially HR professionals it is necessary to recognize that different contracts exist. They should quit using the so called 'one size fits all approach' in both recruitment, in terms of employment, in (retention) policies and in the way employees are managed.

WHEN COMPANIES GIVE VALUE TO QUALIFIED HUMAN RESOURCES: DO PSYCHOLOGICAL CONTRACT DIFFER AMONG WORKERS WITH DIFFERENT POSITIONS AND EDUCATIONAL LEVEL?

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Abstract: This study aims to investigate the content and delivery of the psychological contract from the perspective of workers, including both their perceptions on the promises they make to their company as well as the promises made by company to the employee. From the Human capital theory (Becker, 1992), both employees and organizations are more willing to make more investments (effort, time, resources) when they expect more returns. Companies could make more promises to employees whom they expect more returns (as a result of their skills or/and job duties). In turn, employees could make more promises as a way to reciprocate companies' promises and their fulfillment. Our study analyses if differences exist in the psychological contract of employees (regarding companies promises to workers as well as employees promises to company) among different groups of workers defined by their occupational level and their skills. In addition, dual market theory suggest that companies devote different investments and give different treatment to core workers and peripheral employees, depending on their potential contributions to company outcomes, partly as a result of their job and skills. In a sample of 649 employees from 27 Spanish companies, four categories of employees are defined: 'adding-value workers' (highly skilled workers who perform highly skilled jobs), 'over-promoted workers' (workers with low qualifications working in highly skilled jobs), 'over-qualified workers' (high-skilled workers performing low skilled jobs) and 'sub-contributors' (unskilled workers performing low skilled jobs). Results showed differences among four groups of employees regarding promises made by companies and themselves, fulfillment of such promises, fairness, trust and psychological contract' breach. Occupational level introduces differences in psychological contract of employees, but educational level of workers, too, appears as a relevant variable to understand mutual promises made from both parties and their fulfillment. Our work contributes to clarify how the terms of psychological contract are defined. It also contributes to understand the different degrees of investments made by companies and employees in labor relations as a result of workers' potential contributions.

A LONGITUDINAL STUDY ON NEWCOMERS' EXPECTATIONS, PROMISES, INFORMATION AND SOCIAL EXCHANGES

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Abstract: The present study examined the content of organizational socialization i.e. pre-entry expectations,

employer promises, and information to account for newcomer's adjustment. The role of the quality of relationships conceptualized by leader-member exchange (LMX), team-member exchange (TMX) and mentoring was also explored. A two-wave study was conducted. In the first wave, a sample of actual job seekers (N=966) completed a questionnaire including pre-entry expectations, psychological well-being and demographics. From the same pool of participants, 126 newcomers who were hired over one month at work completed a second questionnaire including measures of promises and information about organizational inducements, quality of relationships, psychological well-being and turnover cognitions. Results suggest that employer promises mediate pre-entry expectations (T1) and turnover intentions (T2), but not information and outcomes. LMX, TMX and mentoring moderated the relationships of employer promises and outcomes, and information and outcomes. These findings highlight the dynamic nature of socialization as an interconnection of information seeking, psychological contracts, pre-entry expectations and social exchanges. Socialization is a vital organizational event important for newcomer's adjustment within the organization. Managers can employ these findings for a better understanding of the processes occurring during this period. Limitations, suggestions for future research and practice are also discussed.

PSYCHOSOCIAL HUMAN CAPITAL IN FOUR EUROPEAN ORGANIZATIONS

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Abstract: In the present knowledge age, interest for intangible assets, intellectual capital and human capital has been increasing. In spite of this, accounting models, developed mainly from the economy and business administration, show no interest for psychological and psychosocial aspects of human capital. Our main objective is to conceptualize the hidden intangible assets we call psychosocial human capital (based on Psychosocial capital as defined by Giga and Cooper, 2008), included in the conceptualization of human capital but different from the intellectual capital. The Human System Audit tool was applied to a sample of 1401 employees of the Health Sector, in four European countries (Spain, Portugal, Poland and United Kingdom). The most important dimensions of the human

behavior in organizations at individual level (motivation, commitment, identification, stress, burnout and satisfaction) and at organizational level (climate, participation, management, leadership and shared vision) were included. An exploratory factor analysis with item parceling of the Spanish sample was done. Confirmatory factor analysis was carried out with a global sample from Poland, Portugal and United Kingdom. The EFA identified two factors that explained 61.27% of the variance: (1) person-organization-relationship (POR) (explained variance=50.34%), (2) person-work-relationship (PWR) (explained variance=10.92%). Confirmatory analysis supported the stability of the proposed model across the international sample. The bidimensional structure resembles the models of person-environment fit (Kristof-Brown, Zimmerman and Johnson, 2005; Piasentina and Chapman, 2006) within the Interactionist theory of behavior (Chatman, 1989; Lewin, 1951; Muchinsky and Monahan, 1987). The model allows companies, not only their self-evaluation, but the comparability with other companies even in different countries.

ADJUSTMENT ENABLERS AND BARRIERS OF SELF-DIRECTED PROFESSIONAL WOMEN EXPATRIATES

Plessis, Y. du, *University of Pretoria, Pretoria, South Africa*; Bergh, R. van den, *University of Pretoria, Pretoria, South Africa*

Abstract: Due to the demand for talent, there is a growing need for international managers who are able to successfully respond to the challenges of living and working in other countries/cultures. Intercultural research has focused much of its attention on mostly male expatriate managers in order to identify factors related to successful adjustment and expatriation success. The main aim of this study was to explore the adjustment experiences of self-directed expatriate women professionals focusing on the adjustment enablers and barriers. This group is also referred to as Independent Internationally Mobile Professionals (IIMP's), i.e. individuals who expatriate of their own accord without organisational sponsorship. Women professionals are a valuable resource to organisations and yet various barriers exist which exclude or hamper their careers as self-directed expatriates. The research methodology followed an Interactive Qualitative Analysis (IQA) process. The sample group comprised of 22 self-directed expatriate women currently living and working in the Netherlands. Two IQA focus groups were conducted (the first group consisted of 13 participants and the second group of 9 participants). Participants were guided by the researcher to generate and analyze their

own data on the enablers and barriers of adjustment through silent brainstorming, discussions, inductive and deductive coding. The results of this study confirm that culture and language play a significant role in socio-cultural adjustment, psychological adjustment, work adjustment and general adjustment. The international work environment poses many barriers to entry for women of which the presence of a professional network and social support system are significant moderators to the adjustment process. Practicing one's profession is a major enabler to adjustment, but at the same time, professional opportunities are hard to find for women in a foreign environment. The practical relevance of this study is the contribution of a practical framework of the enablers and barriers experienced by self-directed expatriate women in the adjustment process, which is critical in talent management.

POSITIVE ORGANISATIONAL BEHAVIOUR – A REQUISITE FOR SUSTAINABLE WORKPLACE PRACTICE

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Abstract: The current global economic turmoil has contributed to multiple problems in the workplace, including social issues such as unemployment, fears of job losses, hopelessness and general pessimism. In order to turn this situation around, a positive mindset is needed in organisations. The main aim of this study is an empirical exploration of whether human resource practitioners, who are supposed to be the change agents enhancing positive behaviour in organisations (POB) in a diverse new democratic South Africa, do embrace the core elements of POB, namely; efficacy, optimism, hope and resilience (Luthans, Avey, Avolio, Norman, & Combs, 2006). The research methodology applied was quantitative survey research using the Psychological Capital Questionnaire (PCQ) measuring POB (efficacy, optimism, hope and resilience). The sample group was human resource practitioners and managers (N=131) registered at the South African Board of People Practice. Descriptive statistics, exploratory factor analysis and Manova's were applied. This study resulted in a three-factor structure, with the same factors, but combining hope and efficacy/confidence. All factors showed acceptable internal consistency. Manova results showed a statistically significant difference in the POB of demographic groups based on age, home language, seniority and qualifications. Practitioners aged 45 years and older scored significantly higher on hopeful-confidence than practitioners aged 45 years and younger. In addition ethnical groups, such as

Whites and Blacks differed significantly in their levels of hopeful-confidence and resilience. Master practitioners in top management reported significantly higher levels of hopeful-confidence, optimism and resilience than practitioners in the lower organisational levels. Results also showed that HR practitioners with graduate degrees were significantly more optimistic than those with only an undergraduate degree. The practical relevance of this study is that HR practitioners exhibit a positive Psychological Capital in South Africa which is reassuring during transformation. This strengthens the case that HR practitioners and managers should fully embrace Psychological Capital, to effectively create caring workplaces that take cognizance of the broader economic and social issues affecting employees on a daily basis.

HOW THE HUMAN RESOURCE SYSTEM STRENGTH INFLUENCES ORGANIZATIONAL PERFORMANCE

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Abstract: Strategic Human Resource Management (HRM) emphasizes the way the HR system is critical to organizational efficacy. The goals of the current research were to assess Bowen and Ostroff's model. Firstly, the research aimed at developing a new instrument to assess Bowen and Ostroff's meta-features. Secondly, the research aimed at exploring the impact of HRM system strength on organizational performance. Finally, the research adds a variable to the overall model: leadership. In the first phase, a psychometric approach was followed to validate a pool of new items to assess the nine sub-features defining HRM system strength. These previous studies not only followed Bowen and Ostroff's definitions and proposals, but also Kelley's (1973) attribution theory, from which Bowen and Ostroff borrowed the concepts of distinctiveness, consistency and consensus. The final instrument is composed of 43 items measuring nine constructs: 1) visibility, 2) understandability, 3) legitimacy of authority, and 4) relevance (from distinctiveness); 5) instrumentality, 6) validity, and 7) consistent HRM messages (from consistency); and 8) agreement among principal message senders, and 9) fairness of the HRM system (from consensus). In the second phase, an extensive quantitative approach was used to test the full model. 521 questionnaires were received from a multinational company. Overall, all the scales reported a good internal consistency and good results in exploratory and

confirmatory factor analysis. However, the new instrument failed to entirely reflect the nine meta-features as proposed by Bowen and Ostroff. In fact, the results also show that distinctiveness is the central construct of the structural model, whereas consistency and consensus act as determinants of distinctiveness. Although the data did not completely support the nine sub-features, there was some evidence in support of visibility, instrumentality, legitimacy, and relevance. Multi-level analysis was carried out to test the proposed relationships, since these were based on variables at a group/organization and individual level of analysis. Amongst the various results, two are worthwhile mentioning. Firstly, situation strength does not hold as a mediator variable, however it holds as a moderator variable. Secondly, leadership is a more important in shaping people's perceptions of the situation than the HRM system strength.

MANAGEMENT DEVELOPMENT: AN EMPIRICAL STUDY IN PORTUGAL

Proença, T., *CEGE, Portuguese Catholic University, Porto, Portugal*; Campos, P., *University of Porto, Faculty of Economics, Porto, Portugal*; Oliveira, A., *University of Porto, Faculty of Economics, Porto, Portugal*

Abstract: Abstract In order to respond to competitive challenges that organizations face, much has been researched and theoretically published about developing one of the most important assets of an organization - managers. Management Development (MD) is an area of study that has gained much interest in the last three decades, but it remains an unexplored field in the Portuguese business context. This work aims to determine to what extent is management development a part of the organization's business strategy in companies operating in Portugal, and the impact it assumes in organizational performance. We opted for a non-casual by convenience sample and send a questionnaire to 500 Human Resources Directors, from different types and sizes of companies operating in Portugal, and that we had the e-mail. We received 51 valid answers, 51% of the companies are in the service sector, 49% in the industry sector and 70,5%, corresponds to large companies (> 250 employees). The findings show that we can talk of an emergence of MD policies. Most of the companies of our sample affirm having MD policies and carry out a range of practices that are in the correct path to having MD as an intrinsic feature in the organization, such as training and a performance management systems, based upon the active participation of the manager being appraised. Nevertheless, a big part

of the sample inquired goes the extra mile in order to develop all these MD techniques but in the end they do not evaluate them on a regular basis. Therefore, the last step of every strategic process, evaluation, is not yet being achieved, which means that the strategic tone of MD is not yet fully present. Based on multinomial regression analysis, we found that MD variables explain in general organizational performance variables, such as innovation, sales growth and return on assets. Moreover, a strong and influential HR department has a great weight in the usage level of some MD practices. Our research also shows that large organizations are more prone to integrate and develop MD, but SMEs show already good signs of development and valorisation of these practices.

THE INFLUENCE OF THE CHARACTERISTICS OF EMPLOYER BRANDING-MESSAGES ON EMPLOYEES' ATTITUDES: THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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Abstract: To win the 'War for talent', many companies pay attention to how they are perceived as employer. Accordingly, they develop long-term employer branding strategy in order to generate a positive image of the firm as an employer. Employer branding (EB) is defined as 'efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer' (Backhaus & Tikoo, 2004). Although the influence of EB on applicants' perceptions has been studied (Harold & McFarland, 2005), its impact on employees' attitudes, and more precisely on organizational identification (OI), is still scarce. OI refers to employees' perception of belongingness to the organization. Concerning OI's antecedents, employees' beliefs of the extent to which outsiders hold the firm in high regard (PEP) influence OI (Fuller et al., 2006). Furthermore, group distinctiveness (Asforth & Mael, 1989) and information credibility, highly associated with expertise of its source (Tsai & Wang, 2010), may also impact OI. Therefore, because EB-messages are supposed to stress the distinct and credible aspects of an organization as an employer, we assume that these characteristics of EB-messages influence employees' OI. Specifically, we hypothesized that, beyond the influence of PEP, EB-messages credibility and distinctiveness influence OI which, in turn, affect job satisfaction (JS), willingness to recommend the organization as an

employer (WRO), and intention to quit (IQ). Using a sample of 182 bank employees, our results (SEM analyses) show that the effect of EB-messages credibility on employees' attitudes is partially mediated by OI. OI totally mediates the influence of EB-messages distinctiveness on JS and IQ, and partially mediates the influence of EB-messages distinctiveness on WRO. Finally, PEP directly influences IQ and WRO. When employees perceive EB-messages as credible and distinct from other organizations, they feel more identified with their organization which in turn influences their attitudes. Moreover, employees who believe their organization is perceived as having a high status by outsiders are less likely to quit and recommend it more. These findings emphasize the importance of EB-messages characteristics: when introduced as antecedents of OI, PEP no longer influences OI. Future research is needed to investigate the mechanisms that underlie these relationships.

THE ROLE OF PARENTS IN THE CAREER ADVANCEMENT OF INDIAN FEMALES

Mohamed Hoosen Carrim, N., *University of Pretoria, Pretoria, South Africa*; Basson, J.S., *University of Pretoria, Pretoria, South Africa*

Abstract: Introduction Women from diverse backgrounds are entering the South African workplace in increasing numbers in the past sixteen years. The Indian female is part of the increasing minority group that is finding a niche at all levels within corporate South Africa. Families play a pivotal role in the lives of Indian women and parents are consulted before major decisions are taken. In terms of Indian females' careers, parents play a major role in supporting daughters to prepare and advance in their careers. This study aims to ascertain the extent to which Indian parents have played a role in preparing and encouraging their daughters to advance in the world of work. The main research questions are: What is the role of the Indian mother in supporting her daughter's career preparation and advancement? What is the role of the Indian father in supporting his daughter's career preparation and advancement? Method The study employs a qualitative research approach. Interpretivism was used as the researcher was interested in understanding from the women's perspective the role their parents played in their career preparations and advancement. Purposive sampling was used in the study where six (6) Indian females at senior management levels were interviewed. Interviews were recorded and transcribed. Content analysis and Atlas.ti were used to analyse the

data and to abstract relevant themes. Results and conclusions The South African Indian females have been raised in a patriarchal society. Gender roles are prescribed and mothers encourage the daughters to focus on the home. Mothers also play a secondary role to fathers who are the dominant figures within the home. Fathers are breadwinners and heads within the homes. In traditional Indian homes where patriarchy and culture are dominant features fathers encouraged daughters to be homemakers. However in the current study the fathers had a more egalitarian outlook and they encouraged their daughters regarding their careers. This led to the females in the current study becoming highly successful in their respective careers.

WORK AND DISABILITY. A STUDY OF SUCCESSFUL ORGANIZATIONAL CHARACTERISTICS

Massimo Bellotto, M., *Universita di Verona, Verona, Italy*; Ardolino, P., *Universita di Verona, Verona, Italy*; Tabarini, M., *Universita di Verona, Verona, Italy*

Abstract: Inclusion and non-discrimination of people with disabilities in the world of work hold the interest of international scientific community. Authors often wonder about which corporate characteristics would improve or hinder achievement of the most satisfactory goals, in terms of integration: to date, many agree that one of the most critical factor should be organizational culture. The present contribution aims to meet a positive response for the current orientations, and consider their validity and pertinence in the local entrepreneurial context of Italian North-East region, rich in small and medium companies that estimate as an absolute value the maximum of individual productivity and performance. In this explorative research, based on an a deep study of recent bibliography articles, four firms were involved from the province of Verona, celebrated from public employment services as 'excellent examples' in creating a welcoming environment for people with disability. Results confirm the initial hypothesis: a corporate culture expressly infused with values of correctitude, ethicality and team-working (against individualism), a degree of flexibility in producing job analysis (and if possible - mostly for greater companies - a careful Diversity Management program) and a sincere top management involvement, (all) join interviewed realities . This study has therefore practical relevance in the direction to demolish cultural barriers, if we note disappointing rates in disabled workforce employment: a training ad hoc for opinion leaders in organizations and HR managers, the sharing of successful experiences and critical elements other companies

encountered, may promote evolution of value systems towards the appreciation of diversity and awareness of richness it can bear.

Interactive posters: Human Resource Management

Main topic area: Human Resource Management

Location: Expo (9:00-10:00)

DO IMAGES SPEAK LOUDER THAN WORDS ?

Arciniega, L., *ITAM, Mexico City, Mexico*; Maldonado, A., *Itam, Mexico City, Mexico*

Abstract: In recent years there has been an increasing interest among researchers and practitioners to analyze what makes a firm attractive in the eyes of university students, and if individual differences such as personality traits have an impact on this general affect towards a particular organization. The main goal of the present research is to demonstrate that a recently conceptualized narrow trait of personality named dispositional resistance to change (RTC), that is, the inherent tendency of individuals to avoid and oppose changes (Oreg, 2003), can predict organizational attraction of university students to firms that are perceived as innovative or conservative. Three complementary studies were carried out using a total sample of 443 college students from Mexico. In addition to validating the hypotheses, our findings suggest that as the formation of the images of organizations in students' minds is done through social cognitions, simple stimuli such as physical artifacts, when used in an isolated manner, do not have a significant impact on organizational attraction. Based in our findings we could say that for every company that wants to attract a specific undergraduate candidate profile (e.g. the most talented, the most creative, etc.) there are some questions worth asking: What is the image that college students have about our company? What are the traits that they associate it with? Is this image congruent with what the company wants to convey? If not, what actions can we take to change or improve our current image?

A TALENT ATTRACTION AND RETENTION FRAMEWORK FOR SECONDARY SCHOOL TEACHERS IN THE NORTHERN PROVINCE OF SOUTH AFRICA

Barkhuizen, E.N., *University of Pretoria, Pretoria, South Africa*; Strauss, M., *University of Pretoria, Pretoria, South Africa*

Abstract: Background and Aim: Teacher quality is widely recognized by policymakers, practitioners, and researchers alike to be the most powerful school-related influence on a child's academic performance (National Academies, 2007). However, to provide quality education to children in rural areas is one of the biggest challenges South Africa is facing today (EFA, 2009). Smaller towns or cities in rural areas sometimes find it more difficult to recruit good quality teachers because of the much smaller talent pool or population of the town (White & Smith, 2005). The forecast of South Africa's teacher demand and supply shows a threatening imbalance between the amount of people entering the teaching profession and the actual human resource needs of the South African education system. To attract and retain quality secondary school teachers to rural areas is thus of utmost importance for a developing country such as South Africa (Delihlazo, 2010). The main objective of this research was to investigate the challenges associated with the attraction and retention of talented secondary school teachers in the Northern Province of South Africa. Method: A qualitative research approach was followed to fully uncover the opinions and perceptions of the participants regarding teaching in rural areas. Participants were purposefully selected from two secondary schools in the Northern Cape Province and included two head masters and four teachers (N=6). Semi-structured interviews were conducted with the participants. Theme analysis was applied. Findings: Preliminary findings show that a lack of financial rewards is one of the main reasons why teachers want to leave schools in rural areas. In addition, high work loads, a lack of sufficient resources and infrastructure and a lack of promotion and development opportunities are also considerations to leave schools in rural areas. Practical Relevance: The research proposes a framework for attracting and retaining quality teachers in secondary schools. The research further makes an important and original contribution to talent management of teachers in rural school areas as limited research is currently available on this topic.

CAREER OF EDUCATIONAL ORGANIZATION MANAGERS: PROBLEMS AND CONDITIONS OF DEVELOPMENT

Bondarchuk, O., *University of Educational Management of the Academy of Pedagogical Sciences, Kyiv, Ukraine*

Abstract: Introduction. The managers' position in Ukrainian educational organizations is characterized by a number of contradictions the most prominent of

which being between high positional requirements and actual educationists' status, between the necessity to make independent and innovative decisions and considerable limitations of independence by superiors etc. Theoretical basis: Career dynamics (E.H. Schein, D.E. Super, J.L. Holland et al.); distinctive features of educational organization managers (J.P. Kandgemi, L.M. Karamushka, W.A. Kritsonis et al.) Objectives. To find out career-related problems faced by secondary school principals and ways of their prevention. Methods. The investigation was done on the sample of 482 secondary school principals, of whom 51.7% were females and 48.3% males. The investigation aimed at finding out distinctive manifestations of secondary school principals' career orientations (E.H. Schein) relevant to their attitudes toward successful career development using the free description of the successful principal's life. The obtained data were analyzed using correlation, cluster analyses and ANOVA (SPSS-13.0). Results. At the first stage of the investigation the cluster analysis found the following basic school principals' types in relation to their career orientations: stable' (40.9 % of the respondents), entrepreneurs' (17.9 %), professionals' (13.4 %), oriented toward life styles integration' (9.6 %), service-oriented' (18.1 %). It should be noted that the last managers' type (service-oriented') the best suited the character of work in education contributing to the respondents' overall satisfaction with life (ANOVA, $p < 0.01$). At the next stage of the investigation the projective instrument of a free description of the successful principal's life found out that 61.9% of the respondents paid attention to purely formal and external signs of career development without specifying its resources and practically did not attach much significance to their own efforts in conscious career planning and development. Conclusions. The investigation findings call for encouragement of educational organization managers' development in order to free their careers of problems as much as possible. This can be effectively done in the system of post-graduate pedagogical training, in particular in refresher training using a special training course. The research findings can be used in educational organization managers' training at the institutions of post-graduate education.

WHAT ARE THE INFLUENTIAL FACTORS OF CAREER SUCCESS: THE CAPITAL THEORY OF CAREER SUCCESS

Zhou, Wen-xia, *School of Labor and Human Resources, Renmin University of China, Beijing, China*; Pan, J., *School of Labor and Human Resources, Renmin University of China, Beijing, China*

Abstract: Within contemporary writings on careers, both objective and subjective career success receive considerable attention as important outcomes of individuals' career experiences (Arthur et al. 2005). The current study aims to dissect the factors that can affect career success. Career success is generally defined as the accumulation of positive work-related and psychological outcomes resulting from one's work experiences (Judge, Cable, Boudreau, & Bretz 1995). A number of studies are concerned with the influential factors of career success and have found lots of these factors, including personality, age, gender, skill, education, locus of control, organizational culture and so on. However, there is some deficiency in these researches. The chosen variables are scatter, whose levels are also ambitious. Can we use a systematic model to express the influence mechanism? A capital theory model of career success was developed aiming to be more inclusive than existing models, in which human capital, social capital and psychology capital were predicted to have impacts on career success. Human capital consists of the skills and knowledge that individuals acquire to enhance their potential productivity and success in the labour market (Becker, 1964). The psychological capital is defined as: an individual's positive psychological state of development that is characterized by: (1) self-efficacy (2) optimism (3) hope (4) resilience (Luthans, Youssef, & Avolio 2007). The social capital is meant to a network, which entails trust, norms of reciprocity and voluntarism, associational participation and other social connections. In sum, the three capitals and their interactions are positively related to individuals' career success.

FAIRLY ASSESSING COGNITIVE ABILITY ACROSS NATIONAL AND CULTURAL BOUNDARIES

Popp, E., *PreVisor, Roswell, USA*

Abstract: Companies are becoming more globally oriented and the worldwide work force is becoming more mobile often traveling across national or cultural boundaries in search of work. These conditions can lead to job seekers from different national or cultural backgrounds applying for the same position. In this environment companies are faced with the challenge of finding selection tools that both predict job performance and that can be used fairly across national and cultural boundaries. Cognitive ability tests have a history of predicting job performance across a variety of jobs. However, they can have differing psychometric properties across cultures. Cognitive tests based on classical test theory and designed to be free from cultural specifics have been developed in the past. In the-

ory a person's performance on these tests should not be influenced by his/her specific language, culture, verbal ability or educational background. However, research has shown that these tests can have adverse impact on minority groups (Hausdorf, LeBlanc, & Chawla, 2003), are subject to stereotype threat for minorities (Brown & Day, 2006; Klein, Pohl & Ndagijimana, 2007), may function differently of different cultural groups (Knapp, 1960; Wiltshire, & Gray, 1969), and test taking strategies (Babcock, 1994). This study will examine the equivalence across cultures of the psychometric properties of a newly developed computer adaptive cognitive test designed to be 'culture-free.' The test is nonverbal, free of numbers and assesses the ability to identify patterns in order to complete figures or graphical series. IRT based differential item functioning analysis will be used to determine if the information provided by the items and test is the same across two separate but similar cultures, the U.S. and the U.K. In regard to practical relevance, if found to function similarly across cultures, the compute adaptive nature of the test will provide more flexibility to both companies and individuals seeking employment by allowing for cognitive testing in an unsupervised environment without major concerns over test security. This may broaden employment opportunities by allowing individuals to be initially screened for jobs that may be geographically distant without the expense of traveling to the location of the job.

LOST IN TRANSFER? HOW ORGANIZATIONAL SUPPORT NEUTRALIZES THE NEGATIVE IMPACT OF JOB DISSATISFACTION ON TRAINING TRANSFER.

Jodlbauer, S., *Johannes Kepler University, Linz, Linz, Austria*; Selenko, E., *Johannes Kepler University, Linz, Linz, Austria*; Batinic, B., *Johannes Kepler University, Linz, Austria*

Abstract: The presented study analyzes the role of job dissatisfaction, motivation to transfer and outcome expectations in the training transfer process. Job dissatisfaction is known to derogate the organizational context in many different ways. In view of the alarmingly high percentage of transfer failure (70%, Saks, 2002), a similar negative effect on the willingness to participate in and learn from a job-training program to on various other work-related variables, is assumed. We propose that under certain conditions, that is if participants are motivated to transfer and if their learning and transferring is rewarded with positive outcomes, this negative effect might be diminished. To test our assumptions, 671 participants of different training programs provided by a national institute of further ed-

education filled in an online questionnaire. Participants were on average 33.59 years of age ($SD = 9.42$), 46 % were female, and 35.8% reported to be in a managerial position. As expected, results of hierarchical regression analysis indicate a negative effect of job dissatisfaction on training transfer. Moderator analyses show that the negative effect was buffered by an individual's transfer motivation as well as by positive outcome expectations. The more motivated a person was to transfer, the less negative the effect of job dissatisfaction on actual transfer was. In addition it appeared that the effect of motivation to transfer depended on the outcomes a person expected from the transfer. Only if a person expected positive consequences from transfer, such as acknowledgement or reward, high motivation to transfer could buffer the negative effect of job dissatisfaction on training transfer. The current study suggests that by taking the right measures, an organization might still profit from training even if employees are currently dissatisfied. Although there certainly is a destructive side of job dissatisfaction, our results show that dissatisfaction might have a constructive side as well. Findings are discussed with regard to training transfer models, as well as models of job (dis-)satisfaction.

TALENT MANAGEMENT IN GLOBAL COMPANIES

Zinovieva, I., *St. Kliment Ohridski Sofia University, Sofia, Bulgaria*

Abstract: The company policies to attract, retain, and develop the talent it needs are key points to its prosperity. Globalization brought new power to the highly qualified professionals: now they are free to choose their work place and employer all over the world. Consequently, the companies find themselves in a severe competition for the world's talent. The demographic changes promise an even further increase of such struggle and it is often referred to as the global war for talent. Although the global companies are favourably positioned to attract the best experts, they need to pay constant attention to the talent management. This paper discusses the policies of 25 global knowledge companies in developing their global R&D centres. The focus is on selection criteria, organization of internal competition, and approaches to motivating experts. Data are gathered by semi-structured interviews with 14 corporate vice-presidents of global companies and 11 regional managers, mainly responsible for Europe, Middle East and Africa divisions. The study was executed in Brussels, in the framework of a large-scale project for the Brussels Regional Government.

10:00-10:45

Keynote 2: David E. Guest - Human Resource Management and the Continuing Search for the Happy, Productive Worker

Location: Auditorium 1 (10:00-10:45)

Speaker: Guest, D.E., *Professor in Organizational Psychology and HRM, Department of Management, King's College, London, UK*

11:00-11:30

Coffee Break

Location: All levels (11:00-11:30)

11:30-12:30

Posters session: Training and Development

Location: Expo (11:30-12:30)

HOW EFFECTIVE IS RATER TRAINING FOR IMPROVING RATING ACCURACY? A META-ANALYSIS

Melchers, K. G., *Universität Zürich, Zürich, Switzerland*; Arnet Küchler, P., *Universität Zürich, Zürich, Switzerland*; Rapisarda-Bellwald, M., *Helsana Versicherungen, Zürich, Switzerland*; Kleinmann, M., *Universität Zürich, Zürich, Switzerland*

Abstract: Performance evaluations play a central role in human resource management. One way to improve the accuracy of such evaluations is rater training. Accordingly, several different approaches have been suggested over the years: Rater error training (RET), behavior observation training (BOT), performance dimension training (PDT) and frame-of-reference (FOR) training. Given the large number of primary studies on the different training approaches, meta-analyses are a useful means to summarize the accumulated knowledge. However, the only published meta-analysis in this domain (Woehr & Huffcutt, 1994) was conducted during the early 90s and was based on the small number of primary studies available at that time. Accordingly, prior meta-analytic results concerning the effectiveness

of the different training approaches with regard to improving rating accuracy were based on a limited empirical basis (e.g., no meta-analytic estimate was based on more than six primary studies). Because of this, also no moderator analyses were conducted. In the present meta-analysis, we therefore considered all primary studies available to date and also took potential moderator variables into account. Altogether, 83 samples from 38 studies (with an overall N of 5246) were used for the present study. In line with previous research, FOR training, which focuses on establishing a common evaluative standard for raters, was the most effective training approach. Effect sizes for FOR training were positive for all aspects of rating accuracy and all but one were in the moderate to large range (ds ranged between .29 and .82). Nevertheless, these values were somewhat smaller than the previous meta-analytic estimates. Concerning the effectiveness of the other training approaches, only BOT had meaningful positive effects on some aspects of rating accuracy. Finally, moderator analyses revealed stronger effects for FOR training when longer training was used and when a smaller number of rating dimensions had to be rated and effect sizes for non-student samples were somewhat larger than for student samples. Concerning practical implications, the present results show that FOR training is the method of choice with regard to rater training and that it is beneficial to limit the number of rating dimensions and to spend enough time for training.

STIMULATING A CONSTRUCTIVE LEARNING CLIMATE: AN INTERNATIONAL INQUIRY ON THE IMPACT OF INDIVIDUAL LEARNER DIFFERENCES ON ACADEMIC PERFORMANCE IN MANAGEMENT EDUCATION

Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*; Deprez, J., *Vlerick Leuven Gent Management School, Gent, Belgium*; Vanderheyden, K., *Vlerick Leuven Gent Management School, Gent, Belgium*; Backhaus, K., *State University New York, New Platz, New York, USA*; Bouckenooghe, D., *Brock University Business School, St. Catharines, Ontario, Canada*

Abstract: The current trend towards personalised, student-centred, and life-long learning (Boyatzis & Mainemelis, 2011) necessitates a better understanding about the impact of individual differences on learning outcomes. The aim of the present study is to provide, test, and cross-culturally validate a comprehensive conceptual model of how trainee characteristics impact learning outcomes through intervening mechanisms (Gully & Chen, 2010). To stimulate a modern learning environment, clearer insights about the

role of cognitive and learning style differences in learning outcomes is particularly needed, as these variables are both considered to have an important influence on how people learn (Backhaus & Liff, 2007; Sadler-Smith, 2006). More specifically, we hypothesise that cognitive styles will influence academic achievement through their effect on learning styles and motivation. Data were collected in the spring term of 2010 from undergraduate, graduate, and MBA students of three business schools, using validated scales to measure each of the constructs. We received 417 useful questionnaires, 244 graduate and MBA students from a business school located in Belgium (58%), 95 undergraduate and graduate students from an American business school (23%), and 78 students of a Canadian business school (19%). Using path analyses, we found a good fit for the hypothesised model in the three samples (US, Canada, Belgium). The chi-square/degrees of freedom ratio (χ^2/df) ranged between 3.75 and 2.32 (Belgium: 3.75; US: 2.32; Canada: 2.42). The fit indices GFI (Belgium: .96; US: .95; Canada: .93) and CFI were higher than .90 (Belgium: .94; US: .93; Canada: .91) in the three samples and the RMR was .03 or lower (Belgium: .02; US: .03; Canada: .03). Overall, the more stable cognitive styles affected the more malleable learning styles, and both concepts had an influence on motivation. Contrary to previous research, no significant link was found between the trainee characteristics and intervening mechanisms on the one hand and academic achievement on the other hand. This study provides a preliminary framework to better understand how individuals learn and how the learning process influences learning outcomes, although further international, mixed-method, longitudinal research in diverse contexts is needed to cross-validate and strengthen these findings.

RELEVANCE OF THE UNION MODEL: MYTH OR REALITY IN THE FIELD OF INDIVIDUAL DIFFERENCES PSYCHOLOGY?

Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*; Bellens, K., *Vlerick Leuven Gent Management School, Gent, Belgium*; Vanderheyden, K., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Literature in the field of individual learning differences is diffuse (Zhang & Sternberg, 2009). It seems that different authors use concepts as cognitive styles, learning styles, and learning preferences randomly, and that there is no consensus on how these concepts are interrelated (Sadler-Smith, 1999, 2001).

In an attempt to bring order in the multitude of concepts, Curry (1983, 2000) designed the onion model, which distinguishes three layers: an inner cognitive personality style' layer, a middle information processing style' layer, and an outer instructional preference' layer. It is hypothesised that the more a concept is situated on the outside layers, the more it can be influenced by external stimuli and hence the least stable. Although the onion model provides an interesting way to distinguish related concepts theoretically, few studies have been conducted to test the assumptions of the model empirically. As a better understanding of the relation between diverse individual learner differences and insights about the stability versus malleability of these concepts is a prerequisite to build effective personalised learning environments, two empirical studies have been conducted to address the above research gap. The first study, which aimed to get more insight into the relation between individual learning differences, involved 234 students of a Belgian business school. Four concepts belonging to the different layers of the onion model were measured cross-sectionally: cognitive style, learning style, approach to studying, and didactical preference. Results of factor and correlation analyses showed no clear distinction between the concepts that are assumed to be situated on different layers of the onion model, hence providing no evidence for the conceptual model. In a second longitudinal follow-up study (in progress), the same individual learner characteristics are measured from students of five educational institutes (Belgium, UK, Switzerland, US, Canada) in the beginning and at the end of the academic year. Overall, the results of both studies will provide insight into the underlying structure and stability of the concepts that influence learning. This way, the project aims to improve the learning process of all learners and as such influence the learner's skills for coping with today's business needs.

PERSONAL AND ORGANIZATIONAL CHARACTERISTICS RELATED TO TRAINING MOTIVATION

Laguna, M., *Institute of Psychology, The John Paul II Catholic University of Lublin, Lublin, Poland*

Abstract: Lifelong learning (LLL) is one of the sources of personal development and well-being. Despite the development of research on LLL, we still know little about motivation to undertake trainings and developmental activities. More research is needed to explain how and to what extent personal as well as organizational factors affect training motivation. The poster presents three studies investigating personal and organizational characteristics related to training moti-

vation. Training motivation is understood as a goal realization process and explained using goal theories. The phases of the process of training undertaking are: goal evaluation, intention to undertake training, plan formulation, and actual training undertaking. The research project focuses on the role of three sets of variables related to training motivation: 1) personality traits, defined according to the Big Five theory; 2) self-referent beliefs: self-efficacy, self-esteem, hope, and optimism; 3) organizational characteristics: organizational culture, work engagement, perceived social support from managers and coworkers. Three studies are presented, investigating the relationships between these three groups of variables and the stages of the process of training undertaking. In each of the studies, data from about 200 adults (aged 18-60) were collected. Structural equation modeling was applied to identify the important predictors of the stages of goal realization process - in this case, of training undertaking. Findings suggest that using personal and organizational characteristics we can to some degree predict motivation to training undertaking. They also allow to offer some suggestions for training needs analysis and trainings preparation.

TRANSFER OF INTERPERSONAL TRAINING – THE IMPORTANCE OF IDENTICAL ELEMENTS AND MOTIVATION

Locht, M., *Tilburg University, Tilburg, The Netherlands*; Dam, K. van, *Tilburg University, Tilburg, The Netherlands*

Abstract: Purpose - The purpose of this paper is to examine the relationship between transfer of training and motivation to learn, by taking into consideration motivation to transform, identical elements and expected utility. Design/methodology/approach - Data were collected from two Dutch training companies; with a quantitative internet-survey. The sample of the study consisted of 2300 general and project-managers of which 601 participated in this study. Hierarchical multiple regression analysis was used to test this theoretical model. Findings - This paper proposes that motivation and identical elements plays a significant role in increasing the transfer of training. Research limitations/implications - In future research, more longitudinal analysis from different perspectives would be useful to understand the process of transfer in the context of interpersonal training. The most important implication is that transfer of training is affected by motivation and identical elements. Practical implications - Through the empirical analysis of the transfer of interpersonal training, as well the related variables

e.g. motivation, this paper provides useful information to organizations and their managers about designing training tools in an effective way. Originality/value - This paper provides an analysis of the relationship between transfer of training, motivation and identical elements for interpersonal skills training.

PREDICTORS OF MENTORS' NEGATIVE EXPERIENCES WITH PROTÉGÉS: A DYADIC STUDY

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Abstract: There is growing evidence that mentors have both positive (e.g., Eby et al., 2006; Ragins & Scandura, 1999) and negative (e.g., Eby et al., 2008; Parise & Forret, 2008) experiences in mentoring relationships. Three types of negative mentoring experiences exist: destructive relational patterns (e.g., protg sabotage, deception), interpersonal problems (e.g., conflicts, protg submissiveness), and protg performance problems (e.g., unwillingness to learn) (Eby et al., 2008). Negative experiences with protgs are important to study from an occupational health perspective because emotionally taxing interactions are related to psychological well-being (e.g., Frone, 2000; Spector & Jex, 1998). While the consequences of mentors' negative experiences with protgs are documented, we know nothing about what predicts these experiences. This study fills this gap in the literature by examining protg characteristics as predictors of mentor reports of negative experiences using matched data from 462 in-tact mentor-protg dyads. Both protg personality (agreeableness, neuroticism) and protg contextual factors (justice perceptions, organizational cynicism) were examined as predictors. Survey data were obtained from 462 matched mentor-protg dyads in formal mentoring relationships. Reliable and valid multi-item scales were used (coefficients alpha > .70). Correlational results indicated that both protg personality (lower agreeableness) and protg contextual factors (lower procedural and distributive justice perceptions, higher organizational cynicism) were related to mentor reports of greater negative relational experiences. Multiple regression analyses examined the simultaneous predictive power of all protg predictor variables. The F-values were significant for all regression equations. In predicting destructive relational patterns, protg agreeableness ($= -.12, p < .01$), protg neuroticism ($= -.09, p < .05$), and distributive justice ($= -.10, p < .05$) accounted for unique variance. For interpersonal problems, only protg agreeableness ($= -.12, p < .01$) explained unique variance. Finally, both protg organiza-

tional cynicism ($= .12, p < .05$) and protg agreeableness ($= -.15, p < .05$) contributed uniquely to the prediction of mentor reports of protg performance problems. The findings will be discussed in terms of advancing theory and research on organizational mentoring and integrating the occupational health and mentoring literatures. Practical implications for the design and delivery of formal mentoring programs will be highlighted, along with suggestions for improving mentor-protg relationships in organizations.

STIMULATING TEACHER CONTINUOUS PROFESSIONAL DEVELOPMENT

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Abstract: Teachers are compelled to participate in Continuing Professional Development (CPD) to ensure their knowledge and skills to be up to date. However, literature shows that many teachers are not engaged in CPD. Possibly this is due to the complex process of CPD and the multitude of factors involved. There is need for a useful model which explains the complex process with regard to teachers reluctance to participate in CPD. The developed Three-Phase Model leading up to teacher CPD can give an explanation. The model consists of three sequential phases. Phase one leads up to awareness of teachers about a performance gap. In the second phase a professionalisation goal to close this performance gap is formulated. Finally, the third phase ends with the intention of teachers to participate in CPD. An explanation for teachers' reluctance to participate in CPD is that not all teachers progress through these phases automatically. Individual factors could give an explanation for the stagnation in a particular phase of the model. The Three-Phase Model will help to formulate guidelines to help teachers through the three phases, in other words stimulating them to take part in CPD. In this paper we will focus on collecting evidence for the first phase of the model. To evaluate the Three-Phase Model, a questionnaire for pairs of teachers and their team leader was developed. The essence was the judgment of the teachers functioning within three areas (n=119); giving instruction, differentiate between students and the use of activating teaching methods. Additionally, each teacher received some personality questionnaires. The results showed some remarkable findings; for example very few teachers became aware (phase 1) of a performance gap. Could this mean that CPD for teachers is overrated or are the themes chosen wrongly or ? To get answers 22

of the pairs gave an interview revealing more insights into the questionnaires results. This study showed that teachers had some learning goals concerning the themes from the questionnaires but merely rating did not led to awareness. An in depth conversation between teacher and team leader was the key to reveal the teachers CPD goals.

TRAINING TRANSFER OF LEADERSHIP SKILLS

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Abstract: Creators of the modern corporate training courses have tried their best to integrate the experimental and group learning methods in order to develop competency, skill and work attitude during these programs. Despite the colorful parade of these improved methods the training course is still just the starter motor of the learning process. Participants have to work out their own way to utilize these lessons in their workplaces. The training transfer describes the mode and the degree as the participants' discoveries influence the performance in the upcoming work situation. This shift in the application of the acquired knowledge makes the training effectiveness measurement so important and difficult at the same time. I would like to highlight how our understanding about the transfer influences the applied assessment methods and the result of the measurement. Furthermore I introduce an ongoing study about the separation of the numerous influencing factors of the transfer regarding certain leadership skills. The practical importance of this research is that it reveals those organizational, learner and training aspects that should be in the focus during the development and delivery of high transfer leadership training courses.

WHICH STRATEGIES ARE USED AFTER TIME MANAGEMENT TRAINING AND HOW HELPFUL ARE THEY RATED?

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Abstract: There is a broad offer of time management trainings. Yet, not many of these trainings are evaluated (Claessens, Van Eerde, Rutte, & Roe, 2007) and we know little about the actual use of the taught strategies after trainings. The aim of this study was to get differentiated information of the use of different time

management techniques and their perceived usefulness at work. 24 employees attended a time management training in which the following strategies were taught: prioritizing, goal setting, strategy development, structuring the workday, implementation intentions, monitoring, reward and cognitive restructuring, which was included to change unbalanced, irrational thoughts, perceptions and judgements of time-related demands. In the sixth week after training participants filled in a diary for one workweek, stating every day which of the techniques they used and rating how useful these strategies were. Prioritizing and structuring the workday were used the most with an average of 3.42 and 3.32 days a workweek (five workdays). Those two strategies also were the ones almost all of the trained participants used, whereas monitoring was used by two thirds of the trainees and strategy development, goal setting, implementation intentions, reward and cognitive restructuring were used by only less than half of the trained employees. A surprising result looking at the usefulness-ratings: all strategies were rated as very helpful. The average ratings ranged from 5.83 for cognitive restructuring to 7.00 for structuring the workday on a nine-stage scale. The results show that some of the taught strategies are valued as helpful, but were used only to little extent. A conclusion could be to stress those strategies more or to find other ways to foster their usage. Implementing meetings several weeks after the training in which the trained are reminded of the learned techniques and discuss obstacles in implementing the taught strategies might be one possibility.

WHAT WOULD YOU DO IN ORDER TO MAKE AS MUCH MONEY AS POSSIBLE IF YOU WERE GIVEN FIVE DOLLARS AND TWO HOURS? LINKING CREATIVITY AND ENTREPRENEURSHIP.

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Abstract: Entrepreneurship has long been recognized as an important factor of economic growth. This present paper investigate an exercise which is used in in order to develop creative thinking and business ideas at students. We investigated on students (N=1000) the link between creativity and entrepreneurship. Subjects has, in principal 2 hours to generate money by asking themselves: What would you do in order to make as much money as possible if you were given five dollars and two hours? There is any correlation between creativity, challenge assumptions, leverage their limited resources, capability to identify opportunities and the quantity of money? These are the factors, which were

analyzed in this experiment. We also try to find similarity and differences between five-dollar experiment and SCAMPER technique. The five-dollar experiment can be used to develop creative thinking, but also to generate real ideas for business.

EXPLORING SOCIO-DEMOGRAPHIC DIFFERENCES IN CAREER MATURITY IN THE SOUTH AFRICAN MILITARY

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Abstract: ORIENTATION: Career maturity has been criticised for mainly focusing on young students and ignoring contextual factors. Since minimal research has been conducted on career maturity that goes beyond the exploratory career stage of career development, this research explores career maturity across career stages in the South African military context. RESEARCH PURPOSE: The purpose of the research was to investigate the level of career maturity across the various career stages in the South African military. RESEARCH DESIGN, APPROACH AND METHOD: The research design involves a literature review and an empirical investigation to determine the level of career maturity across career stages in the South African military. A quantitative approach has been adopted and data was gathered by means of a psychometric instrument. The Career Development Questionnaire and a biographical questionnaire were administered to a sample of South African military officers ($n = 333$). The data were statistically analysed for significant mean differences in career maturity according to demographic and military-specific variables. The data were further analysed for developmental progression in career maturity according to the participants' age category, level of education, and military rank. MAIN FINDINGS: The results revealed an adequate level of career maturity among the participating South African military officers. The participants' overall mean scores in career maturity showed no significant mean differences according to demographic variables. Significant mean differences were, however, observed for the sample according to their arm of service in the South African military. Whilst the results did not reflect the expected developmental progression of career maturity among the participants, it did reflect the equivocal nature of previous career maturity research. CONTRIBUTION/VALUE-ADD: The unique demands of the military environment reflect a need for its members to maintain adequate levels of career maturity throughout their military careers. By knowing members' level of career maturity as well as

typical tasks and challenges faced by military members in their respective career stages, military organisations may benefit by introducing appropriate career development interventions.

THE RELATIONSHIP BETWEEN CAREER ANCHORS, EMOTIONAL INTELLIGENCE AND EMPLOYABILITY SATISFACTION

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Abstract: Orientation: Creating a career in a world with decreased job security, fast paced technology and increasing personal responsibility for constant upskilling, employability and lifelong learning are some of the key challenges faced by today's workforce. Employability refers to pro-active career behaviours and abilities which help people to fulfil, acquire, or create work through the optimal use of both occupation-related and career meta-competencies. Career meta-competencies include inter alia awareness of the motives and values (as explained by Schein's career anchor construct) that drive one's career decisions and experiences of career satisfaction. Research also increasingly recognises emotional intelligence as an important attribute of people's employability and career decision making. Research objective: To explore the relationship between individuals' career anchors (as measured by the Career Orientations Inventory) and emotional intelligence (as measured by the Assessing Emotions Scale) and how these relate to their self-perceived employability (as measured by a self-developed global measure of employability satisfaction). Research design, approach and method: A survey design and quantitative statistical procedures were used to achieve the research objective. A random sample ($n = 271$) of employed adults in the human resource management and financial services fields participated in the study. Participants comprised of 72% blacks and 28% whites, and 73% females and 27% males. The mean age of the participants was 33 years, implying well-established career anchors. Correlational and multiple regression analyses indicate that participants' career anchors contribute significantly in explaining the proportion of variance in their emotional intelligence scores. Career anchors and emotional intelligence were also significantly related to the participants' satisfaction with their employability. Practical contribution of findings: Despite the growing awareness of the importance of career motives and values and emotions in career decision making, there seems to be a paucity regarding research on how individuals' career anchors relate to their emotional intelligence and

their self-perceived employability. The findings contribute new knowledge to the field of career psychology and may be used to inform human resource practices concerned with optimizing person-job fit and the employability of employees. Career counsellors may also find the results useful in facilitating pro-active career behaviour in employees.

THE RELATIONSHIP BETWEEN DISPOSITIONAL EMPLOYABILITY AND CAREER SUCCESS OF ACADEMICS IN SOUTH AFRICAN HIGHER EDUCATION INSTITUTIONS

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Abstract: Background and Aim: Higher education institutions (HEIs) in South Africa are expected to play a critical role in the development of human resources and the overall social development and transformation of the continent (Mapesela & Strydom, 2005; Van Heerden, Bohlmann, Giesecke, Makochekeka and Roos, 2009). The success and sustainability of higher education in fulfilling these roles are dependent on a well qualified and committed academic profession that can utilise research, teaching and community engagement in solving problems and harness the full economic potential of the continent. All higher education institutions should therefore address the core competencies and human characteristics that are required for successful academic careers, responsible citizenship and a good life (Chickering & Stewart, in Netswera et al. 2005). The main purpose of this research is to investigate the relationship between dispositional employability and career success of academics in South African higher education institutions (HEIs). Method: A cross sectional survey research design was followed. The Dispositional Employability Measure (Fugate & Kinicki, 2008) and Career Success Survey (self developed) were administered among a randomly selected sample of academics in South African HEIs (N=300). Exploratory Factor Analysis, Regression Analysis and Manovas were applied. Results: The preliminary results of the research show that all the dimensions of dispositional employability (i.e. openness to changes at work, work and career proactivity, career motivation, work and career resilience, optimism at work and work identity) are statistically significant predictors of academics' career success. In addition statistically significant differences were found between the dispositional employability of academics based on their gender, age and job level. Practical Relevance: By finding a relationship between dispositional employability and the

meaning of career success, this research can assist HEIs towards a better understanding of the need for investment in their employees to gain sustained competitive advantage. Furthermore, by using diagnostic measurements to assess the current employability and career success states of academics, HEIs are in a better position to effectively develop academic careers and ultimately contribute to the career success and retention of academics.

ACADEMIC SOCIALIZATION AND PROACTIVE BEHAVIOUR: A STUDY ON FRESHMEN

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Abstract: Socialization is defined as the whole of formal and informal processes allowing an individual to acquire skills, values, beliefs and attitudes useful to participate as an active member of a social group and/or organization (Moreland and Levine, 2000). Several studies emphasize that socialization has a large impact on both the acquisition of knowledge about the new context and adjustment of individuals to new context (Ashforth, Sluss, & Harrison, 2007; Moreland & Levine, 2001; Bauer, Morrison & Callister, 1998; Fisher, 1986; Van Maanen & Schein, 1979) Adjustment can be regarded as a secondary or distal outcome of socialization (Haueter, Macan, & Winter, 2003; Saks & Ashforth, 1997a). Indeed, newcomer learning that is what an individual learns or should learn (acquisition of knowledge) is a more primary or proximal outcome. The aim of this study is to examine how socialization process, that is socialization tactics and proactive behaviour, affects socialization content (newcomer learning) and newcomer adjustment (i.e. performance, identification, satisfaction, commitment, role innovation, intention to quit) in the university context. The specific objectives are to investigate: How freshmen perceptions of socialization tactics and freshmen proactive behaviour (socialization process) jointly affect the proximal outcome of freshmen learning (socialization content); How the socialization process and the socialization content affect the more distal of freshmen adjustment (performance, identification, satisfaction, commitment, role innovation and intention to quit). Participants are freshmen of different degree courses of the University of Bari. They were surveyed two times: the first day of university (T1) and 6 months after the first day (T2). In T1 measures involved: control variables (expectations and other), in T2 measures involved independent variables (socialization tactics and

freshmen pro-activity) and dependent variables (freshmen learning and freshmen adjustment). Will present and discuss the mean finding. Future perspectives are discussed.

PSYCHOLOGICAL CAREER RESOURCE AND CAREER ANCHORS OF CONTRACTORS

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Abstract: Introduction In the 21st century world of work and competitive global environment, businesses are increasingly attracted to the cost effectiveness of using fixed term contractors. Fixed term contractors are individuals who are specialists in their individual fields. They are individuals who market themselves in terms of their special skills and qualifications. The general aim of this study is to investigate the psychological career resources and career anchors of fixed term contractors in the South African labour market. The study further aims to test for significant differences between socio-demographic variables of contractors (gender, age and occupation groups), regarding their psychological career resources and career anchors. Method The study was conducted with a sample of 305 individuals working as fixed term contractors at different companies. Two validated questionnaires were used in this study, namely, the Psychological Career Resources Inventory (PCRI) and the Career Orientations Inventory (COI of Schein). The Psychological Career Resources Inventory measured five dimensions, namely career preferences, career values, career enablers, career drivers and career harmonisers. (Cronbach alpha coefficient varied from 0.74 to 0.91). The Career Orientations Inventory measured the following dimensions, namely, technical functional, general management, autonomy, security, entrepreneurial creativity, service dedication, pure challenge and life style. (Cronbach alpha coefficient varied from 0.67 to 0.84). Descriptive and inferential statistics (ANOVA) were used to analyse the data. Results and conclusion The dominant psychological career resource was growth and development (career value) confirming the contractors desire to continuously improve their skills and knowledge in their particular fields of expertise. The evidence further suggests the participants' predominant career anchor is 'pure challenge' suggesting that fixed term contractors consistently search for opportunities to be challenged. The Career Orientations Inventory further indicated that security is not important for this group but they place emphasis on lifestyle which implies they value quality of

family and personal life as very important. The results also show significant differences between the psychological career resources and career anchors of males and females as well as different age groups and occupational groups. The findings contribute valuable information for the career development of contractors.

THE CAREER COMPETENCIES INDICATOR – A NEW DIRECTION IN SUSTAINABLE CAREER DEVELOPMENT

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Abstract: Dramatic changes in work organisations have created new career realities' that focus on the individual and require them to take responsibility for their career development (Kidd, 2002). It has been suggested that career development activities should consider the competencies necessary for individual career management (De Fillipi & Arthur, 1994). Arthur's intelligent career model describes three career competencies; knowing why, knowing how and knowing whom. Haase & Francis-Smythe (2007) further developed the idea of career competencies defining them as behavioural repertoires and knowledge that are instrumental in delivering desired career-related outcomes. Haase (2007) developed a new taxonomy of seven career competencies measured by a self report questionnaire, the career competencies indicator (CCI). The CCI was developed using a sample primarily from one UK police force where it was implemented as part of an organisation led career development program. This paper describes new research which builds on Haase's work by clarifying and evaluating its practical applications. First, the measure has been successfully validated for use with a broader occupational sample. Secondly, to ensure ease of integration into career coaching the CCI has been compared to other popular development tools. Relationships have been found between career competencies, as measured by the CCI, and aspects of personality using the 5 factor model. This has important implications for the way in which individuals develop their career competencies and the strategies used to apply them. Finally, the development of a 360 degree approach to the analysis of career competencies is currently in progress in response to market demands. This development and the evaluation of a pilot intervention will be completed in time for the conference. The practical relevance of this work is twofold. For individuals seeking to take control of their own career the CCI and associated measures provide a structure

to their development activities. For organisations supporting the career development of their staff in a time of economic instability and uncertainty is difficult. The model and associated measures provide organisations with a mechanism for empowering their employees by creating targeted development opportunities that will equip staff with the competencies required to feel successful.

WHEN LIFE-SPAN AND LIFE-SPACE ARE REALLY TAKEN INTO ACCOUNT IN CAREER GUIDANCE PROCESS.

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Abstract: 'We are such stuff as dreams are made of (...)' (w. Shakespeare). Tools commonly used in career guidance come in the shape of questionnaires and tests. Typically, these tools simply allow the results obtained by the customer to be compared to a reference population. The starting point to be taken, should be the person's entire life history and his/her professional and extra-professional experiences to achieve proper career coaching. The tool presented in this communication allows for the person to speak of the activities which compose his/her different professional and personal experiences, implementing in an accurate and original way the patchworks metaphor. By proceeding as the method developed by the authors describe, the person shows the consultant, through drawing, particularly rich and precise items of their story which will be exploited in the "accompanying" interview. These items relate to his/her professional interests (according to J. Holland), his/her self-efficacy level for each activity mentioned (according to A. Bandura, Lent, Brown & Hackett), and his/her their professional self concept (according to D. Super) as well as his/her psychological type and individuation process (by C. G. Jung). The awareness of the elements thus originally highlighted by the client himself considerably sheds light on his/her career choices. 'Let's start by quilting your talents!': that is the invitation practitioners would probably want to make to their clients after this communication.

THE CONSTRUCTION AND EVALUATION OF THE SIWIT: JOB INTEREST INVENTORY FOR YOUNG PEOPLE WITH A MILD INTELLECTUAL DISABILITY

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Abstract: Although government policy is aimed at getting everyone to work, entering the labor market is still difficult for young people. Especially young people with mild intellectual disabilities have difficulties in finding and keeping a paid job. In practice, many of these youngsters drop out of job trajectories that were designed for their level of functioning, because of a mismatch between the job and their interests. Because of a low IQ (50-80), often in combination with social or behavioral disorders, these youngsters have difficulties in expressing their interests. Job interest inventories can help to establish a person-job fit, but existing inventories were found to be either too difficult to understand for the target group, or to contain unrealistic jobs. This paper discusses the construction and evaluation of the SIWIT: a job interest inventory that can help youngsters with a mild intellectual disability to express their job interests. We developed an internet based photo picture test with 150 items measuring 30 job interest groups. Each photo item represents a specific work routine in a specific work environment (for example: making the beds in a day care centre). Candidates have to choose between two answer options: 'I like it' or 'I don't like it'. The design of the inventory took the specific characteristics of the target group into account: a minimum of written information, as less as possible response categories, and items that were practical and concrete. Using two samples of the target group (N=202; N=874), we examined the psychometric qualities of the SIWIT, highlighting reliability (internal consistency), construct validity, concurrent validity and various reference groups (gender, school type, geographical location). The psychometric qualities proved to be satisfactory. Interviews with job coaches and observations of target group respondents illustrated that the SIWIT indeed facilitates the job placement trajectory of youngsters with mild intellectual disabilities. Future research needs to focus on the predictive validity of the SIWIT.

SCHEIN'S CAREER ANCHORS REVISITED: MULTIPLE ANCHORS AND RELATIONSHIPS AMONG THEM

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Abstract: Purpose : The aim of this study was to address two remaining elements of theoretical controversy in Schein's theory of career anchors: the existence of multiple anchors and the relationship among them. Design/methodology/approach : Using a quantitative methodology, we developed a study with 385 Chilean working adults who completed Schein's career anchor

inventory (COI). With the procedure of Ramakrishna and Potosky (2003) we calculated single and multiple anchors and with a multidimensional scaling procedure we analyzed relationships among anchors. Findings : We found that 74.5% of participants had a predominant anchor and 19.5% presented two predominant anchors. The most frequent combinations of multiple anchors were managerial-entrepreneurial creativity and security/service. Significant relationships were observed among almost all anchors, some stronger than others. This takes into account anchors with greater differentiation. Using multidimensional scaling, a two-dimensional model was obtained. This model is similar to structural model proposed by Feldman and Bolino (1996). Research limitations/implications : The analysis of the findings arises the need for probabilistic samples and homogenous procedures to measure multiple anchors. Originality/value: There are three main contributions from this study. First, we added empirical data about Schein's Career Anchor Theory in the actual context of career in a different population. Second, we found a relationship pattern among anchors that could be useful for practice in career counseling and management. And third, the finding about the proximity between the anchors which are more common as multiples anchors could be used in social entrepreneurship research as a career pattern and contribute to public policy and promotion of this kind of entrepreneurship in emergent countries such as Chile.

LEARNING COMMUNITY: AN INSTRUMENT FOR VOCATIONAL GUIDANCE

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Abstract: The university reform introduced in Italy in 2001 has pointed out a new concept of university education focusing attention on the vocational purpose of the academic path. Learning communities are one of the instruments used in American and European universities in order to achieve several purposes: promoting academic success and student retention, developing academic integration and preventing dropout intentions through active and collaborative learning methods (Zhu, Baylen, 2005; Smith, MacGregor, Matthews, Gabelnick, 2004; Kilpatrick et al., 2003; Kellog, 1999; Lenning, Ebbers, 1999; Shapiro, Levine, 1999; Tinto, 1997). The University of Bari has started an experimentation implementing learning communities in Psychology of Work course in the faculty of Psychology. Our research pointed out the influence of learning communities in increasing several academic outcomes such

as preventing dropout intentions and also as an early instrument of vocational guidance because it allows students to experiment themselves into skills and activities useful for workplace context. The sample is formed by 227 freshman students of psychology randomly parted into two sub-groups in which only one followed the learning community method, the second one, which is the control group, had traditional lectures without any discussions or participation by students. Learning communities' program was focused on the development of academic skills. Measures involved: a self report questionnaire on academic integration (Pascarella, Terenzini, 1980), commitment (Meyer, Allen, 1991), academic skills (Cottrell, 2009), persistence intentions (Eaton, Bean, 1995) and skills transfer (Sarchielli, 2008; Cottrell, 2003). The questionnaire was administered at the beginning and at the end of the experimentation in order to find any variation within and between the participants. Results partially confirmed the hypotheses. Future perspective are discussed.

TOP MANAGEMENT IN PUBLIC ADMINISTRATIONS AND LOCAL INSTITUTIONS – TO WIN THE CHALLENGE OF SUSTAINABLE INNOVATION

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Abstract: The work in local and central public administrations in Italy is now in a phase of deep change. Economic maneuvers to cope with the crisis are significantly affecting public employees. The need for efficiency in managing public resources, in order to improve the quality level of public services in a financial constraints scenario, is fostering new professional profiles. This study is aimed to test a career counseling model that helps managers and top managers, in public administrations, to define and develop their professional profile. The main purpose is to test common factors and characteristics suitability in professional curricula of managers. A secondary objective is to set and to develop selection criteria and professional development paths. Subject of evaluation are the experiences, skills and abilities of public managers. A model of career counseling to support the development of individual's skills. A specific web-based questionnaire has been used. To enrich and refine the data collected, a sample of validation interviews have been conducted. The main areas explored were focused on educational paths, professional curriculum and present work activities. The model includes: competences portfolio, ca-

reer anchors evaluation, on site data validation and use of social network analysis to map and explore formal and informal relationships between managers. Individual reports have been prepared and sent, in order to promote a personal reflection. The main result of this study is a positive confirmation of the method followed, appreciated both by top managers (and 'would be' top managers) and public administrations, as it helped them to focus their attention on competences and skills needed to play a key role in a modern public administration. Further developments have been envisaged, particularly in building ad hoc training and mentorship programs, as well as promoting knowledge and best practices transfer between public administrations via professional relationships network of managers.

THE ROLE OF EMOTIONAL INTELLIGENCE IN GREEK-CYPRriot ADOLESCENTS' CAREER DECISION MAKING

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Abstract: Personality has long been acknowledged as a main factor influencing career decision making (Jin, Watkins, & Yuen, 2009; Rogers, Creed, & Glendon, 2008). A relatively new construct within the broad personality domain that is recently gaining research attention is trait emotional intelligence, since emotions as well as cognition seem to affect career behaviour (Emmerling & Cherniss, 2003; Kidd, 1998). Until now the significance of emotional intelligence in career decision making has been identified mostly in young adult populations (Brown, George-Curran, & Smith, 2003; Di Fabio & Pallazzeschi, 2009). The purpose of the present study was to examine the role of emotional intelligence and personality traits in relation to adolescents' career decision making. The Greek version of Bar On Emotional Quotient Inventory - S (BarOn, 2002; in Greek Maridaki-Kassotaki & Koumoundourou, 2004), the Traits Personality Questionnaire assessing the Five Factor Model of Personality (TPQe, Tsaousis & Kerpelis, 2004), and the Greek version of Career Decision Making scale of the Australian Career Development Inventory (Creed & Patton, 2004; in Greek Koumoundourou & Kassotakis, 2004) were administered to 194 Greek-Cypriot high school students (77 males and 117 females). The results of the hierarchical regression showed that apart from extraversion ($= 0.18, p < .05$) and conscientiousness ($= 0.33, p = .001$) personality traits, which accounted

for 16% of the variance concerning career decision making, the interpersonal dimension of emotional intelligence ($= 0.27, p < .05$) explained an additional 7%. The results of the present study indicated that emotional intelligence could serve as an additive facilitator in adolescents' career decision making. Given that the specific construct can be increased through specific training (Bar-On, 2002; Di Fabio & Pallazzeschi, 2009), implications in relation to adolescents' career counselling are discussed.

WHEN LIFE-SPAN AND LIFE-SPACE ARE REALLY TAKEN INTO ACCOUNT IN CAREER GUIDANCE PROCESS

Bourne, D., *Pôle emploi, Paris Cedex 20, France*; Bowden, N., *OTT Partners Ltd, London, UK*

Abstract: 'We are such stuff as dreams are made of (...)' (w. Shakespeare). Tools commonly used in career guidance come in the shape of questionnaires and tests. Typically, these tools simply allow the results obtained by the customer to be compared to a reference population. The starting point to be taken, should be the person's entire life history and his/her professional and extra-professional experiences to achieve proper career coaching. The tool presented in this communication allows for the person to speak of the activities which compose his/her different professional and personal experiences, implementing in an accurate and original way the patchworks metaphor. By proceeding as the method developed by the authors describe, the person shows the consultant, through drawing, particularly rich and precise items of their story which will be exploited in the 'accompanying' interview. These items relate to his/her professional interests (according to J. Holland), his/her sense of personal effectiveness for each activity mentioned (according to A. Bandura, Lent, Brown & Hackett), and his/her their professional self concept (according to D. Super) as well as his/her psychological type and individuation process (by C. G. Jung). The awareness of the elements thus originally highlighted by the client himself considerably sheds light on his/her career choices. 'Quilting your talents!' is probably the invitation professionals would like to make to their clients after this communication.

DETERMINING EMPLOYEES' PERCEPTIONS OF NON-FINANCIAL RECOGNITION INITIATIVES

Basson, J.S., *University of Pretoria, Pretoria, South Africa*; Mohamed Hoosen Carrim, N., *University of*

Pretoria, Pretoria, South Africa; Merwe, W. van der, University of Pretoria, Pretoria, South Africa

Abstract: Introduction Owing to the changing economic circumstances and individualised business demands, organisations increasingly have to consider alternative methods to direct financial recognition and rewards to acknowledge employees' performance. Many managers regard annual increases as the only way to reward employees. Research on retention of employees in the IT environment has received considerable attention in the past 20 years. Given the emphasis on people as a key resource as competitive advantage, there has been an increasing trend for companies (and in particular the IT and other industries which rely heavily on human skills) to implement more creative forms of corporate initiatives to attract and retain valuable employees. This research sets out to investigate employees' preferences regarding the criteria associated with an effective company non-financial recognition scheme and types of recognition incentives in an IT organisational context. More specifically the study aimed to explore whether there were differences regarding these preferences among various staff levels, job functions and socio-demographic groups. Method The study employs an exploratory research approach. A five-point Likert scale questionnaire (ranging from Strongly disagree to Strongly agree) was developed. The main study was conducted with the Non-financial Initiatives Inventory in an information technology (IT) company (758 participants). Descriptive and inferential statistics were used to analyse the data (SAS system, version 9.1). Non-parametric tests (Kruskall Wallis) were performed to test for significant differences between the socio-demographic variables. Results The most important preferences of non-financial recognition types were: individualised gifts, verbal (in a public forum) and written recognition and fun events with colleagues in the department. The findings further revealed that participants from various socio-demographic groups differ significantly regarding the value they attach to the criteria associated with an effective formal company recognition scheme and the types of recognition incentives they prefer. Conclusion The practical value of the results of this study lies in the design of a more effective reward and recognition strategy for IT personnel and the possible retention of valuable staff within the IT environment.

Interactive posters: Leadership and Management-Organizational Change and Development

Main topic area: Organizational Change and Development

Location: Expo (11:30-12:30)

COMPLEX COLLECTIVE IDENTITY - A POTENTIAL SOLUTION TO THE DILEMMA OF DIVERSE TEAMS

Bachmann, A.S., *Christian-Albrechts-Universität zu Kiel, Institut für Psychologie, Kiel, Germany*

Abstract: Healing heterogeneous teams is of utmost importance. Heterogeneous teams often face the so called 'accuracy-cohesion trade-off' (Weick, 1987) when struggling to reach desired outcomes. Since the individual backgrounds of team members strongly influence which parts of a problem are perceived, how they are perceived, and how the perceived information is interpreted, collectively, members of heterogeneous teams perceive more aspects of their direct (work) environment. The inherent diversity makes the collective perception more accurate in terms of informational amount and richness and also reveals a multitude of action modes or problem solutions potentially available to the team. But then the trade-off comes in. To realize the inherent diversity potential team members need to establish a basis for the exchange of their differing perceptions. Heterogeneous teams need some degree of cohesion, otherwise they fall apart. Many heterogeneous teams do not successfully realize their inherent diversity potential when confronted with a complex problem-solving task. One main reason for these failures resides in the adverse relationships between the different represented subgroups and the resultant tensions between the respective collective identities. It is assumed that these tensions can be resolved only if members of heterogeneous teams simultaneously identify with their team (basic collective identity) as well as with their respective subgroups (dual identity), and if they furthermore acknowledge that the shared feature of their common collective identity resides in the variety of subgroup memberships (complex collective identity). Given that heterogeneous teams develop such an identity, they should be able to realize the inherent diversity potential without falling apart due to interaction difficulties. An experimental examination of the main hypothesis was based on a two-factorial design varying team composition and form of collective identity in student teams working on a complex problem-solving task. In two pilot studies the effectiveness of

the experimental paradigm and the instruments used to measure the complex collective identity had been established. Preliminary analyses point towards the intended direction. The utility of a complex collective identity for the effectiveness of heterogeneous teams is discussed as well as implications for diversity and group research.

STAKEHOLDER THEORY AND MANAGERIAL DECISION-MAKING: CONSTRAINTS AND IMPLICATIONS OF BALANCING STAKEHOLDER INTERESTS

Santos de Carvalho, C.M., *University of Coimbra, Coimbra, Portugal*; Ribeiro, L.P., *University of Coimbra, Coimbra, Portugal*; Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*

Abstract: Given the dynamics of nowadays organizations, pressures, constraints and changes that constrict the organizational world, it is indisputable the crucial and decisive role played by managers concerning the conciliation of the competing interests of an organization's stakeholders. Although this task is widely recognized as crucial to stakeholder theory few investigations have yet considered its implications for individual managerial decision-making. Our work tries to reply Reynolds, Schultz and Hekman's (2006) study and attempts to examine Portuguese manager's decisions about balancing stakeholder interests. Based on stakeholder theory, we assumed that managers are interested in and motivated to balance stakeholder interests. Nevertheless, we argue that certain factors (resource divisibility, stakeholder salience, balancing approaches: within-decision, across-decision and stockholder group membership) constrain their efforts to do so. To accomplish this aim, we conducted a quasi-experimental study with vignettes (with four versions) with 108 Portuguese managers. Our findings further suggest that resource divisibility impacts whether a manager will try to balance stakeholder interests with a within-decision approach or an across decision-approach. Lastly, our results demonstrate that, while both are theoretically valid approaches to balancing stakeholder interests, the across-decision approach generates more instrumental value and is perceived to be more ethical than the within-decision approach. This research makes several contributions for the stakeholder literature and a for a more effective organizational management and stakeholder relationships. Our results demonstrate the value of focusing stakeholder theory on the individual decision-maker, and also reveal some of the potential value found in exploring the descriptive aspects of stakeholder management, an area that has largely been

overlooked by stakeholder researchers. While stakeholder theory does indeed predict great economic and moral outcomes, we argue that there is also much to be gained by understanding the processes by which managers and organizations make stakeholder decisions. Indeed, understanding the factors that shape such decisions allows us to develop strategies that could lead to substantial improvements in the organizations management. Finally, these findings are encouraging because they suggest to managers that even though certain factors of their decision-making situation may constrain one attempt to balance stakeholder interests, their stakeholder obligations can still be fulfilled

SOCIAL BEHAVIOUR IN E-NEGOTIATIONS: A STUDY WITH PROFESSIONAL NEGOTIATORS

Simoes, E., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Pissarra, J., *Universidade de Évora, Évora, Portugal*

Abstract: Negotiation is a critical activity for anyone who must interact with other people to accomplish interdependent goals concerning the allocation of scarce resources in organizations. Computer-mediated negotiations (CMN or e-negotiations) rely on the Internet and are becoming popular in organizations. This study (N=182) examines the relationship between practices in using CMN tools and social behaviour of professional negotiators (buyers, sellers, and project managers) when negotiating online. Moreover, it focuses on the effects of social psychological outcomes valued subjectively on the social behaviour in e-negotiations. Results suggest firstly, that negotiators who use CMN tools in a complex and diverse way perceive online negotiations as adequate means to establish rapport with the other party. On the other hand, the nature of the subjective value attributed to the negotiation outcomes may affect the perception of online interaction. Specifically, the more individuals value being listened to and being treated fairly in negotiation, the more they accept CMN tools as adequate to build rapport with the opponent. But when negotiators value the instrumental outcomes (economic benefits) they tend to perceive CMN tools as adequate means for using power and persuasion in negotiation. The relevance of these results for enhancing the practice of e-negotiation in organizations is discussed.

SURVIVING CHANGE: DEVELOPING A THERAPEUTIC TOOL FOR OVERCOMING DISPOSITIONAL RESISTANCE TO CHANGE

Saksvik, P.o., *NTNU, Trondheim, Norway*; Tvedt, S.D., *Norwegian University of Science and Technology, Trondheim, Norway*; Saksvik, I.B., *University of Bergen, Bergen, Norway*

Abstract: AIM: Organizational change occurs increasingly in today's work life. Some individuals tend to perceive most changes negatively (Oreg, 2003). It is important that clinicians can provide an evidence and theory based tool to meet these individuals in a therapeutic setting. The objective of the present theoretical and empirical synthesis was to develop a therapeutic tool for the clinical treatment of individuals experiencing resistance to organizational change. METHOD: The therapeutic tool was developed based on a newly published change model labelled Healthy Change Process Index (HCPI) (Saksvik et al., 2007; Tvedt et al., 2009) together with a new measure labelled Change Impact Factor (CIF) (Tvedt & Saksvik, 2008), and research undertaken by Oreg (2003) on dispositional resistance to change (Saksvik & Hetland, 2009). RESULTS: We identified three steps to be followed in order to treat resistance to change: 1. Individual assessment of dispositional resistance with the test developed by Oreg (2003) and further extended by us including self-efficacy and optimism labeled Resilience. This is the assessment of individual reactions to change on the emotional, attitudinal and behavioural level. 2. Workplace assessment with the model Change Impact Factor (CIF) among those with dispositional resistance to change. Impact of change is about the meaning of change for the person, how it is interpreted and acted upon. Impact and resilience identify individual attitudes and reactions towards change. 3. Therapy for vulnerable individuals (high scores on 1 and 2) with the "Left hand column method" inspired by Argyris & Schön (1996). The therapist first interviews the client about his or her perceived change status today (right column). Next the therapist challenges the client on expectations about what changes are already manifesting, and what changes are to come (left column). This finally leads to acceptance of a new reality orientation of the client. DISCUSSION: This therapeutic tool will empower individuals instead of making them insecure and defensive in times of organizational change. This will help them restore perceived control and promote job security. The tool has not yet been tested out in practise, and further research is needed to validate the tool.

PSYCHOLOGICAL CONDITIONS OF ORGANIZATIONAL ENVIRONMENT FORMATION FOR CHANGES

Miroliubova, G., *Ural Federal University, Yekaterinburg, Russian Federation*

Abstract: Environment that supports innovations is created by shifting the focus from explicit to implicit forms of relations between an organization and an employee, from identification of employees according to their competences to identification according to their readiness and ability to be trained, from programs of overcoming employees' resistance to changes to a preventive formation of positive motivational attitude to changes. A classification of factors influencing the creation of an organizational environment of changes was worked out on the basis of Russian managers inquiry. Three levels of such factors were revealed: a level of social and economic factors (micro-environment), a level of organizational and psychological factors (micro-environment), a level of psychological factors (subjective). Such an approach allows to structure an organizational environment as a system based on the coordination of actions in terms of personnel working in a changing organization with the nature and content of changes. An empirical research of an employee's reaction to changes was carried out. It was conducted among managers of Urals companies. We used content analysis for studying events that are important for a person and connected with changes of professional aims. Participants perceive changes as a challenge, a collision of 'my', 'usual', 'old' with 'different' and 'unknown'. The situation of changes thus is defined for a person by a certain tension of the environment that help to keep the balance between a necessity and possibility of changes. This collision concerns not only aims of activities, but mostly means and methods of their achievement. This allows us to think that changes mostly concern not values, but norms of activities. The choice shall be done between an old and a new norm. One of a psychological conditions of choice of changes is a subject's prospective vision of a situation represented in value judgments as a 'chance', a 'possibility of something different and new'. In future we probably will be able to simulate situations of changes on the basis of a balance between individually possible, acceptable for an employee normative behaviour and new normative requirements of a changing organizational environment.

THE ROLE OF BROKEN, FULFILLED AND EXCEEDED PROMISES AND EMOTIONS ON OCBS DURING RADICAL ORGANIZATIONAL CHANGE – A DIARY STUDY

Kiefer, T., *Warwick Business School, Coventry, UK*; Conway, N., *Birkbeck, University of London, London, UK*; Briner, R.B., *Birkbeck, University of London, London, UK*

Abstract: In this paper we address the question of how the daily experiences of broken, fulfilled and exceeded promises affects daily organizational citizenship behaviours in the context of organizational change. Organizational change, targeted at altering processes, structures and social systems in organizations is known to affect the psychological contract of employees. We address at least two gaps in the literature. Firstly, the literature has focused mainly on breaches and violations in organizational change and the negative outcomes this tends to have on individual attitudes and behaviours (eg. Conway & Briner, 2005). Rather than focus on the dark side of change, we investigate the factors that 'keep individuals going' in the midst of radical change. There are strong intuitive reasons for supposing the employees are more likely to put themselves out for their organization when they feel good about working there and when they feel that the organization will reciprocate their good deeds and beyond-role efforts. However, very little is known about the kinds of emotional processes preceding citizenship behaviour and about the role the organization and its leadership plays in this process. Secondly, previous research has relied mainly on cross-sectional survey designs that are not capable of capturing behaviour as it varies on a day-to-day basis, which is, again, how we would intuitively expect citizenship behaviours to fluctuate. We will be reporting data from a diary study. Participants complete a daily diary for 10 working days at three different stages of a major change project. The first data wave is in the process of being collected. We will present and discuss the results and its implications for theory. This research has strong implications for the practice of change management, as it will provide unique insight into the everyday dynamics of work-related experiences, emotions and its effects on behaviour. Our results will have implications for how to foster constructive behaviour in change, rather than focus on how to deal with negative feelings and behaviours.

THE PARALLEL AND PARTICIPATORY EVALUATION OF PUBLIC AND PRIVATE WELL-BEING SERVICES

Lappalainen, I., *VTT Technical Research Centre of Finland, Espoo, Finland*; Lappeteläinen, I., *VTT Technical Research Centre of Finland, Espoo, Finland*

Abstract: Public services, and particularly municipal well-being services, are facing critical future challenges in Finland, as in other western countries. To tackle these complex demographic, economic and structural challenges, multiform municipal service structure reform towards multiple supplier models is being pursued. In order to manage that complex reform and the increasing cooperation between public and private players, additional interactive evaluation and development practices are needed. Furthermore, the quality and productivity of well-being services relate closely to the ongoing systemic and structural service reform. Common criteria for services are needed when adopting multiple producer models in order to insure and develop the quality and productivity of services. Positively, a great deal of effort has been put into quality and cost management in well-being services with support of multidisciplinary research activities. However, quality and productivity perspectives have been developed and utilized almost independently. Consequently, there may be a risk that productivity is optimised at the cost of quality, or the other way around. For this reason, integrative schemes are needed for assessing and developing both the quality and the productivity of services. These integrative evaluation frameworks enable comparison and benchmarking between different providers. These are critical means for developing well-being services at three main levels: with end users, within service providers, and finally between different service providers and municipal bodies. Thus the aim of the study was to develop a participatory and integrative approach for evaluating, benchmarking and facilitating public and private suppliers in well-being services. To that end, a case study methodology was applied and two cases were selected on the basis of surveyed communal needs and theoretical relevance. Quantitative and qualitative data collection methods were applied. Participatory methods were introduced to induce key player groups to commit to the development-oriented evaluation processes. As a result, an integrative evaluation framework, participatory process and methods for benchmarking and facilitating multiple suppliers in well-being services were created. Consequently, the study contributes to increase shared understanding and best practices with novel solutions when renewing well-being services in multiple supplier models. The results serve not only target cases but also all interest groups within well-being services.

11:30-12:45

Symposium: Political Leaders at Work

Main topic area: Leadership and Management

Location: 0.1 London (11:30-12:45)

Chair: Silvester, J., *City University London, London, UK*

Abstract: Although political leaders impact on citizens and communities across the whole of society, organizational psychologists have paid remarkably little attention to the nature of work undertaken by politicians, or to how this compares to the work of other professionals (Searing, 1994; Silvester, 2008). With a few notable exceptions researchers have focused on government organisations rather than politicians (Burns, 1978; Searing, 2009; Wren, 2007). The purpose of this symposium is therefore to redress this situation by presenting five papers, each of which seeks to reposition politicians, political leadership and political work as an important area for organizational psychology. We focus on three questions: (1) how does the 'political work' undertaken by elected representatives in governments resemble or differ from that undertaken in other professional contexts, (2) how might organizational psychology research and practice help to enhance political leadership and democratic process, and (3) what can organizational psychology learn from politicians and political organizations that might further understanding of political processes in other organizational contexts? We present five papers from leading international researchers who have worked with politicians in different countries. The first paper considers politics as an occupation and draws links between traditional career theories and research by political scientists. Paper two reports a study investigating levels of psychological strain in new Members of Parliament, and the third paper describes findings from several studies of voter personality and preference for political candidates conducted across several European countries. The fourth paper presents findings from a longitudinal study of individual differences and candidate performance in the U.K. general election, and the final paper describes a longitudinal analysis of MPs and resistance to change in the U.K. Parliament.

POLITICS AS AN OCCUPATION

Silvester, J., *City University London, London, UK*

Abstract: The most influential commentaries on politics as a vocation are psychological. They focus on the

strength and nature of commitments to political careers. And they have introduced to political discourse a concept – "career politician" – which has come to carry negative normative baggage and narrow empirical perspectives. By contrast, the most common empirical work on this subject, which is found in the discipline of political science, is hardly psychological at all but instead economic or sociological. It describes and analyzes particular institutional rules and roles in particular legislative institutions. Yet neither research stream treats politics as an occupation like other occupations. Either such comparisons are avoided altogether, or it is explicitly claimed that politics is a unique field of work. We will argue that politics is an occupation that has much in common with other professional occupations and that, to study it scientifically, we need to re-conceptualize the terrain. In doing so, we believe it is necessary to be guided initially by accounts of the purposes of political careers – good government – and, from this perspective, (a) construct comprehensive research programs that focus on the interaction between the psychological politician and the institutional contexts within which he or she works, and (b) explore how particular role performances can best be evaluated and made more effective. Ultimately, we aim to provide political organisations with information about how to support political careers, and to offer constituency associations and the general public with realistic criteria for evaluating political leaders.

A NEW KIND OF POLITICS – BUT THE SAME KIND OF POLITICIAN?

Weinberg, A., *University of Salford, Salford, UK*

Abstract: The 2010 General Election was unusual for two reasons: it produced the first coalition government in the U.K. since World War Two, and it took place in the aftermath of a parliamentary expenses scandal that led to widespread public outrage. Consequently a larger number of MPs than usual decided to retire from politics, resulting in the election of more than 200 new MPs of a total of 650. Given a growing public focus on politicians' traits, and the announcement of a 'new kind of politics' in government and improved standards of political behaviour, this study compared the personality traits of MPs who had previously served in parliament with those of newly elected MPs. Measures of the Big Five personality traits (Saucier's mini-markers) and psychological health (GHQ-12) were distributed to 49 MPs six months before the 2010 General Election. 29 newly elected MPs responded using the same measures three months after the election. No significant differences in trait levels were found between new

and established MPs, although consistent with previous findings, symptoms of psychological strain were found to be at significantly higher levels among new MPs. Women MPs recorded significantly higher levels of conscientiousness, while men scored significantly higher on openness to experience. No differences in personality traits were found between MPs of opposing political parties. The relatively small sample sizes necessitate caution in generalising findings, but demonstrate that at least in terms of personality factors, national politicians are no different under the 'new politics' of the UK.

PERSONALITY AND PREFERENCE FOR POLITICAL LEADERS.

Caprara, G., *University of Rome Sapienza, Rome, Italy*; Vecchione, M., *University of Rome Sapienza, Rome, Italy*

Abstract: The personality characteristics of politicians have been found to account for a large amount of variance in voters' preference. We discuss findings from studies highlighting the role of personality traits in impression formation and evaluation of politicians by voters. Studies have shown that people's judgements of others can be traced back to the Big Five personality factors, but these do not accord with voter's appraisals of politicians. When judgments are made from ratings of a list of adjectives including markers of the Big Five, voters' appraisals of politicians' personality typically relate to only two "collapsed" factors (Caprara et al. 2007): one blending energy/extraversion with openness, and a second combining agreeableness, conscientiousness, and emotional stability. Energy/extraversion and agreeableness served as primary anchors or "attractors" for personality appraisals of politicians. They can also be easily related to Wiggins' (1991) agency and communion dimensions, and to those reputed to count more highly among electorates in Western democracies, namely leadership (or competence) and integrity (Jones & Hudson, 1996). Self-reports from a large sample of elected Italian representatives revealed that politicians scored higher than the general population on energy/extraversion and agreeableness, the same dimensions around which voters aggregate their judgments (Caprara et al., 2003). Findings are linked to the role of traits as organizers of political evaluations and practical implications regarding the most desirable personality portrait of politicians are discussed.

POLITICIAN CHARACTERISTICS AND PERFORMANCE IN THE 2010 GENERAL ELECTION.

Silvester, J., *City University London, London, UK*; Wyatt, M., *City University London, UK*

Abstract: Despite a wealth of academic research into managerial leadership very little attention has been paid to political leadership or the individual qualities associated with success in political roles. This paper describes a longitudinal study of the personality, and behavioural predictors of electoral success among 225 political candidates standing for election to Parliament in the 2010 U.K. General Election. On-line questionnaires including measures of political leadership, political skill, political efficacy, and a series of campaign behaviours were emailed to all political candidates by one of the three main political parties three months before the general election. Politician self-ratings were subsequently compared to their performance in the 2010 general election. Data concerning self-rated leadership behaviour was factor analysed to identify shared constructs associated with good political leadership (Representing Others, Leadership, Values in Action, Resilience, Strategic Judgement and Thinking, and Integrity). Regression analyses found that political-efficacy, 'Values in Action' and campaign behaviours (N activists recruited, N hours spent campaigning, and N public speaking activities) were all significantly associated with electoral outcome (electoral swing and percentage of votes). Findings are discussed in terms of the individual characteristics required to achieve political roles, and the role of development in electoral success.

POLITICS AND CHANGE: A LONGITUDINAL STUDY OF POLITICIANS IN GOVERNMENT

Kwiatowski, R., *Cranfield University, Cranfield, Bedfordshire, UK*

Abstract: In 1997 the U.K. a reforming Labour government with a huge majority was swept into power. A cornerstone of its manifesto was that things would change, but 12 years on there is little evidence of institutional change within the House of Commons. This paper describes findings from an ongoing longitudinal panel study that began in 1997, involving qualitative analysis of interviews with sitting MPs examining manifestations of organisational politics. Findings suggest that a number of factors contributed to this lack of change: individual need for advancement, yet reliance on the political party for opportunities, the desire to implement a political philosophy on a national stage, day to day parliamentary work, changing

priorities, ministerial focus and so forth. On a psychological level, individual MPs faced the need to balance competing demands associated with belonging to a group, adopting particular norms and beliefs, and seeking to remain consistent with these beliefs, yet defending against sometimes massive anxiety. The interviews reflect well established social and organizational psychology theory, suggesting that believing radical reform of Parliament is possible almost naive and MP behavior understandable. The paper will discuss these findings in relation to insights that can be gained from models and ideas from theorists such as Buchanan, James, and Morgan. It will show that in Parliament, as in most organizations, there are diverse levels of awareness, skill and ability in working within 'ordinary' organizational politics. The paper will discuss practical ways in which significant organizational change could in fact take place in the House of Commons during the next parliament.

Symposium: Targeting Time: Recent Advancements in Research on Individual Temporal Characteristics

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (11:30-12:45)

Chair: Gevers, J.M.P., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In a world characterized by global competition and rapid technological change, time is an inevitable and increasingly prominent aspect of organizational life, and a major concern for many companies. This has brought the issue of time to the forefront of organizational research; a growing number of researchers identify temporal issues as a key agenda item for future research (e.g., Ancona, Goodman, Lawrence & Tushman, 2001; McGrath & Tschan, 2004). Although research on time has gained considerable momentum over the last decade, the field still remains at an "age of discovery" (Ancona, Okhuysen, & Perlow, 2001). This is particularly true for research regarding the micro-foundations of how individual actually perceive and value time and how these characteristics permeate and impact everyday working practices and performance. Despite a respectable volume of work on time-based individual characteristics (see Francis-Smythe & Robertson, 1999), and a growing body of empirical evidence regarding their impact on employee well-being and performance (Francis-Smythe & Robertson, 2003; Gevers, Claessens, Van Eerde, & Rutte, 2009; Greenberg, 2002;

Hecht & Allen, 2005; Slocombe & Bluedorn; 1999), insight into the effects of individual temporal characteristics remains limited. This is partly due to the fact that some constructs are simply rather nascent in their development (e.g. pacing styles, temporal intelligence), but also because ambiguities and inconsistencies regarding the conceptualization and measurement of existing constructs (e.g. time urgency, polychronicity) hinder the collective advancement of the field. Additionally, research has largely neglected the likely interaction of individual temporal characteristics with contextual factors and a more careful consideration of potential moderators is warranted. The aim of this symposium is to bring together innovative research that highlights the importance of individual temporal characteristics in the organizational context and shows recent advancements made in the field regarding these shortcomings. The symposium includes two presentations that discuss conceptualization and measurement issues of existing and newly developed time-based individual difference constructs. Li and Roe test the intertemporal stability of time urgency, polychronicity, time perspective, and temporal depth over a period of six months and conclude that these constructs are rather unstable, but more stable than measures of Big Five personality traits. The work of Francis-Smythe discusses the conceptual and empirical development of the more nascent construct of temporal intelligence in leadership, with a specific focus on a leaders' awareness of followers' time personality and job characteristics, and addresses the nature of the construct in relation to existing time and leadership literature. Additionally, the symposium includes two presentations addressing effects of individual temporal characteristics on everyday work experiences and performance, thereby also testing potential moderators. The work of Gevers and Demerouti shows that temporal leadership interacts with pacing styles to determine employees' experiences of task absorption, which, in turn, affects employee creativity. More specifically, temporal leadership enhances task absorption for individuals with a deadline action pacing style, but hampers task absorption for individuals with a U-shaped or steady action pacing style. Finally, Kirchberg, Roe, and Van Eerde investigate how polychronicity predicts and moderates the dynamic relationship between multitasking, performance, and affective well-being at work and conclude that, both in terms of well-being and task performance, polychronics are less negatively, sometimes even positively, affected by multitasking behavior resulting from interruptions and unplanned work. The main conclusion of this symposium is that individual temporal characteristics have a significant influence on work outcomes and that it is important to gain a better

insight into their nature in order to enhance positive and attenuate negative effects of these constructs in the work context.

TESTING THE INTERTEMPORAL STABILITY OF TEMPORAL CHARACTERISTICS AND BIG FIVE PERSONALITY TRAITS

Li, J., *Maastricht University, Maastricht, The Netherlands*; Roe, R.A., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In this study, we test the stability of time urgency, polychronicity, time perspective, and temporal depth and Big Five personality traits over a period of six months. Following the reasoning of Golembiewski, Billingsley, and Yeager (1976), the intertemporal stability of construct scores (i.e. alpha change) indicates the stability of a trait if, and only if, the measurement instrument has shown stable construct validity (i.e. the absence of gamma change) and stable calibration (i.e. the absence of beta change) over time. To test the absence of these changes, we apply the procedure of structural equation latent growth modeling (SELGM) used by Chan (1998) and Lance, Vandenberg, and Self (2000) in the study. Our results suggest equivalent measurement over time for most temporal characteristics, as indicated by the absence of gamma and beta change, but construct score change over time, as indicated by the occurrence of alpha change. Only eating behavior — a time urgency component — and temporal depth are found to be stable over time. For Big Five personality traits, we find that agreeableness, emotional stability, and autonomy have changed in construct validity over time, whereas extraversion and conscientiousness have changed only in construct scores over time. We discuss the implications of the study for future team research and management practice.

THE NATURE OF TEMPORAL INTELLIGENCE IN LEADERSHIP

Doyle, A., *Centre for People@Work, University of Worcester, Worcester, UK*; Francis-Smythe, J., *Centre for People@Work, University of Worcester, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Temporal Intelligence was first introduced by Clemens and Darlymple (2005) to describe the importance of time in leadership, notably its role in decision making and influencing followers. More recently,

Doyle and Francis-Smythe (2009) developed an 8 factor 79 item psychometric measure of Temporal Intelligence (TiQ) defining it as ‘a leader’s cognitions and behaviours related towards time with reference to the self and the individuals being led’. Central to this definition is the distinction between cognitions directed towards the self and those directed towards followers. The individual difference factor of Time Personality, refers to self-directed thoughts, behaviours and attitudes towards time (Francis-Smythe & Robertson, 1999) whereas the TiQ measures those directed towards followers. This paper reflects on the nature of each of the eight factors measured by the TiQ and their relationship to the existing time and leadership literature providing a basis for a fruitful discussion of the nature of temporal variables occurring at a leadership level. Particular focus is given to the factor explaining the most variance, ‘Time Personality and Job Role Characteristics’, referring to leaders’ awareness of followers’ time personality and job characteristics. This process of awareness is proposed as a pre-requisite to a leader’s behavioural repertoire in relation to entraining the temporal characteristics of an individual and the temporal demands of the job to produce a congruent fit (Bluedorn & Janussi, 2008). A number of mechanisms by which such entrainment takes place are suggested.

PRESSURE MAKES DIAMONDS? INTERACTION EFFECTS OF TEMPORAL LEADERSHIP AND PACING STYLE ON TASK ABSORPTION AND CREATIVITY

Gevers, J.M.P., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In today’s corporate world where innovation is the key, organizations expect their employees to be creative under the pressure of increasingly tight deadlines. Several scholars have indicated, however, that deadlines may hamper rather than enhance creativity when the associated time pressure stands in the way of full task engrossment or task absorption (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Bear & Oldham, 2006). Task absorption (Rothbard, 2001), also referred to as timelessness (Mainemelis, 2001), reflects a state where one is “fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli & Bakker, 2004, p.295). We argue that some individuals working under deadline pressure

are more likely to experience task absorption than others, given their general use of time under deadline conditions (i.e., deadline, steady or U-shaped pacing style; Gevers, Rutte, & Van Eerde, 2006), but that temporal leadership will also play a role. The present study examined how temporal leadership interacts with pacing styles to determine employees' experiences of task absorption, and how this, in turn, affects employee creativity. By means of a weekly diary study, we gathered longitudinal data from a sample of 32 IT specialists working for a large multinational located in the Netherlands. The results of our analyses indicated that temporal leadership, which we operationalized as the extent to which a leader or supervisor is perceived to draw attention to the issue of timeliness and pushes subordinates to meet deadlines, hampered the experience of task absorption for employees with a steady or U-shaped action pacing style, but was conducive to task absorption for employees with a deadline action pacing style. Moreover, employee creativity was indeed enhanced by heightened levels of task absorption. Thereby, this study underlines the importance of an interactionist approach to employee motivation in time pressured creative environments.

POLYCHRONICITY AND MULTITASKING IN THE CONTEXT OF MULTIPLE-GOAL-MANAGEMENT: A DIARY STUDY

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Abstract: Nowadays, multitasking is an inevitable work behavior in many organizations. A literature review shows that until recently, polychronicity and multitasking have been treated as synonyms. While polychronicity describes the preference to work on multiple things in parallel, multitasking represents its behavioral counterpart (König & Waller, in press). In this study we look at polychronicity and external demands such as interruptions and unplanned work as antecedents of multitasking. We suggest that multitasking varies not only between individuals but that it is a dynamic work behavior which needs to be studied over time. The consequences of multitasking at work have received scant attention. Previous research, demonstrated the negative effects of multitasking in terms of switching costs (Hodgetts & Jones, 2006; Pashler, 2000), increased error rate and completion time (Pashler, 2000), as well as task decay due to prospective memory failure (Czerwinski, Horvitz, & Wilhite, 2004; McDaniel & Ein-

stein, 2000). The majority of these results have been conducted by cognitive psychologists studying the effects of multitasking in laboratory setting and measuring the consequences of this behavior in milliseconds. The aim of this study is to investigate how polychronicity predicts and moderates the dynamic relationship between multitasking, performance, and well-being on a daily basis as experienced at work. We gathered diary data on hand-held computers of employees working in German small to medium sized companies (n=93) over a period of one work week (n=418) and found considerable variation of multitasking, task performance, productiveness, and affective well-being within employees. Our results further demonstrate a negative effect of day-level multitasking on affect in the evening and task performance. Polychronicity moderated the relationship between multitasking and task performance, as well as multitasking and affect. Generally, more polychronic individuals experience less negative consequences on days with high extents of multitasking behavior in terms of well-being and task performance. Even to the contrary, polychronic employees show high productiveness on days with more multitasking.

IT'S TIME TO LOOK FOR A JOB: TIME-RELATED INDIVIDUAL DIFFERENCES AS JOB SEARCH PREDICTORS

Pires da Motta Veiga, S., *University of Missouri, Columbia, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Time research has seen a growing interest from scholars across disciplines in the last 25 years (Ancona, Okhuysen, & Perlow, 2001). Within this emergent literature, researchers have examined time-related individual differences (Francis-Smythe & Robertson, 1999; Li, 2008). Time urgency, polychronicity, and time perspective are three of the most frequently used individual differences in the time literature. Previous studies have suggested that these three constructs are stable personality traits (Bluedorn, Kalliath, Strube, & Martin, 1998; Landy, Rastegary, Thayer, & Colvin, 1991; Zimbardo & Boyd, 1999). This led Ancona and her colleagues (2001) to suggest a concept of temporal personality. Other scholars have found these three individual differences to be related to personality traits such as conscientiousness and extraversion. They have also examined the relationships between these concepts and various outcomes, such as performance and health. However, previous studies have not examined the relationship between time variables and labor market outcomes. What labor market outcome can these three time-related differences predict? In the current study, I address this question by bridging the gap between

the time literature and the job search literature. I hypothesize that polychronicity, time urgency, and time orientation predict job search outcomes, in this case the number of first interviews, second interviews, and ultimately the number of job offers. The job search literature has extensively examined job search antecedents such as personality traits, focusing mainly on conscientiousness and extraversion (Tay, Ang, & Van Dyne, 2006; Turban, Stevens, & Lee, 2009) but has not integrated temporal personality in its predictors. Method. Senior graduating students, currently on the job market, were recruited from a large Midwestern university's business school. Through a longitudinal study, I examine how job search outcomes, measured over a period of three months, depend on the job seekers' time-related individual differences controlling for extraversion and conscientiousness. Results. Preliminary results support our hypothesis that polychronicity is positively related to the number of first interviews, second interviews, as well as the number of job offers. I am performing additional analyses to examine the other hypotheses, specifically how time urgency and time orientation are related to job search outcomes.

Presentations: Background Diversity in Teams

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (11:30-12:45)

Chair: Nederveen Pieterse, A., *University of Groningen, Groningen, The Netherlands*

AGEISM IN THE WORKPLACE: IMPACT OF DIVERSITY MANAGEMENT AND INTERGENERATIONAL CONTACT

Iweins, C., *Universite catholique de Louvain (UCL), Louvain-La-Neuve, Belgium*; Desmette, D., *Universite Catholique de Louvain, Louvain la Neuve, Belgium*; Yzerbyt, V., *Universite Catholique de Louvain (UCL), Louvain-La-Neuve, Belgium*

Abstract: Recent organizational studies showed that a multiculturalism climate (e.g., Plaut, Thomas, & Goren, 2009) and good intergroup relations (e.g., Pettigrew & Tropp, 2008) were the more promising route to intergroup harmony in organizations. However, despite the prevalence of ageism at work (i.e., stereotypes and discrimination toward older workers as a group) (Finkelstein & Farrell, 2007), little empirical effort was made to analyse how it can be reduced by organizational context. The aim of the present contribution is to investigate, in the light of Ely and Thomas (2001)

and research on intergroup bias reduction (e.g., Dovidio & Gaertner, 2009), the influence of both age-related diversity management and intergenerational contact on ageism in the workplace. We hypothesize that organizational context which values a dual identity combining both group identity (i.e., age group identity) and a common identity (i.e., organizational identity) is the most successful way for reducing intergenerational bias. Participants were 129 workers less than 50 years old who completed a questionnaire designed to assess the quality of intergenerational contact, age-related diversity management, age group identity, organizational identity and ageism at work (stereotypes, emotions and behaviors toward older workers). Supporting the hypothesis, results suggest that a 'multi-age' diversity management and good intergenerational contact favours a dual identity, respondents identifying themselves more strongly both to their age group and to their organization. Moreover, this dual identity was shown to lead them to reduce their bias toward older workers (older workers were perceived as more competent and elicited more admiration and positive behaviors). In conclusion, this study contributes to better understanding how ageism at work is influenced by the context depending on which social identity processes are activated. Furthermore, this study underlines the potential of good intergenerational contact at work and gives some lines on how improve the management of age diversity in organizations.

CULTURAL BACKGROUND DIVERSITY AS A DOUBLE-EDGED SWORD: THE MODERATING ROLE OF GOAL ORIENTATION

Nederveen Pieterse, A., *University of Groningen, Groningen, The Netherlands*; Knippenberg, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Dierendonck, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: As the workforce is becoming increasingly diverse in cultural background and most organizations make use of teams as their basic structure, the effects of cultural background diversity in teams has received considerable attention. Research has showed that cultural diversity is a double edged sword. Therefore interest has shifted to a focus on the contingencies of its effects. Undeniably, identifying when teams are able to benefit from cultural background diversity and when it may be detrimental is of great importance to organizations. Positive outcomes of diversity have been argued to play out when team members are motivated to make use of diverse information, whereas negative results come from employing social categorization and

intergroup bias. We argue that team member goals may play a central role in determining the strength of both contingencies. Even though goals are a central topic within the organizational literature and goals have been shown to play a large role in stereotyping as well as information use, the role of goals in team diversity has been neglected. A variable of particular interest in this respect is goal orientation (i.e. people's goals in achievement settings) as it is not only readily activated within achievement contexts but may also directly speak to the contingencies of the positive and negative effects of cultural background diversity. Numerous studies have shown the importance of goal orientation for individual behavior in organizations. However, we know relatively little on the role of goal orientation in teams. In the present study, we argue that goal orientation plays an important role in determining the effects of team diversity in cultural background. In a study with 312 business students working in 79 teams on a complex business simulation, we show that high mean learning orientation helps teams reap the benefits of cultural background diversity, whereas low mean learning orientation is detrimental for the effects of cultural background diversity. In addition, high performance avoidance orientation is associated with a negative cultural background diversity-performance relationship. Thus, team composition in goal orientation was shown to be a powerful moderator of the effects of diversity in cultural background.

COOPERATION IN DYADS: THE INFLUENCE OF COGNITIVE STYLE AND PERSONALITY TRAIT DIVERSITY ON TEAM PERFORMANCE AND SATISFACTION

Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*; Vanderheyden, K., *Vlerick Leuven Gent Management School, Gent, Belgium*; Lommelen, B., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: In today's competitive global economy, there is an increasing use of teams for accomplishing work in organisations (Kozlowski & Ilgen, 2006), which also stimulated a vast amount of research that aimed to identify factors contributing to team effectiveness. In addition to studies focusing on surface level diversity (Webber & Donahue, 2001), Hollenbeck, DeRue, and Guzzo (2004) called for more research on deeper level, psychological factors as predictors of team outcomes. Following this research gap, this study investigated the influence of cognitive style and personality traits diversity on team performance and satisfaction, as these variables have been identified as important factors that might contribute to team per-

formance (Cheng, Luckett, & Schulz, 2003; Driskell, Goodwin, Salas, & O'Shea, 2006). More specifically, we focus on cooperation in dyads, the smallest team possible (Katzenbach & Smith, 1993). Whereas previous research on dyads mainly examined members from different hierarchical levels (Armstrong, Allinson, & Hayes, 2004; Mast, Hall, & Schmid, 2010) - such as leader-subordinate, student-supervisor, and mentor-protégé dyads - this study looked at dyads with members of similar hierarchical levels. The sample consisted of 172 master in management students from a leading European business school, which were grouped in 86 dyads to conduct a two-month in-company project. Students were assigned to companies based on their motivation; neither cognitive style nor personality was used as a selection criterion. Validated scales were used to measure each of the concepts: Cognitive Style Indicator (Cools & Van den Broeck, 2007), Single Item Measure of Personality (Woods & Hampson, 2005), and Team Satisfaction Index Questionnaire (Basadur & Head, 2001). Team performance was measured with team members' score on the project. Results showed a negative effect of cognitive style diversity on team performance, while personality trait diversity had a positive effect on performance. In contrary to expectations, none of the input factors had an effect on satisfaction. Although these findings indeed demonstrate the importance of taking cognitive styles and personality traits into account when composing work teams, further research explaining why cognitive styles and personality traits seem to have opposing effects on team performance is particularly needed and relevant for organisational practice.

THE ANDROGYNOUS REDEFINITION OF TASKS BY MEN IN FEMALE-DOMINATED OCCUPATIONS

Sobiraj, S., *University of Leipzig, Leipzig, Germany*; Korek, S., *University of Leipzig, Leipzig, Germany*; Weseler, D., *University of Leipzig, Leipzig, Germany*; Mohr, G., *University of Leipzig, Leipzig, Germany*

Abstract: Men working in female-dominated occupations have to achieve a balance between requirements of their male gender role and their feminized professional work role. One strategy could be the redefinition of tasks in terms of masculine gender typicality as an important issue of action regulation. We examined which tasks men in female-dominated occupations actually fulfill and how gender typical they redefine those tasks compared to a reference group of female colleagues. We asked 139 men in female-dominated occupations to note the five most prominent tasks they fulfill during an ordinary work day. As a second data source we

asked one related female colleague of each man to note the five most prominent tasks she thought her male counterpart did. Additionally, we surveyed how men and women rated the gender typicality of those tasks. The tasks were subsumed to 12 categories. This procedure allowed quantitative comparisons of frequencies and gender typicality ratings between men and their female colleagues. We found no significant differences between men and their female colleagues in naming relevant tasks for men in female-dominated occupations. But differences occurred in gender typicality ratings of those tasks: Men in female-dominated occupations predominately redefine their tasks more feminine and masculine than their female colleagues did. We assume that these differences indicate that men in female-dominated occupations redefine their tasks in an androgynous way. Apparently, men use androgynous redefinitions of their tasks to adapt to ambiguous role requirements of their work environment and their male identity. Our insight into androgynous redefinition could help attracting more men to enter female-dominated occupations.

Presentations: Psychological Contracts, Job Attitudes, and Turnover

Main topic area: Human Resource Management

Location: 0.3 Copenhagen (11:30-12:45)

Chair: Ramos, J., *University of Valencia & IVIE, Valencia, Spain*

WHEN DOES HRM ENHANCE COMMITMENT? THE ROLE OF PSYCHOLOGICAL CONTRACT AND SOC-STRATEGIES

Bal, P.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Kooij, T.A.M., *University of Tilburg, Tilburg, The Netherlands*

Abstract: An increasing amount of studies have focused on the relations of HRM with employee outcomes, such as commitment. However, it has been relatively unclear how HR practices contribute to higher commitment. The current study investigated the conditions under which specific establishment-level HRM practices are positively related to individual employee affective commitment. First, it was predicted that establishment-level development HR practices (i.e., practices that aim at employee growth in the job and the organization) relate to higher commitment through a stronger psychological contract between the employee and the organization. Furthermore, based on Selection,

Optimization and Compensation (SOC-) theory, it was expected that establishment-level accommodative HR practices (i.e., practices aimed at supporting employees' accommodating needs, including leave allowances and reduced workload) only relate to higher commitment for people focused on selection and compensation, and that the relation between establishment-level development HR practices and commitment is enhanced for people focused on optimization. Established and validates measures of HR-practices, psychological contract, SOC-strategies, and employee commitment were used. Results of a multilevel study among 1058 employees in 17 establishments of a health care organization in the Netherlands showed that transactional and relational psychological contract fully mediated the relation between development HR practices and commitment. Moreover, it was found that indeed accommodative HR practices enhance commitment for those employees focused on selection and optimization. The study showed that the influence of specific establishment-level HR practices on commitment may vary depending on employees' individual needs, with development HR practices strengthening the employees' psychological contract with the organization, consequently leading to higher commitment, and accommodative HR practices relating to commitment for those employees in need for accommodating work arrangements.

BAD IS STRONGER THAN GOOD: ASYMMETRIC EFFECTS OF MET AND UNMET PROMISED OBLIGATIONS ON EMPLOYEE ATTITUDES AND BEHAVIOR

Jong, J. de, *Tilburg University, Tilburg, The Netherlands*

Abstract: Employees develop patterns of subjective beliefs about reciprocal promised obligations within the exchange agreement between them and the organization. This psychological contract (Rousseau, 1995) provides the employee with a sense of certainty and confidence regarding the short and long term future of their relationship with the organization. When a promised obligation is not met by a representative of the organization (i.e. organizational agent) this can be considered a negative event, while meeting a promised obligation can be considered a positive event. Research has repeatedly found evidence for the assertion that positive and negative events do not have parallel effects (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001). Negative events, ones that have the potential or actual ability to create adverse outcomes for an employee (Taylor, 1991), appear to evoke stronger emotional, affective, and behavioral responses compared to

positive events. In this paper I present a study that answers the following research question; what is the relative impact of met and unmet promised obligations on employee attitudes and behavior? Using a sample of 843 Dutch employees, hypotheses were tested that predict an asymmetric impact of unmet and met promised obligations on positive and negative affect, which impacts job satisfaction, affective commitment, and intentions to quit. I also predicted that the asymmetric impact on negative affect is even stronger when economic promised obligations are not met compared to socio-economic promised obligations. This moderated mediation model is analyzed using the procedure proposed by Preacher, Rucker and Hayes (2007). Results show that one unmet promised obligation can already elicit negative affect, negatively influencing the outcome variables. Met promised obligations, on the other hand, had little impact on positive affect. Moreover, the impact of unmet promised obligations on negative affect appears to be moderated by type of promised obligation. The results indicate that met and unmet promised obligations should not be treated equally in predicting employee outcomes. Moreover, managers should be conscious about the immediate impact of failing to meet one promised obligation.

A GENERATIONAL PERSPECTIVE ON THE PSYCHOLOGICAL CONTRACT AND COMMITMENT

Lub, X.D., *Saxion University of Applied Sciences, Deventer, The Netherlands*; Bal, P.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Blomme, R.J., *Nyenrode Business Universiteit, Breukelen, The Netherlands*

Abstract: Over the past years, there has been a steady stream of literature discussing the entry of a new generation, Generation Y (born 1981-1995), in the workplace (e.g., Tuglan, 2003; Howe and Strauss, 2007; Eisner, 2005; Smola & Sutton, 2002). It has been argued that different generations of employees have different work values and beliefs (Lyons, 2003; Smola and Sutton, 2002), and therefore hold different perceptions of the psychological contract with their employers, and as a result will differ in levels of turnover intention and commitment to their organizations. However, the scientific examination of generational differences is said to be a 'critical and underdeveloped area for management research' (Westerman and Yamamura, 2007). In response to their call, this study aimed at disentangling generational differences in psychological contract and its impact on employee outcomes. Many authors have pointed towards generational differences in the dynamics of the employment relationship. Generational the-

ory (Mannheim, 1952; Howe & Strauss, 2000) suggests that younger generations, experiencing these societal shifts at a formative stage in life, will as a result develop different work values. Therefore, in response to changed contract terms, they are likely to have different expectations of their employers and may show lower levels of organizational commitment. The current study explored psychological contract perceptions and experienced levels of fulfillment and breach, as well as differences in levels of commitment, turnover intention and felt employee obligations, from a perspective of generational differences. Generation Y workers were expected to have different psychological contracts with their employers, to experience lower levels of fulfillment, commitment and employee obligations, and higher levels of turnover intention. A questionnaire among 909 respondents working in various sectors was distributed. Results of ANOVA and Post-hoc analyses indicate small but significant differences between generations in psychological contract perceptions. Also, reported levels of fulfillment and commitment were significantly lower and turnover intention was significantly higher for Generation Y workers, confirming our hypotheses. The results suggest that generational differences do exist and are worthy of further examination. Further results, implications for future research as well as practical implications are discussed.

USING I-DEALS TO RETAIN HIGH PERFORMERS: THE MODERATING EFFECT OF PSYCHOLOGICAL CONTRACT BREACH

Guerrero, S., *Universite du Québec a Montréal, Montréal, Canada*; Bentein, K., *Universite du Québec a Montréal, Montréal, Canada*; Klag, M., *Universite du Québec a Montréal, Montréal, Canada*

Abstract: Idiosyncratic arrangements (i-deals) are special terms of employment negotiated between individual workers and their employers that satisfy both parties' needs' (Rousseau, Ho & Greenberg, 2006, p.977). I-deals differ from standardized employment propositions, in that they are targeted to serve individual's interests and thus, indicate the value an employer places on the employee. Employers have traditionally negotiated i-deals with high-status group members. By individualizing employment conditions according to their workers' personal needs, i-deals provide a basis for reciprocity between workers and the organization. More specifically, i-deals are expected to strengthen the employment relationship (we postulate a positive effect on affective organizational commitment -H1- and a negative effect on intent to quit the organization - H2). We expect that career i-deals are important to retain high

performers, because the negotiation of arrangements about one's career develops expectations of career opportunities within the firm that the worker would not otherwise have enjoyed (H3); and that task i-deals relate to retention by enhancing job involvement through positive effects on work characteristics (H4). We also argue that i-deals are negotiated in the context of a more global employment relationship. In the presence of a psychological contract breach, i-deals may serve as a remedy for the non fulfillment of obligations'. We postulate that a psychological contract breach moderates the link between career i-deals and expectations of promotion (H5), and the link between task i-deals and job involvement (H6). We test these hypotheses on a sample of directors of a large Canadian communications company. An online questionnaire was completed by 148 high-performing directors. Career I-deals and task I-deals were measured using Hornung et al.'s scale (2008; 2010), and other variables were measured using well established indicators. All five hypotheses were confirmed. We suggest two practical implications for practitioners. First, managing I-deals may be effective in limiting the negative effects related to psychological contract breaches perceived by employees. Second, I-deals are important because they help retain high performers by increasing job involvement and promotion expectations.

IDIOSYNCRATIC' VERSUS 'NORMATIVE' PSYCHOLOGICAL CONTRACT: RELATIONSHIPS BETWEEN PSYCHOLOGICAL CONTRACT HETEROGENEITY AMONG GROUPS, FAIRNESS AND JOB ATTITUDES.

Ramos, J., *University of Valencia & IVIE, Valencia, Spain*; Latorre, M.F., *University of Valencia, Valencia, Spain*; Gracia, F.J., *University of Valencia, Valencia, Spain*

Abstract: Psychological contract has emerged such as a crucial construct to explain relationship between employer and employee. At group level, social psychological contract has been commonly analysed as consensus. This study analyzes social psychological contract dispersion within the groups. First, we analysed if employees perceive the same promises of employer than their group colleagues. After, we analysed if fulfilment of these promises are perceived by the group members at the same degree. Finally, we performed a path analysis relating heterogeneity of social psychological contract within the groups to fairness and then we analysed the mediating effect of fairness on the relationship between heterogeneity of social psychological contract and job attitudes (intention to quit, job satisfaction and organizational commitment). We carried out this

analysis on a sample of 347 groups of employees from 242 organizations of three sectors (food, retail and education) in seven different countries. We included fulfilment and content of social psychological contract as control variables in analysis carried out. Results show that differences among group members on their perceptions of psychological contract are negatively related to fairness, but differences on perceptions of promises that are done by employer are not related to fairness. We also found a mediating effect of fairness between heterogeneity of fulfilment of social psychological contract and attitudes. At last, attitudes are correlated among them. These results shed light differences in psychological contract among members of the same groups and clarify the existence of idiosyncratic psychological contract in the same groups. Additionally, this study shows the consequences of heterogeneity of social psychological contract in fairness and job attitudes, and how differences in promises made by employers and different degree of fulfilment of such promises affect employees perceptions of fairness at work.

Practitioners' Day session 2

Location: 0.4 Brussels (11:30-12:45)

Symposium: Motivation, self concept and personality facets-precondition for career aspirations

Main topic area: Human Resource Management

Location: 0.5 Paris (11:30-12:45)

Chairs: Stiehl, S., *Helmut-Schmidt-Universität, Hamburg, Germany*; Korek, S., *University Leipzig, Leipzig, Germany*

Abstract: Demographic change challenges organizations to become even more competitive and innovative to be successful. Therefore being able to identify high potentials who strive for leadership positions or who exhibit an entrepreneurial intent is a most essential power. In this Symposium we discuss newly developed instruments to assess individual preconditions affecting career aspirations and subsequently career success. The first contribution (Felfe et al.) presents the construction of a gender-sensitive instrument to measure leadership motivation. It is revealed that focussing on different facets of motivation is more likely to give a detailed understanding of one's own potential motivation to lead which in turn influences professional choices. The second contribution (Wode et al.) also presents a new

instrument assessing Career Advancement Competence which is shown to be important for subjective as well as objective career success. Especially proactive behaviour and impression management were identified as mediators between career motivation and success. Thirdly Vincent et al. address the fact that mobilising human resources in technical fields becomes substantial when facing demographic change. Furthermore Chan et al. developed a questionnaire for Entrepreneurial, Professional and Leadership (EPL) career aspirations. E, P, L motivation was found to be differently predicted by personality factors and values. Finally, more specifically Chernyshenko et al. are able to identify individuals intending to pursue leadership or entrepreneurial endeavors through personality facets.

MOTIVATION TO LEAD (MTL): DEVELOPMENT OF A NEW GERMAN INSTRUMENT.

Felfe, J., *Helmut-Schmidt-University Hamburg, Hamburg, Germany*; Gatzka, M., *Helmut Schmidt University, Hamburg, Germany*; Elprana, G., *Helmut-Schmidt-University Hamburg, Germany*; Stiehl, S., *Helmut-Schmidt-University Hamburg, Germany*

Abstract: Worldwide women are still underrepresented in top leadership positions. In the past, foremost social context reasons and gender typed socialization were used to explain the underrepresentation. Little attention has been given to motivational gender differences. Existing empirical evidence implies that women's MTL is in fact not as pronounced. However, these results are based on measures not designed to be gender sensitive. Therefore a new measure of MTL was developed following a multimodal approach, including self-report, biographical, and situational items. MTL is conceptualized as multi-dimensional construct unlike previous measures. It integrates the three basic motives (power, affiliation, achievement including hope and fear components) as underlying resources in the striving for leadership and more specific components of leadership motivation. Such as: the three-dimensional core construct of MTL which extends the original instrument developed by Chan and Drasgow (2001), different appeals of leading positions, leadership experience, and occupational goal setting. For the first time, MTL is also assessed from a projective angle. In order to examine the psychometric properties and the validity of the new instrument two studies were conducted with high school and university students, as well as employees from different branches and organizational levels (N=1525). As expected, we confirmed the 3-dimensional factor structure of MTL, including an affective, a calculative, and a social normative factor.

Internal consistencies were medium to high. Regarding gender effects small but significant differences were found for affective MTL, the fear of power and achievement motive, but only for some of the subgroup samples. Relationships with Big-5 dimensions show convergent and divergent validity. Practical implications of this instrument lie in the identification of one's own potential MTL which is likely to influence vocational choices. Risk and facilitating factors can be identified to improve equal job opportunities.

CAREER ADVANCEMENT COMPETENCE – THE RELATIONSHIP BETWEEN CAREER MOTIVATION AND ACTION-RELATED COMPETENCES IN ADVANCING EXECUTIVE POSITIONS.

Wode, A., *University Hamburg, Hamburg, Germany*; Bamberg, E., *University Hamburg, Hamburg, Germany*

Abstract: Recently, there has been much empirical interest in why women are so poorly represented in higher (leading) positions in organizations. Despite objective organizational factors this is mainly influenced by the Career Advancement Competence, which is defined as emotional-motivational and cognitive readiness as well as ability to occupational enhancement and to reach executive positions. At this under the term Career Advancement Competence the following dimensions are summarized: career related competencies (social competencies like networking, personal competencies like career related self-management and action-related competencies like personal initiative and impression management) as well as motivation like the managerial aspiration. Career Advancement Competence was measured with a new instrument, which showed good psychometric results. This presented study, examined the relationship between Career Advancement Competence and career success by surveying a sample of 322 employees (142 male and 180 female) from diverse industrial sectors. Career motivation as well as the career related competencies as parts of the career advancement competence were positively associated with both objective (salary, hierarchy level) and subjective (career satisfaction, occupational success, occupational self-efficacy) indicators of career success. Mediator analyses showed that the relationship between career motivation and career success is mainly influenced by the action-related competencies, whereat the effect is stronger for women than for men. Here the practical relevance for organizations is attached, because more than ever human resource development should focus on getting the employees esp. the female ones in proactive behavior and improve whose impression management strategies

to get the career motivation transformed in actual career success.

THE IMPACT OF THE TECHNOLOGY-RELATED SELF CONCEPT ON CAREER SUCCESS OF WOMEN AND MEN IN TECHNICAL FIELDS.

Vincent, S., *University Hamburg, Hamburg, Germany*; Janneck, M., *University Hamburg, Hamburg, Germany*; Othersen, I., *University Hamburg, Hamburg, Germany*; Ehrhardt, J., *University Hamburg, Germany*; Rohde, J., *University Hamburg, Germany*; Ebel, F., *University Hamburg, Germany*

Abstract: In Germany, women are still significantly underrepresented in leadership positions. Especially in technical fields the percentage of women in management is very low. Many studies reveal that the career success of women in technical professions is significantly lower than men's, despite equal qualifications. Due to the demographic change it is crucial to mobilise existing potentials and resources. In our research project we investigated the impact of the technology-related self-concept on career advancement competencies and career success of 1174 people working in technical fields. In order to assess the technology-related self-concept we developed a survey instrument. The scale dimensions were tested with confirmatory factor analysis. All scales showed satisfying psychometric properties. Correlations and hierarchical regression analyses with indicators of career advancement competencies and career success confirmed good criterion validity. We found that the explained amount of variance by the technology-related self-concept is higher for women than for men. In addition, men show a significant better technology-related self-concept than women. Using structural equation modelling we could demonstrate that the impact of the technology-related self-concept on the career advancement competencies and the career success is higher for women than for men. A full mediation effect of the career advancement competencies for the relationship between the technology-related self-concept and career success was found for both women and men. Concluding, the technology-related self-concept appears to be an important predictor for the career advancement competencies and the career success, especially for women. We will discuss the development of a positive technology-related self-concept for the enhancement of career success in technical professions.

MEASURING ENTREPRENEURIAL, PROFESSIONAL, AND LEADERSHIP (EPL) CAREER ASPIRATIONS.

Chan, K.-Y., *Nanyang Technological University, Singapore*; Chernyshenko, O., *Nanyang Technological University, Singapore, Singapore*; Ho, M.-H. R., *Nanyang Technological University, Singapore, Singapore*; Chew, P.Y.G., *Nanyang Technological University, Singapore*

Abstract: This paper reports a research initiative aimed at developing a questionnaire measure of Entrepreneurial, Professional and Leadership (EPL) career aspirations based on a new theoretical framework called the "EPL career vector space" for lifelong career development. Using this framework, an EPL questionnaire is developed including various scales measuring EPL motivations, efficacies, and intentions, entrepreneurial activity/experience and perceived entrepreneurial climate. More specifically, EPL motivation is conceptualized via Chan & Drasgow's (2001) three-factor model of affective/identity, non-calculative and social normative motivations. Survey item pools were created to measure self-reported EPL motivations, efficacies, intentions, perceived entrepreneurial climate and entrepreneurial activity/experience. 304 university students answered the above pilot EPL survey items, including measures of the Big Five personality factors and facets, J.L. Holland's (1959, 1997) model of vocational interests, and values. Cronbach's alpha item analysis and exploratory factor analysis was conducted to determine the best possible items and the final EPL questionnaire. Correlation and regression analyses showed that personality factors and facets, and values differentially predicted E, P & L motivation and intentions. Following the approach by Chan, Rounds & Drasgow (2000), multidimensional scaling was employed to examine the relationship between the EPL motivations and J. L. Holland's (1959, 1997) circumplex model of vocational interests. The findings provide initial support for the "EPL framework for lifelong career development", and for the design of the questionnaire to measure EPL career aspirations in a subsequent longitudinal study. Limitations of the current research and directions for future research on the EPL framework and measure are also discussed.

DIFFERENTIATING LEADERSHIP MOTIVATION AND ENTREPRENEURIAL INTENT WITH NARROW PERSONALITY TRAITS.

Chernyshenko, O., *Nanyang Technological University, Singapore*; Chan, K.-Y., *Nanyang Technological University, Singapore, Singapore*; Ho, M.-H. R., *Nanyang*

Technological University, Singapore, Singapore; Li, Y., Nanyang Technological University, Singapore

Abstract: This paper reports an empirical study conducted to establish whether narrow personality traits can help to differentiate individuals intending to pursue leadership and entrepreneurial endeavors. Leadership and entrepreneurship are two concepts that often seem related intuitively and thus easily confused with each other. Although there has been no shortage of studies looking at personality correlates with leadership and entrepreneurial motivations, most studies had measured personality broadly (i.e., at the level of Big Five), thus limiting the kinds of insights and theoretical propositions that could be drawn. For example, Extraversion has been shown to correlate with both leadership and entrepreneurial motivations, but it is not clear which behavioral patterns associated with this Big Five factor have been driving observed relations. Using a cross-sectional survey of 261 undergraduate psychology students in Singapore, we examined the relationships between narrow traits (facets; cf. Stark, Drasgow & Chernyshenko, 2008), Big Five factors, motivation to lead (MTL; cf. Chan & Drasgow, 2001) and entrepreneurship intent (EI). As expected, facets showed stronger relations with MTL and EI than broad personality factors. More importantly, facets allowed for better differentiation between entrepreneurial intent and MTL, as well as across different MTL factors (affective, normative, and noncalculative). For example, we found that those with high affective MTL had elevated Dominance, Sociability and Industriousness scores, while those with higher social normative MTL had higher Responsibility and Virtue scores. Noncalculative MTL was related to higher Generosity and Well Being scores, and entrepreneurs had higher Ingenuity and Activity scores. We discuss the results in detail and provide suggestions for building more precise theories about the role of personality in explaining leadership and/or entrepreneurial behaviors.

Symposium: Assessing the Impact of HRM System Strength, Reconsidering the Bowen and Ostroff Model

Main topic area: Human Resource Management

Location: 0.6 Madrid (11:30-12:45)

Chairs: Gomes, J.F.S., *CIS-ISCTE/IUL, Lisbon, Portugal*; Sanders, K., *University Twente, Enschede, The Netherlands*

Abstract: In 2004, related to the process-oriented view of Human Resource Management (HRM), Bowen and Ostroff (2004; see also Ostroff & Bowen, 2000) presented a framework for understanding how HR practices can contribute to organizational performance. They introduced the construct strength of the HRM system and described features of an HRM system that result in a strong organizational climate in which individuals share a common interpretation of what behaviors are expected and rewarded. They proposed that: HRM practices can be viewed as a signaling function by sending messages that employees use to make sense of and to define the psychological meaning of their work situation (Bowen & Ostroff, 2004; 205). Viewing HRM practices as communications from the employer to the employee (Guzzo & Noonan, 1994), Bowen and Ostroff (2004) argue that the attribution theory (Kelley, 1967; 1973) is useful for identifying features that will allow for messages to be received and interpreted uniformly among employees. According to the situational aspects of attribution theory (Kelley, 1973), individuals can make confident attributions about cause-effect relationships depending on the degree of distinctiveness (the event-effect is highly observable), consistency (the event-effect presents itself the same across modalities and time) and consensus (there is agreement among individuals views of the event-effect relationship). When an HRM system is perceived as high on the three features it is likely that they contribute to firm performance by motivating employees to adopt desired attitudes and behaviors that, in the collective, help achieve the organization's strategic goals (Bowen & Ostroff, 2004, 204). Furthermore, Bowen and Ostroff (2004) expect that the three features of an HRM system create an organizational climate, defined as the shared perception of employees of what the organization is in terms of practices, policies, procedures, routines and rewards (Bowen & Ostroff, 2004, 205). Organizational climate can be considered a strong situation (Mischel, 1973; 1977) when participants are subject to powerful behavioral constraints that are stable and immune from external influences. In these situations employees know which norms, attitudes and behaviors are important. Consequently, in case of a strong organizational climate, there is little variability in the way employees perceive and interpret the situation (Schneider, Salvaggio, & Subirats, 2002). Bowen and Ostroff (2004, 204) argue that climate strength has a mediating effect on the relationship between an HRM system and organizational performance. Although the Bowen and Ostroff framework is promising and suggests a new direction for HRM research, the model is unclear in at least two aspects. First, the model is based on Kelley's attribution theory (1967; 1973). However, if we followed

Kelley closely, this would lead to a different theoretical elaboration of the three features and different expectations regarding the effects of these features. Although attribution to a situational stimulus, like HRM, may differ from attribution of the behavior of another person, as in Kelley's model, the theoretical foundation of these features may need extra support. Second, the idea of the influence of collective climate perceptions and the call for more research on these climate perceptions can also be found in the work of Schneider, et al. (2002). However, in the organizational climate literature, climate is viewed as having two aspects: climate level, defined as the average perception of employees within a team, group or an organization; and climate strength, which refers to the extent to which perceptions are shared within an organization or a team. Given these definitions, it can be argued that when Bowen and Ostroff (2004) use the term organizational climate they refer to climate strength rather than climate level. The aforementioned theoretical considerations suggest that empirical research related to Bowen and Ostroff's model needs further refinement and testing. In this symposium the following four questions deriving from the Bowen and Ostroff model are addressed: 1. How can the (effect of) HRM system strength be assessed and what are the effects at individual level and/or at the organizational level, using subjective or objective outcomes? 2. What is the role of organizational climate in the HRM system strength performance linkage? 3. What are the effects of perceptions of the different stakeholders in the Bowen and Ostroff's model (line, HR managers, or/and employees) on employee and organizational performance? and 4. How is the Bowen and Ostroff's model related to the attribution theory as formulated by Kelley (1967; 1973)? Few studies have explored these issues. The four papers comprising this symposium contribute to the answering the above-mentioned questions by developing theory and in reporting empirical results. We open our symposium with two presentations in which attention is paid to both the development and validation of an instrument to measure HRM strength and the examination of the impact of HRM system strength.

MEASURING HRM SYSTEM STRENGTH AND ITS IMPACT ON LINE MANAGERS' IMPLEMENTATION OF HRM

Delmotte, J., *K.U. Leuven, iNostix, Leuven, Belgium*;
 Gilbert, C., *Katholieke Universiteit Leuven, Leuven, Belgium*;
 Winne, S. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: In the first presentation by Jeroen Delmotte, Caroline Gilbert and Sophie De Winne entitled "Measuring HRM system strength and its impact on line managers' implementation of HRM" two studies are summarized. In the first study, based on two samples (n=111 line managers, and n=1274 trade union representatives), the development and validation of a theoretically grounded instrument to measure HRM system strength is presented. This instrument is used in the second study (three Belgium Service organizations with both a line managers and an employee sample) which focuses on the relationships between HRM system strength, line managers' ability, motivation and opportunity to perform the HR role that is allotted to them, and employees' perceptions of line managers' HRM implementation.

DARE TO CARE GROUP THINKING AND FEELING: HOW THE HUMAN RESOURCE SYSTEM STRENGTH INFLUENCES ORGANIZATIONAL PERFORMANCE

Gomes, J.F.S., *CIS-ISCTE-IUL, Portugal*; Coelho, J., *ISPA, Lisbon, Portugal*; Correia, A., *IPS / ESCE, Portugal*

Abstract: The second presentation by Jorge Gomes, Joaquim Coelho and Anabela Correia entitled "Dare to care group thinking and feeling: How the human resource system strength influences organizational performance" presents a new instrument to assess the Bowen and Ostroff's meta-features as well. Secondly this research aimed at exploring the impact of HRM system strength on organizational performance through situation strength. Moreover the goal is to add leadership to the model. Since leadership shapes social contexts, i.e. it influences others' perceptions and interpretations, it is expected that leadership concurs with HRM system strength to affect the situation strength. The investigation is based on several studies and samples. The final instrument is composed of 43 items. To test the hypotheses an extensive quantitative approach was used. Data were collected from a multinational company in the hotel industry in Portugal (n=521). The results of the multi level analyses showed that situation strength does hold as a moderator effect instead of a mediating effect, and that leadership is more important in shaping employees' perception of the situation than the HRM system strength.

THE IMPACT OF PERCEIVED HRM SYSTEM FEATURES ON EMPLOYEE ATTITUDES IN CHINESE HOTELS: THE ROLE OF CLIMATE STRENGTH

Frenkel, S., *UNSW, Sydney, Australia*; Li, X., *Guanghua Leadership Institute, Peking University, China*; Sanders, K., *University Twente, Enschede, The Netherlands*

Abstract: In the third presentation by Steve Frenkel, Xiaobei Li and Karin Sanders, entitled “The impact of perceived HRM system features on employee attitudes in Chinese hotels: The role of climate strength” the researchers investigate the effects of the three HRM system features (distinctiveness, consistency and consensus) on three employee attitudes: work satisfaction, job vigor, and intention to quit. The study is based on three, five-star Chinese hotels (n=810) and the design is similar but not identical to Sanders et al.’s (2008) investigation in Dutch hospitals with which comparisons are made. The results of multi level analyses showed that among three system features, only distinctiveness had the anticipated influence on the three dependent variables. In addition, the interaction of consensus and climate strength had significant effects on work satisfaction and intention to quit in the expected manner.

BOWEN & OSTROFF VERSUS KELLEY: AN EMPIRICAL COMPARISON

Sanders, K., *University Twente, the Netherlands*

Abstract: In the fourth presentation by Karin Sanders, entitled “Bowen & Ostroff versus Kelley: an empirical comparison” the researcher investigate the differences between the Bowen and Ostroff model and the older psychological work of Kelley. Hypotheses from both models were elaborated. In three sub studies (focusing on the different elements of the attribution theory: distinctiveness, consistency and consensus) employees from Dutch and German organizations (n=655) were asked to respond to a scenario (low and high condition for the different elements of the attribution theory) and to fill out a survey.

Presentations: Employee Attitudes and Perceptions

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (11:30-12:45)

Chair: Rigotti, T., *University of Leipzig, Leipzig, Germany*

IN THE EYE OF THE BEHOLDER: THE IMPACT OF THE MATCH BETWEEN THE INTERNAL AND EXTERNAL EMPLOYER IMAGE ON EMPLOYEE TURNOVER, ABSENTEEISM, AND NUMBER OF JOB APPLICATIONS

Deprez, J., *Vlerick Leuven Gent Management School, Gent, Belgium*; Stobbeleir, K. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Clippeleer, I. de, *Vlerick Leuven Gent Management School, Gent, Belgium*; Buyens, D., *Vlerick Leuven Gent Management School, Gent, Belgium*; Goedertier, F., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: The continuing struggle to attract and retain top talents has forced companies to develop employer branding strategies (Lievens, 2007). Job seekers are attracted to firms based on the extent to which they believe specific attributes are present within the company and based on the relative importance they place on these attributes (Backhaus & Tikoo, 2004). So far, employer brands have mainly been studied from the perspective of individuals external to the organization (Balmer & Geysler, 2002). More recently, however, it has been argued that in order to attract and retain the best talents, there should be harmony between the external employer brand image that the organization conveys and the internal working environment (Harold & Ployhart, 2008; Huggins, Riordan & Griffith, 2009; Moroko & Uncles, 2008). However, so far, the literatures on the external employer brand and the internal image of the employer have developed quite independently from each other, leaving an important research gap (Lievens, 2007). In this study we have developed and tested an integrative framework of employer branding that examines the impact of a match (or mismatch) between the internal and external image of the organization on important organizational outcomes. For this purpose we will use theorizing within the psychological contract literature, a framework that is relevant for studying the employee-employer relationship, but also for studying job seekers’ expectations of employers (Moroko and Uncles, 2008). Following Backhaus and Tikoo (2004), we hypothesized that a match between the internal image and the external image that employers convey will result in favorable outcomes in terms of retention and recruitment (operationalized as employee turnover, employee absenteeism and number of job applications). A mismatch on the other hand should have a detrimental effect on these outcomes. Data were collected from 93 companies (job seekers and employees), using two online surveys. Preliminary data-analyses support the hypothesized effects.

PSYCHOLOGICAL OWNERSHIP: A MULTIDIMENSIONAL THEORETICAL FRAMEWORK ENHANCING ORGANISATIONAL EFFECTIVENESS

Olckers, C., *University of Pretoria, Pretoria, South Africa*; Plessis, Y. du, *University of Pretoria, Pretoria, South Africa*

Abstract: Many scholars, consultants and practitioners have recently focused their attention on ownership as a psychological phenomenon. It is theorised that formal ownership may produce positive attitudinal and behavioural effects through psychologically experienced ownership and that the psychological sense of ownership may be an integral part of the individual employee's relationship with the organisation. It is suggested that the presence of psychological ownership among organisational members can have a positive effect on organisational effectiveness. The main aim of the study was to explore psychological ownership from a theoretical and content validity perspective and to present a framework with descriptive elements. Psychological ownership is defined as a state in which individuals feel as though the target of ownership or a piece of it is theirs' (i.e. It is MINE!'). The research methodology followed an extensive literature review on scholarly articles. A multi-dimensional framework for psychological ownership was developed and a panel of nine scholarly experts evaluated the validity of items and the entire theoretical base-instrument. Lawshe's quantitative approach to content validity was applied in this study. The study resulted in a multi-dimensional framework for psychological ownership consisting of a promotion-orientated and prevention-orientated psychological ownership dimension. Promotion-orientated psychological ownership consists of six theory-driven components, namely; self-efficacy, sense of belonging, self-identity, accountability, autonomy and responsibility. Territoriality was identified as a preventative form of psychological ownership. The practical relevance of this study is the contribution of a practical framework that can be utilized by Human Resource professionals and managers for clarifying psychological ownership of employees. Understanding and utilizing the framework has the potential to increase staff retention and productivity. If a sense of psychological ownership for the organization can be created among employees, by addressing the factors described in the framework, a better workplace can be established ensuring sustainable performance especially in uncertain economic times.

A META-ANALYSIS ON GENERAL AND SPECIFIC FORMS OF SELF-EFFICACY

Rigotti, T., *University of Leipzig, Leipzig, Germany*; Schyns, B., *Durham Business School, Durham, UK*

Abstract: Self-efficacy is defined as the confidence an individual has in her/his ability to cope with difficult tasks or problems or the belief in one's ability to successfully fulfil a task. Self-efficacy could be shown to be an important personal resource in many studies. Besides of general self-efficacy, over the last years many context-bound forms of self-efficacy have been researched. Questions remain regarding the relationship between general, task-specific, or domain specific measures of self-efficacy, as well as whether or not the effects of these measures can function as predictors of behaviour in organizations or in general. We will take a meta-analytic approach to compare the relationships between general, and specific forms of self-efficacy and a set of work-related as well as more general outcomes (e.g., job vs. life satisfaction, work-specific vs. general well-being). In line with the specificity matching hypotheses, we expected that specific (occupational) self-efficacy should show higher correlations to work-related outcomes, as compared to general self-efficacy, and vice versa. We integrated more than 100 published, as well as unpublished studies, based on well-specified inclusion criteria. Results point towards a clear advantage of general self-efficacy in predicting context-free outcomes. Concerning work-related outcomes, the picture is less straightforward. Only in some cases did specific self-efficacy show to be more closely related to work-related outcomes than general self-efficacy. We will discuss our results in the light of a new layered model as opposed to a model of independent aspects of self-efficacy beliefs. We will draw conclusions regarding recommendations as to how to increase self-efficacy beliefs and for empowerment in general.

MEANING AT WORK: A 15 YEAR STUDY

Zinovieva, I., *St. Kliment Ohridski Sofia University, Sofia, Bulgaria*

Abstract: In a longitudinal study which started with 1106 participants we investigated a large range of variables depicting work motivation and quality of work life. Meaningfulness and tendency to search for meaning at work appeared to be the main predictors of work outcomes such as expenditure of effort and performance. The results are consistent in a 15 year period, with 5 measurements. The same model was applied in consulting a bank and a textile factory. The results

from the survey were confirmed in real life settings. Extracts from the interviews augment and illustrate the data gathered by a standardised questionnaire.

PERSON-ORGANIZATION FIT AND TEMPORAL DISTANCE: FUTURE AND PRESENT FIT PERCEPTIONS.

Goede, M. de, *University of Amsterdam, Amsterdam, The Netherlands*; Vianen, A.E.M. van, *University of Amsterdam, Amsterdam, The Netherlands*; Klehe, U.-C., *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: People seek organizations that fit their values. Especially, perceptions of Person-Organization (PO) fit are strong predictors of affective responses towards organizations (Kristof-Brown, Zimmerman, & Johnson, 2005). Unfortunately, fit theories say little about the processes through which these perceptions emerge (Edwards, 2008). The implicit assumption is that people make an overall comparison between their personal values and the organizational values and that in this comparison all values are weighed to a similar extent. De Goede, Van Vianen, & Klehe (2010) showed, however, that job-seekers weigh values that they find highly attractive (appetitive), more than values they find highly unattractive (aversive). The appetitive values seems more salient to job-seekers. The aim of the present study is to test whether this process is affected by temporal context. Even if there has been no real change' in the organization, the salience of the various values may change over time, resulting in different outcomes (Jansen & Kristof-Brown, 2006). Based on Construal Level Theory (Trope & Liberman, 2000), we propose that PO fit perceptions are construed in abstract terms when people hold a distant time perspective, and construed in concrete terms when people hold a near time perspective. Abstract construing will lead to focus mainly on appetitive values, whereas concrete construing will lead to balanced focus between appetitive and aversive values. In an experimental study we examined the affect of temporal distance on the weights assigned to appetitive and aversive values. Participants reported their PO perceptions with four different organizations. Each organization was characterized by either a low or high level of the participants' own appetitive and aversive values. As proposed, fit perceptions are more strongly related to people's appetitive values and less to their aversive values. However, this effect attenuates in a near time perspective compared to a distant time perspective. Findings of this study are of theoretical importance for future fit research. Moreover, there is practical importance as people's distant one-sided appetitive PO fit perceptions

may change when temporal distance becomes smaller. People may experience different types of fit and misfit once the organization becomes really close and they are employed.

Symposium-Round Table Session: Going Global: The Challenges of International Exchange

Main topic area: Human Resource Management

Location: 0.8 Rome (11:30-12:45)

Chairs: Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*; Baruch, Y., *Rouen Business School, Rouen, France*; Bozionelos, N., *Durham Business School, Durham, UK*

Presentations: Ethical Leadership

Main topic area: Leadership and Management

Location: 2.1 Colorado (11:30-12:45)

Chair: Fisk, G., *Queen's University, Kingston, Canada*

ACTIONS SPEAK LOUDER THAN WORDS: THE RELATIONSHIP BETWEEN ETHICAL LEADERSHIP AND SUBORDINATE OUTCOMES

Paez, I.L.O., *Los Andes University, Bogota, Colombia*; Salgado, E.I., *Los Andes University, Bogota, Colombia*

Abstract: This study examines the relationship between ethical leadership and subordinate outcomes at the individual level: satisfaction, organisational citizenship behaviours (OCBs), counter-productive work behaviours (CWBs), and performance, as well as perceived leader's performance in the Colombian context. The sample included 124 bosses and 2 subordinates per boss. Results of the exploratory factor analysis of the ethical leadership construct (Brown, Trevino & Harrison, 2005) do not replicate the expected structure of a single factor but revealed the presence of two factors—ethical leadership, EL, and role model, RM—similar as those obtained by Rowold, Borgmann and Heinitz (2009) with a German sample. Items loading in the first factor refer to bosses' behaviours like being trustworthy, listening to their employees and being fair, while items for RM refer to behaviours explicitly related to ethics, such as setting ethical standards and disciplining in ethical issues. EL and

RM related positively and significantly with subordinate's satisfaction and OCBs' courtesy dimension. EL related positively and significantly with subordinate's OCB sportsmanship dimension and negatively and significantly with both dimensions of CWB (negligence and rudeness). Other relationships between EL and RM, and OCB and CWB dimensions were in the expected direction but non significant. The relationship between subordinate performance and EL was positive but low, and that of RM was very low and not in the expected direction. EL and RM related positively and significantly with perceived leader's performance in an analysis made by splitting the sample in such a way that one subordinate assessed ethical leadership and the other perceived leader's performance. These findings have implications for organisations that want to improve employees' attitudes and behaviours through the ethical conduct of its leaders. It seems that bosses' behaviours like being trustworthy and fair (EL), have a greater effect on subordinates satisfaction and behaviours beyond the call of duty than talking about ethics and discussing about values (RM). The advice for managers would be that actions speak louder than words. Further, behaving ethically reflects on bosses' performance when subordinates evaluate their perception. Theoretical and practical implications, as well as limitations and recommendations for future research are discussed.

YOUR NORMS OR OUR NORMS? HOW THE INTERPLAY OF LEADER'S AND FOLLOWER'S LEVEL OF SELF-CONSTRUAL INFLUENCES ETHICAL LEADERSHIP.

Gils, S. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Quaquebeke, N. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Knippenberg, D. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*

Abstract: Against the backdrop of recent ethical scandals, researchers focus increasingly on the role of ethical leaders in influencing followers' ethical behavior, thereby most often referring to the leader's personality as an antecedent of their ethical leadership. Our theoretical model aims to extend the literature on ethical leadership by proposing that ethical leadership depends on a cognitive scheme rather than on a stable trait. Specifically, we suggest that ethical leadership depends on the cognitive representation of the relation between the self and others, that is, the leader's self-construal. Self-construal not only influences the leader's ethical behavior, but also drives the effect of ethical leadership on follower ethical behavior, through social learn-

ing and exchange mechanisms. Furthermore, the suggestion that ethical leadership is driven by a cognitive process like self-construal implies that ethical leadership can be evoked by external cues. Followers can be part of these external cues as well, and in this way have an influence on their leader's self-construal and thereby on their leader's ethical leadership. In sum, we put forward a theoretical model in which we show how leaders and followers reciprocally affect each other's level of self-construal and thus ultimately the degree to which ethical behavior is enacted.

TO SERVE, TO LEAD, TO ENGAGE: A STUDY OF SERVANT LEADERSHIP IN RELIGIOUS ORGANIZATIONS

Fisk, G., *Queen's University, Kingston, Canada*; Vogt, N., *Queen's University, Kingston, ON, Canada*

Abstract: Models of servant leadership suggest a leader's self worth is reflected in his or her commitment to assisting others and that 'it is through the act of serving that the leaders lead other people to be what they are capable of becoming' (Sendjaya & Sarros, 2002, p. 60). Servant leaders place the needs of others above their own and like transformational leaders, facilitate growth, self-discovery, and autonomy in their followers (Greenleaf, 1977). Despite the intuitive appeal associated with the servant leadership construct, empirical research on the topic has been described as 'indeterminate,' 'ambiguous' and 'mostly anecdotal' (Russell & Stone, 2002, p. 145). Two studies were undertaken to better understand the nature and consequences of servant leadership. First, semi-structured interviews with sixteen spiritual leaders representing a variety of religious faiths and denominations were conducted. The notion of leader as servant is inherent to many spiritual texts and teachings, suggesting religious leaders may be particularly likely to value serving others. Interviews were designed to elicit information about each leader's perspective on servant leadership. Interviews were transcribed and coded in an effort to identify common, emergent themes. Qualitative analyses suggest humility, sense of community, relationship building, service orientation, and continuous learning are central to servant leadership as exhibited in religious organizations. To better understand the effects of servant leadership and the mechanisms through which it impacts followers, a survey was subsequently administered to individuals who regularly attend religious services (N=101). Results indicate follower perceptions of servant leadership predict their feelings of organizational (e.g., church) engagement, as mediated by prosocial motivation. In terms of practical

relevance, these findings suggest that by committing their lives to serving the needs, interests, and values of others, religious leaders are not only central to the diffusion and perpetuation of spiritual practice and beliefs, but also tend to play instrumental roles in the lives of the followers and communities they serve. The implications of this work for future theory and practice are discussed.

USING A RELATIONAL MODELS PERSPECTIVE TO UNDERSTAND NORMATIVELY APPROPRIATE CONDUCT IN ETHICAL LEADERSHIP-THEORY AND EMPIRICAL EVIDENCE

Giessner, S.R., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Quaquebeke, N. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*

Abstract: To describe leadership as ethical is largely a perceptual phenomenon informed by beliefs about what is normatively appropriate. Yet there is a remarkable scarcity in the leadership literature regarding how to define what is 'normatively appropriate'. To shed light on this issue, we draw upon Relational Models Theory (Fiske, 1991, 1992), which differentiates between four types of relationships: communal sharing, authority ranking, equality matching, and market pricing. First, we outline how each of these relational models represents a distinct type of morality and dictates a distinct set of normatively appropriate leader behaviors. Next, we argue that perceptions of unethical leadership behavior can result from a mismatch between followers' expected relationship with the leader and followers' current relationship with the leader (in terms of each relationship type). The results of two field studies with employees in China ($N = 281$) and the Netherlands ($N = 178$) provide support for our hypothesis. Furthermore, Study 2 indicates that trust in the leader is a potential mediator of the effect of relationship fit on perception of ethical leadership. Finally, a comparison of Chinese and Dutch employees reveals also cultural differences in the expected type of relationships between leaders and followers. In line with a recent call to look at the fit of leader-follower moral understandings related to (un)ethical leadership (Brown & Mitchell, in press), the current research sheds a new light on the understanding of normative appropriate conduct and, thus, on followers' perception of ethical leadership. As a consequence, the results suggest that what is (un)ethical leadership very much depends on the type or relationship followers expect and experience. Leaders have to manage these relationships in

order to fulfill their role model function.

Symposium: Affect at work, cognitions and proactive behavior: Examinations of boundary conditions

Main topic area: Emotions In The Workplace

Location: 2.14 Amazon (11:30-12:45)

Chair: Ohly, S., *University of Kassel, Kassel, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The aim of this symposium is to discuss the role of positive and negative affect for proactive behavior and work-related cognitions. The mood-as-input model and the broaden-and-build theory offer two contrasting views which will be discussed. Further, this symposium aims at addressing boundary conditions of the relationships between affective experiences, proactive behavior and work-related cognitions. The four contributions use innovative designs such as experience sampling studies or multisource data to test the hypotheses. The symposium brings together researchers from three different European countries and from Singapore.

LEARNING TO BE PROACTIVE: LEADERS AS ROLE MODELS OF PROACTIVE BEHAVIOR

Belschak, F.D., *Amsterdam Business School, Amsterdam, The Netherlands*; Den Hartog, D.N., *Universiteit Van Amsterdam, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Researchers as well as practitioners widely agree that in times of quickly changing business conditions, complex work tasks, and increased uncertainties, organizations depend on employees who go beyond narrow work descriptions, become proactive, and take initiative at their workplace. As a consequence, antecedents of proactive behavior at work have received increasing attention in the last decade (see Grant & Ashford, 2008; Bindl & Parker, 2010). Yet, while knowledge on the personal and the situational antecedents of proactive behavior has increased rapidly, far less research has investigated how proactive behavior occurs in the first place. Only very few studies focus on whether and how proactive behavior can be learned (for an exception see Frese et al., 2002). In this study, we investigate whether leaders act as role models for their followers with regard to showing proactive

behavior at work. As Bandura (1986) notes, behavior that can be learned through direct experience can also be learned through observing others practicing that behavior (vicarious learning). As leaders hold high status, power, and prestige in organizations, their behavior is at followers' focus of attention, and they act as role models for followers (e.g., Bass, 1985). But does this imply that leaders' proactive behavior "rub off"? Do followers imitate their leaders' proactive behavior? The current study investigates this research question in a multi-source study among 181 employees in the Netherlands. The findings show that employees imitate their leaders' proactive behavior only if they are in a positive affect. Positive affect may broaden followers' momentary thought-action repertoire and encourage using the learned new (proactive) behavior (e.g., Fredrickson, 2001). More cognitive criteria such as the development of expectations that proactive behavior will likely be rewarded by their supervisor did not affect the relationship between leaders' proactive behavior and their employees' degree of proactivity, that is, such expectations neither acted as a mediator nor as a moderator in the relationship between leader proactivity and follower proactivity. The results suggest a contingency model of vicarious learning of proactive behavior in which emotional rather than cognitive variables seem to be key.

THE INFLUENCE OF POSITIVE AND NEGATIVE AFFECT ON CONCENTRATION: EXAMINING THE MODERATING ROLE OF CHALLENGE AND EFFICACY PERCEPTIONS IN AN EXPERIENCE SAMPLING STUDY

Li, W.D., *Nationale University of Singapore, Singapore, Singapore*; Song, Z., *Nationale University of Singapore, Singapore, Singapore*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Concentration, or absorption, pertains to a state in which a person is totally immersed into work (Bakker, 2008; Csikszentmihalyi, 1990). Positive and negative affect likely influence concentration on work behaviors at hand (Weiss & Cropanzano, 1996). In the current study, we examined the conditions for lagged influence of momentary positive and negative affects on concentration. Positive affect tends to booster concentration because it can bring about different types of resources (Fredrickson, 2001). However, affect-as-information perspective (Schwarz & Clore, 1983) suggests that positive affect signals that the current situation is satisfactory, leads to coast (Carver & Scheier, 1998) or decrease concentration. Affect-as-information perspective also suggests that negative affect signals that the surrounding environment is not safe; therefore

it may prompt concentration on current task. Negative affect is also likely to bring about interruption, which undermine concentration. Drawing on flow research (Csikszentmihalyi, 1977, 1990), we hypothesize that under certain circumstances, both positive and negative affect tend to foster concentration. Hypothesis 1: Positive affect (T1) will be positively correlated with lagged concentration (T2) only when people perceive high level of challenge (T1). Hypothesis 2: Negative affect (T1) will be positively correlated with lagged concentration (T2) only when people perceive high level of efficacy (T1). We tested our hypotheses using 183 participants in Singapore. They participated in the mobile phone survey for 7 consecutive days (4 random time slots each day, 1853 incidents). We examined the influence of positive and negative affect and the interaction terms (positive affect* challenge and negative affect*efficacy) at t1 on lagged concentration (t2) while controlling for concentration at t1. The interaction between positive affect and challenge was significant. Results provide support for H1, but not for H2. The current study contributes to studies on flow and affect by showing that there is a significant interactive effect between positive affect and challenge perception on lagged concentration. The positive influence of positive affect on lagged concentration was stronger for those with high level of challenge perception, compared with those with low level of challenge perception.

NEGATIVE AFFECT AND PERSONAL INITIATIVE: THE MODERATING ROLE OF WORK-ROLE COMPETENCE AND JOB CONTROL

Schmitt, A., *University of Kassel, Kassel, Germany*; Bledow, R., *University of Ghent, Ghent, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Personal initiative (PI) is defined as proactive, and goal-oriented behavior that has been shown to lead to positive outcomes both for individuals and for organizations (Frese & Fay, 2001). By taking a behavioral approach to PI our study intends to examine the interplay of affective states and personal and situational antecedents of daily fluctuations in employees' PI. Whereas past research emphasizes the role of positive affect (Fritz & Sonnentag, 2009) the role of negative affect for proactive behavior and PI, in contrast, has not been systematically examined. We assume that under certain personal and situational conditions negative affect might have positive effects on PI. Our arguments are based on a control theoretical perspective (Carver & Scheier, 1982) which argues

that negative affect signals a discrepancy between the current and the desired state. Individuals are motivated to decrease the discrepancy and remove the unpleasant situation through showing PI. However, we posit that this effect is limited to negative activating (rather than deactivating) affect, and that the extent to which individuals actually show PI depends on their perceived work-role competence and job control. Study 1 examined the moderating role of perceived work-role competence on the relationship between negative affect and PI. A sample of 122 employees (55% men) completed online questionnaires twice a day over ten working days. Hierarchical linear modeling analyses supported our hypotheses. Employees' perceived work-role competence acted as a cross-level moderator on the relationship between negative activating affect and daily PI. Study 2 examined the role of job control as a moderator of the relationship between negative affect and daily PI. Results showed that activating negative affect was only positively related to PI if there was high job control. These results indicate that perceived work-role competence and job control are important resources that help employees to show PI when feeling angered or frustrated. Our study adds to the literature by emphasizing that both affective influences and stable personal and situation factors should be examined simultaneously in order to ascertain antecedent influences of daily PI.

NEGATIVE AND POSITIVE AFFECT AND PERSONAL INITIATIVE: THE ROLE OF TRAIT PI AND INNOVATOR ROLE ORIENTATION

Ohly, S., *University of Kassel, Kassel, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Personal initiative (PI) is a form of proactive behavior that can either be conceptualized as a stable tendency to behave proactively (trait PI) or as a daily behavior. Recently, researchers have begun to study the role of affect at work for proactive behaviors (Den Hartog & Belschak, 2007; Fritz & Sonnentag, 2009). Whereas positive affect is thought to energize proactive behavior, negative affect is assumed to indicate a suboptimal state in the work environment that needs change (Martin, Ward, Achee, & Wyer, 1993). Both forms of affect are thus likely to promote PI. Thus, the aim of this study was to explain this conflicting findings by testing two contingent factors in the affect-PI relationship: trait PI and innovator role orientation (the perception of employees that their role requires innovation). The current study tested the effects of negative and positive activating affect on daily PI in a sample

of 149 employees in production planning. Multilevel analyses revealed that no single form of affect experienced in the morning was related to daily PI (rated three hours later). However, trait PI and innovator role orientation played a role in shaping the relationship between negative activated affect and daily PI: Employees high on trait PI (or high innovator role orientation) displayed high levels of daily PI irrespective of their experienced negative activated affect whereas employees low on trait PI (or low innovator role orientation) displayed more daily PI when they experienced high levels of negative activated affect. Innovator role orientation also played a role in the positive activating affect-daily PI relationship: only individuals high on this orientation showed more daily PI when experiencing high levels of positive affect. Taken together, this study suggests that both positive and negative affect are important for PI, and that previous inconsistent findings can be dissolved by taking individual characteristics into account.

Presentations: Employee Well Being - Engagement at Work

Main topic area: Employee Well Being

Location: 2.7 Meuse (11:30-12:45)

Chair: Schneider, B., *Valtera Corporation, Rolling Meadows, USA*

THE DOWNSIDE OF ENGAGEMENT IN DEMANDING JOBS

Lee, S.Y., *City University of Hong Kong, Hong Kong, China*; Akhtar, S., *City University of Hong Kong, Hong Kong, China*; Hempel, P., *City University of Hong Kong, Hong Kong, China*

Abstract: The importance of engaging employees has been receiving increasing attention in recent years from employers, because engaging employees results in outcomes of benefit to the employer, such as commitment, involvement, reduced turnover, and productivity. From the employee perspective, engagement appears to be associated with higher levels of satisfaction and greater well-being. In this study, we examine the possibility that there could also be negative effects of engagement. Our starting point is the Job Demands-Control model, which has been extensively relied upon in studies of employee well-being. Using computer aided telephone interviews, data were collected from 892 randomly selected full-time working adults across major occupational categories in Hong Kong. Results obtained from

the moderated regression analysis indicated that engagement is associated with significantly better health outcomes, while job demands are associated with significantly worse health outcomes. However, engagement also significantly moderates the relationship between job demands and poor health outcomes, such that engagement increases the association between job demands and poor health. This result suggests that engaged employees take demanding jobs more seriously, and allow the job demands to affect them more seriously. By contrast, by being unengaged in the work, employees appear able to partially isolate themselves from the negative health outcomes associated with demanding jobs. Thus, while it is in demanding jobs where engagement might be most desirable from an employer viewpoint, engagement in these demanding jobs also comes at cost to the employee. The practical relevance of this finding is that programs seeking to enhance employee engagement in demanding jobs should also incorporate coping mechanisms to help the engaged employees cope with job demands.

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON NURSES' WORK ENGAGEMENT : A PROSPECTIVE STUDY

Lootens, H., *Ghent University, Ghent, Belgium*; Ven, B. van de, *Ghent University, Ghent, Belgium*; Vlerick, P., *Ghent University, Ghent, Belgium*

Abstract: Due to societal evolutions, enhanced quality norms, and increased medical specialisation, the healthcare sector is characterized by continuous challenges (Cleary, Freeman, & Sharrock, 2005). Employees' work engagement is a strategic asset in healthcare organizations in order to meet these challenges effectively and to reach desired positive organizational outcomes such as quality of care and commitment (Laschinger & Finegan, 2005; Pryor & Buzio, 2009). Therefore, it is important to enhance our insight in nurses' work engagement - a positive state of mind, characterized by dedication, vigor, and absorption (Schaufeli & Bakker, 2001). Several authors argued that leadership might be an important factor influencing employees' work engagement, because leaders are ought to be able to elevate their followers in the long term (Nohria, Groysberg, & Lee, 2008). Specifically for the healthcare sector, transformational leadership can be seen as an effective leadership style (Stordeur, Vandenberghe, & D'Hoore, 2000). There is empirical evidence showing that transformational leadership is associated with several positive outcomes (i.e. quality of care, better mental and physical health) in the healthcare sector (Laschinger & Finegan, 2005;

Stordeur et al., 2000). As a consequence, it is plausible that it also influences nurses' work engagement. However, (longitudinal) research concerning the relation between transformational leadership and work engagement, as well as concerning its stability, is scarce (Avolio, Walumbwa, & Weber, 2009). We hypothesize that transformational leadership has a positive and stable impact on nurses' work engagement. A three-wave longitudinal research design using a self-report questionnaire at baseline (T1) and one (T2) and two years (T3) later in a sample of 103 hospital nurses (80.2% female) was executed. The results reveal that transformational leadership longitudinally predicts work engagement irrespectively of the time lag (one versus two year later), even after controlling for the baseline level of work engagement and the control variables. These results are in line with our hypothesis and prove that transformational leadership can have a positive and stable impact on nurses' work engagement on the short (1 year)- and long-term (2 years). Study limitations and implications will be discussed.

EMPLOYEE ENGAGEMENT AND CORPORATE FINANCIAL PERFORMANCE

Schneider, B., *Valtera Corporation, Rolling Meadows, USA*; Macey, W., *Valtera Corporation, Rolling Meadows, USA*

Abstract: We conceptualized employee engagement at the company level of analysis as workforce engagement having two interrelated components, psychological engagement and engagement behaviors, measures of which when combined yield an engagement index.. We hypothesized and found on a sample of companies (N = 44 - 61 depending on the outcome) that engagement is a significant predictor of corporate financial indicators (ROA, market value, and profits/revenues) one and two years after the engagement index survey data were collected. For the same sample of companies an index of satisfaction (sometimes called by others 'engagement') was available and, across the outcomes and over time, it was shown as hypothesized that the engagement index was a significantly stronger predictor of the financial outcomes. Finally, on the sample of individuals involved (N = 2,406), the relative weights (Johnson, 2000) of correlates of the engagement index and the satisfaction index were compared and shown to have some overlapping drivers but that there existed quite different drivers as well for each. Implications for the continued study of engagement and for practice related to employee engagement survey data and their use are presented.

EMPLOYEE ENGAGEMENT ATTITUDES IN THE NHS: A FUZZY CLUSTERING AND EXTERNAL VARIABLE VALIDATION BASED APPROACH

Lewis, D., *University of Plymouth, Plymouth, UK*; Beynon, M.J., *Cardiff University, Cardiff, UK*; Morgan, W.A., *University of Glamorgan, Cardiff, UK*

Abstract: Employee engagement has been regularly considered in the practitioner literature but has received significantly less attention in empirical research (Bhatnagar, 2007; Rich et al., 2010). Employee engagement fundamentally refers to harnessing employees' physical, cognitive and emotional energy, to maximize work performance (Kahn, 1990) that potentially results in performance-related benefits. This paper explores the relationship between employee characteristics, employee-organization attitudes and employee engagement in the National Health Service, the U.K.'s largest employer. We draw on attitudinal survey data from 14,278 clinical, professional, administrative and ancillary NHS employees, from forty organizations. We begin our analysis by establishing five employee-organization attitudinal factors, through principal component analysis (work-life balance, fairness, agenda for change, management communication and work environment). We then utilise fuzzy c-means clustering (on the established factors) to identify three clusters of employees across the organisations. We validate these clusters by considering the engagement levels of the employees associated with them, which are low, medium and high, respectively. To conclude, we consider the nature and impact of systematic differences in the demographic profiles of the clusters, taking account of age, gender, disability, ethnic origin, contract and tenure. This paper responds to Rich et al.'s (2010) call for empirical research that addresses employee engagement alongside organisational factors and employee characteristics. The paper provides statistically significant evidence (based on ANOVA and post-hoc analysis results) on the relationship between different levels of satisfaction across our employee-organization factors and concomitant levels of employee engagement. In addition, by taking account of systematic differences in the characteristics of the employees associated with each cluster - in conjunction with underpinning differences - the paper identifies practical implications for the engagement-management of key workforce groups. Hence, we provide a basis from which the pragmatic, as well as theoretical, implications of the employee-organization-engagement relationship can be developed.

CONCEPTUALIZATION OF WORK ENGAGEMENT AT THE COLLECTIVE LEVEL

Costa, P., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Passos, A.M., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: This paper assumes a conceptualization of work engagement as a multilevel construct, and proposes a measurement instrument for the team-level construct, based on the Utrecht Work Engagement Scale (UWES, Shaufeli, Salanova, Gonzalez-Rom, & Bakker, 2002). The concept of work engagement has been flourishing within the organizational behaviour literature in the past decade. Work engagement is defined as a positive, fulfilling affective-motivational state of work-related well-being that can be seen as the positive antipode of job burnout (Leiter & Bakker, 2010). It is characterized by vigour, dedication and absorption. Until now, most studies on work engagement focused on the individual-level in various work contexts. In general, these studies have shown the importance of the concept as a mediator between job resources and job outcomes (job performance, creativity, financial turnover). However, nowadays organizations are more and more structured in work teams and, thus, a better understanding of their functioning is a key aspect for leveraging performance and well-being in organizations. Therefore, an explicit conceptualization of work engagement at the team level is pivotal, from which a more comprehensive nomological network of relationships of both the individual and team level construct and other constructs of interest (including cross level relationships between levels) could be drawn. The proposed instrument was tested with post-graduate specialized students working in 60 workgroups. Two different ways of assessing team-level work engagement were used: an individual aggregated measure and a holistic, group-as-a-whole measure obtained through discussion. The participants also completed individually other relevant measures for discriminant validity and convergent validity: collective efficacy, job satisfaction, subjective well-being and affect, group potency, and burnout. The factorial structure of the Team Work Engagement Scale was investigated through exploratory and confirmatory factor analysis. The scale showed good internal consistency and results from discriminant and convergent validity followed the expected pattern. In sum, we validated a team-level instrument for work-engagement that opens a potentially fruitful avenue for future research on work engagement. Examining engagement at a higher level of analysis represents a significant step in understanding

the basic work units of nowadays organizations (work teams), in order to improve their effectiveness in complex contexts.

Symposium: Human Resource Management of Temporary Workers

Main topic area: Changing Employment Relations

Location: 2.9 Euphrates (11:30-12:45)

Chair: Chambel, M.J., *University of Lisbon, Lisbon, Portugal*

Abstract: Studies that compared permanent vs. temporary workers' attitudes, well-being, and behaviours were not conclusive: some studies showed that temporary had higher outcomes, other that they showed lower and other that they had not differences. In this symposium our aim is to analyze the impact of Human Resource Management (HRM) on the temporary workers' attitudes, well-being, and behaviours. First, we know that temporary workers (TW) are more responsive than permanent employees to higher levels of organizational support or higher amounts of inducements and that it is in the interests of organizations to ensure that TW are well treated, as they acknowledge that thus being, they will get a very positive response. We may consider HRM practices to be crucial to TW perceptions regarding the treatment received from the organization. Secondly, we can considered HRM to be a message from the organization with crucial influences on the formation and management of the employment relationship. Thirdly, with permanent workers we know that a highly involved relationship is promoted with the use and development of high skills, the design of enriching and challenging jobs, the extension of considerable autonomy to individual workers and teams, the use of pay for performance and the possibility of participating in decision making. With TW, there are few studies showing if that HR practices are also important. However we believe that HRM policies and practices may attenuate or aggravate differences in the employment conditions of permanent and temporary and, consequently, help us to explain the inconclusive results when compared workers with these different status. We will show that: (1) The HRM has an important influence on the temporary workers' attitudes, well-being, and behaviours; (2) The system of HRM that promotes positive temporary workers outcomes depends of the achievement of their needs; (3) Different HRM systems promote differences in temporaries' responses.

TRAINING AND TEMPORARY WORKERS' WELL-BEING AND AFFECTIVE COMMITMENT: THE MEDIATION BY FULFILMENT OF PSYCHOLOGICAL CONTRACT

Chambel, M.J., *University of Lisbon, Lisbon, Portugal*

Abstract: Training has been considered one human resource management practice that promote well-being and affective commitment of workers. This Human Resource (HR) practice contributed to the needs satisfaction of Temporary Workers and triggers a social employment relationship: temporary workers reciprocated with positive attitudes a positive attitude on the part of the organisation. The present study investigated the relationship between training and temporary workers' strain and affective commitment. We considered that the relationship of this investment in employee outcomes through training is not only direct. The human resource management practices related with the state of the psychological contract, i.e. whether the promises and obligations made by organization have been met. The study was based on a cross-sectional sample of 393 manufacture temporary workers. We used SEM to data analyze. Data showed that training related positively with the temporary workers' affective commitment and negatively with their exhaustion. The fulfilment of psychological contract related negatively with exhaustion and partially mediated the relationship between training and affective commitment. For temporary workers training related with their need of employability and incertitude control and promoted their positive attitude toward organization and their psychological state toward job. The fulfilment of psychological contract explained, in part, why training promotes workers' temporary workers affective commitment. Investments in training are good for both temporary workers and organisations, contributing to an effective employment relationship, which promotes affective commitment and well-being. This study is part of the temporary workers project, which is sponsored by the Foundation of Science and Technology (FCT).

UNFINISHED SYMPATHY: ON CLIENT ORGANIZATIONS EXPECTATIONS AND REWARDS CONCERNING AGENCY WORKERS

Torka, N., *Independent Researcher, The Netherlands*

Abstract: In 2005, Tsui and Wu presented their propositions about the employer's perspective concerning the new employment relationship (ER): a relationship with less loyalty and, consequently, job security than in the past. The authors state that this ER - and in so

doing they explicitly refer to agency workers - is defined by a relatively narrow set of inducements offered by an employer and a narrow set of expectations expected from an employee: organizations offer to agency workers a quasi-spot contract or an underinvestment approach. In contrast, core employees enjoy a mutual or overinvestment approach including also socio-emotional expectations and inducements (p. 116-117). In other words, organizations psychological contract (i.e., expectations) towards and offered quality of Human Resource Management (HRM; i.e., inducements) for agency workers are poorer than for permanent staff. However, to date, empirical research about Tsui and Wu's (2005) propositions is still largely missing. This study contributes to the filling of this knowledge gap. Using Tsui and colleagues (1995, 1997, 2005) ideas as starting point, 54 semi-structured interviews were conducted with agency work clients: HR managers and direct supervisors from 27 Dutch and German client organizations. The findings show that Tsui and Wu's (2005) ideas of client organizations agency work reality are too elementary: some client organizations also offer broad inducements to and/or have broad expectations from their agency workers. Thus, from the client perspective mutual or overinvestment approaches towards agency workers are feasible. This study also provides insight into the how's and why's.

BEING PERMANENT IN A TEMPORARY EMPLOYMENT AGENCY: LONGITUDINAL DATA ON PSYCHOLOGICAL CONTRACT FULFILLMENT AND THE ROLE OF HUMAN RESOURCE MANAGEMENT

Fontinha, R., *University of Lisbon, Lisbon, Portugal*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Chambel, M.J., *University of Lisbon, Lisboa, Portugal*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Cesário, F., *University Technical of Lisbon, Lisbon, Portugal*

Abstract: Recent research suggests that the employment relationships of temporary agency workers and directly hired permanent workers tend to differ. However, few studies have focused upon the special situation of workers who are permanently employed by the temporary employment agencies. Accordingly, we investigate the possible differences in employment relationships between temporary and permanent agency workers. Employment relationships are conceptualized broadly along the lines of psychological contract literature, in particular psychological contract fulfillment. We hypothesize that the perceived fulfillment of client organization's obligations is stronger for temporary agency workers than for permanent agency workers.

The reason lies, we believe, with employee's perceptions about the human resource management (HRM) practices that are being implemented by the client organization. We focus on HRM practices concerning a fair performance appraisal system, access to training and performance dependent rewards as investment HRM practices. Permanent agency workers did not receive a permanent contract with the client organization: therefore, they may perceive HRM practices negatively in terms of lack of investment in the workers, which would then lead to a lower psychological contract fulfillment. In contrast, temporary agency workers may still anticipate a permanent contract with the client organization: their psychological contract expectations are not yet breached. Drawing upon longitudinal survey evidence from a Portuguese call center, we have used information about type of contract and HRM practices from time 1 and data on psychological contract fulfillment from time 2. Our results suggest that permanent agency workers perceive to have a lower fulfillment of client obligations than temporary agency workers and this relationship is mediated by employee's interpretations concerning the HRM practices implemented by the client organization. Although permanent agency work is established to provide a certain form of protection and thus to help the worker we demonstrated that it may have negative consequences as well.

PERCEIVED RESPONSIBILITY OF CLIENT ORGANIZATIONS AND TRAINING OFFERS FOR TEMPORARY AGENCY WORKERS: RESULTS FROM A SURVEY CONDUCTED ON GERMAN ENTREPRENEURS

Galais, N., *Friedrich-Alexander University Erlangen-Nuremberg, Nuremberg, Germany*; Sende, C., *University of Erlangen-Nürnberg, Nürnberg, Germany*; Moser, K., *University of Erlangen-Nürnberg, Nürnberg, Germany*

Abstract: The use of temporary agency workers is a strategy of worker externalization and personnel flexibility. Client organizations use temporary workers primarily because they would like to compensate for personnel shortages and they appreciate the use of workers without having obligations. In this context, it is questionable as to whether client organizations have any interest in investing in these exchangeable workers. On the basis of a survey conducted on 1.221 enterprises (mainly medium-sized and in the manufacturing sector), we investigate whether the structural and organizational determinants are relevant for the treatment that client organizations exhibit towards temporary agency workers. As expected, human resource (HR)

activities for temporary agency workers were limited, training offers were extremely rare, and client organizations feel that the staffing agency is responsible for the temporary workers and not them. With regard to the structural characteristics of the client organization, we found that bigger companies offered slightly more training for temporary workers than smaller ones. However, more important than the structural characteristics of the company were the motives for using temporary agency work (TAW) for the treatment of temporary agency workers. When they were only hired to compensate for higher (cyclical) demands, the probability of training offers decreased significantly. Furthermore, when the client organization had a high HR standard for their core workers, temporary workers similarly received more training and learning offers. With regard to the organizational culture of the client organization, we unexpectedly found that a high support orientation indeed determined whether the company decided to use temporary workers or not (high supportive organizations refrained from using temporary workers) but had no effects on the provision of training or other investments into external workers. Instead of that, innovation orientation had positive effects on HR investments into temporary agency workers. We discuss these findings on the basis of the client's reasons for not investing in temporary workers and contrast them to previously found motives and needs of temporary agency workers. The here presented results are part of the FlexPro project which is sponsored by the Federal Ministry of Education and Research (BMBF).

Symposium: On the Good and Bad Faces of Leadership

Main topic area: Leadership and Management

Location: Auditorium 1 (11:30-12:45)

Chairs: Stouten, J., *Katholieke Universiteit Leuven, Leuven, Belgium*; Euwema, M.C., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: An increasing amount of evidence shows that leaders tend to sometimes act in a destructive, illegitimate or immoral way. This kind of leadership contrasts the common notion that leaders are responsible guides for furthering employees' and the organization's interests. Such a romantic view on leadership neglects that leaders may not always act for the best of the collective interest. Recently, the destructive side of leadership has received increasing attention. Even though this line of research has the ability to get to know the dark side of leadership, leaders generally

aren't all bad or all good. For example, in some situations leaders may be considered abusive and inconsiderate, whereas at other times, they may be seen as supportive and loyal. This symposium intends to contribute to this nuanced vision on the good and bad faces of leaders and will focus on two important aims in this regard. First, it will be argued that even bad leaders can be perceived as being positive in some ways or in certain circumstances. It will be discussed what conditions may foster such a positive image. Second, (following from the above) if leaders might be seen as both good and bad, it will be discussed what might determine that leaders will be seen as being motivated to do good. For the first aspect, Decoster, Stouten and Tripp examine the conditions that determine when followers will tolerate a bad leader. They show that self-interested leaders will be tolerated depending on the organizational policies with regard to budget allocations as well as if followers can benefit from the leader's behavior. De Hoogh, Greer, and Den Hartog show that autocratic leaders have both a positive and a negative influence on financial performance of a team depending on whether there is a power struggle. In the final presentation for this first part, Skogstad, Notelaers, and Einarsen demonstrate that tyrannical leaders at times can also be constructive. They examine how different proportions of tyrannical and constructive leadership affect followers. For the second aim of this symposium, Oç and Bashshur address how leaders can create a justice climate depending on their own behavior as well as followers' feedback on the leader's behavior. The symposium will be concluded by Patient and Cojuharenco who will address that the acceptance of organizational procedures is contingent on who will communicate the news. In all, this symposium presents an integrated set of presentations on a more nuanced image of good and bad leadership. Doing so not only contributes to the theoretical advancement in the domain of leadership but also to the practical reality that leaders are not all good or all bad.

TOLERANCE TO SELF - SERVING LEADERS: THE INFLUENCE OF A COMPANY'S BUDGET POLICY AND SERVING ONESELF OR THE GROUP.

Decoster, S., *University of Leuven, Leuven, Belgium*; Stouten, J., *University of Leuven, Leuven, Belgium*; Tripp, T.M., *Washington State University, WA, USA*

Abstract: Leaders are seen as responsible guides but sometimes they act self-serving (e.g. stealing from the organization) and followers seem to tolerate this. We argue that followers' tolerance depends on the budget

policy. In a “use-it-or-lose-it” policy, allocations not spent by the end of the year will be lost, this in contrast to carry-forward policies where the allocations can be saved to the next year. We reasoned that in a carry-forward budget, the leader’s self-serving behavior is a real loss because the group members otherwise could have spent the budget the following year. In contrast, in a use-it-or-lose-it system, the group will receive the subsequent year a higher budget when the leader spends the budget, and therefore they may be tolerant. In four studies, this hypothesis was confirmed. In an ascenario study (Study 1), followers were tolerant to a self-serving leader in the use-it-or-lose-it condition. In contrast, in the carry-forward condition followers felt harmed and reacted to the leader if their group was harmed. These results were confirmed in an experimental study (Study 2) where a leader in a six-person group who divided the budget in an unequal way (by keeping the whole budget for himself) was tolerated more in the use-it-or-lose-it condition than in the carry-forward condition. In Study 3 we found that the reason behind these results was that the followers were harmed themselves. Finally, in order to increase external validity, we conducted a multiple-source survey study (Study 4) which also confirmed the results of the previous studies: self-serving leaders were tolerated more in companies with a use-it-or-lose-it budget policy than in companies with a carryforward budget policy. Altogether, these results suggest that followers tolerate self-serving leaders dependent on implicit organizational systems such as the budget policy.

DIABOLICAL DICTATORS OR CAPABLE COMMANDERS? AUTOCRATIC LEADERS, POWER STRUGGLES, AND TEAM PERFORMANCE

Hoogh, A.H.B. de, *University of Amsterdam, Amsterdam, The Netherlands*; Greer, L.L., *University of Amsterdam, Amsterdam, The Netherlands*; Den Hartog, D.D., *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: Autocratic leadership is often assumed to be negative for teams; as the lack of psychological safety and member participation in decisions which it seems to imply may negatively impact team performance (e.g., Bass & Bass, 2009; De Cremer 2006; Edmondson; 2003). Yet, several studies have returned conflicting results, suggesting that autocratic leadership, does not necessarily hurt and may sometimes even help team processes and performance (e.g., Foels, Driskell, Mullen, & Salas, 2000). We propose that a critical determinant of the success or failure of autocratic leadership in teams is the extent to which team members

engage in power struggles. We propose that the ability of autocratic leaders to smoothly and efficiently organize and guide followers, thereby enhancing a sense of psychological safety, becomes impaired when the power structure in the team is challenged. In such situations, autocratic leaders may feel they need to emphasize their power and enforce their rule through strong and coercive means (cf. Bass & Bass, 2009), stirring further political battles (Eisenhardt & Bourgeois, 1988) and competitive behaviors (Bendersky & Hays, 2009), thereby reducing the safety of the psychological environment in the team and ultimately the ability of the team to perform effectively (Edmondson, 1999). We find support for this idea, in a sample of 60 retail outlets. We link the joint effects of autocratic leadership of the retail outlet manager and power struggles within the retail outlet to the actual financial performance of the team, and focus on psychological safety within the team as a mediator. Our findings show that contrary to popular assumptions, autocratic leadership may either help or hurt psychological safety and performance of teams, depending on the level of power struggles within the team; in teams low on power struggles, autocratic leadership was positively related to team financial performance whereas in teams high on power struggles autocratic leadership was negatively related to team financial performance. Team psychological safety mediated this relationship. Thus, our findings suggest that the extent to which team members engage in power struggles forms a critical determinant of the success or failure of autocratic leadership in teams.

EXPLORING CONGLOMERATED PATTERNS OF CONSTRUCTIVE AND DESTRUCTIVE LEADERSHIP BEHAVIOURS

Skogstad, A., *University of Bergen, Bergen, Norway*; Notelaers, G., *University of Bergen, Bergen, Norway*; Einarsen, S., *University of Bergen, Bergen, Norway*

Abstract: Whereas constructive forms of leadership, such as supportive and transformational leadership, have been to be related to positive outcomes, an increasing number of studies document negative effects of destructive leadership, such as abusive supervision. However, few studies have scrutinized which patterns of constructive and destructive leadership are common in working life and their influence on the well-being of employees. Accordingly, the present study will scrutinize such patterns. Assumptions - and studies - regarding relationships between such patterns of leadership and outcomes are also scarce. A notable exception is the exacerbation hypothesis (Duffy, Ganster & Pagon, 2002)

stating that exposure to the combination of higher levels of both support and undermining behaviours is associated with higher levels of personal distress. Survey data was collected from a representative sample from the Norwegian working population (response rate 57%, N=2539). Respondents rated their job satisfaction and symptoms of anxiety and depression, as well as their immediate superior constructive and destructive leadership behaviours. Data were analysed in Latent Gold 4.5 a statistical software package for categorical data analysis. Two latent class factors were identified, each, portraying four classes regarding exposure to constructive and tyrannical leadership behaviours, hence identifying conglomerated behaviours of good and bad leadership. With respect to the exacerbation hypothesis, exposure to the combination of high tyrannical and high constructive leadership was rare (two outliers). Hence in Norwegian working life, a full test of the hypothesis was impossible. However, a group of respondents (13%) was identified reporting moderate levels of constructive and tyrannical behaviour, reporting as negative scores for anxiety and job satisfaction as the relatively high tyrannical, low constructive group. Yet, experiencing relatively high tyrannical leadership together with low or very low constructive leadership behaviours was associated with highest negative scores on all three outcomes, yielding support to Baumeister and colleagues' (2002) one-sided position that "bad is stronger than good". As regards to capturing conglomerate leadership behaviours, several methodological issues should be further addressed, e.g., classical factorial models may not be apt to operationalize different combinations of leadership behaviours. In addition, employers must be alert to handle many different situations involving highly tyrannical behaviour.

TOP-DOWN EFFECTS OF LEADER STYLE ON JUSTICE CLIMATE EMERGENCE OVER TIME: AN EXPERIMENTAL STUDY

Oç, B., *Universitat Pompeu Fabra, Barcelona, Spain*; Bashshur, M.R., *Universitat Pompeu Fabra, Barcelona, Spain*

Abstract: Work on top-down process demonstrates that contextual effects such as a leader's style (Ehrhart, 2004) or personality (Mayer, et al., 2007) influence the justice climate of that leader's group. However this research has typically studied these phenomena with a one shot or cross sectional approach. Consequently, little is known about the process of justice climate emergence (Ambrose & Cropanzano, 2003). Given that time is integral to any emergent process and that justice perceptions are shaped by both past

and anticipated experiences (Gilliland, 1998) we argue that it is important to begin modeling these effects in a more dynamic manner. This paper examines how different leader behavior patterns influence the emergence and strength of justice climate over time. We simulated leaders allocating resources to their group (consisting of 3 subjects) following a specific pattern. Following each round the groups then gave feedback to the simulated leader as to the fairness of their actions. Building from Moral Compensation Theory (Tetlock, et al., 2000) and Moral Licensing Theory (Monin & Miller, 2001) subsequent leader behavior was modeled in five possible patterns across conditions. The first three patterns were independent of follower ratings, 1) consistent unfair allocations "Greedy leaders", 2) consistent fair allocations "Benevolent leaders", 3) consistent equal allocations "Equals." While the second set of patterns were dependent on follower ratings, 4) fair allocations to negative follower reactions and unfair allocations to positive follower reactions, "Self-regulated leaders" or 5) fair allocations to positive follower reactions and unfair allocations to negative follower reactions "Biased leaders." We expect that justice climate level will be related to leadership styles such that lower levels of justice climate will result from consistent unfair leadership behavior (i.e. "Greedy leaders") and higher levels of justice climate will result from consistent fair leader behavior (i.e. "Benevolent leaders"), but that this effect will be moderated when leaders react to feedback. Moreover, we believe that climate strength will be driven by the consistency of leader behavior. Practically speaking our results are expected to help improve our understanding of how behaviors and reactions (or lack of reactions) affect individual and group perceptions over time.

THE 'PERSONAL' SIDE OF PROCEDURAL JUSTICE: EMPLOYEE REACTIONS WHEN THE 'WRONG' PERSON TAKES DECISIONS

Patient, D.L., *Catholic University of Portugal, Portugal*; Cojuharenco, I., *Catholic University of Portugal, Lisbon, Portugal*

Abstract: An important aspect of leadership, influencing how authority and decisions are responded to, is whether the actions and decisions taken by managers are accepted by employees as fair. We will report several studies in which we explore a new criterion for perceptions of organizational justice: who implements and communicates an organizational procedure. We argue that even when procedures are accurate, consistent, and correctable (i.e., procedural justice), and when interpersonal treatment is sensitive and polite (i.e., interactional justice), employee reactions are influenced by

who administers a procedure. In Study 1, qualitative data was used to explore factors that may underlie perceptions of a person being “right” or “wrong” for the implementation of specific organizational procedures. In Study 2 participants responded to a scenario based on Greenberg (1990), where pay cuts are implemented in the plants of a financially troubled factory. We find that when a decision is communicated by the “wrong” versus “right” person (but with the same outcome, procedures, and interpersonal treatment) perceptions of interactional justice are lower and employee hostile feelings toward the organization are higher. A third study examining additional antecedents and outcomes of who administers procedures will be completed by December 2010, and discussed in our presentation. Our findings can help managers obtain the benefits of legitimate and fair procedures by ensuring that the people implementing them are seen as right for the job.

Presentations: Team Processes and Performance

Main topic area: Teams and Workgroups

Location: Auditorium 2 (11:30-12:45)

Chair: Kunze, F., *University of St. Gallen, St. Gallen, Switzerland*

SYNERGY: HOW SWIMMING RELAYS OUTPERFORM THE GROUP POTENTIAL

Hüffmeier, J., *Institute of Psychology, Münster, Germany*; Hertel, G., *Institute of Psychology, Münster, Germany*

Abstract: Abstract Can working in a group be actually more motivating than working individually? In the last two decades, various laboratory studies addressed this question and demonstrated that groups can trigger higher motivation than individual work, illustrating what later has been defined as “motivation gains in groups”. These studies were commonly conducted by applying “minimalistic” groups (mostly dyads of unfamiliar strangers), rather meaningless tasks, and work of a short duration. The current research investigated whether motivation gains can also be found in larger groups with a common history and future working on a meaningful task by analyzing the swimming performances of professional swimmers in the individual and relay freestyle competitions at the 2008 Olympics (N = 64). In accordance with the literature on intergroup competition, it was hypothesized that swimmers should be more motivated in the relay as compared to the

individual competition. Additionally, the swimmers’ position in the relay was expected to moderate the experienced motivation with later relay swimmers being more motivated than earlier swimmers. This hypothesis is rooted in expected changes in experienced indispensability of the own contribution for the group’s outcome over the course of the relay. As predicted, the swimmers performance in the relay competition beat the group’s potential (the added times of the four relay swimmers from the individual competition). Moreover, as reflected in a significant linear contrast, motivation increased over the course of the relay. While the starting swimmer did not show motivation gains, the later three swimmers showed significantly higher performance compared to the individual heats. This research is among the first to demonstrate that motivation gains can be observed outside the laboratory. It further points to the important role of perceived social indispensability as a key antecedent of group member motivation.

TRUST BUT VERIFY: COGNITIVE TRUST, MOTIVATION, ERRORS AND PERFORMANCE IN TEAMS

Lei, Z., *ESMT European School of Management and Technology, Berlin, Germany*; Hofmann, D., *The University of North Carolina-Chapel Hill, Chapel Hill, USA*; Rosen, B., *The University of North Carolina-Chapel Hill, Chapel Hill, USA*

Abstract: Having team members trust one another is commonly assumed to be a critical foundation for positive team outcomes and effective performance. There, however, may be hidden costs associated with too much trust among team members. Too much trust may lead to lax oversight and failure to catch errors. Without being caught, these errors may lead to serious consequences as they proliferate throughout the broader organizational context. In this study, we sought to investigate the potential hidden costs of cognitive trust (i.e., one’s perceptions of the reliability, dependability and competence of teammates, McAllister, 1995). Specifically, we investigated how cognitive trust influences one’s motivation to monitor team members’ performance for errors and subsequently team processes (in terms of error detection and correction) and performance. We designed a laboratory experiment to test these effects of cognitive trust. Participants were 139 undergraduate business majors at a large public university in the United States. The participants were randomly assigned to one of two experimental conditions (high cognitive trust and low cognitive trust). We found that a high level of cognitive trust decreased the motivation to monitor others’ performance, resulted in

fewer errors being detected and corrected, and lowered team performance. Mediation analyses indicated the mediating role of the motivation to monitor that transmits the effects of cognitive trust on error detection, error correction and team performance. Our findings highlight this paradox in team performance: on one hand, teams need to trust each other in order to achieve desirable outcomes; on the other, high levels of trust with respect to teammates' abilities to perform team functions may undermine important verification or monitoring behaviors, lead to greater complacency with respect to double-checking, and allow easily detected mistakes to go uncorrected. To overcome the tendency of team members becoming overconfident in their teammates' task abilities (Janis, 1982), leaders must motivate members to stay vigilant for possible mistakes by even their most competent and able teammates and work to achieve a team climate that embodies the philosophy, 'trust but verify,' and 'verify but still trust.'

HOW TO INCREASE THE PERFORMANCE OF VIRTUAL TEAMS – A MODERATED-MEDIATION MODEL OF GOAL SETTING, TASK COHESION, AND TRUST

Kunze, F., *University of St. Gallen, St. Gallen, Switzerland*; Brahm, T., *University of St. Gallen, St. Gallen, Switzerland*

Abstract: Due to globalization and technological innovation, virtual teams (VT) are currently attracting substantial research attention (e.g. Schiller & Mandviwalla, 2007). A number of studies have shown the importance of individual process factors (e.g. Rico et al., 2008) which can be differentiated into planning, action and interpersonal processes (Martins et al., 2004). In terms of planning, it is essential for virtual teams to set team goals (Hertel et al., 2004). In an experimental study, team goals were related to cohesion and performance in virtual teams (Huang et al., 2002). With regard to action processes, trust seems to be crucial for task behavior (Jarvenpaa et al., 1998). However, in another study, Jarvenpaa and Leidner (1999) showed that socially-oriented exchange supports the development of trust in virtual teams. An important interpersonal factor for collaboration is task cohesion (Cohen & Bailey, 1997). One study showed that task cohesion was related to interaction, performance goals as well as to task effectiveness (Van den Bossche et al., 2006). As these research results suggest 'empirical research on VTs has been relatively limited in scope and offers few consistent findings, and that many aspects of VT functioning remain unexamined.' (Martins et al., 2004,

819). Above all, the question how these different process factors interplay is not yet answered. This study aims at clarifying the relationship between team goals, trust, task cohesion and performance. We propose a moderated-mediation model such that the relationship between team goals and task performance (Huang et al., 2002) is mediated by task cohesion (H1) and the relationship between team goals and task cohesion is moderated by trust (H2). Hypotheses of the study are tested with structural equation modeling, in a sample of 50 virtual teams from a German telecommunication company with 225 members. The relationships are examined longitudinally in order to mitigate some of the common method bias. Overall, the proposed hypotheses can be confirmed. Thus, the study provides insights for team leaders and managers that a general culture of trust should be established in virtual teams so that the teams' goal setting indeed affects higher performance.

GROUP-LEVEL ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK-UNIT PERFORMANCE

Gunnesch-Luca, G., *University of Erlangen-Nürnberg, Nuremberg, Germany*; Moser, K., *University of Erlangen-Nürnberg, Nuremberg, Germany*

Abstract: Organizational Citizenship Behaviors (OCBs) refer to specific forms of beneficial, extrarole behaviors, especially but not limited to, helping coworkers (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and as an extension, group-level OCBs are defined as the normative level of citizenship performed within a group (Ehrhart & Naumann, 2004). Central to almost every OCB study has been the assumption that citizenship behaviors have a positive effect on work-unit performance, though respective empirical research has been rare and not without methodological issues, including the way group-level OCBs and work-unit performance were measured. Furthermore, the few studies that deal with group level OCB-performance data, report contradictory relationships between OCB and performance. We have developed a group-level OCB measurement instrument in a two-wave study (N=123) based on peer-evaluations of work-group OCB with good psychometric results (Cronbachs Alpha at T1 for the OCB dimensions between = .78 and = .91). In a second study with 87 teams (N=427) both fairness and job satisfaction were related to group-level OCB. In a third study, members of 91 teams in a German government organization rated their group's citizenship behaviors (helping behavior, civic virtue, sportsmanship and loyalty) and the managers of the respective work-teams rated the

performance of the unit. Results show that OCBs have an impact on overall team performance ($R^2 = .20^{**}$, ? $R^2 = .14^{**}$) but also show divergent results for the specific group-level OCB dimensions: whereas helping behavior and loyalty had a negative impact on overall team performance ($B = -.36$, $p < .10$ and $B = -.30$, $p < .05$), sportsmanship and civic virtue had a positive effect on team performance ($B = .22$, $p < .01$ and $B = .41$, $p < .05$). These results confirm the inconsistency of findings in previous OCB-work group performance studies and also stress the need for further research on moderators of the relationship between group-level OCB and work-unit performance.

13:00-14:15

Symposium: The leader-follower fit: new perspectives in leadership research

Main topic area: Leadership and Management

Location: 0.1 London (13:00-14:15)

Chair: Schuh, S.C., *Goethe University Frankfurt / Main, Frankfurt / Main, Germany*

Abstract: Leadership is a fascinating and controversial topic which attracts substantial attention from scholars, practitioners, and the public. Even though there has been considerable progress in understanding leadership effectiveness, numerous questions are still open. Inspired by the literature on person-environment fit, leadership scholars have recently started to pay closer attention to the perspective of employees, their expectations, values, and beliefs and how these variables fit with leader characteristics and behaviours. As first studies indicate (e.g., the work on implicit leadership theories), a fit between leader attributes and employee expectations has a strong impact on the endorsement and effectiveness of a leader. Building on this emerging research stream, this symposium brings together five contributions which examine new aspects of the leader-follower fit. It presents data from a variety of countries (Germany, UK, Switzerland, and the Netherlands) applying a set of research methods including individual level longitudinal surveys, experiments, and cross-sectional field studies. In the first presentation, Graf et al. examine the fit between leaders' and followers' values and counter-values. They argue that both a fit in values and in counter-values influences employees' identification with their leader. Hernandez Bark et al. investigate gender differences in motivation to lead and show that female MBA students report lower

levels of motivation. These results may shed new light on the "think manager think male phenomenon" i.e., the fit between a leaders' gender and attributed leadership qualities. Schyns' contribution focuses on the impact of leaders' personality on leaders' relationships with their super- and subordinates. Kovjanic et al. suggest that a fit between employees' implicit needs and transformational leadership behaviour is no precondition for the effectiveness of this leadership style. Finally, Junker et al. investigate the relative importance of individually held implicit leadership theories compared to shared implicit leadership theories in explaining important work related outcomes. With this symposium, we hope to contribute to and stimulate research into the important field of leader-follower fit and its consequences.

THE INFLUENCES OF IDEAL AND COUNTER-IDEAL VALUES ON FOLLOWERS' IDENTIFICATION WITH THEIR LEADERS

Graf, M.M., *Goethe University, Frankfurt, Germany*; Schuh, S.C., *Goethe University, Frankfurt am Main, Germany*; Quaquebeke, N. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Dick, R. van, *Goethe University, Frankfurt, Germany*

Abstract: Human values are central to people's identities and thus play an important role for their evaluation of and actions in the social world around them, especially in the context of leadership. Research has tended to view such values as uniform constructs that serve as ideal guidelines or positive endstates. However, it can be assumed that values can be distinguished by means of attracting and repelling criteria, offering a conceptual and empirical distinction between ideal- and counter-ideal values as two independent forces guiding perception and behaviour. Our aim is to introduce a more differentiated conceptualisation of values to leadership research. We present insights into different studies and show that a leader's and his or her followers' perceived match on both ideal- and counter-ideal values influence in how far followers identify with their leader. Implications for organisational research and practice will be presented and discussed.

DO WOMEN IN MANAGEMENT SELF-HANDICAP THEMSELVES? AN EXAMINATION OF GENDER DIFFERENCES IN MOTIVATION TO LEAD

Hernandez Bark, A.S., *Goethe University, Frankfurt, Germany*; Schuh, S.C., *Goethe University, Frankfurt am Main, Germany*; Dick, R. van, *Goethe University, Frankfurt am Main, Germany*

Abstract: Women are still underrepresented in leadership positions and a large number of studies have been conducted to identify potential reasons for this. While past research has mainly focussed on differences in leadership style or leadership effectiveness between female and male supervisors, it has for the most part neglected an important construct to explain gender differences in leadership positions: the relative strength of motivation to lead (e.g., Chan & Drasgow, 2001). Motivation to lead comprises how much a person sees him- or herself as a leader or to which extent an individual feels it is his or her duty to act like a leader. Taking into account the individual motivation to lead of women and men could shed new light on the well established “think manager – think male”-phenomenon. In a first study with 375 MBA students, we examined the relationship between gender and motivation to lead. Indeed, the results revealed that gender explained additional variance in motivation to lead over and above well established predictors such as career identification and prevention / promotion focus. Women reported lower levels of motivation to lead. In a second study, we examined the relationship between gender, motivation to lead, and actual nominations as a leader. From a practical perspective, our results suggest that motivation to lead is an important additional factor to explain the “relative absence” of women in leadership positions. Potential interventions which can help to overcome this imbalance will be discussed.

LEADER'S LMX, FOLLOWER'S LMX

Schyns, B., *Durham University, Durham, UK*

Abstract: Leader-Member Exchange (LMX) describes the relationship quality between a leader and each of his/her followers (e.g., Graen & Uhl-Bien, 1995). LMX researchers often recommend that leaders establish as many good relationships within their group of followers as possible (e.g., Graen & Uhl-Bien, 1995; Schyns & Day, 2010). So far, there is only little research examining networks of relationships, such as LMX between leaders and their boss and how it affects the LMX with followers (e.g., Sparrow & Liden, 1997; 2004; Venkataramani et al., in press; Weibler, 2004). Here, we examine in a sample of 41 Dutch leaders and their 244 followers how leaders' personality relates to their relationship with their boss and their followers. We argue that some leaders will find it easier to establish and maintain upward and downward relationships due to their personality. We found low correlations between leaders' LMX with their boss and leaders' LMX with their followers. This contradicts prior findings and assumptions. Similarly, none of the relationships

between leaders' personality and their LMX relationships reached significance due to the low sample size. However, the relationships between agreeableness and follower rated LMX dimensions are substantial. Further research is needed to confirm this relationship in a larger sample but it appears that leader personality is more important for downward than for upward relationships. This has consequences for organisational selection and leader development as leaders with some personality traits may find it easier or more difficult to build relationships at the workplace.

ARE TRANSFORMATIONAL LEADERS MORE EFFECTIVE WHEN THEIR FOLLOWERS SEEK ACHIEVEMENT, IMPACT AND RELATEDNESS?

Kovjanic, S., *University of Zürich, Zürich, Switzerland*

Abstract: Over the last 20 years, a large number of studies has demonstrated that transformational leadership is positively related to several important work-related attitudes including job satisfaction (Avoli, Bass, Walumba, & Zhu, 2004). While there is no doubt concerning the effectiveness of transformational leadership behaviour, still very little is known about factors which influence the effectiveness of this leadership style. In our Study (N = 347) we examined the moderating role of followers' implicit motives resp. needs (McClelland, 1980). According to McClelland, a person is satisfied with a situation to the extent the situation allows personal need satisfaction. Based on this notion, we postulated that subordinates' tendency to strive for achievement, impact and relatedness should moderate the relationship between transformational leadership and job satisfaction. Transformational leaders are characterized as intellectually stimulating and challenging, involving, providing meaning, and caring about each follower individually. Thus, they provide a setting in which followers high in these needs can be satisfied due to need satisfaction. Contrary to our hypothesis, in our study, personal needs did not moderate the relationship between transformational leadership and employee satisfaction. The absence of a moderating effect seems to support Bass' (1985) position that transformational leaders recognize, understand, and attempt to address each follower's needs individually: followers high in achievement motive are provided with challenging tasks while followers seeking impact are more involved in decision making and followers high in relatedness motive are provided with more personal care resulting in personal satisfaction of each follower.

IS IT WORTH CONSIDERING IDIOSYNCRATIC IMPLICIT LEADERSHIP THEORIES?

Junker, N.M., *Goethe-University, Frankfurt, Germany*

Abstract: Implicit leadership theories can be seen as assumptions about the ideal leader that every person has. They contain effective and ineffective (Eden & Leviatan, 1975), prototypic and antiprototypic attributes of a leader (e.g., Offermann, Kennedy, & Wirtz, 1994). Comparing idiosyncratic leader beliefs of different people reveals that there exists a large overlap of assumptions which can be labelled shared implicit leadership theories. Past research has shown that a fit between a leader's attributes and these shared prototypic and antiprototypic beliefs predicts important outcomes such as job satisfaction and well-being (e.g., Hansbrough, 2005; van Quaquebeke & Brodbeck, 2008). However, shared beliefs can – by definition – not fully capture the idiosyncratic beliefs of each employee. In the present research we, therefore, propose that leader-fit with idiosyncratic beliefs explains a higher amount of variance than leader-fit with shared beliefs. This research question was addressed in two studies. Results provide partial support for our hypothesis: leader-fit with idiosyncratic beliefs explained a higher amount of variance in leader-member exchange, leader-identification and job satisfaction than leader-fit with shared antiprototypic, but not always than fit with shared prototypic beliefs. Furthermore, hierarchical analyses revealed that leader-fit with idiosyncratic beliefs represents another aspect of implicit leadership theories as additional variance was explained for all dependent variables. Practical implications are such that leaders should be trained in recognizing individual differences which, in turn, can positively contribute to employees' attitudes towards the organisation.

Symposium: Organizational Justice Research: The Faces of Organizational Justice

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (13:00-14:15)

Chair: Moliner, C., *University of Valencia, Valencia, Spain*

Abstract: A key aspect of decent work (2011 conference-theme) is whether employees feel fairly treated at workplaces. Investigations of workplace justice have become more complicated and interesting

with increased changes in work arrangements (Viswesvaran & Ones, 2002). We have made advances in understanding of organizational justice phenomena (Cropanzano, et al 2001). But our theories and empirical findings are challenged by diverse phenomena and different perspectives and contexts. Research has begun to look at justice from different perspectives, such as employees in their role as employees, in customer service situations, and related to individual differences. Further, differences in culture (e.g., focusing on individuals versus collectives) can also provide different ways of looking at organizational justice. This symposium seeks to build on organizational justice research relating to these interesting and relatively under researched areas presenting five research papers with new research. First, Fortin and colleagues examine how individual differences can lead to preferences for other justice norms, as need or equality. Mariani and Bertolino develop and test an Italian version of the Colquitt (2001) justice scales, finding a factor structure that differs from the four-factor model. Molina, and colleagues focus on service quality, and distinguish between inter- and intra-organization justice climates. Using a field sample, they show how shared perceptions of organizational justice can moderate effects of justice climate on customer's perceptions. Hayley and Patient focus on task-relevant justice (TRJ), relating to employees receiving the tools they need to do their job, which they contrast with the usual focus on self-relevant justice (SRJ). Finally, Crawshaw and Game relate the combined effect of west versus east cultural differences justice perceptions on employee behaviors related to career exploration. The international samples (and presenters), diverse methodological approaches, different levels of analysis, and interesting new questions addressed in the five papers, should make the symposium an opportunity to advance theory. In addition, the relevance of the findings to employee motivation across cultures and contexts should interest practitioners to provide decent work to employees.

AN EMPIRICAL STUDY OF INDIVIDUAL PREDISPOSITIONS TO PREFER EQUITY, EQUALITY, OR NEED

Fortin, M., *Toulouse University, Toulouse, France*; Cugueró, N., *IESE Business School, Spain*; El Akremi, A., *Toulouse University, France*; Canela, M.A., *IESE Business School, Spain*

Abstract: It is established that different allocation norms can be used to judge the fairness of distributions, notably equity, equality and need (e.g., Deutsch, 1975). The preference for one rule is to be partially determined

by context. In this study we examined whether preferences for specific norms 1) vary significantly among individuals in the work context, and 2) moderate justice effects. We introduce a new instrument to measure individual tendencies among the justice norms: equity of input, equity of output, equality, need, and the status/hierarchy norm. Using a sample of 230 international participants, we address several questions in Study 1: Do different norms load on different factors, and what is the correlation between different norms? Can different norm choice measures (statement items versus vignettes) be used interchangeably? Do people express different norm preference in vignettes that regard the distribution of different resources (monetary, time and attention, information and responsibility)? In Study 2, using a sample of 500 practitioners, we validated our instrument to measure individual predispositions to specific justice norms. Results of Study 2 support that people use different norms in different situations, and that justice norms can be an important moderator of effects of injustice.

JUSTICE PERCEPTION IN PERSONNEL SELECTION:
TESTING CONSTRUCT VALIDITY OF COLQUITT SCALE
IN AN ITALIAN SAMPLE

Mariani, M.G., *University of Bologna, Bologna, Italy*;
Bertolino, M., *University of Nice, Nice, France*

Abstract: Colquitt's (2001) organizational justice measures have simplified justice research, and led to increasing support for a model based on four dimensions: distributive, procedural, interpersonal, and informational justice. Research (e.g., Truxillo et al., 2004) has shown four justice dimensions influence organizational and individual outcomes, including organizational support, organizational attractiveness, and self-efficacy. However, the research using the scale has taken place in English-speaking jurisdictions. In part this might result from the fact that validated versions of the scale have not been developed for other languages. The present study validates in Italian the original Colquitt's scale, and analyzes its factor structure and reliability. In our study, using 276 Italian participants completed a questionnaire. CFA showed fit indexes that didn't confirm the original structure. The four-factor structure explained 56% of variance, where: the 1st factor combined seven items of three different Colquitt's constructs, measuring a general justice perception, the 2nd consisted of interpersonal justice items, the 3rd contained procedural justice items relating to voice, and the 4th factor contained procedural justice items relating to accuracy of decision. The analysis provides support for the four-factor model but

also suggests some intriguing differences. Research is required with diverse and international samples to confirm this structure.

DIFFERENCES BETWEEN INTRA AND INTER-UNIT JUSTICE CLIMATE AND THE ROLE OF CLIMATE STRENGTH IN PREDICTING CUSTOMER OUTCOMES.

Molina, A., *University of Valencia, Valencia, Spain*;
Moliner, C., *University of Valencia, Valencia, Spain*;
Martinez-Tur, V., *University of Valencia, Valencia, Spain*;
Cropanzano, R., *University of Arizona, USA*

Abstract: Recent studies have shown that the source of justice affects the way employees perceive organizational fairness. Whereas intra-unit justice refers to how fairly co-workers treat one another, inter-unit justice refers to how fairly employees are treated by the organization as a whole. To examine the consequences of these constructs, we considered the relation between employees' perceptions of intra- and inter-unit justice and customers' perceptions of service quality. We explored the effects of intra and inter-unit justice climates as precursors of unit-level service quality, and the moderator influence of climate strength for each type of justice. 782 employees and 1184 customers were surveyed from 100 centres for the care of persons with intellectual disabilities. The results showed that the interactional facet of intra-unit justice significantly predicted customers' perceptions of functional quality, and that the procedural facet of inter-unit justice significantly predicted relational quality. Interestingly, climate strength moderated both relations, increasing the magnitude of the relationship between justice climate and service quality perceptions. These findings demonstrate that intra and inter-unit justice are in fact distinct constructs that affect different organizational outcomes. Further, the level of agreement between co-workers is an important moderator. In order to promote better service quality, managers should bear in mind that how co-workers treat one another can affect the quality of service they provide to customers.

THE UNFAIRNESS OF NOT HAVING THE TOOLS TO DO THE JOB: EXPLORING TASK-RELEVANT JUSTICE (TRJ).

German, H.C., *Durham Business School, Durham, UK*;
Patient, D.L., *Catholic University of Portugal, Lisbon, Portugal*

Abstract: To date a distinction has not been made between two types of fairness: fairness addressing a person's needs "as an individual," versus "as an employee". We refer to the former as self-relevant justice

(SRJ), and the latter as task-relevant justice (TRJ). Whereas research has tended to focus on the former, TRJ refers to employee fairness perceptions resulting from receiving or not the resources to properly do one's job. We propose TRJ may be important for at least two reasons: TRJ may have unique antecedents and workplace outcomes, and TRJ can also affect employee perceptions regarding self-relevant justice. We explore the salience, predictors, and consequences of TRJ. In Study 1 we coded 699 stories of unfair events for task-relevant justice. Its subsequent identification in 27% of events, suggests that TRJ represents an important and underexplored category of justice perceptions. Studies 2 and 3 are currently underway, and the results will be presented at the 2011 EAWOP conference. In Study 2, we develop a scale to measure TRJ. In Study 3, we test the TRJ scale for validity vis-a-vis related constructs. It is important to advance understanding of what types of injustice matter to employees, as individuals with personal needs and as employees with work related needs. If organizations better understand the sources of perceived injustice, including unfairness relating to not having the tools to do the job, they can enact workplaces that are perceived as fair. This, in turn, should increase employee motivation, extra-role behaviors, and trust in management.

INTERPERSONAL AND INFORMATIONAL JUSTICE AND INDIVIDUAL CAREER EXPLORATION: A CROSS CULTURAL STUDY.

Crawshaw, J.R., *Aston University, Birmingham, UK*; Game, A.M., *University of East Anglia, UK*

Abstract: This research explored the influence of national culture, and justice perceptions in line management relationships, on individual career exploration. Because line managers are central to effective organizational career management, this relationship is salient in employees judgements regarding career opportunities. We expected justice perceptions to negatively relate to career exploration (H1). Additionally, a growing body of justice research explores cross-cultural differences in individuals reactions to perceived injustice. Cultural dimensions can moderate the relationship between justice perceptions and outcomes. For example, low (rather than high) power distance individuals react more strongly to perceived procedural injustice. We expected that lower acceptance of autocratic/undemocratic decision-making, can augment employee concerns about procedural and/or interactional justice (H2). 1120 distance learning MBA students in full-time employment in over 50 countries completed an online

questionnaire. Both hypotheses were supported. Interpersonal and informational justice were significantly and negatively related to individual career exploration. Moreover, interpersonal and informational justice appear to be more important, for those in the Western (low power distance/individualistic) cluster.

Presentations: Diversity in Teams

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (13:00-14:15)

Chair: Dijk, H. van, *Tilburg University, Tilburg, The Netherlands*

REALIZING THE POTENTIAL OF DIVERSITY FOR TEAM CREATIVITY: THE MODERATING ROLE OF PERSPECTIVE TAKING

Hoever, I.J., *Rotterdam School of Management, Erasmus University Rotterdam, Rotterdam, The Netherlands*; Knippenberg, D. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Ginkel, W.P. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Barkema, H.G., *Rotterdam School of Management, Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Despite the importance of workplace creativity and the increasing use of teams in organizations, our understanding of how teams work together to perform creatively is limited. Part of the common wisdom in favor of using teams stresses the advantages of bringing members with different perspectives to the table. Unfortunately, in line with research on diversity on group performance in general, this link between a team's diversity and its creativity has proven unreliable across empirical studies. This raises the question of which processes bring about the benefits of diversity for creativity and how they may be fostered. While the importance of group processes to bring about the positive effects of diversity is a central tenet of modern diversity research, it is unclear which processes specifically aid the development of creative solutions. In the present paper we propose that members of diverse teams have to communicatively reframe a given problem by flexibly recombining their different perspectives and to constructively apply the multitude of evaluative standards that diverse viewpoints entail. Given the difficulties reported for cross-functional cooperation and the pitfalls associated with having divergent evaluative standards, we do not assume that diverse perspectives directly

translate into higher creativity. Rather, we propose that members of diverse groups need to engage in perspective taking to bring about these processes and the benefits for group creativity. Results from a group experiment support our hypothesis about the moderating effect of perspective taking on the influence of diversity on group creativity. The audio-video coded frequency of reframing statements and the constructiveness of evaluative statements were found to mediate in this moderated relationship. These findings contribute to the literature in a number of ways. Analyzing the interplay of diversity and perspective taking both adds to our growing knowledge on the contingency factors that determine when diversity plays out to a team's advantage and the effects of perspective taking on workplace relevant outcomes. The finding that perspective taking helps diverse teams develop more creative ideas and plans provides an important insight for managers who wish to increase the creative potential of workgroups.

HOW SURFACE AND DEEP LEVEL DIVERSITY SHAPE TEAM LEARNING: THE MODERATING INFLUENCE OF IDENTITY ORIENTATION

Vos, M.W., *University of Groningen, Groningen, The Netherlands*

Abstract: Previous research on diversity is inconclusive about whether diversity is beneficial for team outcomes. On the one hand, diversity may yield positive outcomes for teams as team members bring in different perspectives and thus may facilitate complex problem solving. On the other hand, differences between people are not easy to manage and therefore diversity has been associated with tensions between group members which may reduce team effectiveness. In this study we proposed that outcomes of team diversity are dependent on which diversity dimension is prevalent in the team. Previous studies often examined either effects of surface level diversity (gender, age, ethnicity) or deeper level diversity (expertise, education) on team outcomes. The present study compared both types of diversity and its influence on team learning behavior. Moreover, we proposed that individual differences in how team members conceptualize the self (the self as an unique individual, i.e. personal identity orientation, the self related to other individuals, i.e. relational identity orientation and the self related to group memberships, i.e. collective identity orientation) moderate the relationship between diversity type and team learning. This study was conducted in 44 health care teams among 259 employees. Results showed that surface

level diversity was negatively related to team learning. However, this negative relationship disappeared for team members that scored high on relational identity orientation. In addition, deep level diversity was positively related to team learning. This relationship appeared to be stronger for people that scored high on personal identity orientation than those who scored low. Interestingly, the positive relationship between functional diversity and team learning was stronger for individuals that scored low on relational and collective identity orientation compared to those who scored high. In sum, these results may imply that potentially negative effects of surface level diversity can be undermined when team members focus on interpersonal bonds within the team. However, this focus on relationships between group members deteriorates team effectiveness for teams in which the composition is based on deep level characteristics. In these teams, a focus on the uniqueness of team members in seems to enhance team effectiveness instead.

EXPLORING COLLECTIVE IDENTITY DYNAMICS IN DIVERSE TEAMS

Doering, S., *University of Konstanz, Konstanz, Germany*; Huettermann, H., *University of Konstanz, Konstanz, Germany*

Abstract: This presentation summarizes the findings of an exploratory field study investigating the emergence of collective identity in diverse teams. Extant research on the nexus of diversity and identity has almost exclusively focused on the effects of collective identity, i.e., its moderating role on the diversity-outcome relationship (e.g., van der Vegt & Bunderson, 2005). In contrast, the emergence of collective identity has hardly been investigated in the context of diverse teams. Our study aims at filling this gap in research by developing a process model of collective identity construction in diverse teams. To account for the process nature of our research interest, we adopt a qualitative theory-generating approach according to the principles of Grounded Theory (Corbin & Strauss, 2008; Glaser & Strauss, 1967). Interview and survey data were collected from seven cross-organizationally staffed diverse work teams tasked with the coordination, planning, and implementation of collaborative efforts in the context of two United Nations peacebuilding operations. The emerging model describes collective identity construction as a process consisting of two phases of in- and outgroup comparisons. While the first phase is characterized by intra-group comparisons based on members' original subgroup identities (e.g., ethnicity, organizational background, age), in the second phase,

comparisons are made vis–vis outside actors on the basis of the emerging collective team identity. Within these two phases, our model distinguishes between two cognitive sensemaking steps: (1) sensemaking regarding members' individual roles in the team, and (2) collective sensemaking by the team as a whole. Furthermore, six contingency factors for the successful development of a collective identity in diverse teams are identified (leadership, interaction and communication, instrumentality, scope of autonomy, personnel continuity, and team outcomes). Given the importance of a strong collective identity for team performance (van Knippenberg & Ellemers, 2003), our findings are of high practical relevance. Both the exploration of the identity formation process and the identification of critical contingency factors allow for the derivation of valuable implications for the effective management of diverse teams (e.g., in the domains of team leadership or team member motivation).

BIRDS OF A FEATHER FLOCK TOGETHER AND OPPOSITES ATTRACT – ORGANIC AND MECHANIC FORMS OF SOLIDARITY AND THEIR RELATIONSHIP TO EFFECTIVE COLLABORATION BETWEEN DIVERSE TEAMS

Stegmann, S., *Goethe University, Frankfurt am Main, Germany*; Wu, T., *Goethe University, Frankfurt am Main, Germany*; Egold, N.W., *Goethe University, Frankfurt am Main, Germany*; Dick, R. van, *Goethe University, Frankfurt am Main, Germany*

Abstract: Recent theories on intergroup contact and diversity beliefs suggest that when dealing with diversity within organizations, it is important to take into account whether diversity is regarded either as a threat or as a valuable asset by the members of these organizations. Following Emil Durkheim's classic theory, we propose that these two ways of perceiving diversity lead to distinct types of solidarity: Mechanic solidarity depends on the similarities between the various sub-units of an organization, whereas organic solidarity depends on meaningfully interrelated differences between the sub-units. Furthermore, we propose that these forms of solidarity constitute part of an organization's identity. Therefore, the more people identify with their organization, the more they are likely to hold the respective views about the form of solidarity valid within their organization. Both forms of solidarity, in turn, are supposed to influence the way in which people react to diversity and, thus, to influence the collaboration between different sub-units of the organization. We developed scales to measure each kind of solidarity and applied them in two samples of employees of a German university (one cross-sectional, one

longitudinal survey) and in one sample of employees of a Taiwanese hospital. In all samples we focussed on collaboration between teams that differed in functional background. Across all samples, our results indicated that both forms of solidarity are distinct but positively correlated constructs. Organizational Identification was positively related to both mechanic as well as organic solidarity. Both forms of solidarity, in turn, were positively related to effectiveness of inter-team collaboration and both mediated the relationship between organizational identification and effectiveness of inter-team collaboration. However, the relative importance of each form of solidarity varied across organizations and across facets of effectiveness of inter-team collaboration. These findings are of practical relevance because the two forms of solidarity correspond closely to two seemingly antithetic strategies for diversity management as used in contemporary organizations. Our findings point to the simultaneous merits of both strategies. Moreover, in trying to illuminate the mediating processes behind these strategies and in suggesting potential moderator conditions, our work has the potential to inform a more efficient diversity management.

BEYOND DIVERSITY CONSTRUCTS: THE ROLE OF PERCEIVED DIVERSITY CONFIGURATION IN UNDERSTANDING DIVERSITY'S CONSEQUENCES

Dijk, H. van, *Tilburg University, Tilburg, The Netherlands*; Engen, M.L. van, *Tilburg University, Tilburg, The Netherlands*

Abstract: We introduce the concept of perceived diversity configuration as work group members' perception of how diversity is construed by the members of the group and argue that the consequences of work group diversity are contingent on the extent to which group members perceive the configuration of diversity to reflect separation, variety or disparity between group members. While we build on the theoretical framework as advanced by Harrison and Klein (2007) regarding diversity constructs, we diverge from their perspective by arguing that perceived separation and perceived variety are mutually exclusive, but that perceived disparity can co-occur with perceived separation or with perceived variety and that perceived disparity can best be regarded as an enabler of perceived separation or of perceived variety. In line with diversity construct theory (Harrison & Klein, 2007), we hypothesize that perceptions of separation (i.e. social categorization) are related to negative group outcomes and that perceptions of variety are related to positive group outcomes. Subsequently, we add to diversity construct theory by

hypothesizing that perceptions of disparity enhance the effects of separation and of variety on group outcomes. Consequently, we argue that perceived status differences within the group either enhances the effects of social categorization or the effects of information elaboration, depending on whether social categorization or information elaboration processes obtain. Data is gathered through an online survey among 50 high-tech R&D teams from five organizations. Data on team performance is provided by team members as well as by team leaders. After the elimination of teams with a too low response rate, mediation analyses are conducted on the data of 35 teams using structural equation modeling. Our study adds to the diversity construct literature and highlights the importance of diversity perceptions. For practitioners this is highly relevant as current debates around diversity management centre around the consequences of actual diversity, but our study points to the importance of perceived diversity. We discuss how managers can enhance positive perceptions of diversity within teams.

Presentations: Employee Development, Mentoring and Feedback

Main topic area: Human Resource Management

Location: 0.3 Copenhagen (13:00-14:15)

Chair: Silvester, J., *City University London, London, UK*

DEVELOPING SKILLS FOR GOVERNMENT: POLITICAL MENTORING

Silvester, J., *City University London, London, UK*; Seeliger, C., *City University London, London, UK*

Abstract: Robert Louis Stephenson (1982) commented that “politics is perhaps the only profession for which no preparation is deemed necessary”. Despite the importance of work undertaken by democratically elected politicians, compared with other professional roles surprisingly little is known about how politicians learn, the knowledge and skills they require, or how their efforts to learn can best be supported. Whilst politicians engage in very little formal learning and development, one activity that has grown in popularity is political mentoring. This involves more experienced political peers mentoring other politicians who may be new to their roles (Whiteman, 2004). This paper describes findings from a study co-sponsored by the ESRC and IDeA to investigate the effectiveness of mentoring to support learning among local politicians in the UK,

and to understand more broadly the barriers to engaging in development activities in political environments. Although the mentoring concept can be traced throughout history, it is only in the last two decades that organizations have begun to recognize the importance of mentoring as a developmental tool for employees (Allen, Eby, & Lentz, 2006). In general, mentoring is conceptualized as a one-on-one relationship between a less experienced (mentee) and a more experienced (mentor) person that is intended to advance the personal and professional growth of the mentee (Wanberg, Welsh, & Hezlett, 2003), but to date there has been no investigation of the use of mentoring in a political context. The study to be presented here involved semi-structured critical incident interviews were conducted with 25 politicians who have received mentoring and 37 politicians who have acted as mentors for other politicians. All interviews were transcribed and analysed using thematic analysis to identify core development needs for politicians and to explore how mentoring contributes to political skill development. We will present findings from this analysis and discuss how they have been used to create a tool-kit to support political mentoring across local government in the UK. We will also discuss the practical relevance of these findings for understanding and meeting the challenges of learning and development in political work environments more broadly.

LEADERSHIP DEVELOPMENT: WHO KNOWS BEST HOW WELL THE HIGHFLYERS PERFORM?

Inceoglu, I., *SHL Group Plc, Thames Ditton, UK*; Externbrink, K., *Ruhr-Universität Bochum/ Institute for Work Science, Bochum, Germany*; Müller, P., *SHL Deutschland GmbH, Frankfurt Main, Germany*

Abstract: Agreement between different multi-rater sources has been shown to vary, moderated by the observability and desirability of a specific behaviour (Warr & Bourne, 2000). This can make it difficult to decide on development plans following 360 ratings; should all ratings be averaged or more weight placed on ratings by particular sources? Beehr et al. (2000) found that competency-based 360 ratings were significantly related to performance appraisals, but only for manager and peer ratings. The objective of this study is to examine relationships between 360 ratings and assessment centre (AC) ratings of the same competencies. Behaviours assessed in ACs are observable (e.g. group exercises) or measurable through other means (e.g. in-basket exercises) by assessors who are not familiar with the assessed individual. 360 and AC ratings might therefore overlap for behaviours that specific

rating sources can more easily observe in the ratees' work life. Data was collected with 118 international managers from a global company in the fast moving consumer goods sector who participated in an internal leadership programme. The objective of this programme was to develop relevant leadership competencies (as defined by the company's top executives) for career progression using 360 degree feedback (competencies rated by their managers, peers and direct reports) and assessment centres (AC: role play, group discussion exercise, case study). Results showed that AC ratings correlated significantly with 360 ratings for the same competency but only if rated by peers. Practical relevance: In many executive development contexts it is assumed that performance ratings by managers and direct reports are the most important or reliable source of information. It appears, however, that more weight should be placed on peer ratings, as their judgment might be a more accurate representation of observable behaviours as they are assessed in assessment exercises. Manager ratings may be less accurate for behaviours they are less likely to observe because they interact less with their subordinates than peers. The accuracy of manager ratings could be improved through better assessor or 360 rating trainings. In general, peer ratings could be utilised more widely in development centres or as part of performance management programmes, for example.

MANAGEMENT COMPETENCIES FOR THE DEVELOPMENT OF DEPARTMENT HEADS IN TERTIARY INSTITUTIONS

Potgieter, I.L., *University of Pretoria / UNISA, Pretoria, South Africa*; Basson, J.S., *University of Pretoria, Pretoria, South Africa*

Abstract: Introduction The increasing changes and demands placed on higher education institutions in the 21st century have had a considerable impact on the roles and responsibilities of heads of academic departments (HODs) in tertiary institutions. It emphasized the importance of development of core HOD management competencies. The challenge for an HOD in a tertiary institution is that s/he should be an academic leader and at the same time an effective manager. The purpose of the study was to identify the management competencies deemed necessary for HODs to function effectively at a tertiary institution. Method A mixed method approach was followed in the study. The literature and responses of the HODs to interviews were analysed and this formed the qualitative aspect of the study. The focus of this analysis was to identify competencies to be an effective HOD. The

identified competencies were compiled in a questionnaire and participants (HODs) were asked to verify the relevance of the identified competencies, to rate the importance of these competencies and to indicate their need for training in each competency. The questionnaire was distributed to forty two HODs in a tertiary institution. Results and conclusion The qualitative data analysis revealed forty managerial competencies that could be clustered into eighteen higher order dimensions. The results indicated that all the identified competencies were important for HODs. The most important of these competencies were team leadership and leadership of individual members; motivation of the team as well as individuals; managing change and renewal; effective performance management and quality awareness. The most important training needs were in performance management, strategy implementation, strategic planning, team leadership and management of change and renewal. The information obtained in this study may serve as a foundation for the development of an HOD training program in the higher education environment.

CONSTRAINTS AND CRITICAL SUCCESS FACTORS OF CROSS-COMPANY MENTORING FOR HIGH POTENTIALS

Liebhart, U., *University of Klagenfurt, Klagenfurt, Austria*

Abstract: The impact of formal and informal mentoring initiatives in organizations has been documented in many studies over the past decade. However, only a few studies focus on formal cross-mentoring programs, in which the participants came from and were matched over different companies. These programs facilitate the development and goal achievement of young mentees within their occupational-organizational context by help of experienced persons from other organizations. Additionally, cross-gender relationships are established in these programs. This presentation describes a model of relevant processes (e.g., selection-process within the participating organizations, matching-process, starting-process) and constraints (e.g., anchoring of the program within the internal personnel development and HR initiatives, organizational liberty to discuss internal affairs) that influence and limit the cross-mentoring relationship between the mentor and his or her mentee. The model's explanatory power is shown on a sample of 13 tandems (13 mentors, 13 mentees) from an Austrian cross-mentoring program. To get new insights into the relevant processes and constraints, half-structured interviews have been conducted with both the mentors and

the mentees. A qualitative comparison of six cross-mentoring programs in Germany and Austria indicates that there are different strategies for dealing with various constraints. The presentation will offer critical success factors for cross-mentoring programs. Furthermore, the outcomes of the program for the participating mentors, mentees and organizations will be examined on the basis of the qualitative cross-mentoring study. Consequences for future research in the field of mentoring and cross-organizational practices will be discussed.

WHY DO EMPLOYEES PERFORM BETTER IF THEY PARTICIPATE IN DEVELOPING THEIR OWN PERFORMANCE MEASURES?

Groen, B., *University of Twente, School of Management and Governance, Enschede, The Netherlands*

Abstract: Managers often use performance measurement systems as a control device. Employees are in some way rewarded if the performance indicators (PIs) say their performance is good, and punished if not. This encourages employees to increase their performance on the PIs. Yet unfortunately, PIs do not always measure what is really important for an organization. In that case, employees may be stimulated in the wrong direction. Since employees usually know best what is important for performing well on their job, I hypothesize that the quality of PIs depends upon whether employees were involved in developing their own PIs. Moreover, based on earlier action research, I hypothesize that the reasoned action approach [Fishbein, M., & Ajzen, I. (2010). *Predicting and Changing Behavior*. The reasoned action approach. New York, NY: Psychology Press (Taylor & Francis)] explains why this involvement leads to better employee performance [Groen, B., Wouters, M. & Wilderom, C. (2010). *Why do employees take greater initiatives for performance improvement if they develop their own performance measures? A field study*. Submitted for publication]. The dependent variable of the model was 'Employee job performance'. Moreover, the model consisted of two variables regarding PIs: 'Employee involvement in developing performance indicators' and 'Perceived quality of the performance indicators'. The reasoned action approach that is expected to explain the relation between the PI variables and Employee job performance is represented by four variables: 'Attitude', 'Norm', 'Control' and 'Intention' all regarding 'performing well on their job'. Survey data of around 200 pairs of work floor employees/professionals and their superiors, will be analyzed using structural equation modeling. The employee survey consisted of scales measuring all of

these variables-and some control variables-using multiple items with a fully anchored 7-point Likert scale. The PI variables and 'Employee job performance' were also measured with a survey completed by their superiors. All respondents work in operational departments of many different organizations. They have all been working in their current function for at least one year, and all superiors use PIs to measure their employee's performance.

Practitioners' Day session 3

Location: 0.4 Brussels (13:00-14:15)

Symposium: HRM in Global Distributed Organizations

Main topic area: Human Resource Management

Location: 0.5 Paris (13:00-14:15)

Chairs: Vartiainen, M., *Aalto University School of Science and Technology, Aalto, Finland*; Lähteenmäki, M., *Aalto University School of Science and Technology, Aalto, Finland*

Abstract: The business and work environment has changed rapidly over the past few years and continues to do so in the future. Expanding market areas, increased competition and networking have created needs for new ways of working and developing new collaborative working environments for organizations. Organizations have been under pressure to adapt to these new dynamically changing business and working environments. Organizations have become more and more virtual and multicultural: they are geographically scattered and have culturally diverse characteristics in various levels, including organizational and national levels. Globalization of businesses has brought together different cultures and different HRM contexts for interpreting the content and meaning of managerial communication. In practice, organizations have used different means to strive for the desired outcomes. As a partial result of this, work teams that are considered global are already the norm rather than the exception in today's business environment. The flexible, innovative, and cost efficient form of organizing work does not come without challenges. Various studies have shown that the organizations are additionally struggling with the disadvantages brought along with disperse, diverse and temporary working environments. The challenges are manifold. Along with the modern ICT, which has removed geographical boundaries by enabling virtual

working, the development has led to building multicultural virtual teams of professionals and experts who rarely if ever meet face-to-face but yet share the same goals and challenges. Working as a member of such a virtual team, collaborating with partners who are geographically dispersed let alone leading such a team % brings along many challenges compared to traditional organizations. In virtual working context, the role HRM is manifold e.g. in organizing labour force, managing work assignments and creating motivating atmosphere for the virtual workers. Challenges of HR include contingent work assignments, skill formation, building commitment, internal and external networks as parts of the working context, and diverse labour force. Discussing the role of HR and the challenges related to this form the basis of this symposium. The aim of the symposium is to provide a fruitful platform for exchanging experiences, plans and practices, both for the academics as well as the practitioners. Symposium consists of four presentations with discussions. The first paper asks about the influence of different generations on the quality of communication in virtual environment. The second paper studies the nature of presence and silence. The third paper concerns the effects of virtual working on leadership and leadership expectations. And, the fourth paper explores strategies and practices when using collaborative working environments in global teams and projects.

BEHAVIOR OF 'DIGITAL NATIVES' IN VIRTUAL COLLABORATION- DOES THE CONCEPT OF MEDIA NATURALNESS REQUIRE MODIFICATION?

Fischlmayr, I., *Johannes Kepler University, Linz, Austria*

Abstract: This paper bases on the assumptions that virtual team members' behavior differs across generations. Presumably, there are three different age cohorts concerning the use of electronic media: the 50+ generation who has not grown up with digital media and who had to (or did not have to) learn the use of electronic media in their (later) professional years; the early adopters generation between 30 and 50 who did not spend the childhood with modern technology but learnt to handle it in their teenage or early adult years; the digital natives who were/are confronted with new media from the cradle on. The concept of media naturalness (Kock, 2005) names the personal face-to-face contact including verbal and non-verbal language as the most natural way to communicate. But does growing up with electronic media change the borderline? Is virtual communication as natural to the digital natives as personal one, or even more natural? Furthermore,

which influence does the existence of these three cohorts have on the communication behavior in virtual collaboration? Are digital natives or early adopters more powerful than the 50+ generation due to media competence? Is formal power (e.g. of the 50+ generation) outperformed by informal power due to better technical skills? Finally, the consequences for HR managers, for example in terms of selection, performance measurement and promotion, will be outlined.

MEANING OF PRESENCE TO VIRTUAL TEAM MEMBERSHIP

Paalumäki, A., *Turku School of Economics, University of Turku, Turku, Finland*; Saarinen, E., *Turku School of Economics, University of Turku, Finland*; Lähteenmäki, S., *Turku School of Economics, University of Turku, Finland*

Abstract: One central aspect in virtual teams, virtual organizing and leadership is presence, the state of being there (Zigurs 2003; Panteli 2004). Traditionally in management and psychological literature presence has been related to physicality, synchronous communication and face-to face interaction. Meaning of presence gets a different tone in virtual contexts where teams are formed by geographically dispersed individuals communicating mainly via information and communication technology. In virtual contexts, one's presence is often expected to be highly actively worked on and constantly with various means represented to exist and made to be visible in order to maintain trust and safety amongst team members (e.g. Jarvenpaa & Leidner, 1999). Absence or silence has often been assumed to be negative, but this has been questioned recently (see e.g. Panteli 2004). Members silence may not always be harmful for team cohesion but an inherent element of virtual environment (Panteli & Fineman 2005). In this study the nature of presence in virtual environment is explored. In particular it is asked: 1) How presence is constructed in mundane interaction between virtual team members? 2) What kind of manifestations and meanings are given to presence and absence in virtual teams? 3) How can presence be supported and promoted in virtual contexts by leadership and team membership? The data consists of a dataset that was created in the course of a collaborative training session based on a business simulation game involving graduate business students (N=99) located at four universities on three continents in October 2010. The training consisted of 2 x 18 hrs sessions and aimed at improving students' team skills and giving them experience of real-life business environment with authentic challenges and problems. In personal reflective essays the

students were asked to write about their experiences how they perceived the presence of their international remote team members. The findings will be discussed in the paper. The results of the study can be used to give tools for leaders of virtual teams to organize the work. In addition they can help to understand and control and reduce the negative effects of team members absences and silences.

WAITING FOR THE LEADER TO TAKE ACTION? – LEADERSHIP IN VIRTUAL COLLABORATION CON- TEXT

Saarinen, E., *Turku School of Economics, University of Turku, Turku, Finland*; Lähteenmäki, S., *Turku School of Economics, University of Turku, Finland*; Fischlmayr, I., *Johannes Kepler University, Linz, Austria*

Abstract: Based on modern conceptual understanding of virtual organizations (e.g. Powell, Piccoli & Ives 2004; Suchan & Hayzak 2001), it is the technology that makes all the difference compared to traditional organizations; both in a facilitating role as well as in affecting the interactions between the members of the organization. Considering the pressure from the dynamic, fast-paced competitive environment and also the changes in the relations between the employee and the employer, to start with, it makes sense to consider what kind of effects this has on leadership and leadership expectations. Organizational structures are changing as virtual multicultural teams are built by the help of modern ICT. However, benefitting virtual logic might fall short if employees cannot adapt to the virtual working context and role as a detached member of a virtual team. The group dynamics are put at risk by undermining team members need for belonging, leadership and meaning when dividing tasks % element which don t need special attention in traditional working context. Leadership context in modern, dispersed organizations, is constructed from manifold layers of different attributes. Dynamic, hectic environment; cultural, spatial and temporal dispersion; computer-mediated communication (CMC); and the actual lack of face-to-face interaction context sums up as complex system of separate yet interrelated variables. Considering this together with the fundamental change in the organizational context, the traditional leader-centered approach to leadership is in this study placed with more process-centered approach. Hence, the analytical focus in this study is on leadership as it is practiced in daily interaction, rather than on individual leaders (see Crevani et al 2010).The data for this study

was collected in a global virtual team course in autumn 2010. Researchers at Turku School of Economics offered a joint course for graduate students together with Johannes Kepler University (Linz, Austria), University of Melbourne, and Stern School of Business at NYU. Over a hundred participants from 5 different continents, representing over 20 nationalities, were confronted with challenges of steering online simulated companies in dynamic and hectic decision-making environment. Participants were divided to teams of 8 coming from different time zones and in which they had to collaborate intensively (clock-driven simulation requiring non-stop attention) during two 18 hour simulation sessions and complementing team assignments between the sessions. This offered the participants a realistic experience of working in global, virtual team. Participants reported their experiences via individual reflective essays (n= 200) in which they e.g. discussed about leadership in their team and how they felt about it in relation to their expectations. These essays were analyzed and interpreted in the light of the recent developments in leadership theory.

STRATEGIES AND PRACTICES OF USING COLLABORATIVE WORKING ENVIRONMENTS IN GLOBAL TEAMS AND PROJECTS

Lönnblad, J., *Aalto University School of Science and Technology, Aalto, Finland*; Vartiainen, M., *Aalto University School of Science and Technology, Aalto, Finland*

Abstract: The last decade or so has seen organisations trying to take advantage of globalisation by shifting their focus from operating locally, or in a few countries, to operating globally. This paper examines the implementation and the role of collaborative working environments in global companies to support their operations in a world where customers, offices and employees are spread around the globe. Collaborative working environment (CWE) is a term for the combination of physical, IT-based and social or organisational infrastructures supporting people in their individual and collaborative work. Among the applications and services that are considered as elements of digital CWE are: e-mail, shared workspace and document management, wiki, instant messaging, application sharing and conferencing. CWEs are defined by using six dimensions: collaboration, spanning of boundaries, team and project organisation, ubiquitous access to resources, people focus and technology. The empirical part of this paper consists of nine case examples. The data was collected in nine Finnish based global companies via interviews. The data was mainly analysed qualitatively.

The approach and results varied somewhat from company to company, and in many cases the initial implementation of CWEs did not succeed or progressed slower than planned. In these cases, unlike in the successful ones, the main failures were related to inadequate support from top management, inadequate harmonisation of processes and not clear enough global processes which would work as the foundation of the CWE. In all cases the organisational infrastructure has been changed and developed, but in general the technology aspect of the CWE has received more focus and attention than social and work environment aspects. As a conclusion, this study presents key strategies and practices that need to be incorporated in order to successfully implement collaborative working environments. These include: basing the CWE on the company's strategy and support the teams processes, clear and adequate support from top management, technologies that are easy to use and reliable enough, encouraging people to more actively use the available tools, maintaining social support across boundaries, providing a work environment that supports global work and harmonising the teams work processes.

Presentations: Innovative Human Resources Management

Main topic area: Human Resource Management

Location: 0.6 Madrid (13:00-14:15)

Chair: D'Amato, A., *Kingston University, Varese, Italy*

HIGH-POTENTIAL IDENTIFICATION: ADVANTAGES AND DISADVANTAGES OF AN OPEN COMMUNICATION STRATEGY

Dries, N., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: This large-scale quantitative study examined the effects of being identified as a high potential (or not) on a number of career variables, taking into account the openness of communication that is adopted by organizations with respect to their talent management procedures. A total of 711 respondents (250 high potentials versus 461 non-high potentials) from 12 organizations participated in the online survey. Half of the participating organizations had implemented, at the time of survey administration, a policy of openly disclosing which employees are on their high potential list; the other half had a policy of keeping this information hidden from their employees. We found positive

main effects of being identified as a high potential, and of organizational communication openness, on job performance, career success, and commitment. Furthermore, we found interaction effects of being identified as a high potential with communication openness on salary, satisfaction with performance, and satisfaction with job security. Overall, results indicate that adopting an open communication strategy about talent management generates the most desirable outcomes. However, nuance must be applied in interpreting and generalizing these findings. Implications for research and practice are spelled out.

KNOWLEDGE INTENSIVE FIRMS AND INNOVATION: A NEW ROLE FOR WELLBEING?

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Abstract: Our research brings together two research traditions: studies on wellbeing and studies on innovation. Employee wellbeing is receiving increasing attention from organizational psychology and human resource management scholars but studies have constantly examined well-being as an end goal or the inhibitor of negative work behaviours. As for innovation, the general management literature emphasises the increasing centrality of innovation to organisational performance but can hardly provide foundations. Furthermore, to date little attention has been paid by organizational psychology and management literature to the relationship between employee wellbeing and innovation. Following these observations, the research study we present, in line with the positive psychology movement (Seligman & Csikszentmihalyi, 2000), takes a new angle and explores employee wellbeing as a causal factor of innovation across 16 medium to large knowledge intensive firms (KIFs) in the UK and Ireland. We draw upon a conceptual framework linking job design, employee wellbeing and innovativeness and test it with SEM (RMSEA =.074; GFI=.918; AGFI=.997). Understanding the relationship between employee wellbeing and innovation is particularly relevant for KIFs, defined here as organisations within a knowledge economy that employ highly skilled individuals and create market value through the application of knowledge to novel, complex client demands (Swart and Kinnie, 2003). Firms such as these are increasingly regarded

as central to economic success in the advanced industrialised nations (Lloyd 2002). Further contributions of our paper are that we present a new model of innovation encompassing Knowledge-exchange, Reflection and Innovative work behaviours and validate the overall model across sectors. Our central argument is three-fold. First, indicating employee wellbeing, we aim to capture a positive cognitive-affective state of mind at work as a pre-requisite for innovation. Second, we demonstrate that employee innovativeness can be supported by providing sufficient resources by means of job design and by foster positive affective state of mind among employees. Third, organizations and HR department need to recognise that employee wellbeing constitutes a primary antecedent of knowledge sharing and other innovative work practices. We conclude with some practical implications for KIFs.

EMPIRICAL VERIFICATION OF THE REGULATORY MODEL FOR ASSESSMENT OF INDIVIDUAL STRESS-RESISTANCE

Leonova, A., *Moscow State University, Moscow, Russian Federation*

Abstract: The new approaches for elaboration of adequate methodology and instruments for assessing the individual abilities to cope with stress have to be developed and implemented in applied psychological studies (Cooper, 2000). In order to overcome the limitations of traditional theories of stress-resistance (with the accent on neurodynamics' and genetic predictors), the concept of psychological stress by R. Lazarus (1991) and the tools of 'state-trait paradigm' (Heckhausen, 1988) can be used for these purposes. In this framework we have proposed a regulatory model for evaluation of the level of individual's stress-resistance (Leonova, 2008, 2010). The model includes a complex of estimations of anxiety, aggression, depression and mental exhaustion as stable dispositional traits which provoke different modes of subjective appraisals of the situation and enhance dissimilar emotional states. For measuring of these characteristics the battery of the modified state-trait Spielberger' scales and several original tests were used. The data for verification of the model were collected on representative samples of professionals working in extreme and/or demanding job conditions (military personnel, managers, medical staff, bank officers, etc., in total 1450 ss.). Objective indices of work efficiency and experts' evaluations were used as independent criteria of high/low stress-resistance. The results of the logistic regression analysis confirm high psychometric properties of the model. It could predict breakdowns in work performance as well as deteriorations in physical

and mental health (by indices of sickness rate, psychosomatic disorders, lowered workability, burnout symptoms). An integrative score of stress-resistance, calculated upon the data of confirmatory factor analysis, and a qualitative description of test responses' patterns make a basis for a good diagnostic solution. The results of empirical verification of the model were confirmed with the data of experimental studies which included parallel measuring of cognitive tests' performance, indexes of cardio-vascular mobilization and cortisol secretion in the modeling stressful situations. These findings confirm the high potentials of using the proposed model in personnel assessment practice as well as a sophisticated tool for compiling stress management/rehabilitation programs for professionals who works in demanding job conditions.

SUCCESS OF SELF-INITIATED EXPATRIATION FOR THE HIGHLY-SKILLED

Cao, L., *Leuphana University Lüneburg, Lüneburg, Germany*; Hirschi, A., *Leuphana University Lüneburg, Lüneburg, Germany*; Deller, J., *Leuphana University Lüneburg, Lüneburg, Germany*

Abstract: Demographical changes result in intense talent shortage in many countries (Manager Magazin, 2010; The New York Times, 2007). Highly-skilled workforce, especially from emerging economies, is in great demand (PricewaterhouseCoopers, 2010; Wadhwa et al., 2009). Simultaneously, career management has become self-driven and boundaryless (Feldman & Ng, 2007; Sullivan & Baruch, 2009). While literature on traditional expatriates has largely neglected individual initiatives of working abroad (Cerdin & Pargneux, 2009), the present paper addresses success factors of an alternative group, self-initiated expatriates (SIE) (defined as expatriates who are not sent by the organization, but migrate to another country to work and live on their own arrangement; Bozionelos, 2009; Howe-Walsh & Schyns, 2010). Especially highly-skilled SIE from emerging economies such as China and India working in Germany are focused. This paper attempts to present an integrated concept of SIE success including three dimensions. Cultural adjustment being the first step to live and work smoothly abroad (Hechanova et al., 2003), career success (objective and subjective; Judge et al., 1995) and the embeddedness in social links (international career networks and non-work social links; Seibert et al., 2001; Wang & Kanungo 2004) are fundamental for the SIE success. (Cerdin et al., 2009; Eby et al., 2003). We postulate that the ultimate goal for SIE is career advancement and personal development. Our central proposition is: The concept of SIE

success has three independent dimensions: cultural adjustment, social links and career success. This study investigates organizational support (perceived organizational support and socialization tactics; Kraimer et al., 2004; Saks et al., 2007) and personal attitudes (acculturation and protean career attitudes; Berry, 2006; Briscoe et al., 2006) as predictors, work engagement (Schaufeli et al., 2006) and turnover intention (Mitchell et al., 2001) from organizational perspective, life satisfaction (Diener et al., 1999) and intention to stay in the host country from individual perspective as outcomes for SIE success. Data collection has been started. First empirical results are expected in January 2011. This paper will contribute to talent management strategies of international companies, addressing the question of how to acquire and keep the highly-skilled from emerging economies in the global talent war.

AN INTEGRATIVE EMPLOYER BRANDING APPROACH BASED ON ORGANIZATIONAL CULTURE.

Mueller, K., *University of Mannheim, Mannheim, Germany*; Fauth, T., *University of Mannheim, Mannheim, Germany*; Straatmann, T., *University of Mannheim, Mannheim, Germany*; Wolf, T., *University of Mannheim, Mannheim, Germany*

Abstract: In a highly competitive economy, employer branding has become a central issue for human resource management. Although several management approaches to employer branding exist, far less attention has been paid to the theoretical development of concepts. A noteworthy exception is provided by Berthon, Ewing and Hah (2005) who developed a conceptual model of employer brand assessment. This approach strongly mirrors a general consumer research perspective on branding which measures brand images along particular brand dimensions. However, conceptual models can also be derived from established concepts within Industrial- and Organizational Psychology, such as dimensional models of organizational culture. This approach allows for a more identity-based perspective on employer branding. Therefore, the aim of this study is to establish an organizational culture approach of employer branding by embedding the model suggested by Berthon et al. (2005) into the Schwartz value model (1992). In a first step we applied the Schwartz value model (1992) on organizational culture to examine a common structure by using multidimensional scaling. In applying the same method we projected Berthon et al.'s (2005) dimensions of employer attractiveness into the resulting value circumplex structure. Overall, our results replicated prior

findings on a common circumplex structure of organizational culture based on the Schwartz value model (1992). In addition, our analysis verified the a priori classification of Berthon et al.'s (2005) brand dimensions into the value circumplex structure. The established organizational culture approach helps human resource management to derive specific employer branding strategies based on a sound theoretical concept. Furthermore, a particular strength associated with the approach is its compatibility with classical branding strategies. Taken together, this research provides a theoretically developed and integrative concept based on organizational culture with clear implications for the managerial practice of employer branding.

Symposium: Regulatory Focus Theory in Work and Organizational Psychology

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (13:00-14:15)

Chairs: Velghe, C., *Ghent University, Gent, Belgium*; Hamstra, M.R.W., *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The last decades, regulatory focus theory (RFT) (Higgins, 1997,1999) has gained prominence in psychological research. Although several scholars have suggested that RFT may have much to offer to the field of organizational behavior (Brockner & Higgins, 2001), few studies have investigated the effects of an individual's regulatory focus (RF) at work (Neubert et al., 2008). Therefore, the main objective of this symposium is to highlight research that seeks a greater understanding of the functioning of RFT in employees and to encourage a greater interest in the application of this theory in the field of Work and Organizational Psychology. This proposal presents five papers, using experimental and field methods to investigate various work related outcomes of RF, relevant for research and practice. The first paper, by Florack et al., focuses on how employees are differently affected by distinct forms of crisis communication by their leader depending on their RF. Second, Velghe et al. apply RFT to gain insight in the antecedents and regulation of employees' innovation versus exploitation activities. Third, Stam and van Knippenberg extend our understanding of how RF moderates the relationship between self-sacrificing leadership and followers' prosocial behaviors. Fourth, de Lange will present the results of a multi-sample study on the relationship between RF and

occupational mental health. The last paper, by Hamstra et al., focuses on the influence of leaders' regulatory focus in shaping their leadership style.

CRISIS COMMUNICATION AND REGULATORY ORIENTATIONS: WHEN LEADERS AND COMPANIES HAVE TO GO INTO DETAIL

Florack, A., *University of Vienna, Vienna, Austria*; Leder, S., *Zeppelin University, Friedrichshafen, Germany*; Büchel, E., *University of Miami, Coral Gables, FL, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Companies and leaders often break with the communication rule that in self-referent communication the communicator has to provide the recipient with concrete information so that the recipient can derive her or his own conclusions. We suppose that in crises the violation of this rule of communication hampers the attempt to mitigate negative effects. Importantly, we assume that already implicit differences in the linguistic structure of communications might lead to negative affective responses. Since, individuals in a promotion focus have been found to rely more on their affective responses than individuals in a prevention focus, implicit violations of communication rules should have stronger effects on judgments of recipients in a promotion-focus than of recipients in a prevention-focus. The results of six experiments support our assumptions. In Experiment 1, we found that participants evaluated a manager more negatively if she used concrete self-referent language than when she used abstract self-referent language. Experiment 2 showed that this effect appeared to be stronger for chronically promotion-focused individuals than chronically prevention-focused individuals. Experiment 3 to 6 replicated this finding in different contexts with different manipulations of regulatory focus. The results can help leaders and companies to find a proper way to communicate with the public and their customers in crises.

A REGULATORY FOCUS PERSPECTIVE ON INDIVIDUAL AMBIDEXTERITY: RECONCILING EXPLORATION AND EXPLOITATION TO ENHANCE INNOVATION

Velghe, C., *Ghent University, Ghent, Belgium*; Anseel, F., *Ghent University, Ghent, Belgium*; Beuckelaer, A. de, *Ghent University, Ghent, Belgium*; Bledow, R., *Ghent University, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Gaining importance in organizational theory during the last decades, ambidexterity refers to organizations simultaneously pursuing exploration and

exploitation. As today's economy also challenges individuals to be both innovative and competitive, employees too are increasingly required to find a balance between exploration (developing new ideas, experimenting, learning new things) and exploitation (completing tasks in a familiar way, refining current competencies). This is difficult as both strategies rely on scarce resources and need different mindsets and routines. Similar to organizations, employees successful at balancing these conflicting demands are called ambidextrous, and are expected to outperform colleagues solely focusing on one of the two strategies, exploration or exploitation. However, research on individual ambidexterity is still very scarce and contradictory (Raisch et al., 2009). In this study, we test whether one's RF regulates engagement in exploration or exploitation. As promotion focused individuals seek accomplishment and gains, they generate many hypotheses and explore all means to reach desired goals. Therefore, we predict that exploration will be more strongly related to promotion focus (relative to prevention). As prevention focused individuals seek safety and avoid losses, they generate less hypotheses and focus on avoiding actions and decisions that will produce negative outcomes. Therefore, we predict that exploitation will be more strongly related to prevention focus (relative to promotion). Second, we test whether ambidextrous employees indeed receive higher innovative and in-role performance ratings. Self-ratings of the independent variables and supervisor-ratings of performance are currently being collected in several homogenous work samples from different organizations.

THE ROLE OF REGULATORY FIT IN SELF-SACRIFICING LEADERSHIP

Stam, D., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Knippenberg, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Leader self-sacrificing behavior refers to "an abandonment of or postponement of personal interests and privileges for the collective welfare" (Choi & Yoon, 2005, p.52), and is shown to significantly predict follower performance (van Knippenberg & van Knippenberg, 2005) and cooperation (De Cremer & van Knippenberg, 2005). Recently, De Cremer, Mayer, Dijke, Schouten, & Bardes (2009) showed that the positive effects of self-sacrificing leadership on follower prosocial behaviors are more pronounced for individuals with a prevention focus. The current study builds on this research by arguing that not just prevention focus, but

also promotion focus can moderate the effects of self-sacrificing behavior. Specifically, while, as De Cremer and colleagues argue, prevention may moderate the effects of self-sacrifices that provide security for followers because prevention is closely related to (un)safety (Higgins, 1997), we argue that promotion focus may moderate the effects of sacrifice that aim to make organizations flourish and grow because promotion is related to growth (Higgins, 1997). We investigated this idea in a scenario experiment. The scenario had a 2 (RF: Promotion vs. Prevention) X 2 (Leader Behavior: Self-sacrifice vs. Control) X 2 (Leader Behavioral Orientation: Safety vs. Growth) design. The results (see Figures 1 and 2 for a quick overview) confirm our hypothesis: not only prevention focus, but also promotion focus can moderate the relationship between self-sacrificing behaviors of leaders and follower prosocial behavior dependent on whether the leader is oriented on safety or growth.

A SELF-REGULATORY PERSPECTIVE ON OCCUPATIONAL HEALTH: RESULTS OF A SMALL GROUP MEETING AND A MULTI-SAMPLE STUDY

Lange, A.H. de, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The aim of this presentation is to provide a summary of relevant findings of the small group meeting on self-regulation and occupational health (held in June 2010), and to present results of a multi-sample study. The goal of the multi-sample study was to examine the relations between regulatory foci and indicators of mental health (i.e., burnout and work engagement). When employees become threatened with resource loss in the case of feeling emotionally exhausted (Hobfoll & Shirom, 1993), they will make an attempt to limit this loss by adjusting their attitudes and behavior (Lame et al., 2002). Consequently, a prevention focus may become more salient in the development of negative work outcomes like emotional exhaustion to prevent further resource loss. On the other hand, when workers do not experience any resource loss they will strive to retain their resources and obtain more resources. As a consequence, a promotion focus may become more salient when feeling or becoming more engaged at work. Using a student (N=450) versus worker sample (N=170), I tested whether: A prevention focus is positively associated with emotional exhaustion, and negatively with work engagement; and a promotion focus is negatively associated with emotional exhaustion, and positively with work engagement. The results of several structural equation analyses reveal support for the aforemen-

tioned relations in both the student and worker sample. Finally, the theoretical as well as practical implications of these findings will be discussed.

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES: THE IMPACT OF REGULATORY FOCUS

Hamstra, M.R.W., *University of Groningen, Groningen, The Netherlands*; Sassenberg, K., *Knowledge Media Research Center, Germany*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*; Wisse, B., *University of Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Over the years, transformational and transactional leadership have received a vast amount of research attention. Whereas transactional leadership positively affects performance, transformational leadership not only leads to performance beyond expectation, but predicts positive attitudes, emotions, and cognitions. Unfortunately, attempts to uncover the determinants of both styles have been largely unsuccessful. We suggest that identifying determinants of leadership styles may be guided by the acknowledgment that leaders' styles stem from their goal and strategy development. Therefore, theory on self-regulation, or the alignment of the self with relevant standards, provides a useful framework for studying determinants of leadership styles. Transformational leadership entails an idealistic vision, positive expectations, optimistic communication, a focus on change, and a willingness to take risks. In contrast, transactional leadership entails setting up clear rules for exchange, and monitoring and correcting errors to facilitate compliance with organizational standards. We suggest that these different styles stem from individuals' promotion and prevention focus. Promotion focused individuals focus on ideals, positive outcomes, are optimistic, like change, and take risks. In contrast, prevention focused individuals follow rules to fulfill obligations, focus on negative outcomes, like stability, and aim to avoid mistakes. Therefore, we expected that promotion focus (relative to prevention) leads to more transformational leadership whereas prevention focus (relative to promotion) leads to more transactional leadership. Two field studies and a group experiment supported these hypotheses. Thus, this research connects the most prominent conceptualization of leadership styles to a robust self-regulation framework. Moreover, this research suggests that regulatory focus could serve as an additional tool in selection, training, and development.

Symposium: 'Inside' and 'outside' of Organizations: a new agenda setting for Organizational Psychology

Main topic area: Organizational Structure, Culture, Climate

Location: 0.8 Rome (13:00-14:15)

Chair: Bosio, A.C., *Universita Cattolica, Milan, Italy*

Abstract: The need of rethinking Organizational Psychology in an ecologic perspective (i.e., with regard to the actual development of organizational phenomena) appears as a reoccurring topic in recent W/O Psychology studies (e.g. Roe, 2009; Weick, Sutcliffe, 2007). Indeed, scholars agree that in the post-modern era organizations are undergoing profound changes. The metaphors of liquid organization and network are effective in suggesting the idea of a deep restructuration of organizations and their internal/external exchanges (see Hatch, 2006; Weick, 1997; Newell et al., 2002; Gherardi, 2006). Therefore, in order to start an ecologically-based analysis of the organizational field, it is crucial to reflect on organizations boundaries and margins, on what is inside and what is outside, and on the consequences of the exchanges between the inside and the outside of organizations. Aiming at this goal, an Italian working group (nearly 40 W/O psychologists from the main Italian Universities) is exploring the key issues aroused by the reorganization of the organizational field. Aims are twofold: 1) to develop an index of research topics and knowledge objects in order to set the agenda for forthcoming studies in organizational psychology; 2) to start programs of research and action-research that could be exemplar from this perspective. A. C. Bosio will open this Symposium introducing the theoretical framework and the following five presentations will develop the topic from different perspectives.

INSIDE AND OUTSIDE: DEMANDS OF CIVIL SOCIETY AND WORK AND ORGANIZATIONAL PSYCHOLOGY FUTURE GOALS.

Avallone, F., University of Rome "La Sapienza", Rome, Italy

Abstract: There is a new call from civil society demands both in local and in global contexts. In this perspective, some cultural issues seem particularly evident and may become future goals of W/O Psychology: 1) need to become not only more efficient but more effective, as individuals, as organizations, as systems; 2)

comparison between religions, races, cultures and values and management processes of integration and differentiation able to establish new sites of global civilization; 3) definition of social responsibility of organizations, the ways by which work contexts can be environments of civilization. 4) demand for transparency and ethical tension in business and organizational practices. W/O P future goals can move along the dimension of discontinuity. These new targets may be based on some changes occurred during last decades and can be summarized as follows: a) from individual to context: a lower centering on individual and more attention to relationship that each of investigated subjects individual, groups and organizations relates with each context; b) from monolevel framework to multidimensional analysis: research and adoption of integrated models that can account for diversity and interdependence of studied variables; c) from individual customer to social customer. The areas and topics of research have in the past suffered too much for organizational needs. Most of research has been produced on behalf and in favour of organizations and of companies in particular.

BEING MEMBER OF AN INTER-ORGANIZATIONAL NETWORK: PSYCHO-SOCIAL AND ORGANIZATIONAL PROCESSES IN ENTERPRISES' NETWORK.

Zappala, S., Alma Mater Universita of Bologna, Bologna, Italy; Donati, S., Alma Mater Universita of Bologna, Italy

Abstract: Enterprises networks or Inter-Organizational Network (ION) are considered as a way to improve organizational performance, to promote organizational learning and to produce innovation. ION is defined as a group of three or more organizations connected in ways that facilitate achievement of a common goal. [& and] linked by many types of connections and flows, such as information, materials, financial resources, services, and social support. (Provan, Fish and Sydow, 2007). Legal, organizational and psycho-social literature was examined to better understand aspects related to the establishment and management of networks. We conducted three case studies in three networks in Italy. The main aims were to: a) reconstruct the history and the organizational processes of the network and b) describe some psycho-social aspects among network members related to the daily procedures and critical events. Six interviews were conducted in each network; legal documents, regulations and network websites were also analysed. Results show that size of the network, and having a network managed by an independent manager or by one of the entrepreneurs, have a strong influence on organizational processes, trust and acceptance of

unequal distribution of job orders. Advantages and benefits that companies receive from the network are also important to motivate continuous membership and active participation in the network.

MANAGING ORGANIZATIONAL TRANSITIONS INSIDE AND OUTSIDE THE ORGANIZATION: THE CASE OF LATE CAREER WORKERS

Tanucci, G., *University of Bari, Bari, Italy*; Manuti, A., *University of Bari, Bari, Italy*; Cortini, M., *University of Chieti – Pescara, Italy*; Zuffo, R., *University of Chieti – Pescara, Italy*; Lopresti, A., *Second University of Naples, Italy*

Abstract: In the last decades, late career management has become a highly relevant topic within human sciences. Such attention has been recently enhanced by the radical changes which have invested the labor market after the global economical crisis. These profound changes have had significant consequences for individual careers of men and women within employment careers, documented by a variety of studies. However, few studies have so far paid attention to the effects of the globalization process on late-midlife workers and the exit from employment, i.e. late careers and the retirement transition. The main aim of the present contribution is to theoretically discuss the issue, framing any speculation into the specific context of the Italian labor market. The case study of the academic institution will be taken into account as a very vivid example of a public administration characterized by several high-skilled late workers which have been pushed to cope with rapid and radical organizational changes and thus to re-read their professional identity. The contribution will focus on the career management strategies they adopt to cope with such scenario, specifically investigating the role played by the individual as well as by the organizational resources, useful to cope with the insecurity, the discontinuity and the flexibility of working experience.

USING DATA FROM OUTSIDE: DIFFICULTIES IN INTEGRATING RESEARCH RESULTS TO PROMOTE ORGANIZATIONAL CHANGE OR EFFICIENCY

Vecchio, L., *University of Milano-Bicocca, Milano, Italy*; Miglioretti, M., *University of Milano Bicocca, Milano, Italy*; Velasco, V., *University of Milano-Bicocca, Italy, ORED (Regional Monitoring Centre on Substance Abuse), Milano, Italy*; Celata, C., *ORED (Regional Monitoring Centre on Substance Abuse), Milano, Italy*

Abstract: It is not rare that data or information which can be useful for either orienting organizational change or sustaining the efficiency of an organization are produced outside the organization itself. Marketing research is a typical example of such a situation. But this is true even when the relationship among organizations involved in data or information exchange isn't defined by an explicit agreement or contract. This is the case, for example, when results from basic research have to be transferred in practical activities, as for medical research and clinical practice. Moreover, in the present internet society relevant information is often accessible on the web. However, using knowledge which is outside is often a difficult task for an organization, both when the relevant knowledge is specifically produced for it and when it is just available out there. Which are these difficulties? Why they occur? What they say us about the borders of an organization? And how can they be overcome? We will discuss these issues with reference to two research experiences, both concerning the utilization of research results by some organizations for health and well-being promoting purposes.

TRAINING TOWARDS KNOWING IN PRACTICE: LEARNING BETWEEN SENSEMAKING, ORGANIZING AND TASTING

Scaratti, G., *Catholic University of Milan, Milan, Italy*; Cortese, C., *University of Turin, Torino, Italy*

Abstract: In the outside scenario organizations unfold their strategies seeking new way to deal with a knowledge intensive world, in which human competence at work is characterized by variety, creativity, innovation, in transitory and uncertain contexts, rather than rationalistic and predetermined task. In this situation workers need to cope with challenging trends, related to the transformation of their work, professional and organizational cultures. It opens the way for a new configuration of training issues and setting, such as transformative (Mezirow, 1991) and related with renewed conception of knowing and organizing (Gherardi, 2008), fostering the employability of workers in a plural and shifting work trajectories. The purpose of this paper is to explore, both theoretically and empirically, new forms of trainings. First, we underline four training topics, related to intra-individual, relational, organizational and institutional levels of learning and understanding. In this direction, the interest of professional and organizational training is growing in a broader trend focused on work and situated practice, intended as a socially sustained system. Second, moving from this points of view and referring to an action case

study, related to an intervention conducted in a social service organization in Italy, dealing with a complex and challenging outside question (socialization of people moved from other countries), we analyze a specific methodology to detect professional practices and to foster organizational reflection. Conclusions underpin how training enhances workers capability to cope with a new personnel and organizational fit, opening new topics for a real-world problems driven organizational research: transcending the traditional boundaries of defined topics, training issues become new questions for a practical relevant and methodological rigorous pragmatic studies in W/O Psychology.

Symposium: Experiencing and leading organizational Change: Analyses of resistance, readiness and the role of supportive leadership

Main topic area: Organizational Change and Development

Location: 0.9 Athens (13:00-14:15)

Chairs: Dick, R. van, *Goethe University, Frankfurt, Germany*; Egold, N.W., *Goethe University, Frankfurt am Main, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Organizational change is a longstanding topic for work and organizational psychology researchers across the world and it becomes ever more important in economies that are characterized by globalization and increased competition. However, a considerable number of change initiatives such as mergers and acquisitions fail to achieve their aims. This symposium first tries to understand some mechanisms underlying individual's resistance against and readiness for change and its boundary conditions and then goes on to offer a route for more successfully manage change by supportive leadership. The symposium comprises a series of four presentations outlining recent research that explores organizational change from various perspectives. It presents data from a variety of countries (Mexico, Germany, United Kingdom), different contexts (e.g., health care, Universities, Pharmaceuticals) and using a variety of research approaches including individual level longitudinal surveys as well as organizational level comparisons. The first presentation by Michel and Todnem By investigates the role of employee resistance as a moderating factor of the relationship between benefit and extent of change and commitment to change. Egold and colleagues focus on the opposite of resistance - readiness for change - and

use a social identity approach for their analyses in a German change context. Drzensky and colleagues investigate, in a Mexican merger of Pharmaceutical companies, whether the employees of the dominant and the dominated organization benefit differently from perceived projected continuity. All three presentations highlight the role of change agents and make suggestion for a better management of change. The final presentation by Giessner and colleagues takes a leadership perspective to heart and demonstrates how support by leaders can lead to better employee satisfaction during organizational mergers.

HOW TO ACHIEVE SUSTAINABLE ORGANIZATIONAL CHANGE? A CLOSER LOOK AT THE ROLE OF DISPOSITIONAL RESISTANCE TO CHANGE

Michel, A., *University of Heidelberg, Heidelberg, Germany*; By, R.T., *Staffordshire Business School, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Successful and sustainable organizational change is crucial to the success and survival of any organization operating within a rapidly changing environment. Perceived resistance to organizational change has become the villain-factor so often pointed out by (failing) managers as the reason for change failure (Ford, 2010). Oreg (2003) postulated that individuals differ in their dispositional resistance to change. Thus, the purpose of the current research was to test the role of dispositional resistance in achieving sustainable organizational change. More specifically, in line with social exchange theory (Blau, 1964; Gouldner, 1960; Cropanzano, Prehar & Chen, 2002) we examine whether resistance to change moderates the positive relation between perceived benefit of change and commitment to change, and the negative relationship between perceived extent of change and commitment to change. In order to examine the moderating role of resistance to change, two studies were conducted in different sectors, representing a variety of professions. Each study (study 1, N=315; study 2, N=780) included the participation of individuals experiencing ongoing organizational changes at the time. Hierarchical regression results confirmed the assumed positive relationship between benefit of change and the assumed negative relationship between extent of change and commitment to change. Despite the assumption, it was not possible to confirm the importance of the moderating role of resistance to change in these studies. Resulting from this it may be suggested that dispositional resistance to change in the context of organizational change plays less of a role than previously assumed. For sustainable

organizational changes to occur it seems to be more important for change proponents to concentrate on communicating the benefit and extent of change to concerned individuals to promote their commitment and support than to focus on individual traits.

READY FOR A CHANGE? A LONGITUDINAL STUDY OF ANTECEDENTS, CONSEQUENCES AND CONTINGENCIES OF READINESS FOR CHANGE

Egold, N.W., *Goethe University, Frankfurt, Germany*; Drzensky, F., *Goethe University, Frankfurt am Main, Germany*; Dick, R. van, *Goethe University, Frankfurt am Main, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Globalization and competitive pressure make the ability of organizations and their members to adapt and change more and more important. The ability to handle such change efficiently is a key variable for organizational success. However, surveys depict that only 40% of all change projects fully achieve their aims and failure is often attributed to so called soft factors such as employee resistance. Lewin (1947) suggested three stages for successful change processes: Unfreezing (if necessary) the present level, moving to the new level and (re-) freezing on the new level. Following this idea, a key issue for successful change management is how change agents can unfreeze a present state or in other words, how employees' readiness for change can be increased. We examine the role of organizational identification as an antecedent of readiness for change from the perspective of the social identity approach. As the members of an organization are crucial for successfully changing organizations, we suggest, that organizational identification should foster evaluating the change in a positive way and to be ready for changing the organization. A study is presented using longitudinal data from an employee attitude survey conducted in a German organization that went through a change process (N= 166). According to the hypotheses readiness for change mediates the relationship between organizational identification and positive evaluations of the change process. Organizational level variables and individual level variables (culture of change and coping with change) moderate the relationship between organizational identification and readiness for change. High moderator values strengthen the relationship between organizational identification and readiness for organizational change. Our results highlight the importance of organizational identification for employees' readiness for change. This provides managers with information on how to reduce employee resistance against and gain their commitment for change. Building organizational

identification and creating a culture for change can be useful instruments and have to be managed in a long-term way.

ROADMAP TO POSTMERGER SUCCESS: HOW PROJECTED CONTINUITY, DOMINANCE AND PREMERGER IDENTIFICATION AFFECT POSTMERGER IDENTIFICATION.

Drzensky, F., *Goethe University, Frankfurt, Germany*; Lupina-Wegener, A.A., *University of Geneva, Geneva, Switzerland*; Dick, R. van, *Goethe University, Frankfurt am Main, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous research emphasizes the importance of continuity and premerger identification for the postmerger integration process. As observable continuity cannot always be achieved, researchers suggested to focus on studying projected continuity (Ullrich, Wieseke, & van Dick, 2005) - the belief, that the relationship between path and goal is clear and controllable. Until now, however, projected continuity has not been studied within different groups involved in a merger. We examined projected continuity, premerger identification and organizational dominance as antecedents of postmerger identification using longitudinal employee survey data, conducted during a merger between two large pharmaceutical subsidiaries in Mexico. Aim of this research was to identify differences between high and low status groups involved in the merger. We found a 3- way interaction effect: Although projected continuity was positively related to postmerger identification in general, this effect was strongest for the dominated group when premerger identity was low. Within the dominant group, the relationship between projected continuity and postmerger identification was stronger when premerger identification was high. This finding demonstrates the important role of projected continuity and refers to the fact that a high level of premerger identity may not always be beneficial for designated change outcomes. Thus, our results help change agents to convey optimal strategies for addressing members of different subgroups to achieve a maximum of postmerger identification.

SUPPORTIVE LEADERSHIP DURING ORGANIZATIONAL MERGER – A LONGITUDINAL, ORGANIZATIONAL LEVEL STUDY

Giessner, S.R., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Dawson, J.F., *Aston Business School, Birmingham,*

UK; West, M.A., *Aston Business School, Aston University, Birmingham, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: A key component of leadership is leading change, and yet little research has looked at the role of leadership during organizational mergers. Because the integration of companies can create high levels of uncertainty and stress for employees, we argue that leadership becomes especially important in reducing the negative impact of the change process. We test our prediction in the context of NHS primary care trust merger taking place in the year 2006. We analyzed the yearly staff surveys of employees and compared merging organizations with non-merging organizations longitudinally (years 2004, 2005, 2007, and 2008). Our level of analysis is the organization. As expected, employees of organizations experiencing (vs. not experiencing) a merger showed lower job satisfaction in the period of the merger (i.e., between 2005 and 2007). Furthermore, an increase in supportive leadership during the merger period was associated with a reduced decrease of job satisfaction. Organizational climate seems to be a potential mediator of these effects. Our findings indicate that organizational merger indeed create disruptive effects on the social capital of an organization. Furthermore, we show that leaders have influence on this process. They have to increase their level of employee support during the integration phase to increase organizational climate and job satisfaction within the organization. In other words, in line with previous theorizing on leadership as change agents, leaders have a pivotal active role in the merger integration phase.

Presentations: Leadership

Main topic area: Leadership and Management

Location: 2.1 Colorado (13:00-14:15)

Chair: Catano, V., *Saint Mary's University, Halifax, Ns, Canada*

PREFERENCE FOR TRANSFORMATIONAL LEADERS TO DEAL WITH CRISIS SITUATIONS

Catano, V., *Saint Mary's University, Halifax, Ns, Canada*; Brochu, A. ms., *Saint Mary's University, Halifax, NS, Canada*

Abstract: The present study investigated the relationship between personality and its relationship to leadership style in both stable environments and environments that are in the midst of a crisis. There is limited research suggesting that transformational leader-

ship may be preferred in a time of crisis. Bligh, Kohles & Meindle (2004) found that American citizens, following the 9/11 crises, developed a need for a leader who would provide comfort and ease in a time of uncertainty. As well, transformational leaders are especially effective during times of change (Herold, et al, 2008). We proposed that transformational leaders would be seen as the most effective in dealing with a crisis situation. The preference for leadership style may be moderated by personality. We expected that individuals who were more conscientious, open to experience and agreeable would prefer transformational leaders. Participants (N=144) completed a demographics inventory, the 50 question International Personality Item Pool (IPIP), and the 20 item Multifactor Leadership Questionnaire (MLQ) before assessing ten scenarios (five stable and five crisis situations). The participants were given detailed profiles on transactional and transformational leadership styles. They then rated each scenario on a 1 (transactional) to 7 (transformational) scale with respect to the style of leadership would be most effective in resolving the problem presented in the scenario. Manipulation checks verified that the participants correctly identified the nature of the scenarios. Transformational leadership was seen as the more effective leadership style for dealing with a crisis situation and transactional leadership was seen as the more effective leadership style for dealing with a stable environment. Participants whose leadership style was identified as transactional on the MLQ were lower in conscientiousness; those who were more transformational were higher in openness to experience and agreeableness. These results have practical significance for choosing individuals to deal with crises. For example, they suggest that first responders to crisis situations should exhibit transformational leadership styles and be high in conscientiousness, agreeableness and openness. They also offer guidance for training programs that are developed for first responders.

WHAT DO EMPLOYEES EXPECT FROM THEIR SUPERVISOR?

Breukelen, J.W.M. van, *Leiden University, Leiden, The Netherlands*

Abstract: Introduction During the past century, leadership has been studied from many different angles and perspectives, leading to the emergence of a wide range of both practical and theoretical approaches to the subject. In this contribution we focus on the expectations employees have from (the behavior and activities of) their supervisor in order to enjoy their work

and fulfill work and organizational goals. This approach to leadership, with its focus on the follower's perspective, is embedded within situational leadership theories, especially Kerr and Jermier's (1978) Substitutes for Leadership theory and the Need for Leadership theory as developed by De Vries, Roe, and Tailleur (2002). Method We measured the expectations of approximately 550 employees from four different organizations towards their direct supervisor with a 15-item version of the Need for Leadership Questionnaire (NFLQ). We investigated the dimensionality of this instrument and examined whether employees' expectations were associated with their demographic characteristics. We used factor analysis and multilevel modeling to examine the research questions. Results First, the results clearly indicate that the expectations and needs employees hold towards the activities and behaviors of their supervisors can not be adequately described within a one-dimensional framework. The data suggest that it is more valid to distinguish several broad classes of expectations about leadership behaviors. These broad categories correspond to the three generic functions leaders have to fulfill: goal achievement, group maintenance and guaranteeing future effectiveness (Yukl, 2004). Secondly, the results show that employees from different organizations held different expectations from their supervisors, i.e., they attributed a different level of relevance to the various aspects of the NFLQ. Within each of the four organizations, individual employee characteristics such as age, gender and education level were only weakly associated with their needs and expectations. When the data from the various organizations were considered as a whole, however, the pattern of results was different. The results confirm several assumptions of situational leadership theories and at the same time challenge several other assumptions. Research on employees' expectations towards their supervisors can serve as a practical frame of reference in guiding leaders' behaviors and in discussing priorities.

KNOW YOUR BOSS: THE INFLUENCE OF EMOTIONAL STABILITY ON THE AFFECTIVE AND ATTITUDINAL FEEDBACK REACTIONS OF POWERFUL LEADERS

Niemann, J., *University of Groningen, Groningen, The Netherlands*; Wisse, B., *University of Groningen, Groningen, The Netherlands*; Rus, D., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*; Sassenberg, K., *Eberhard-Karls-University Tübingen, Tübingen, Germany*

Abstract: To date, organizational behavior research has mostly concerned itself with factors influencing low power individuals' reactions to feedback. However, high power individuals are also often confronted with feedback. In this study, we focus on differences between high and low power individuals' affective and attitudinal reactions to unfavorable feedback. Understanding how high and low power individuals differ in their reactions to unfavorable feedback is important in order to reap the beneficial effects of unfavorable feedback and at the same time minimize its potentially negative consequences. Following insights into emotional stability and power, we propose that emotional stability reduces negative reactions to unfavorable feedback particularly in high power individuals. Therefore, we investigated the interactive effects of emotional stability and power on reactions to negative feedback. We predicted that, with increasing levels of emotional stability, only high power individuals will report decreased negative emotions in response to negative feedback. Moreover, we hypothesized that other-directed emotions following negative feedback will influence attitudinal feedback reactions. To test our hypotheses, we conducted two experimental studies wherein we assessed participants' emotional stability and randomly assigned them to a high or low power condition. After task completion participants received negative performance feedback. In line with our hypothesis, we found in both studies that, with increasing levels of emotional stability, only high power individuals reported lower levels of anger and shame in response to negative feedback. Our data also show that anger towards the feedback provider, contrary to shame and self-directed anger, mediates the interactive effects of emotional stability and power on liking and perceived ability of the feedback provider and feedback acceptance. Our results point to the importance of personality in high power individuals' feedback reactions and may be applied in organizational settings by adapting feedback procedures to the hierarchical level of the feedback receiver and by selecting leaders less vulnerable to negative feedback. Moreover, the findings could be useful for subordinates when providing negative feedback to their leaders.

'DO AS I SAY AND NOT AS I DO'? THE TECHNOLOGICAL MEDIATION OF LINE MANAGEMENT

Symon, G., *Birkbeck, University of London, London, UK*; Pritchard, K., *Birkbeck, University of London, London, UK*

Abstract: Research on the impact of Smartphones (such as RIM's Blackberry) on working life has been

steadily growing (e.g. Mazmanian and colleagues, 2006, 2010; Middleton and colleagues, 2006, 2008; Dery et al, 2010). However, much of this focuses on the implications of such devices for the individual's work-life balance. In this paper, we focus on the implications of the use of Smartphones for line management. Previous research has not picked up on this as an issue because of the constrained nature of the samples studied (i.e. middle and senior managers). However, in this paper, we report the results of an interview survey (N=46) within an engineering firm where mobility was high and Smartphone use was widespread across managers and operational staff. While a number of studies have investigated e-leadership, most notably in virtual teams (e.g. Hambley et al, 2007; Joshi et al, 2009), these have tended to focus on establishing the most effective types of leadership in situations where a geographically-dispersed team has been brought together for a specific project. Here, as well as considering a different kind of technology, we focus on the more day-to-day relationship between managers and staff as it is enacted through Smartphone communication. In the very mobile context of our sample, line managers used Smartphones to communicate with and disseminate information to their staff, and staff tended to model the behaviour of their line managers or mould their behaviour to their managers' perceived expectations in their own use of Smartphones. The implications of these behaviours, to be more fully discussed at the conference, fall into four main areas: ? modelling responsiveness; ? impression management; ? delegation; and ? surveillance. In conclusion, we argue that while managers may voice some ambivalence about communicating with their staff through Smartphones, their own use of the Smartphone, within a political organizational context, tends to encourage responsiveness from their staff. Overall, our exploratory research highlights the need for line managers to proactively manage their communications with staff through the variety of technologies currently available in organizations.

Symposium: Trust and HRM

Main topic area: Organizational Behavior

Location: 2.14 Amazon (13:00-14:15)

Chair: Searle, R.H., *The Open university, Milton Keynes, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Employee trust is a critical variable influencing the effectiveness, efficiency and performance of

organizations (Dirks & Ferrin, 2002; Searle, et al, In press). It increases organisational citizenship (Cohen-Charash & Spector, 2001; Podsakoff, et al, 2000), commitment (Aryee, et al, 2002; Cook & Wall, 1980; Tan & Lim, 2009), problem solving (Zand, 1972), satisfaction (Gould-Williams, 2003) and reducing intention to leave (Albrecht & Travaglione, 2003). Organizational strategies and policies are statements of intent, and their implementation both expresses and reveals the extent to which managements' intentions are genuine and can be trusted (Skinner, Saunders, & Duckett, 2004); the most influential in developing trust are strategies and policies related to human resource management (HRM) (Robinson & Rousseau, 1994; Searle and Skinner, 2011). Yet, limited theoretical and empirical attention has focused on trust in the context of HRM. Together these our papers from international scholars present a fresh take on a key conference topic - HRM - Trust and HRM. The four papers highlight particular aspects of the HRM cycle (Seale and Skinner, 2011). Each presents a distinct insight into employees' integration, or the lack of it, within organisation, and raises the importance of trust. The first sets the scene exploring HRM and integration, and suggests trust as a mechanism for improving integration. The second focuses on selection and change, areas where fit becomes an issue, and reveals the importance of trust. The next two papers examine more closely trust breaches through internal promotion and downsizing. Together they offer a unique, important, but to date, under-researched area for I/O psychology - Trust and HRM.

DO EMPLOYEES FEEL HOW WE ALIGN WITH EACH OTHER? INTERNAL FIT WITHIN HUMAN RESOURCE MANAGEMENT DEPARTMENT AND TRUST.

Kidron, A., *University of Haifa, Haifa, Israel*; Tzafrir, S., *University of Haifa, Haifa, Israel*; Meshoulam, I., *University of Haifa, Haifa, Israel*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The concept of HRM changed dramatically during the 20th century, moving from the traditional practices of 'personnel management' to 'strategic HRM' (Bamberger & Meshoulam, 2000). This transformation requires changes in work processes within the HRM subsystem, to ensure internal integration. For example, a HRM system requires that decisions concerning different aspects of human resources (HR) must be integrated, e.g. applied consistently throughout the system. Strategic HRM has two characteristics related to the concept of integration. First, HR issues should be a part of the business strategy formulation. Second, it demands the introduction of synergy (or at

least a degree of congruence) between various HRM practices, as well as assurances that they are aligned to the needs of the business as a whole (Wright & McMahon, 1992). Additionally, an integrative view of HRM research requires examination of how the ‘macro’ HRM (organizationally-oriented view) and the ‘micro’ HRM (functionally-oriented view) contribute to one another. Macro HRM research seeks to understand HRM systems as a goal, rather than developing understanding of how an individual practice can be designed and implemented to maximum effectiveness (Wright & Boswell, 2002). One of the positive outcomes deriving from the interrelations among a system’s components is synergy. Theory ambiguity about the mechanisms through which synergy occurs represents an obstacle to advancing synergy research in HRM. Therefore despite the breadth of interest in this topic, HRMs’ synergy is rarely examined (Chadwick, 2010). The main purpose of this paper is thus to bridge the research gap, and develop a deeper understanding of integration and fit across organizational practices, and within a HRM subsystem. We will present conceptual and empirical descriptions of integration within and outside the HRM subsystem. Specifically we will examine the relationship of trust among HRM staff and organizational members.

HUMAN RESOURCE MANAGEMENT, PERSON-ENVIRONMENT FIT AND TRUST

Boon, C.T., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Den Hartog, D.N., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Researchers have suggested that high value congruence – a form of person-environment (PE) fit, (compatibility between a person and the work environment) - relates to higher levels of employee trust. Studies of PE fit and trust are limited, but both theory and empirical evidence suggest that enhancing fit is likely to increase trust in organizations. This begs the question: how can organizations enhance PE fit levels of employees? To date, most theorizing and research in PE fit has focused on the consequences of fitting well for the individual and firm. Antecedents of fit have been less extensively studied. Besides selection and socialization, less is known about how other HRM practices in the HR cycle affect PE fit. This suggests that besides HRM having a direct impact on trust, HRM could also affect trust through its impact on PE fit. This paper aims to explore how HRM practices affect PE fit, and in turn, trust in organizations.

We review existing empirical evidence of the link between HRM practices and PE fit, then propose how the different stages of the HR cycle could affect PE fit, and subsequently, discuss implications for trust. We reveal how separate HRM practices can be used in different ways to affect different types of fit, such as selection which can focus on achieving person-organization (PO), person-group (PG), person-supervisor (PS), and person-job (PJ) fit. In turn, we outline how these types of fit could be linked to different types of trust. We also examine change, relatively neglected in PE fit research, and show that it has important consequences for fit, and may also affect trust levels.

TRUST BREACH IN THE WAKE OF INTERNAL TRANSITIONS: WHEN PEERS ARE PROMOTED

Brodt, S., *Queen’s University, Kingston, ON, Canada*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Job promotions research has generally focused on the individual being promoted delving into attitudes, emotions and behavior as they make the transition (Johnston, Griffeth, Burton, & Carson, 1993; Tzafir & Hareli, 2009). How do the newly-promoted cope with changes in routines and responsibilities? If promoted into the ranks of management, in what ways do individuals psychologically alter their identities? Although important questions, equally important, but less common, are those that focus on workplace relationships in the wake of job promotions (Bobocel & Farrell, 1996; Brodt & Dionisi, 2011; Schwarzwald, Koslowsky & Shalit, 1992). This paper aims to examine trust’s role in employee promotions, specifically promotions that occur within workgroups. I study the impact of a workgroup member being elevated to a position of authority on team relationships. Focusing on this context, I draw on previous conceptual analyses highlighting the psychological challenges of such transitions, both for those being promoted and also for those left behind (Brodt & Dionisi, forthcoming). I describe a “promotion advantage” afforded new leaders by virtue of previously established histories and trust with members of the group, yet also a “promotion penalty” due in part to the former teammate’s entrance into the management ranks (Brodt & Dionisi, 2008). Moreover, I identify that trust violation is likely to occur in the wake of such promotions. The study also identifies factors that moderate the occurrence of trust violations, as well as the interpretation of such behavior as a violation. The paper raises the unintended effect of HRM policies of promoting from within, particularly for workgroups, with trust violation following in the

wake of such promotions, as coworkers fail to respond in a particularly positive, or pro-social manner. These findings raise concerns about internal promotions currently favoured by many organizations, but reveal potential mediators and moderators by which trust violation may be minimized.

THE HR MANAGER AS SURVIVOR IN DOWNSIZING: THE IMPACT ON TRUST AND ENGAGEMENT

Buckley, F.L., *Dublin City University Business School, Dublin, Ireland*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Downsizing decisions are often delivered, and implemented, by HR Managers. Thus they face the unenviable prospect of delivering news which may be devastating for the recipients, and at the same time maintain a professional and optimistic demeanour to ensure that those employees that survive the cuts remain engaged and productive. Downsizing research is now at an advanced point and there is general consensus regarding the strategies and processes that assist, and sustain, survivor trust and performance despite staff lay-offs. Significantly, very little of this research assesses the experience of the HR manager involved, as most studies focus on employee perceptions and experiences. To address this gap this paper reports on a study of 60 HR practitioners involved in downsizing in a variety of organisations in Ireland over the last 12 months. The research assesses the impact of the downsizing process on three distinct areas: The personal cost to them; their trust in top management; their subsequent levels of work engagement. The outcomes while typically adverse for the HR managers, were not exclusively so, as many of the HR managers reported elevated sense of involvement and challenge during the period. Deeper analysis reveals that the HR Managers who feel their trust in top management was breached at the time of downsizing, engage in their role in a very different manner to those did not experience breach. The concept of hyper-engagement is also among both surviving employees and HR managers in also reviewed.

Presentations: Employee Well Being - Rumination and Unwinding

Main topic area: Employee Well Being

Location: 2.7 Meuse (13:00-14:15)

Chair: Copley, M., *University of Surrey, Guildford, UK*

EXAMINING RECIPROCAL RELATIONSHIPS BETWEEN JOB DEMANDS, JOB RESOURCES, AND RECOVERY OPPORTUNITIES

Sanz-Vergel, A. I., *Universidad Autónoma de Madrid, Madrid, Spain*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Rodriguez-Munoz, A., *Universidad Complutense de Madrid, Madrid, Spain*; Demerouti, E., *Human Performance Management, Technical University Eindhoven, Eindhoven, The Netherlands*

Abstract: Recovery has become a hot topic in the field of organizational psychology during the last years. Several cross-sectional survey studies and diary studies have examined factors that hinder or promote opportunities for recovery. However, studies focusing on the long term relationships between job demands, job resources and recovery are still lacking (Sonnentag et al., in press). The aim of this study was to explore longitudinal relationships between the above mentioned variables. Based on Conservation of Resources theory we hypothesized that we would find reciprocal relations between job demands, job resources, and recovery over time. The sample was composed of 502 employees from a large chemical processing company in the Netherlands, with a time lag of one year between the two waves of data collection. Results of structural equation modelling analyses supported our hypothesis. Specifically, it was found that T1 workload, autonomy and feedback predicted T2 recovery opportunities. Additionally, T1 recovery opportunities were related to T2 workload, autonomy and feedback. Overall, these results suggest the presence of a positive spiral between job demands, job resources, and recovery opportunities. Our findings emphasize the need of promoting recovery for increasing job resources and decreasing job demands, and the other way around.

THE ROLE OF WORK ETHIC AND INTERRUPTIONS AT WORK ON WORK RUMINATION

Zoupanou, Z., *University of Surrey, Guildford, UK*; Copley, M., *University of Surrey, Guildford, UK*; Zoupanou, Z., *University of Surrey, Guildford, UK*

Abstract: BACKGROUND The mechanism of ruminative thinking accounts for poor detachment from work related thoughts (that is, people who ruminate fail to successfully unwind post work). This study examined the relationship between work related rumination, work ethic and work interruptions. METHODS Three hundred and ten white collar employees completed a questionnaire comprised of attitudes regarding

interruptions at work, work ethic beliefs (The Multidimensional Work Ethic Profile) and work related rumination. The work ethic measure assessed seven conceptually and empirically distinct facets of the work ethic, known as centrality of work, delay of gratification, hard work, leisure, morality/ethics, self-reliance and wasted time. **RESULTS** Correlational analysis showed significant associations of work rumination, attitudes regarding interruptions at work with all work ethic beliefs apart from self reliance. Mediating analysis also explored the role of work ethics on the relationship between work interruptions and post-work rumination. **CONCLUSIONS** Work beliefs are critical in organizational settings upon the appraisal of work interruptions. The results indicate that post work ruminative thinking is mediated by a strongly held belief in anti wasted time and moderated by beliefs in leisure and centrality of work. However, a significant detachment from work issues is moderated by the beliefs in hard work and self reliance.

WORK RUMINATION AND SALIVA CORTISOL SECRETION

Cropley, M., *University of Surrey, Guildford, UK*; Rydstedt, L., *Lillehammer University College, Lillehammer, Norway*; Devereux, J., *University College London, London, UK*

Abstract: **BACKGROUND** It is not unusual for people to think and reflect about work-related issues when not at work, and many people do this because they find it stimulating and rewarding. However, an inability to successfully unwind from work, in the form of work related rumination has been associated with a number of negative health outcomes. The present study examined the effects of work related rumination on evening and morning cortisol secretion. **METHODS** One hundred school teachers completed a measure of work-related rumination during a work day evening and a work day morning. Each participant gave a saliva cortisol sample at 10 pm and the following morning on awakening, and 15 mins, 30 mins, and 45 minutes later, to assess the cortisol awakening response (CAR). Workers who reported taking medication that day were excluded from the analysis. **RESULTS** Cortisol secretion at 10 pm was significantly higher in high compared to low ruminators ($F(1,69) = 3.54, p < .05$). There was also a significant interaction between rumination group and morning cortisol, with the high ruminators showing a more flat CAR. Further analysis revealed that low ruminators showed the characteristic CAR, whereas the CAR was blunted in the high ruminators ($F(1,74) =$

3.54, $p < .05$). **CONCLUSION** This paper lends support to the hypothesis of dysfunctional hypothalamic-pituitary-adrenal (HPA) activity in high ruminators. Thus, this study underlines the importance of workers unwinding and switching-off post work.

ASSESSING THE PROCESSES OF RECOVERY – DOES AGE MAKE A DIFFERENCE?

Eibel, K., *Karl-Franzens-University Graz, Graz, Austria*; Kallus, K.W., *Karl-Franzens-University Graz, Graz, Austria*

Abstract: A crucial factor to maintain health, work ability and performance is to alternate phases of strain and regeneration efficiently. Stress (from work and different areas of life) linked with insufficient recovery can lead to an imbalanced general psychophysical state. This modified state often leads to degraded performance as well as to a lower well-being. Above all, the adaptability to further stress decreases (Kallus, 1995). But are the processes of recovery similar in younger and older workers? Which strategies, activities and work-rest-schedules are beneficial especially for older workers? The contribution presents age related effects of different types of rest-schedules and rest-activities on performance, physical and psychical well-being. An overview of the results from two experimental laboratory investigations ($N = 112$; $N = 54$) and an intervention study in the field ($N = 59$) will be given. Results are discussed based on the phase model of recovery/model of sluice in sport that characterizes three phases of the recovery process - switching off/detachment, regeneration and (re-)orientation (Eberspcher, Hermann & Kallus, 1993). Results indicate that younger and older workers benefit from different rest break schedules and different regeneration activities. One important factor for enhancing performance is the adjustment and orientation from recovery to further work activities. There is some evidence that this phase of recovery needs more attention in elderly workers. Results are supported by a new questionnaire which identifies processes of recovery during a working day (Recovery-Process Questionnaire for Work, RPQ; Eibel & Kallus, 2009). The questionnaire is based on the phase model of recovery and includes subtests to main cognitive skills such as regulation of attention or inner dialogues. Furthermore, the RPQ assesses aspects of psychological, behavioral, social, and physiological recovery, as well as interrupted and incomplete recovery processes. Regeneration processes play an important role for health and work ability of older workers. Intelligent management of recovery will help to

prevent health and performance declines and a withdrawal from employment at an early stage.

CAN INFORMATION AND COMMUNICATION TECHNOLOGY WORKERS RECOVER AFTER WORK ALTHOUGH...?

Colombo, V.G., *WONT Research Team-Universitat Jaume I, Castellon De La Plana, Spain*; Cifre, E., *WONT Research Team-Universitat Jaume I, Castellon de La Plana, Spain*; Salanova, M., *WONT Research Team-Universitat Jaume I, Castellon de la Plana, Spain*

Abstract: Opportunities to recover over vacations, weekends, and evenings away from work and breaks, have a positively association with employee well-being (Sonntag, Binnewies, & Mojza, 2008). However, scarce research has been done about the role of recovery self-efficacy or workers beliefs of being able to benefit from recovery time (Sonntag & Krueger, 2006). So far, the aim of this study is to show the results of the procedure for developing a recovery - related self-efficacy scale among workers who work with Information and Communication Technology (ICT), following the recommendations of Albert Bandura's Social Cognitive Theory (Bandura, 2006). An adaptation of the Behavioral Event Interview was applied using interviews with 15 ICT workers and using three focus groups of five ICT workers each one. The Behavioral Event Interview combined with qualitative content analysis contributes to understand and identify the obstacles that impede recovery. Results from qualitative content analysis not only included work related and social obstacles (i.e. workload), but also personal obstacles (i.e. poor psychological detachment from work). Moreover, specific activities that increase ICT workers' recovery experiences have been recognized, such as developing new software. Conclusion. These findings contribute to stress the influences of obstacles in individual's recovery process and the potential implications in individual and organizational outcomes. Overburdening employees with work during non-work times can backfire in terms of reduced productivity as well as a host of other negative individual (e.g., increased stress, mental and physical health problems) and organizational outcomes (e.g., increased health care costs, increased absenteeism and turnover). Gender differences and between ICT intensive and non intensive workers will be discussed in the paper as related to recovery self-efficacy.

Symposium: Psychology of entrepreneurship: Self regulation, motivation and entrepreneurial success

Main topic area: Changing Employment Relations

Location: 2.9 Euphrates (13:00-14:15)

Chair: Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: This contribution focuses on the question of what predicts entrepreneurial success and wellbeing. In the past ten years, a psychological approach to entrepreneurship has slowly developed from a personality approach to a dynamic approach centered on active actions and motivation as a starting point. This symposium presents results of recent studies that are typical of these current developments. The first three contributions directly focus on the role of self-regulatory processes, referring to the regulation of the self by the self (e.g. conscious goal setting and planning). In the fourth and fifth contribution, emphasis shifts from self-regulatory, action processes to mechanisms linking motivational constructs, in specific work engagement and workaholism, to entrepreneurial performance, and the way entrepreneurs' job characteristics predict entrepreneurs' well-being and motivation.

COGNITIVE, MOTIVATIONAL AND EMOTIONAL SELF-REGULATORY PROCESSES IN EARLY STAGE ENTREPRENEURS

O'Shea, D., *Kemmy Business School, University of Limerick, Limerick, Ireland*; Buckley, F.L., *DCU Business School, Dublin City University, Ireland*

Abstract: This research sought to advance a more complete theoretical integration of cognitive, motivational and emotional self-regulatory processes within the entrepreneurship context. The choice to examine self-regulatory processes in entrepreneurs was based on the idea that "people with good self-control do better than others" (Forgas, Baumeister & Tice, 2009; p. 5). The focus was on the way in which early stage entrepreneurs engage such processes to aid success. The study adopted a mixed-methods design, utilizing an interview and questionnaire. Seventy five entrepreneurs took part. Motivational variables included entrepreneurial orientations, personal initiative, domain specific efficacy, and work engagement. Cognitive variables included goal orientations, goal-setting, and taking goal-directed action. Emotional variables included emotion regulation, anticipatory emotions and coping strategies. Three measures of goal attainment were used: an objective

measure, an external evaluation, and the individual's self-perceptions of success, all assessed using multi-item scales. The results confirmed the proximal-distal nature of the self-regulatory processes. The cognitive variables had the largest impact on entrepreneurial success, demonstrating an effect on all three success variables. The motivational and emotional variables had an impact only on self-perceptions of success. The model provides a more complete integration of self-regulatory processes than has been observed previously. Examining self-regulation within the entrepreneurial context allows for the disparate psychological perspectives on entrepreneurship (e.g. entrepreneurial personality; motivational and cognitive approaches; process perspective; competence approach) to be discussed using a common framework. Practically, this research points to the meta-skills pertinent to entrepreneurial success that can be trained in entrepreneurs as well as employees, as employees increasingly operate in dynamic and autonomous working environments.

THE EFFECT OF SELF-REGULATORY MECHANISMS ON BUSINESS SUCCESS IN A RANDOMIZED CONTROL GROUP EXPERIMENT

Bischoff, K.M., *Leuphana University of Lüneburg, Lüneburg, Germany*; Gielnik, M.M., *Leuphana University of Lüneburg, Lüneburg, Germany*; Frese, M., *NUS Business School, Singapore, Singapore*

Abstract: Research shows that self-regulation has an important impact on performance (Lord, Diefendorff, Schmidt, & Hall, 2010) and entrepreneurs are able to affect the success of their businesses by means of self-regulatory mechanisms (Frese, 2009; Gielnik, 2010). For instance, elaborate action planning, which is the specification of sub-steps to achieve a goal, supports the entrepreneur in implementing as well as in maintaining action that, in turn, leads to goal achievement and success (Frese, 2009; Karoly, 1993; Locke & Latham, 2002). This randomized controlled field intervention contributes to the emerging stream of research on evidence-based management. There is a lack of empirical research concerning evidence-based interventions in the context of entrepreneurship and organization science (Glaub, Fischer, Klemm, & Frese, 2009). To investigate if entrepreneurship trainings with a focus on self-regulatory means increase business success, we carried out an entrepreneurship training and studied the effects on goal intention, goal commitment, growth aspiration and action planning. Furthermore, we analyzed whether changes in these self-regulatory means had long-term effects on business success. The present study uses

apretest-posttest design. The sample consists of 395 students from Kampala, Uganda; 197 participants were randomly assigned to the training group and 198 students to the control group. The entrepreneurship training took place on a weekly basis over a period of 12 weeks. Data were collected using face-to-face interviews and questionnaires before the training (T1), at the end of the training (T2) and 12 months after the end of the training (T3). Results provide support for the hypothesized relationships. We found significant effects of the entrepreneurship training and of the self-regulatory mechanisms. The findings suggest that, in order to develop self-regulatory skills, evidence-based trainings are a promising route to enhance entrepreneurship and business success.

A CROSS-CULTURAL INVESTIGATION OF THE ROLE OF PLANNING IN THE GAIN SPIRAL OF RESOURCES, WORK ENGAGEMENT AND ENTREPRENEURIAL SUCCESS

Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, Rotterdam, The Netherlands*; Dej, D., *Technical University Dresden, Dresden, Germany*; Stephan, U., *Catholic University of Leuven, Leuven, Belgium*

Abstract: Building on Conservation of Resources Theory (Hobfoll, 1998), the current study investigates relationships between job and personal resources, work engagement and entrepreneurial success. Current research on this topic is expanded by investigating the role of planning strategies as potential mediators. The underlying corollary (Hobfoll, 1998) is that people who possess more resources will be more likely to use effective strategies when dealing with demands than people who possess fewer resources. However, the question of what are more effective planning strategies in entrepreneurship, and the question of whether more resourceful people use more, or different types of planning strategies has received little attention in empirical research. The current study aims to fill this void. We sampled 150 entrepreneurs from Germany (N=59), Poland (N=49) and The Netherlands (N=42). Cross-cultural differences were analyzed using multi-group structural equation modeling. Results for the whole group show that entrepreneurs who possess more job resources (skill discretion, decision making latitude, feedback from the job) and personal resources (self-efficacy and personal initiative) experience more work engagement and subjective success. In addition, they also more often use either critical point or complete planning strategies. However, for Germany and The Netherlands, planning strategies did not predict engagement or subjective success. In Poland, both full

and critical point planning related to higher work engagement, and full planning predicted an increase in turnover. Unexpectedly, critical point planning related to lower perceived success and a decrease in number of employees. The surprising results for Poland warrant further, preferably longitudinal investigations (maybe poor performance triggers critical point planning). Future results of this line of research can be used to adjust training material to cross-cultural differences.

WORKAHOLISM AND WORK ENGAGEMENT OF SPANISH ENTREPRENEURS, EVIDENCE FOR ENERGETIC AND AFFECTIVE MECHANISMS

Moriano, J.A., *Universidad Nacional de Educación a Distancia (UNED), Madrid, Spain*; Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Recently, entrepreneurship researchers have emphasized the importance of passion as key to understanding entrepreneurial behavior (Shane, Locke & Collins, 2003). Building on passion literature (Vallerand, 2008), this study uses a dualistic approach to passion. Focusing on work engagement and workaholism as two motivational concepts indicating “harmonious” versus “obsessive” passion for work (Gorgievski & Bakker, 2010), this study examines how work engagement and workaholism relate to entrepreneurs’ performance (innovative behavior and subjective business performance) and well-being (satisfaction). Two mechanisms were explored. Both workaholism and engagement are expected to lead to an excessive amount of time and energy devoted to work activities (work overload), which may relate positively to performance, but negatively to satisfaction. However, workaholism is expected to be accompanied by negative affect, whereas work engagement is expected to relate to positive affect. Positive affect is expected to relate to better and negative affect to worse performance and well-being. We sampled 226 Spanish entrepreneurs. Results of Partial Least Squares modeling show evidence for the dual pathway. Both work engagement and workaholism generated work overload, workaholism did so to a larger extent, which in turn influenced negatively entrepreneurs’ satisfaction and performance. In addition, work engagement related to positive affective states, which in turn had a positive influence on both performance and entrepreneurial satisfaction. Workaholism related to poorer business performance and entrepreneurial satisfaction through negative affective states. Unexpectedly, both engagement and workaholism related directly

to more innovative behavior. The possibility that different mechanisms underlie this relationship is interesting for further investigations. Practical implications are that both workaholic and engaged entrepreneurs need to be aware of the possible negative, energy depleting effects of overworking. Workaholics, in addition, may need to be taught to develop a more positive outlook.

ADDITIVE AND MULTIPLICATIVE EFFECTS OF WORK CHARACTERISTICS ON ENTREPRENEURS’ HEALTH AND WORK MOTIVATION

Dej, D., *Technical University Dresden, Dresden, Germany*; Stephan, U., *Catholic University of Leuven, Belgium*; Wegge, J., *TU Dresden, Dresden, Germany*

Abstract: The proposition that work characteristics are determinants of employees’ health and work motivation has gained ample empirical support. However, job design research paid only little attention to entrepreneurs as a specific occupational group. In order to increase our knowledge in this area, the current study addresses the question of how psychological job demands and job resources (job control and social support) affect entrepreneurs’ vital exhaustion, psychological health and job engagement. Based on the job demand control (support) model we tested the “isostrain” hypothesis that entrepreneurs will report lowest vital exhaustion and highest psychological health when confronted with high levels of work resources and low psychological job demands. In addition, consistent with the “learning” hypothesis, we anticipated that entrepreneurs’ work engagement will be highest when experiencing high levels of both demands and resources. We sampled 345 entrepreneurs operating in restaurant sector (n=187) and information technology (IT, n=138). Results yield support for additive but not for multiplicative effects of work characteristics on the outcome variables. Entrepreneurs reported lowest vital exhaustion and highest psychological health when confronted with high job control, high social support and low psychological job demands. Furthermore higher work engagement related to an “active” work situation, characterized by high levels of both job resources and psychological job demands. The central practical implication resulting from the current study is to design resourceful and challenging working environments in small and medium sized businesses. Entrepreneurs might be trained in how to enlarge their resources (control and social support), for example through task delegation, self-management techniques, or shared leadership.

Symposium: Adaptive Processes in Critical Team Contexts

Main topic area: Teams and Workgroups

Location: Auditorium 1 (13:00-14:15)

Chair: Waller, M.J., *York University, Toronto, Canada*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The intersection of team-laden organizational structures and dynamic, unpredictable organizational environments has increased the importance of bolstering our understanding of team adaptive processes. Teams in organizations are often called upon to quickly recognize, interpret, and respond to critical events, and the contemporary confluence of system integration, complexity, speed, and access has greatly enlarged the space of potential magnitude and uniqueness within which these events reside. In this symposium, we bring together a variety of new work on team adaptation – work that ranges from individual adaptation in new team-based forms to the adaptive efforts of collaborative collectives. The work contained in this symposium brings together a variety of perspectives and methodologies including inductive qualitative methods, quantitative analyses based on behavioral observation, and work based on analyses using pattern recognition algorithm – all focused on understanding more about adaptive processes in critical team contexts. Taken together, the work presented here helps to pinpoint team processes critical for teams facing unexpected and dynamic environments. The symposium combines varied perspectives of adaptive processes in team-based contexts, and is poised to deepen our understanding of these processes through discussions of the work presented. The following pages contain a brief overview of each paper.

SHARED MENTAL MODELS FOR MEDICAL SPECIALISTS: ADAPTING TO THE INFORMATION NEEDS OF SPECIALISTS WITH DIFFERENT EXPERTISE AND ROLES

Hanssen, C., *Maastricht University, Maastricht, The Netherlands*; Wiel, M.W.J. van de, *Maastricht University, Maastricht, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*; Koopmans, R., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The quality of health care is highly dependent on the expertise of medical specialists and their

capability to share their information and knowledge concerning patients. In order to make sure that patients receive the best possible individual care, it is essential that different doctors and specialists who have to inform and consult each other in diagnosing and treating patients work together as well functioning teams. Previous work suggests that team members should have a shared cognition, or in other words a shared mental representation, about the situation at hand. This is generally referred to as shared mental model (SMM) (Cannon-Bowers et al., 1993). Additionally, medical expertise research has shown that specialists diagnostic reasoning differs in routine and complex cases (Norman, Eva, Brooks, & Hamstra, 2006). Problem solving of routine cases can be fairly easy and straightforward through pattern recognition which enables fast decision making. Complex cases, in contrast, require systematic evaluation of information, testing of several different hypotheses, and possible restructuring of data (Elstein & Schwarz, 2002). The present study aims at answering the following research questions: (1) Do medical professionals adapt the time and content of patient presentations and discussions to the complexity of the individual case? (2) Are the information sharing processes adapted to the expertise of the participating medical specialists and students? (3) Does case complexity and expertise affect the construction of SMMs of patient cases? We address these questions with the analysis of data from eight recorded grand ward round meetings in the department of internal medicine at a local hospital. Results indicate that case complexity influenced discussion time and the building of a SMM of a patient by the participants. Furthermore, results reveal that medical specialists were able to remember more propositions from complex cases that were discussed than from routine cases. However, there was a lower degree of commonality of the propositions that are recalled from complex cases.

TEAM IDENTITY AND ADAPTIVE GROUP RESPONSE TO NONROUTINE EVENTS

Sohrab, G., *York University, Toronto, Canada*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Dealing with turbulent environments has become part of managers daily responsibilities. Survival in fast changing environments demands quick and responsive organizations which in turn require agile, responsive and accurate groups within organizations (Waller 1999). Although the development of habitual routines in groups (Gersick & Hackman 1990) increases efficiency and effectiveness and reduces uncertainty in

times of stability, teams must also learn how to change their routines in response to unexpected and novel events (LePine 2003). In spite of the increasing prevalence of research on team effectiveness, our knowledge on contextual and structural factors that promote team effectiveness in times of instability and change is very limited (LePine 2005). Building on previous research on team adaptation, I investigate the role of a construct central to team functioning, team identity (Ashforth & Mael, 1989), as a potential determinant of team adaptation and responsiveness to nonroutine events. I ask the questions: Can team identity influence adaptation to unforeseen events? If so, what are the mechanisms through which strong identity translates into adaptability? I present and test several related hypotheses in the paper using survey and video data collected from 30 MBA student teams as they worked during a stressful, complex simulation task replete with unexpected events. Results suggest that the level and characteristics of team identity influenced adaptive information sharing and decision making processes in the teams; in turn, these processes were related to teams simulation performance.

MOVING TARGETS: ADAPTATION IN TEAM INTERACTION PATTERNS

Fredette, C., *Carleton University, Ottawa, Canada*; Waller, M.J., *York University, Toronto, ON, Canada*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Many organizations rely on teams of individuals to collaboratively collect, share and analyze detailed and disparate information in complex, time-pressured situations. Examples include community health officials responding to a pandemic (Reissman, Watson, Klomp, Tanielian, & Prior, 2006) and intelligence agents analyzing terrorist activity (Yen, Fan, Sun, McNeese, & Hall, 2004). In general, these types of teams are called upon by their organizations or communities to quickly collect pertinent information, communicate that information within the team, collectively analyze the information and decide on a course of action. During such dynamic and complex situations, teams are likely to establish patterns of interaction (Fischer, McDonnell, & Orasanu, 2007). Similar to other behavioral routines, interaction patterns in teams are typically extremely persistent and can hamper team effectiveness when fundamental aspects of the task environment suddenly change and existing interaction patterns are no longer appropriate (Gersick & Hackman, 1990). Consequently, the question we address in this paper is: Given fundamental and unex-

pected task changes, how do successful teams adapt their established interaction patterns? We present analyses of nine large teams (131 total team members) as they work during three rounds of a complex terrorist threat simulation using the Experimental Laboratory for Investigating Collaboration, Information-Sharing and Trust (ELICIT) platform. The first two rounds of the simulation were similar and of moderate difficulty, while the third round was more complex. Our analysis of teams interaction patterns indicate clear pattern adaptation by higher performers during the most complex third round, and the adherence to obsolete patterns by the lower performers during the same round.

BEHIND THE CURTAIN: EFFECTS OF ROUTINE CREATION ON ADAPTATION IN STAGE MANAGEMENT TEAMS

Waller, M.J., *York University, Toronto, Canada*; Reid, W., *HEC Montréal, Canada*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Contemporary organizations are often faced with unpredictable, uncertain situations (Waller & Roberts, 2003) that are costly in terms of individual and organizational attention and resources. In order to combat the negative effects of uncertainty, organizations create and implement routines to help standardize approaches and create stability where possible (Cohen & Bacdayan, 1994). Additionally, in an effort to create structures more flexible and responsive in uncertain contexts, countless organizations have moved to team-based structures and rely on teams of individuals to both engage in and to deviate from routines in order to quickly and appropriately respond to new, unanticipated events (Feldman & Pentland, 2003). The existing literature on routine creation focuses chiefly on the creation and functioning of routines at the organizational level (Pentland, Haerem, & Hillison, 2010), while the literature on team adaptation details how teams successfully (or unsuccessfully) alter or abandon routines in order to creatively manage unexpected nonroutine events (Gersick & Hackman, 1990). Although organizational scholars are aware that the method of process creation often has a direct impact on subsequent process usage (e.g. Edmondson, Bohmer, & Pisano, 2001), missing is longitudinal research that investigates the linkage between (1) how routines are created and (2) the ability of teams to update or deviate from them when appropriate. The focus of the current paper is to integrate knowledge from these two areas of inquiry in order to form more complete understanding of adaptive processes in team-based organizations. Our research

question is: Does the routine creation process influence subsequent team adaptiveness to nonroutine events? To address this question, we collected qualitative and quantitative data from three stage management teams in a professional theatre over an eight month period as they first helped create routines before their productions went on stage, and later as they managed a variety of nonroutine events during live performances of the productions. Our mixed-method analyses indicate that characteristics of the routine creation process do affect key efforts of teams to later modify or abandon those routines during nonroutine events.

Symposium: Keeping a Close Watch on Your Employees-Different Ways of Measuring and Monitoring Employees' Performance and Well-Being

Main topic area: Human Resource Management

Location: Auditorium 2 (13:00-14:15)

Chairs: Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*; Vuuren, T. van, *Loyalis, Heerlen, The Netherlands*

Abstract: Effective organizations monitor, measure, and accordingly manage results and expectations. Effective organizations are constantly alert and stay "tuned in" to their employees, whether through management by walking around, focus groups, employee surveys, formal feedback mechanisms, or shared participation in decision making (see Conger & Fishel, 2007). While the beneficial effects of monitoring employees' performance and well-being are evident, little research had been done on how this monitoring can be accomplished and what organizations exactly do in this area. To be able to take the workforce's pulse and to obtain feedback, organizations need to select and develop a range of indicators that can be used to monitor performance and well-being of their employees (see Van De Voorde, Paauwe, & Van Veldhoven, 2010). Results of monitoring can be used as input to a variety of strategic tools, as for example for individual diagnostics (thermometer of employee well-being) and performance benchmarks (where performance is compared with similar individuals/teams/organizations to identify specific challenges and opportunities to improve performance). This symposium brings together several papers on how to measure and monitor employees' performance and well being and how results of these efforts can be used for individual/team/organizational improvement. The first contribution (Van Vuuren and Van Dam) focuses on vitality and shows

how action research can be used to keep a close watch on positive behaviors in the workplace and to follow-up with interventions. The second contribution (Van Emmerik, Schreurs, and Guenther) shifts attention from the individual to the team level and stresses the importance of monitoring team level characteristics and processes. From a learning perspective, the third contribution (Caniëls and Van Vuuren) shows how monitoring of informal and formal lifelong learning can be used to improve employability of older employees. Employability is also the focus of the fourth contribution (Van den Bossche, Kraan, and Wevers) where large scale national representative monitoring instruments are used to examine the willingness/ability to remain in work up to 65 years of age and actual behavior in this respect. Finally, the fifth contribution (Der Weduwe and Dollekamp) focuses on the use of worksite health promotion programs (WHPPs) monitoring data to develop and implement interventions at the workplace. A particular strength of this symposium concerns the close collaboration of practitioners and researchers to develop and test workplace instruments to measure and monitor employees and accordingly to design interventions.

MONITORING EMPLOYEE AND ORGANIZATION VITALITY: YOU DO NOT NEED TO BE ILL, TO GET BETTER!

Vuuren, T. van, *Loyalis Consult, Loyalis Kennis & Consult, Open University, Heerlen, The Netherlands*; Dam, K. van, *Tilburg University, Tilburg, The Netherlands*

Abstract: Vitality is an important concept in modern organizations. Owing to the many challenges organizations face and the recent changes in retirement age, employees need to maintain their motivation and health in order to prolong their working life in a satisfying manner. Traditionally, the management literature has emphasized the importance of productivity, effectiveness and retention, and focused on the negative effects of work. Recently, however, a positive, individual-based approach has evolved, focusing on ways employee well-being and life-long employability can be enhanced. Adopting this positive framework, this paper presents an action research project among Dutch teachers that aimed to improve the vitality of both teachers and school organization. In this project, contextual and individual characteristics, as well as interventions were monitored as possible determinants and consequences of teacher vitality. Data were collected on teachers' well-being, workability and their attitudes about HR policies in 10 Dutch schools for primary education.

MEASURING AND MONITORING THE TEAM: USING TEAM-LEVEL INFORMATION TO MONITOR THE WELL-BEING OF EMPLOYEES

Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*; Schreurs, B., *Maastricht University, Maastricht, The Netherlands*; Guenter, H., *Maastricht University, Maastricht, The Netherlands*

Abstract: Measuring and monitoring of performance and well-being in the workplace tends to focus on individual outcomes, ignoring contextual influences of team/group processes on individual employees' outcomes. However, social psychological theoretical perspectives suggest that employees' outcomes are to a large extent induced by social processes. Redressing this individual-level view, we delineate a multilevel model of well-being and performance taking into account team-level and individual-level factors. First, we conceptualize which constructs/processes at the individual and at the team levels are important in terms of well-being and performance and highlight the functional similarities in these processes across both levels of analysis. The main research question is: What is the added value of team-level characteristics/processes to predict individual level performance and well-being in the workplace. The resulting model with team characteristics and processes will be studied in a Dutch Home Care Organization using multilevel techniques. Based on the results of the survey, we will tentatively develop a team monitor to be used to measure employees' performance and well-being.

MONITORING LIFELONG LEARNING

Caniëls, M.C.J., *Open University, The Netherlands*; Vuuren, T. van, *Loyalis Consult, Loyalis Kennis & Consult, Open University, Heerlen, The Netherlands*

Abstract: Lifelong learning (LLL) has long been defined as formal learning (e.g., an extension of formal education) and focusing on employees attending educational programmes at universities or private educational institutes. Only recently there has also been a broadening of the scope from formal lifelong education to informal lifelong learning. Informal learning takes place outside formal education and training institutions. In the workplace it encompasses on-the-job learning, working as part of a team, and learning from customers, clients and suppliers. This study seeks to investigate whether and under what conditions (formal and informal) lifelong learning can contribute to employability of older workers. The main research question is: in what way does lifelong learning (formal and informal) influence the employability of older workers?

Emphasis will be on the associations between learning, age, and employability and it is expected that the more lifelong learning initiatives used by employees, the higher their employability; that openness of the supervisor to innovative developments and worker's ideas in the perception of the employee moderates the relationship between lifelong learning and employability; and that the higher the employability of employees, the better their health and work satisfaction. These hypotheses will be tested in a sample of 200 employees from Dutch primary schools.

MONITORING LIFELONG EMPLOYABILITY: TOWARDS A NATIONAL BENCHMARK

Bossche, S. van den, *TNO, Dept. of Work & Employment, The Netherlands*; Kraan, K., *TNO, Dept. of Work & Employment, The Netherlands*; Venema, A., *TNO, Dept. of Work & Employment, The Netherlands*; Sanders, J., *TNO, Dept. of Work & Employment, The Netherlands*; Wevers, C., *TNO, Dept. of Work & Employment, The Netherlands*

Abstract: Maintaining and encouraging the lifelong employability of the labor force is a major challenge for society. In this study we assessed what indicators on lifelong employability were available and needed to monitor the concept satisfactorily in two large scale monitoring instruments: The Netherlands Working Conditions Survey and the Netherlands Employer Work Survey. The NWCS constitutes a representative yearly sample of 23.000 Dutch employees, excluding self-employed. The NEWS is a two-yearly representative survey among 5.000 establishments of Dutch enterprises. The model developed, distinguished between antecedents and effects of lifelong employability. Antecedents included working conditions, individual worker, and company level variables. The effect side was operationalized as willingness/ability to remain in work up to legal retirement age and actual behavior in this respect. Results of the surveys (employability information) will be used for academic research, benchmarking studies, policy-evaluations and the development of company level intervention-tools.

MONITORING A WORKSITE HEALTH PROMOTION PROGRAM

Weduwe, K. der, *Krehalon Industries, The Netherlands*; Dollekamp, W., *Krehalon Industries, The Netherlands*

Abstract: Worksite Health Promotion Programs (WHPPs) have become increasingly popular the last decade. Krehalon Industries (A company producing plastic

packing materials for the food industry, 200 employees) started a WHPP started in 2008 because the Preventive Medical Examination (PME) showed a high incidence of overweight (64%) and obesity (13%), smoking (43%) and inactivity (51%). Method: Using the 7-step method of Wynne (1995) a program was developed. To introduce the WHPP, awareness raising meetings were arranged at which information on lifestyle and the results of the PME were shown and discussed. Support for the WHPP was also created by conducting a needs assessment among all employees. Based on the outcome of this survey a project group developed a plan to promote a healthy lifestyle with a focus on exercise, smoking cessation and healthy nutrition. Monitoring the health status and needs and ideas of employees have helped shape the WHPP. Results and conclusion: The results show increased exercise levels (16%), reduced incidence of smoking (10%) and reported healthier eating habits (28%). Of all the respondents 43% reported an increase in general health during this year. Probably more important than the above mentioned effects, is the cultural change within Krehalon. Closely monitoring this change has helped to increase awareness that a healthy lifestyle is a necessity for a productive future work life. Change happens slowly and by small steps, but Krehalon is committed to make these steps and monitor the progress along the way.

13:30-14:30

Posters session-Leadership and Management

Location: Expo (13:30-14:30)

COMPARISON OF THE VALUE AND EXPERIENCES OF THE COACH AND COACHEE OF EXECUTIVE COACHING-A SOUTH AFRICAN PERSPECTIVE.

Brand, H.B., *University of Pretoria, Pretoria, South Africa*; Coetzee, M., *University of Pretoria, Pretoria, South Africa*

Abstract: This is a qualitative study aimed at examining the perceived value and experiences of executive coaching from the perspective of the coach and coachee. The research questions posed were : What are the experiences of coach and coachee of the process of executive coaching ? What are the perceived benefits of executive coaching from the two parties' perspective ?

What are the negative experiences of executive coaching from the two parties' perspective ? The qualitative research approach provided rich, descriptive data. Quality of data was ensured by applying the criteria of transferability, credibility and dependability. Ten participants, consisting of five coaches specialising in executive coaching and five coachees who experienced a completed process of executive coaching, were utilised for this study. Ethical approval for this study was granted by The Research Ethics Committee of the Faculty of Economic and Management Sciences, University of Pretoria, South Africa. Signed informed consent was obtained from all participants prior to the recording of any data and confidentiality was maintained. All participants were interviewed individually to collect data. Interview data was recorded, transcribed and analysed according to the grounded theory perspective. This study makes an important contribution to a better understanding of the field of executive coaching, of which there is a marked lack of well researched information, especially in terms of personal experiences of coach and coachee of this process. The findings of this study also emphasize the importance of understanding and respecting the role of diversity in the executive coaching process (especially in terms of culture and personal background differences). The results of this study can contribute towards a better understanding of the place and value of executive coaching in the field of leadership development.

SUBORDINATE'S COPING WITH ABUSIVE SUPERVISION: THE ROLE OF RESILIENCE AND LOCUS OF CONTROL

Velez, M.J., *University of Évora, Évora, Portugal*; Neves, P., *School of Economics and Management, Nova University, Lisboa, Portugal*

Abstract: During recent years the interest in the destructive side of leadership and supervisor behaviour has substantially increased. Research has examined why and how abusive supervision is related to negative outcomes, and has focused almost exclusively on the behaviours and personality traits of abusive supervisors (Tepper, 2007; Martinko, Harvey, Sikora & Douglas, 2009). So far, studies have mostly ignored the variability that exists between individuals and there appears to be scarce research about the moderating role of subordinates' individual differences (Tepper, Duffy, & Shaw, 2001). The present research was conducted in a City Hall, and examines individual buffers of the impact of abusive supervision on stress appraisal. Specifically, it analyzes how subordinates' characteristics decrease the

strength of the relationship between abusive supervision and stress appraisal with consequences to several work outcomes, both positive (that benefit the organization), like in-role performance and organizational citizenship behaviours, and negative (that damages the organization), like counterproductive work behaviours. 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 two subordinates' characteristics, locus of control and resilience, may reduce the effects of abusive supervision on stress appraisal, such that when the locus of control is internal or resilience are higher, abusive supervision has a weaker relationship with stress, 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. 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.

THE INDIVIDUAL PERFORMANCE OF TOP MANAGERS IN THE PUBLIC SECTOR

Brandao, C., *Universidade do Porto, Porto, Portugal*;
Jordao, F., *Faculdade de Psicologia E de Ciencias Da Educaçao, Porto, Portugal*

Abstract: Few studies focus managers' Individual Performance (IP), especially in the Public Administration context. This exploratory research contributes to the clarification of the IP of Portuguese public sector's top managers, using the task and contextual performance theory that recognizes IP behavioral, evaluative and multidimensional nature. In order to identify these organizational actors' IP internal structure, we interviewed public sector top managers and gathered critical incidents, identifying behaviors that are critical to their success. Results show that the clarification of these managers' contextual performance requires considering towards whom they adopt different behaviors and that public managers tend to focus behaviors related to managing problems and resources, communicating

and interacting with the organizational environment and the need to persist and show initiative in their job as well as consideration towards subordinates. We were surprised that training, coaching and developing subordinates and manager's self development behaviors weren't identified as critical behaviors to success. Results also suggest public managers don't tend to value support behaviors towards other managers or overtly defending organizational rules. Considering the existing social and economic constraints in the public sector our study suggest the importance of top managers developing coaching skills, acknowledging subordinates needs of support, and associating their own development to the public sector success, providing their organizations with resources to face public sector's present constraints.

WHO LEADS OUR TEAM TO TOP EFFICIENCY? A STUDY ON THE IMPORTANCE OF LEADERSHIP CLARITY AND SHARED LEADERSHIP

Werther, S., *Ludwig Maximilian University, Munich, Muenchen, Germany*; Brodbeck, F.C., *Ludwig Maximilian University, Munich, München, Germany*; Winkler, M., *Ludwig Maximilian University, Munich, München, Germany*

Abstract: Rapidly changing work environments in combination with constantly increasing complexity in organizations require new leadership styles in teams rather than focusing on a single leader. Shared leadership means that leadership is distributed amongst different team members in order to avoid excessive demands of a single leader. When leadership is shared within a team, it is important to ensure coordination of the team members concerning the execution of leadership functions and the perception of leadership responsibilities. Leadership clarity is the team members' consensual perceptions of clarity of leadership influences within their team. Therefore, we hypothesized that leadership clarity moderates the relationship between shared leadership and objective performance as well as satisfaction with the collaboration process. We examined the relationship of shared leadership, leadership clarity, objective performance and satisfaction with the collaboration process in a sample of 33 scientific author teams. Shared leadership, leadership clarity and satisfaction with the collaboration process were measured based on existing theories and modifications of existing scales. We requested the authors to fill in an online questionnaire in order to assess shared leadership, leadership clarity and satisfaction. Our objective outcome variable was the number of citations collected

via Harzing's Publish or Perish. This particular outcome variable provides an objective evaluation of the success of the different teams so as to avoid common methods bias. The results show a significant correlation between shared leadership and satisfaction with the collaboration process and objective performance, respectively. We did not find support for the moderating influence of leadership clarity on the relationship between shared leadership and objective performance. However, leadership clarity moderates the relationship between shared leadership and satisfaction with the collaboration process. We conclude by discussing the implications of our findings for both science and practice. Our results indicate that leadership clarity is essential for a smooth collaboration process in teams.

THE MEASUREMENT OF MACHIAVELLIANISM: FACTOR STRUCTURE AND CONSTRUCT VALIDITY

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Abstract: In the 1950s researchers met to discuss Machiavellianism, a personality construct related to knowingly manipulating others for personal gain. They developed 71 items and retained 20 to create the Mach IV scale (Christie & Geis, 1970). Much psychological research has been conducted on Machiavellianism (e.g., Paulhus & Williams, 2002), especially as related to leadership (e.g., Judge, Piccolo, & Kosalka, 2009). Due to concerns regarding the reliability and validity of the Mach IV (e.g., Ray, 1983; Kline & Cooper, 1984) and mixed results from factor analyses (e.g., Ahmed & Stewart, 1981; Panitz, 1989), and since factor analysis was not used in developing the Mach IV, this study is a factor analysis of the original 71-item pool, including some new items and minor editing to update the language. Participants were 1,044 undergraduate students. First, an exploratory factor analysis retained ten factors. The Maximum Likelihood extraction method was used with a Promax rotation. Nine factors were defined as (1) Machiavellian Techniques and Attitudes, (2) Rejection of Steadfast Honesty, (3) View That Others Are Superficial, (4) Rejection of Positive Views of Humanity, (5) The Handling of People, (6) Negative Views of Humanity, (7) Rejection of Being Straightforward, (8) Rejection of Ethics, and (9) View of Euthanasia. The tenth factor allowed better simple structure. Next, a restricted factor analysis was conducted with eight factors, dropping Factors 9 and 10. The initial model fit reasonably well ($df = 960$, $\chi^2 = 2352$,

$GFI = .898$, $RMSEA = .039$), and all loadings were significant. Allowing two cross-loadings and dropping one item improved the overall fit of the model ($df = 958$, $\chi^2 = 2223$, $GFI = .904$, $RMSEA = .037$). The resulting factor structure supported Machiavellianism theory, and there were some similarities with previous studies. The correlations between factors indicated no higher-order factor structure, so separate constructs are probably being measured rather than one Machiavellian construct, supporting Hunter, Gerbing, and Boster (1982) who concluded that Machiavellianism is a combination of four factors, not a single construct. This research could help develop a better measure than the Mach IV to measure Machiavellianism.

ETHICAL SCHOOL LEADERSHIP FOR AN ENRICHMENT OF HUMAN LIFE.

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Abstract: After studying hundreds of leadership definitions and working through several different leadership models, the model that best suited the focus of this research turned out to be Ethical Leadership. No matter what kind of leadership style was adopted or followed by a leader it was the depth of his/her concern for the group being led that allowed for greater effectiveness and resulted in greater levels of faith and trust in the leader. The present research studies the impact that an ethically motivated school principal can have on the pupils. How through encouraging an atmosphere of care and understanding the students are prepared to go out into the world with the same motivation to impart care and justice for all. Leadership is said to either focus on the leader or on the followers. This research tries to amalgamate these two on the basis that it is very important for the leader to be in control while at the same time allow ample opportunities to others in the group to contribute positively and constructively. In order to assess the impact that ethical leadership can have on school organisations, twenty Irish post-primary school principals were interviewed, both from the public and private sectors. Among other things the results reflected the importance that principals accorded to the concept of authority and how there was greater need to have control over any given situation before allowing people the freedom to question, criticise and contribute to the new strategies put forth by the principal. The focus of this research is to build a relationship between the ethical nature of the school principal and how such a team leader could then be able affect positive changes in the organisation. In the end the main stakeholders: the students, receive

the positive impact of ethical leadership, where they learn the importance of care and understanding, and this important lesson they eventually take with them when they move out into the practical world.

THE ADDED VALUE OF COMMUNICATION STYLES OVER PERSONALITY TRAITS IN PREDICTING LEADER OUTCOMES.

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Abstract: Both personality and communication styles predict several leader outcomes (Bakker-Pieper & De Vries, 2010; Judge, Bono, Illies, & Gerhardt, 2002). Personality and communication style are inherently related (Daly & Bippus, 1998), but presumable traits are more stable and less adaptable than communicative behavior. As communication is central to leadership, the use of communication styles in predictive models may be useful as such, but the question is whether they add predictive value over and above personality. A recently developed instrument for measuring someone's communication styles, the Communication Styles Inventory (CSI), operationalizes six communication style dimensions. The basis for the CSI was a lexical study comparable to the studies used to identify the structure of personality traits (De Vries, Bakker-Pieper, Alting Sibert, Van Gameren, & Vlug, 2009). The six communication styles seem to correspond closely to the six personality dimensions as operationalized by the HEXACO-PI-R (Lee & Ashton, 2004). For this study, 220 subordinates assessed their leader's personality and communication styles by completing the other-versions of the HEXACO and the CSI. Various leader outcomes were rated as well. Earlier studies found mostly strong convergent correlations for the self-versions of the HEXACO and the CSI (De Vries & Bakker-Pieper, 2010; De Vries, Bakker-Pieper, & Van Beers, 2008). Our preliminary analyses also show strong convergent correlations for the other-versions, but communication styles still add significant value over personality traits to predict several leader outcomes. Our preliminary findings indicate that the use of communication styles may provide better results in leader assessment and development processes than personality. They provide directions for developing trainings that help (potential) leaders to actively apply communication styles that are positively related to outcomes and avoid those that are negatively related.

EXPLORING THE INTERRELATION OF LEADERSHIP ROLES

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Abstract: To enlarge the understanding of shared leadership processes this study answers 'the need for research that explores multiple leadership sources simultaneously' (Morgeson, DeRue & Karam, 2010, p.28). In addition, the concept of leadership role breadth is introduced to further analyse the role interdependence. The relevance of this study is that 'without such research we do not have a clear understanding of how these different sources of team leadership are interrelated' (p.28). In brief, Morgeson et al.'s (2010) model uses two axes, formality of leadership and locus of leadership, to identify four leadership roles/sources. Axe 1: the formal leader has responsibility for the team performance-the informal leader has no direct responsibility. Axe 2: the internal leader is part of the team-the external leader takes no part in the day-to-day team activities. Morgeson et al. (2010) further defined fifteen mutually exclusive and exhaustive leadership functions, which are 'things that need to be done for the team to meet its needs and function effectively' (Morgeson et al., 2010, p.9). Leadership role breadth (LRB) refers to the leadership functions one performs as a part of one's job and it is broader when one executes more leadership functions. Regression analyses on a sample of 110 managers revealed that if one was an external leader, one was inclined to be both formally and informally so, stated differently one was often both respectively a sponsor and a mentor. Moreover, if one was an informal leader one was inclined to be both internally and externally so, in other words respectively an emergent leader and a mentor. Additionally, if one defined one's leadership role broad in one informal role, one was inclined to do so in the other informal role as well. Finally, the data suggested that mentoring is the final stage of leadership as mentors are more often sponsors and emergent leaders than the other way around. Theoretical and practical implications of these findings will be discussed. References Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2010). Leadership in Teams: A Functional Approach to Understanding Leadership Structures and Processes. *Journal of Management*, 36(1), 5-39.

A LEADERSHIP COMPETENCY FRAMEWORK FOR EMERGING MARKETS

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Abstract: Background and Aim: Studies indicate a dire need for change in traditional leadership styles and approaches to deal with the challenges presented in an emerging market. These studies provide insight into the challenges that leaders are faced with as a result of change (Gaur, 2006:149-151; Kabadse, 2000:14-15) and direct our thoughts to how leaders should adapt to deal with such challenges (Ahn, Adamson & Dornbush, 2004:118-120; Watkins, 2009:48-49; Idris & Ali, 2008:163). In the South African context, leaders are faced with the additional challenge of leading in a newly democratised country and emerging market. This in itself presents complexities based on political, social and economic issues (Nienaber, 2007:77; Denton & Vloeberghs, 2003: 84-86). The purpose of this research was to develop a leadership competency framework for leaders in an emerging country such as South Africa. Method: A qualitative research approach was followed in this research. Five in-depth interviews were conducted with purposive selected leaders in the South Africa context. Theme analyses were applied with the aid of Atlas.ti. Findings: The findings show that major paradigm shifts in leadership are required if organisations in South Africa want to become more competitive and sustainable in a global economy. This cuts deep into the current make-up of human resources and organisational culture. This requires that South African business leaders be brave enough to make decisions and implement leadership practices within the broader context of South Africa and effectively manage the organisation's wider impacts and contributions to society. This repositioning of businesses and business leaders include leaders being more responsible and resourceful, playing the role of change agent and teacher and most importantly demonstrating cultural awareness. A leadership competency framework is proposed based on the above findings. Practical Relevance: Developing an understanding of the challenges and future demands of leadership will provide insight into the requirements of the South African leader. Mastering the ability to lead and grow successful businesses in an emerging market will not only set the benchmark for leaders in other developing countries but enable these leaders to successfully manage and grow businesses in any market.

RELATIONSHIPS BETWEEN TACIT KNOWLEDGE AND LEADERSHIP STYLES: IMPLICATIONS FOR THE PROMOTION AND DEVELOPMENT OF COMPETENCIES OF COMMAND.

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Abstract: The subject of the research is the study of tacit knowledge and transformational and transactional leadership in military context, setting them as explanatory models of what Platoon Commanders 'know' about commanding, and how they use it in the exercise of leadership. This approach is based on two theoretical models: Sternberg's tacit knowledge model (1993, 1995, 1999), enabling the analysis of the explanatory factors / knowledge of the Platoon command; and 'full range' leadership model (Bass & Avolio, 1990, 1994, 2004), reflecting the styles of leadership used in the practice of command. The present research explores the structural models underlying each of the constructs, examining the development of tacit knowledge, the implementation of strategies of influence, as well as the styles of leadership used by cadets in the practice of command at the Military Academy. The results show that the Tacit Knowledge Questionnaire for Platoon Commanders and the Multifactor Leadership Questionnaire have adequate levels of consistency, emerging as useful tools for psychological assessment in the study of command and leadership competencies. Tacit knowledge is a second rate one-dimensional construct, represented by four first rate factors: (1) to motivate and be concerned about the subordinates, (2) to influence and deal with the immediate superior, (3) to manage the self towards the subordinates, and (4) to manage the self towards the immediate superior. The results suggest an increase in overall tacit knowledge over the years with gained experience. The transformational leadership exerts significant effects on the Platoon's efficiency, satisfaction and extra effort. The integration of the two models under consideration shows that tacit knowledge in the 5th year is predictive of the transformational and transactional leadership style used in the first experience of command and opposed to the passive-avoidant leadership style. Overall, these results clarify the influence of tacit knowledge in the styles of leadership and the importance of these variables in the promotion and development of competencies of command.

TYPICAL SITUATIONS FOR MANAGERS IN THE SWEDISH PUBLIC SECTOR: ASSOCIATIONS WITH TURNOVER INTENTIONS AND EMPLOYABILITY

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Abstract: The public sector has undergone extensive changes over the past years. It has been argued that

these changes, under the influence of New Public Management, have been focusing on increasing efficiency and productivity, transparency and user orientation. The new conditions have resulted in important and difficult challenges for the public sector managers to handle. Together with increasing demands it has also been emphasized that the turnover rate of public sector managers is high, and, in addition, it has also been argued that it is difficult to attract future managers to the sector. Consequently, the aim of the present study was to investigate turnover intentions and employability of public sector managers. Primarily, the focus has been to investigate if there are specific patterns of work environment prerequisites in the Swedish public sector. In a second step the aim was to study if such patterns discriminate regarding turnover intention and employability. For this purpose, a questionnaire with 548 Swedish public sector managers was analyzed by means of a cluster analysis. The variables of the analysis were chosen following the logics of the Job Demands-Resources model, including four demands (lack of resources, conflict of logics, employee conflicts and client conflicts) and three resources (management support, employee support and client recognition). The preliminary results indicate eight typical situations for managers in the public sector. These situations reflected very beneficial as well as complicated and unhealthy situations. Furthermore, the eight clusters discriminated in a very distinct way regarding turnover intentions. For example, less than 10 percent of the individuals in the two healthiest clusters wanted to quit as managers, as compared to the two clusters with poorest health, where more than a third of all the managers wanted to quit as a manager and more than half wanted to change organizations. On the other hand, preliminary results also indicate that the eight clusters did not discriminate regarding employability, suggesting that the managers regardless of their working situation reported similar possibilities to get new employment. These results contribute with knowledge about managers working situation in the public sector.

TRUST IN LEADER, CONSENSUS AND JOB SATISFACTION: A MULTILEVEL ANALYSIS OF ORGANISATIONAL-LEVEL INFLUENCES AND MEDIATING PROCESSES.

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Abstract: The recognition of trust as a crucial element of effective leadership is clearly not a new insight. In fact, organisational research over the past four decades has explored the significance of trust in

leaders. Until recently, however, surprisingly little research has focused on illuminating how trust in leader contributes to the effective functioning of groups and organizations and employees' positive job attitudes and well-being. In addition, researchers in the field of leadership have shown an increasing interest in examining the additional effect of consensus, which reflects on the variability of leadership perceptions in an organisation on individual and organisational outcomes. Based on two theoretical perspectives of trust in leadership, relationship-based and character-based perspectives, and theoretical assumptions on group processes, it is hypothesized in this study that besides organisation-level trust in leader, the consensus among organisational members will positively predict individual job satisfaction. Further, we proposed that the influence of organisation-level trust in leader is mediated by individual perceptions of communication quality, whereas consensus is mediated by positive organisational climate. Data were collected from 33 road transport organisations and their employees (N = 486). Employees rated their trust in supervisors, as well as their individual perceptions of communication quality, organisational climate and job satisfaction. Multilevel analyses revealed, as expected, organisational-level trust in leader and consensus were positively related to employees' job satisfaction. Further, individual perceptions of communication quality mediated the influence of organisational-level trust in leader on individual job satisfaction. Positive organisational climate mediated the relationship between consensus and individual job satisfaction. Practical implications are discussed with regard to job satisfaction management by promoting meaningful work and strengthening consensus and climate.

FACTORS INFLUENCING MANAGERS' DECISIONS ON REASONABLE ACCOMMODATION FOR EMPLOYEES WITH HEARING DISABILITIES

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Abstract: The South African Constitution prohibits unfair discrimination under a number of grounds such race, gender, sexual orientation, religion, belief, culture, language, birth and disability. Yet in practice people with disabilities frequently experience all kinds of obstacles to be employed and once employed, challenges in the work place. This study examines the factors that influence managers' decisions on reasonable

accommodation in the workplace of employees with hearing difficulties.

THE DEVELOPMENT OF LEADERSHIP PROTOTYPES AMONG ADOLESCENTS FIRST ENTERING THE WORKPLACE

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Abstract: This empirical study evaluates the results of interviews and questionnaire responses from 17 and 18 year old high school students in the USA about their perceptions of student leadership as well as adult leadership. Data are further analyzed by comparing students who participate in a variety of extra-curricular activities (e.g., student government, athletics, musical performance groups, and journalism) with students working part-time after school. During interviews, student group members as well as student group leaders were asked to perform a Q-sort task using single sentence descriptions of leadership behaviors. Participants were able to sort leader behaviors reliably into common factors using this technique. Overall results suggest that not only do these adolescents have a working cognitive map or prototype of leadership, but the principal factors of their prototype are essentially the same as the factors well described by the Leadership Behavior Description Questionnaire (Schriesheim & Kerr, 1974). This result supports the Cronshaw & Lord (1987) findings which demonstrated the existence of leadership prototypes in adult populations. Further data collection used selected Leadership Behavior Description Questionnaire items and associated rating scales to collect expected frequency of behavior ratings for two different targets: Student leaders and adult advisors of targeted groups functioning in leadership roles. Analyses of these ratings indicate that significant differences exist in expectations of student leaders by the group led and by sex of the rater. Additionally, significant differences were found in expectations for student leaders and adult leaders within the same activity-based group. These results are interpreted to mean that by the time 17 and 18 year old employees enter part-time or full-time employment their leadership prototypes are well-formed and reflect typical influences by sex of the rater or by the task performed by the group as a whole. Managers of young employees should not assume any different cognitive structures or processing for typical leadership behaviors. The results also argue for the conclusion that young employees are capable of reliable estimation of their need for fundamental leadership functions in school as well as on the job.

NATIONAL DIVERSITY AND CONFLICT ASYMMETRY

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Abstract: Organizational research has recognized the significance of perceptions over objective diversity and conflict. Recently, researchers have also pointed at the importance of studying differences in perceptions, that is, asymmetric perceptions of individuals within a group. Past research had assumed symmetry of conflict, that is, members of a group experience same amount of conflict in view of shared mental model and fixed-pie perception. Asymmetry of conflict, on the other hand, maintains that individuals perceive conflict differently (Jehn & Chatman, 2000). Asymmetry of conflict has been shown to negatively affect performance (Jehn, Rispens & Thatcher), but we need studies that describe the relationship between conflict asymmetry and group outcomes. In this study, we explore possible mediators of conflict asymmetry to outcome relationship including cognitive load and social and group processes. One reason why people perceive the same conflict differently is context or culture (Wit & Jehn, working paper). We, therefore, included national diversity (number of nationalities present in a group) as a contextual factor and argued for a moderating role of national diversity in conflict asymmetry to outcome relationship. We conducted a field study with 25 workgroups in a Dutch organization. The measures included items on conflict types (task, relationship, and process), conflict asymmetry (perceived and constructed), cognitive load (distraction, uncertainty, confusion), social process (cooperation) and group processes (trust and commitment). We measured perceived as well as objective ratings of performance. Results showed that national diversity interacted with task conflict asymmetry for confusion and commitment, with relationship conflict asymmetry for cooperation and commitment, and with process conflict asymmetry for trust and cooperation. National diversity had a positive effect on group processes such that it weakened the positive relationship between conflict asymmetry and group processes. We noticed that there were more significant results with perceived asymmetry compared to constructed asymmetry (calculated asymmetry vs measured asymmetry). Results favor diversity in workgroups and signify the importance of understanding the diversity context of workgroups as well as the importance of perceptions compared to objective or constructed realities.

NON-EXECUTIVE BOARD DIRECTORS' INFLUENCING ACTIVITIES IN STRATEGIC DECISION-MAKING PROCESSES

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Abstract: Most research on boards of directors and board directors has focused on input-output studies but neglected intervening board processes, which are likely to have a significant influence. These intervening processes are considered in behavioural board studies. However, this perspective and particularly the question whether and how board directors exert power and influence in strategic decision-making processes (SDMPs), have been largely neglected to date. Based on qualitative interviews, a conceptual framework was developed to explain non-executive board directors' (NEDs) power and influence in SDMPs in public hospitals in Germany. To this end, 72 in-depth interviews were conducted with CEOs, NEDs and other relevant actors in 12 hospitals. These interviews allowed us to identify and analyse 173 SDMPs. The first practical contribution of this work is the development of a process framework with which to describe NEDs' power and influence in SDMPs. This framework considers recent insights that influencing processes are a multi-faceted construct and that power and influence are relative and dynamic phenomena. The framework thus contributes to recent endeavours to uncover board processes. The second contribution lies in the further elaboration of this framework and its underlying activities. The study thus contributes in various ways. Firstly, the study provides a detailed elaboration of the sample NEDs' areas of contribution and their level of involvement in SDMPs, which points to their power and influence in these processes. Secondly, the study provides a thorough analysis of the various activities that help to explain how NEDs participate and exert power and influence in SDMPs. In this respect, two different processes could be identified: the impetus process and definition process. The two processes centre on the interpretation making, goal developing, mobilising, goal promoting, negotiating between NEDs, alternative generating, negotiating with internal and external stakeholders, alternative selecting, negotiating regarding action taking and implementing of a strategic issue. Finally, the study explicates how these activities are inextricably intertwined.

WHEN REBELLING AGAINST THE SYSTEM BECOMES A GOOD THING: LESSONS FROM THE BANKING CRISIS.

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Abstract: In this study we examine interviews with senior risk managers working within the UK financial sector in the aftermath of the recent banking crisis. We aim to identify cognitive and cultural factors which gave rise to group think' in some banks, leading them to ruin, but rebellion in others, which ultimately helped them to mitigate the effects of the crisis on themselves. Our findings contribute to the groupthink literature by exploring the relevance of the theory's principles to the wider organisational level and more specifically to financial institutions and their regulators. At a practical level the findings will inform risk managers of some of the possible root causes behind ineffective groupthink and the strategies that can help them to overcome such entrenched ideals and norms to achieve organisational stability during times of crisis. Background Groupthink theory (Janis, 1982) dictates that in normal circumstances group members tend to affirm and defend their organisational norms and views which then are emphasised during times of instability to preserve the status and wellbeing of that group (Simon et al, 1997). However, in high risk work environments this type of behaviour can be detrimental, helping to escalate unfolding disasters (Weick et al, 2005). Research on previous collapses of banking systems and the current crisis has supported this finding (i.e. Brown, 2005; Tett, 2009) though available evidence is largely circumstantial. During the recent crisis, some financial institutions including national governments, regulators, and international organisations (e.g. IMF) succumbed to the prevailing groupthink (that risk was low and that profits would continue to rise), while others did not, instead choosing to rebel against the ensuing norm (Turner 2009). Method 20 semi-structured interviews were conducted with senior risk managers across the UK financial services sector (19M:1F). The sample represents a cross section of the UK financial services sector, with 12 working at the time in banking (retail and investment) and 8 in insurance. Interview questions relate to cultural and cognitive factors relating to success and failures of financial institutions during the recent financial crisis. The data is being analysed using Thematic Analysis and will be ready for report for EAWOP.

DOCTOR: PATIENT SHARED DECISION MAKING

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Abstract: Shared decision making within health care has been a topic of some research interest however the topic is often approached from the perspective of medical professionals. Although shared decision making has established benefits for patients, practice lags with more decisional control being retained by medical professionals than patients regard as optimal. Additionally, to the authors' knowledge, no research has been published that systematically examines the tactics patients use to influence decisions about their health care. This paper reports on an online survey of over 200 patients of general practitioners and determines predictors of both shared decision making preferences and influencing tactic usage. Need for cognition, doctor-patient trust, health care competence and health locus of control were found to have predictive power. This paper will provide important insights into patients' behaviours and preferences in situations where decisions about their health are being made. It is anticipated that this work will be of practical relevance within general practice, with the eventual ambition being to improve the fit between patients' desired and actual level of shared decision making. The research will not only be used to inform medical practitioners but also to empower patients.

Interactive posters: Organizational Behavior

Main topic area: Organizational Behavior

Location: Expo (13:30-14:30)

GOAL ORIENTATIONS: THE PAST, THE PRESENT, AND THE FUTURE

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Abstract: Introduction Research on Goal orientations (GOs) has been carried out in relation to a number of core areas in organisational psychology. These include employee motivation, career satisfaction, performance, training, and feedback-seeking behaviour, amongst others. However, there are still a number of fundamental questions regarding the nature of GOs that need to be answered. These inconsistencies in GO research are presented and the importance and practical implications of addressing them, in order for GO research to be used effectively in organisations, are emphasised throughout. The Past The utilisation of GOs in organisational research has enabled

researchers to better understand, as well as make predictions about, learning and behaviour in a wide array of organisational contexts. These include training (e.g. Kozlowski, Gully, Brown, Salas, Smith & Nason, 2001), sales performance (e.g. Harris, Mowen, & Brown, 2005; Lee, Hui, Tinsley, & Niu, 2006; VandeWalle, Brown, Cron, & Slocum, 1999), feedback seeking (e.g. VandeWalle & Cummings, 1997), career satisfaction (e.g. Joo & Park, 2010), as well as performance adaptability (e.g. Kozlowski et al., 2001). The Present Although there have been a large number of research studies examining the relationships of GOs with important organisational variables there are still a number of core conceptual inconsistencies which have yet to be clarified. These include issues with the definition, dimensionality, stability, and specificity of GOs. There is enormous potential for the use of GO research in organisations. However, it is vital to address the current conceptual inconsistencies if reliable practical recommendations are to be provided to organisations. Conclusion: The Future Recommendations for future research, in order to clarify current inconsistencies in GO research, are made. These include examining the stability of individual GOs and GO profiles; examining the antecedents and consequences of GO profiles; as well as assessing the clarity and usefulness of the concept of mastery-avoidance GO in order to make a decision regarding whether the 3- or 4-factor model should be utilised in future GO research, amongst others.

MOTIVE STRENGTH OR MOTIVE FULFILMENT? – WHAT MATTERS IN PREDICTING VOLUNTEERS' TENURE AND SATISFACTION

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Abstract: Introduction A prominent approach in past research on volunteerism is the so-called functional approach (Omoto & Snyder, 2002), stressing the relevance of volunteers motives and, more recently, also that of motive fulfilment (Davis et al., 2003; Finkelstein, 2006). Existing evidence however is not able to clarify, whether it is motive strength or motive fulfilment that matters regarding desirable organizational outcome variables. The study at hand seeks to contribute to the literature, by testing the predictive value of these two variables regarding tenure on the one hand and volunteers' satisfaction on the other. Method To

meet our research aim, Austrian hospice volunteers' motives and motive fulfilment were surveyed by the Scales of the Attitude Structures of Volunteers (Bierhoff, Schlken & Hoof, 2007). Satisfaction was measured using a subscale of a volunteer questionnaire developed by Davis et al. (2003). Results Results of a step-wise regression analysis reveal that, in addition to motive strength, motive fulfilment highly significantly increases explained variance in volunteer satisfaction (from $R^2=0.18^{**}$ to $R^2=0.36^{**}$). In the first step, when solely motive strength is considered, strength of the self-experience, social responsibility and political responsibility motive is (highly) significantly correlated with satisfaction. In the second step however, when motive fulfilment variables are added, only the effect of the strength of the political responsibility motive remains stable. In terms of motive fulfilment, fulfilment of the social responsibility motive, the job compensation motive and the political responsibility motive significantly determines volunteers' satisfaction. Regarding tenure in contrast, motive fulfilment does not additionally contribute to the prediction. In detail, strength of the self-experience, the job compensation and the career motive is (highly) significantly related to tenure ($R^2=0.20^{**}$). Conclusion Given the equivocal findings for motive strength and motive fulfilment with respect to volunteerism, findings at hand imply that it depends on the outcome variable in question - in our case satisfaction and tenure - whether it is motive strength or motive fulfilment that matters!

AN EXAMINATION OF THE INTERACTIVE EFFECTS OF PRIMED SUBCONSCIOUS GOALS AND ASSIGNED CONSCIOUS GOALS ON TASK PERFORMANCE

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Abstract: Motivation is the key to successful task performance because it is fundamental to task focus and sustained effort (Hunter, Schmidt, Rauschenberger, & Jayne, 2000). The relationship between motivation and performance can be explained by goal setting theory; for example, there is a positive linear relationship between goal difficulty and task performance (Locke & Latham, 2006). However, goal setting theory focuses predominantly on the effect that conscious goals have on motivation and task performance, even though research shows that subconsciously primed goal orientations produce unique effects over and above conscious goals (Chartrand & Bargh, 2002). Consequently, it is

imperative to investigate the interaction between subconscious and conscious goals and their impact on motivation and performance. The primary purpose of our study was to examine the operation of opposing assigned, conscious goals and primed, subconscious goals on task performance in three difficulty conditions (easy, do your best', and difficult). Participants (age 18 - 48 years; $M=21.7$, $SD=3.5$) were given a word-search priming task which contained either speed-related or accuracy-related words. Following this, participants completed individual difference items, including core-self evaluations and need for achievement. Next, they completed numeric, verbal, or symbol-based puzzles, with consciously assigned speed or accuracy goals. Lastly, participants completed measures of goal orientation, goal commitment, and goal acceptance. Based on past research and theory (Stajkovic, Locke, & Blair, 2006), we expect to find decreases in task performance when subconscious and conscious goals are in opposition, in both the do your best' and difficult goal conditions. Data has been collected from 94 participants, with the remainder anticipated by December 2010. This study contributes to the extant literature by extending past goal setting research and increasing our understanding of the interaction between subconscious and conscious goals. Specifically, we will highlight the impact of conflicting goals on motivation and performance, which has important implications for organizational performance. For example, in the workplace leaders can modify their goal setting strategies to reduce goal conflict and enhance employee performance.

AN EVIDENCE FOR COGNITIVE STIMULATION IN ELECTRONIC BRAINSTORMING GROUPS: THE EFFECTS OF DIVERGENT THINKING, SOCIAL CONTEXT AND GROUP SIZE ON THE CREATIVE PERFORMANCE

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Abstract: There have been some controversial findings and explanations (e.g., cognitive stimulation and social facilitation) on the effectiveness of large sized electronic brainstorming (EBS) groups over nominal EBS groups because of some methodological problems (e.g., evaluation of ideas, typing speed, and using different formats: Dennis & Williams, 2005; Paulus, 2000; Paulus & Brown, 2007). To resolve such problems, the present experiment was conducted by examining the effects of social context (individual setting and interactive setting), group size (small (4 person) groups and

large (10 person) groups), and cognitive thinking (divergent and convergent thinking) via intranet. A total of 586 students participated in this experiment in exchange for an experimental credit. Results showed that unique and original ideas increased as group size increased. Typing speed affected total and unique ideas but not the originality and feasibility of ideas. Divergent thinkers seemed to benefit more from large groups and interactive setting than convergent thinkers in terms of unique and original but not feasibility of ideas. Interactive groups were largely affected by the number of ideas shown on the computer screen. However, group size did not affect one member's performance within group. These findings suggest that cognitive stimulation seemed to be more evident in EBS groups than social facilitation.

INTRINSIC WORK VALUES AND HIGHER EMPLOYEE OBLIGATIONS GUARANTEE CAREER SUCCESS AND JOB SATISFACTION

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Abstract: The purpose of this study was to identify the structure work values and their connection with psychological contracts. The research of work values was governed by D.Elizur's (1984, 1999; Sagie et al., 1996) work values theory and values were measured using facets of work values model. Psychological contracts were measured by seven discrete dimensions (Rousseau, 2001; Rousseau, McLean Parks, 1993; Rousseau, Tijoriwala, 1998). The questionnaire consists of two parts - each of the selected seven dimensions were operationalized in terms of employee as well as employer obligations and measured as perceived by the employee. The research was carried out in 2009 and the sample consists of 919 representatives. The data analyses showed that intrinsic work values are strong predictors for inner motivation - respondents who scored high on intrinsic values perceived their work as motivating (based on Oldham and Hackman's job characteristics theory) and were more satisfied with their job. Intrinsic work orientation correlated with higher employee obligations in psychological contracts. Respondents who valued instrumental work values were less satisfied with their career and job and perceived employer obligations higher than their own. Within this group factor analysis placed two affective values (respect and recognition) amongst instrumental values. The greatest differences run between age groups and positions in organization. Younger respondents and respondents with bigger incomes and on higher positions valued intrinsic work values and were more obligated.

14:30-15:00

Coffee Break

Location: All levels (14:30-15:00)

14:30-15:30

Posters session: Sustainable Environment, Organizational Change and Development

Location: Expo (14:30-15:30)

DOES CORPORATE SOCIAL RESPONSIBILITY PREDICT EMPLOYEES' JOB SATISFACTION AND TURNOVER INTENTIONS? THE MEDIATING ROLE OF PERSON-ORGANIZATION FIT

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Abstract: Corporate social responsibility (CSR), as a set of policies and consequent practices voluntarily adopted by enterprises, integrating the ethical, legal, social and environmental dimensions in the organizational strategy and, in consequence, creating value to all stakeholders, assumes unavoidable pertinence on nowadays organizational scenario. Although major debates concern its effective impact on stakeholders, those need much more research support. The present research intended to comprehend the impact of CRS on employees job satisfaction (JS) and turnover intentions (TI) and to clarify the role of person-organization fit (P-O fit) in the previous relationships. A sample of 422 employees from 20 Portuguese industrial companies filled out the CSR Questionnaire - Reviewed Version (Agostinho & Rebelo, 2010); 3 items from the Michigan Organizational Assessment Questionnaire to assess JS and 3 items from Irving, Coleman and Cooper (1997) to assess TI, both used by Egan, Yang and Bartlett (2004); and Cable and Judges (1996) 3 item P-O fit questionnaire. The psychometric properties presented them as reliable instruments. Exploratory factor analysis revealed three CSR dimensions (internal dimension, $\alpha = .90$; internal and external environment, $\alpha = .88$; external dimension, $\alpha = .83$). JS, TI and P-O fit revealed adequate internal consistency ($\alpha = .77$; $\alpha =$

.67; $a = .77$, respectively). With the purpose of testing the effect of CSR on JS and TI, and the mediating effect of the variable aforesaid, simple and hierarchical regressions were conducted, following Baron and Kennys (1986) procedure. Results point out CSR as a predictor of both variables. More, P-O fit mediates de impact of CSR on employees' JS and TI. We conclude that employees' perceptions of CSR policies and practices significantly predict JS and TI. We also conclude that P-O fit, acting as a variable that carries out the effect of CSR perceptions into JS and TI, significantly mediates, totally or partially, the relationship between CRS and those variables, so that CSR perceptions only seem to have a positive impact on job satisfaction (increasing it), and a negative one on turnover intentions (decreasing them), if employees experience fit between themselves and the CSR policies and practices adopted by their organizations.

VALUES-DRIVEN TRANSFORMATIONAL LEADERSHIP AND THE TRIPLE-BOTTOM LINE PHILOSOPHY IN SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE ORGANIZATIONS

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Abstract: The leadership style and values of sixteen top leaders (e.g., CEOs, CFOs, Founders) of pioneering sustainability-focused organizations and sixteen top leaders of more traditionally run companies were assessed using an on-line survey. There were 14 male leaders and 2 female leaders in both the triple-bottom line and comparison groups. For both groups the modal age was 41 to 50 years old. Organization size, type of ownership and industry were also similar between the two groups. The Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 2000) was used to measure transformational leadership style, while values were measured with the Schwartz Value Survey (1994). The 3-P scale was developed to measure leader attitudes towards the purpose of business based on a triple-bottom line philosophy with equal emphasis on People, Planet and Profit. Results indicate that leaders in both groups employ a values-based (but with differing values), transformational leadership style. It was expected (and found) that the values that triple-bottom line leaders most embrace would create a pattern that is consistent with the self-transcendence value orientation in Schwartz's Model, which is composed of the values

of benevolence and universalism. It was also hypothesized that the comparison sample would score higher on values that are associated with the value orientation of self-enhancement-the quadrant that is positioned opposite of self-transcendence and as such is considered a competing disposition. The self-enhancement orientation is composed of such values as hedonism and the power. The triple-bottom line group scored also significantly higher on the 3-P scale than the comparison sample. Although this outcome was to be expected, it is remarkable that a difference was found considering the high potential of social desirability bias. The findings of this study reinforce the important topic of values in business, which so many academic and business articles have addressed when discussing the drivers and pitfalls of authentic corporate social responsibility and sustainability. Overall, the triple-bottom line group's responses to the survey showed a delicate balance between fiscal, social and environmental objectives. This response pattern represents the constant struggle of these pioneering organizations to create a business case for traditionally non-business related agendas.

CORPORATE SOCIAL RESPONSIBILITY, CULTURE AND VALUES: THE CASE OF IBEX 35

Ortego, J., *University of Burgos, Burgos, Spain*; Gonzalez Castro, J.L., *Burgos University, Burgos, Spain*; Garcia Rivero, C., *University of Burgos, Burgos, Spain*

Abstract: In a context of economic recovery, financial uncertainty and general lack of confidence, Corporate Social Responsibility arises as a method to develop new forms of relationships and trust building. Current financial crisis shows the need to review investment and funding policies of companies, using non-financial variables, and more concretely, those factors that characterises 'sustainable' companies, giving rise to higher level of prestige and confidence in international markets and a more sustainable model. The innovative and multidisciplinary character of the topic limits the approach from a single theoretical frame. Quazy y O'Brien (2000) find two different model that have generally served to delve into the topic. First one refers to the orthodox paradigm that argues that companies only need to offer goods and services to society. The second models holds a wider view of companies understanding them as part of the society, with more targets that obtaining benefits in the short period of time. Against this background, this research aims at analysing the Social Responsibility Policies developed by companies integrating the Spanish IBEX index in

the Stock Exchange Market related to the sustainability indicators as Global Reporting Initiative 2010. The research has made use of variables such as information transparency, internal structure within Social Responsibility Policies, human rights, corruption, labour and environment.

WORKING AND ORGANIZATIONAL CONDITIONS FOR 'PROUD NURSES' AND SERVICE QUALITY IN THE GERIATRIC CARE

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Abstract: Introduction. The currently implemented and by the 'German Federal Ministry of Education and Research' (BMBF) and the 'European Social Fund' (ESF) funded research project 'Professionalization of interactive Work' (PIA), is aimed at the detection of conditions that promote the quality of services and the producers pride in the work. Previous research suggests that both the organizational customer orientation and the working conditions of employees are sources of personal service orientation and service pride. Method. To identify such supportive conditions, a quantitative survey with 88 employees of three senior centres was conducted. These results are focused in this presentation. Questions concerned working conditions (stressors and resources in interactive service work) as well as aspects of quality (personal patient orientation and perceived quality of services of homes) and health (burnout). The analysis includes bivariate correlation analysis and multivariate regression. Results. The survey shows favorable conditions. The significant positive correlations between personal service orientation and work pride / joy of work and working conditions lead to this. In addition, the results show the importance of the employees perceived service quality of the organization (organizational customer orientation) in the senior centre. Moreover the findings show that both the opportunity to design interactions themselves and qualification requirements in the senior center are obviously more important than the customer-oriented scope. Consequences. At present, measures for the improvement of the quality of care and professionalization of interactive service work are developed.

ECONOMIC, CONTEXT OR OTHERS FACTORS: WHAT DRIVES SUSTAINABLE BEHAVIOUR?

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sity, London, UK; Blavins, R., *London Metropolitan University, London, UK*; Bohbot, L., *London Metropolitan University, London, UK*

Abstract: From organisations to individuals, the need for survival of both the planet and human beings has become a matter of increasing importance, seeing a shift towards a more conscious approach in the way that things are done. At an organisational level, limiting the carbon footprint and seeking ways to boost corporate social responsibility strategies are becoming highly important, whilst individuals are encouraged to buy organic' and recycle more often. Furthermore, the current economic climate is likely to have an impact on the behaviours of individuals. Electricity and resources are expensive both from an economic and ecological perspective, and conversely, less responsibly produced goods are often cheaper than organic products which are produced in stricter conditions with more naturally grown resources. Therefore an important question to ask is what behaviours are currently being engaged in and what exactly drives/motivates these behaviours. Is it financially related, trend or fashion related, does it even matter, and if so, will it last? Thogersen & Olander (2002) looked into values of individuals and the emergence of sustainable behaviours. This pilot study aims to develop this research and is one of the few studies exploring the motivation behind these green' behaviours and whether in fact they exist. Qualitative data from interviews and focus groups are used to examine 'green' behaviours such as printing/electricity usage/habits and purchasing habits providing greater insight into the extent to which individuals are buying in to sustainability. The reasons why they behave in ways that they do will also be addressed through the questions. The interview data is analysed qualitatively using the IPA process. This allows for investigating and achieving a greater understanding of what is underlying and driving green behaviours which is seen to be sustainable behaviour. This study aims to understand current behavioural trends with regard to sustainability. The findings will help understand the cognitive processes behind these behaviours, and the values and the extent to which these influence individuals to engage in sustainable behaviours. Practical suggestions and implication for further research into this area are provided.

PSYCHOSOCIAL CHARACTERIZATION OF SOCIAL ENTREPRENEURS: A COMPARATIVE STUDY IN CHILE

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Abstract: Social entrepreneurship (SE) is a phenomenon complex to approach because it refers to a specific work and social orientation focusing on the development of work and social projects that cannot be considered only as traditional entrepreneurship, that is, it goes beyond doing profitable business in view of an opportunity or need to be an entrepreneur. It involves elaborating, executing, and sustaining initiatives whose ultimate goal is to overcome a social difficulty or obtain a benefit common to a group of people by either entrepreneurial or social-communitarian activities. As a different type of entrepreneurship, it has the central innovation and risk elements for the novel solution to a need or problem. The great entrepreneurship development both scientific and applied we have witnessed seems to be turning to differentiate commercial and social entrepreneurship. The 2009 Global Entrepreneurship Monitor (GEM) report includes, for the first time, data regarding social entrepreneurship in 49 countries. It shows that social entrepreneurial activity (SEA) is definitely increasing but does not exceed 5%. Thus, this issue is attracting the attention of different social spheres as a way to alternative social and economic development. However, the extent of knowledge and consensus is not enough yet to reach greater depth and integration. In a first step of this research, we asked: What are the particular psychosocial factors that distinguish social entrepreneurs? So, our research goal was to identify particular psychosocial characteristics proper of SE as compared to other types of entrepreneurships (commercial) and prosocial behaviors (philanthropy, volunteer work). In order to answer our research question, we conducted a factorial study in which we distinguished social entrepreneurship in several psychosocial variables: personal values, entrepreneurship orientation (proactivity, entrepreneurial self-efficacy, risk tendency, and control locus), social motivation, empathy orientation, and career identity. Our work Hypothesis was that social entrepreneurs show a particular profile related to values of benevolence and self-direction, high entrepreneurship orientation, ability on perspective taking (empathy), a social motives similar to altruism, and career identity based on service and entrepreneurship.

DETERMINANTS OF PREFERENCES CONCERNING THE COGNITIVE MORAL DEVELOPMENT OF SUPERIORS AND SUBORDINATES

Hayibor, S., *Carleton University, Ottawa, Canada*;
Wasieleski, D., *Duquesne University, Pittsburgh, PA, USA*

Abstract: Work concerning cognitive moral development (CMD) (Rest, 1986) within organizations has not addressed the idea that, due to behavioural implications of CMD, a given employee might prefer to work with others of a specific level of CMD. We previously informally identified a phenomenon related to this idea that could result in difficulties in superior-subordinate relationships - business students, when asked to identify their preferred stages of CMD for superiors and subordinates, displayed a marked tendency to prefer superiors who reasoned at the post-conventional level, but subordinates who were at the pre-conventional level. These preferences were generally related to a desire for fair' superiors but controllable' subordinates. If this preference set is generalizable to the larger population of managers, it presents something of a paradox, and many employees may not have certain preferences for their superiors realized: the employee will desire a post-conventional superior with a leadership style which reflective of this level of CMD, but if the superior was selected by someone who shared the subject's own preference set (as might occur if these preferences are typical) the former will in fact be more likely to be a pre-conventional reasoner, all else equal. This misalignment could lead to tension in the superior-subordinate relationship due to the relationship between CMD and leadership style (Graham, 1995). One practical implication of our submission, then, stems from the identification of a possible source of incongruity between superiors and subordinates - one based on preferences concerning CMD and associated modes of behaviour. In order to document such preferences and explore them further, we investigated subjects' preferences for the CMD of their superiors, subordinates, and co-workers, and attempted to identify potential determinants of these predilections. We gathered data concerning business student subjects' preferences concerning the CMD of superiors, subordinates, and peers, along with other individual-level data. Variables hypothesized to have possible effects on CMD preferences included subject's stage of CMD, values, locus of control, personality variables, equity sensitivity, need for power, and resistance to subordination. Analyses were conducted using multinomial logistic regression. Results of the study, along with theoretical and practical implications, will be discussed.

CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL COMMITMENT: THE ROLE OF WORK TENURE AND EDUCATIONAL LEVEL

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Abstract: Many theories have been proposed to study the relationship between society, organizations and individuals. As the environment changes and consequences arise, the concept of social responsibility becomes increasingly popular. Consistent with the global context, the concept of Corporate Social Responsibility (CSR) proposes a way for organizations to relate to the environment in which they operate. CSR conceptual framework includes: the quality of life of stakeholders, sustainable development and the search for balance between environmental, social and economic interests. The present study was based on research carried out by Inverno (2008), Santos (2008), Rodrigues (2009) and Vicente, Rebelo & Inverno (2010). The present study aim to understand the relationship between CSR and other variables and to answer the question: what are the effects of some demographic and professional variables, specifically educational level and work tenure, on the relationship between CSR and Organizational Commitment (OC)? Our sample is made up of 1230 employees from 43 Portuguese companies of ceramic industry. The CSR Scale developed by Inverno & Rebelo (2007) and one of the questionnaires of The Human System Audit Questionnaire (ASH-ICI), developed by Quijano et al. (2000) were used. Hierarchical regression was the principal statistical technique for data analysis. We found partial evidence of our two hypotheses: the moderating effect of 'work tenure' (H1) and 'educational level' (H2) on the relationship between perceived CSR and OC. Work tenure moderates the impact of perceptions of CSR (in its dimensions 'voluntary actions beyond the law' and 'support to employees') - on exchange commitment (EC). We also had evidence of an interaction between Educational Level and perceptions of CSR on prediction of Personal Commitment (PC) and Need Commitment (NC). From a practical standpoint, our study could help companies to be alert to important information about differences in employees' reactions when an organization decides to implement or improve practices and policies of social responsibility.

PROMOTING CSR: COMPANIES AND CONSUMERS GOING TOWARDS SUSTAINABILITY

Russo, V., *Universita IULM, Milano, Italy*; Sciangula, C., *Universita LULM, Milano, Italy*

Abstract: Nowadays, companies deal with customary sectors with different habits, likings and sensibilities. This leads to new opportunities and competition challenges, since the individual-consumer is increasingly aware of ethical consumerism and sustainability. The

need to integrate economic growth and sustainable development is a widespread theme both on media and in civic society. Thus companies, addressing attentive and well-informed consumers, should better promote their image. Longitudinal changes, regarding the organization's culture and identity on the one hand, and communication and marketing strategies on the other are required. This study aims at analysing the reactions of the companies to the ongoing changes by individuating a pattern to evaluate connections between socially responsible management of the sample-companies and consumers perception. In this respect, there are still significantly few researches on the effects of communication on organizational changes. The research has a two-phase qualitative approach, which investigates: firstly, companies investments, policies and communication strategies resorted considering the consumers' needs; secondly, consumers' attitudes and expectations. 1) 3 focus groups conducted with groups of consumers. 20 semi-structured interviews with managers of big companies. Materials analysis through T-Lab and ATLAS T methods, in order to find clusters, sequences and basic contexts specificities. 2) On-line communication analysis: Internet forums, single-topic blogs and websites. Traffic-based selection of leading websites (with reference to the research theme), and contents analysis in order to infer companies' communication strategies and consumers' reactions. 'Sustainability' and 'economic advantage' have become deciding factors in consumers purchasing attitudes: at the same price and quality, consumers choose socially responsible companies. Sustainability concerns not only the product as a whole, but also the company image. Social oriented communication can positively steer consumption: CSR and sustainable development can make companies more competitive, and help recovering from recession. CSR can give impulse to change, acting as an identity and social factor. The importance of social responsibility in business strategies is increasing, since it creates new markets, improves customers loyalty and ameliorates the corporate image. Pragmatically, this research aims at sensitizing companies to the newest consumers' demands and identifies in CSR communication one of the main factors for the corporate identities reorganization.

CORRELATIONS BETWEEN MANAGERS' GENDER AND THEIR READINESS TO RISK AND EDUCATIONAL ORGANIZATIONS DEVELOPMENT

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Abstract: Introduction. Organizational development is one of the important determinants of educational organizations' development today. Although some aspects of this problem have been investigated by Ukrainian psychologists (L. Bondarchuk, L. Karamushka, L. Fil et al.), the psychological factors of educational organizations' development, in particular the entrepreneurial behavior of the educational organizations' personnel, have not yet been the object of investigations. Objective: to find out levels of managers' readiness to risk in relation to their gender and their correlations with distinctive features of educational organizations' development. Method and design. The investigation was based on the concept of readiness to risk as one of the most important psychological characteristics of employees' entrepreneurial behavior put forward by Russian and Ukrainian researchers (V.P. Poznyakov, Ye. Zadorozhnyuk Yu.F. Pachkovski et al.). The investigation was done on the sample of 100 managers of different levels and staff reserve personnel in different regions of Ukraine using interviews, tests and mathematical analyses. Results: 1. The investigation found statistically significant correlations ($p < 0.05$) between levels of development of managers' readiness to risk and their gender. Thus, equal numbers of males and females had highly developed readiness to risk (50 % in each gender group). However, the development of the readiness to risk directly correlated with the number of males and inversely correlated with the number of females: lowly developed readiness was found in 87.5 % of the females and 12.5 % of the males. To put it differently, men managers were more prepared to risk than women managers. 2. The investigation found statistically significant correlations ($p < 0.01$) between levels of development of readiness to risk in managers of different genders and problematic and constructive levels of organizational development. Thus, 100 % of male managers with high readiness to risk and 57.1 % of female managers with less than average readiness to risk assessed levels of development of their organizations as constructive. These findings suggest that levels of development of educational organizations depend on managers' readiness to risk. Conclusion. To our mind, the revealed problems necessitate development and application of special social-psychological courses to develop educationists' entrepreneurial behavior, in part their readiness to risk.

ASSOCIATIONS BETWEEN MANAGERS' ETHNOPSYCHOLOGICAL CHARACTERISTICS AND LEVELS OF ORGANIZATIONAL DEVELOPMENT OF EDUCATIONAL ORGANIZATIONS

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Abstract: Introduction. Under conditions of globalization educational organizations are increasingly getting the status of multicultural educational institutions. As a result the greater role in organizational development has been played by ethnopsychological characteristics of educational organizations' staff. The objective of our investigation is the analysis of levels of development of educational organization managers' ethnopsychological characteristics and their interconnection with the levels of organizational development of educational organizations. Method. The investigation was done on the sample of 190 secondary education managers of different levels (85 % females and 5 % males) using How your organization develops? (modified by L. Karamushka), L. B. Shnaider - S. V. Valtsev Ethnopsychological questionnaire (modified by K. Tereshchenko), and G. U. Soldatova Types of ethnic identity. Results. Analyses of educational organization managers' ethnopsychological characteristics found affiliation and openness to be the most developed traits. Indeed, 42.2 % and 37.1 % of respondents had respectively affiliation and openness highly developed. It's noteworthy that the most pronounced characteristics of education managers were closely related to organizational development. In particular, levels of organizational development of educational organizations were found to correlate with levels of staff's affiliation and openness ($p < 0.05$). The investigation also found associations (as a tendency) between levels of organizational development and managers' collectivism and tolerance. Among types of ethnic identity managers' positive ethnic identity was discovered to be the most prominent type: it's high level was found in 35,6% of respondents. Ethnofanatism and ethnonigilism were less prominent types (31,1% and 26,7% respectively). The investigation has proved that managers' ethnofanatism and ethnonigilism negatively correlated with levels of organizational development. Conclusion. The process of organizational development of educational organizations is characterized by managers' strengthening of affiliation, openness, collectivism and ethnic tolerance. The managers' most pronounced ethnopsychological characteristics (affiliation and openness) most tightly associated with the high level of organizational development.

CORRELATIONS BETWEEN SECONDARY SCHOOL MANAGERS' ASSESSMENTS OF COMPETITIVENESS OF EDUCATIONAL SERVICES AND LEVELS OF ORGANIZATIONAL DEVELOPMENT

Karamushka, L.M., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*; Maksymenko, S.D., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*; Fil, A., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*

Abstract: Introduction. Increased competition in the educational sphere necessitates investigation of distinctive features of development of competitiveness of educational organizations in relation to the levels of development of educational organizations. Objectives. To find out correlations between distinctive features of competitiveness of educational services and the levels of development of educational organizations. Methods. The investigation was done on the sample of 80 managers of the institutions of higher education in the University of Educational Management in Kiev in 2010. The instruments used included 1) The Complex Diagnostics of Levels of Development of Competitiveness of Educational Organizations (? Fil, 2010) (question How do you assess the level of competitiveness of educational services rendered by your organization?' (of 0 through 100%); 2) Organizational Development questionnaire (V. Zigert, L. Lang, 1990; modified by L. Karamushka, 2009) to determine the basic levels of organizational development (constructive, problematic and critical); 3) SPSS (v. 13). Results. 1. 7.4% of the respondents admitted that their educational organizations rendered lowly competitive educational services, 48.8% averagely competitive, and 43.8% highly competitive. These findings proved the importance of educational organizations' transition from the averagely to highly competitive educational services. 2. 18.8% of the respondents assessed the levels of their organizations' development as low (critical), 58.8% as average (problematic), and only 22.5% as high (constructive). The results show, that problematic educational organizations prevail at the educational services market. 3. Levels of development of educational organizations tightly correlated ($p < 0.001$) with the levels of educational services' competitiveness: the higher the competitiveness, the higher organizations' development. Let's analyze these features on the example of organizations with high (constructive) levels of development: according to the respondents, none of the organizations of this kind rendered lowly competitive educational services (0%) whereas 16.7% of them rendered averagely competitive services and 83.3% highly competitive services. Conclusions. Levels of competitiveness of educational services directly statistically sig-

nificantly correlated with levels of organizations' development: the higher the services' competitiveness, the higher organizations' development. Thus, the findings suggest that increase in number of educational organizations with constructive levels of development may improve competitiveness of educational services present at the market.

EXPERIMENTAL SIMULATION OF ORGANIZATIONAL CHANGE PROCESS HEALTHINESS: DEVELOPMENTS TOWARDS SHOPFLOOR PROCESS MANAGEMENT CONSULTANT TOOLS

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Abstract: Problem Through previous qualitative and quantitative studies, four dimensions of healthy organizational change process (Consciousness of diversity, Manager Availability, Role clarification, and Constructive conflicts) and their effects on the work environment have been established and successfully manipulated in experimental simulations (Saksvik et al., 2007; Tvedt & Saksvik, 2010; Tvedt, Saksvik & Nytr, 2009). The present study set out to develop a simulation where each individual dimension of the Healthy Change Process Index (HCPI) was manipulated independently, producing shared experiences of each of the specific dimensions with the participants. Procedures The discourse of the participants will reveal differentiated patterns that express the different experimental conditions such that: H1) each of the four manipulated dimensions of HCPI produce a unique discourse pattern. H2) the unique discourse patterns will correspond to their dimensional definition. H3) each of the four dimensions when manipulated in a healthy and unhealthy condition will show corresponding healthy and unhealthy tendencies. A convenience sample of University Freshmen (N=100) was randomly distributed to healthy and unhealthy process conditions. Logs containing all communication in the simulation were imported into QSR Nvivo 8 software to test the hypotheses. All discourse were thus subjected to parallel Grounded theory analysis by two researchers and subsequently combined in one analysis after consultation of a third researcher where the results of the two

original analyses could not be merged. Results Preliminary results show that the experimental set up was successful. Final results will be re-submitted within two weeks as outlined in communication with Annemie Capellen. Conclusions It seems the simulation is strong enough to work as a shopfloor role play format for process management. The participation in such role playing may have an educational purpose facilitating authentic discussions about an enterprise's real change process. Future development will expand the simulation to a complete series of simulations for each participant and focus group designs that will allow participant reflection and discussion over process issues. Implications concerning further development of practical consultancy tools are discussed.

ORGANIZATIONAL CHANGE IN HEALTHCARE COMPANIES. THE ROLE OF CUSTOMER SATISFACTION

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Abstract: In healthcare services, patient's satisfaction has been defined as 'positive evaluations of distinctive dimensions of the health care' (Baldwin, 2003). Customer satisfaction is affected by perceived service quality, price, situational factors, personal factors (Zeithaml, Bitner, 1996). Customer satisfaction is a key concept in respect to service and product quality, and appears to be remarkably relevant for the evaluation of healthcare services. These are the reasons why, in the latest years, customer satisfaction has increasingly become a strategic element for healthcare companies to better understand expectations and perceptions of customers, to check the gap between them and the services provided and evaluate whether or not the performances reach an acceptable level of satisfaction. The aim of the research is to verify the existence of a consistent relationship between patients' socio-anagraphical characteristics and perceived satisfaction; identify which criteria are the most relevant in the determination of satisfaction; analyse how customer satisfaction has effectively transformed in an instrument of legitimacy and empowerment to the Companies' P.R. Office and how survey's results are being used for a concrete improvement of the service. Quantitative survey has been conducted on about 32.000 patients from four public hospitals in Milan, using a multiple choice questionnaire as according to regional legislation, the qualitative inquiry has been conducted instead on hospitals staff. Consistent with the literature, no gender differences has emerged on perceived satisfaction

reports, while age, nationality and education level factors determined significant differences on responses. Relationship between patients, physicians and nurses has been defined as the most influent feature of satisfaction, which needs an investment in communication and specific training. Results from the explorative research show the strategic role that P.R. Office plays for the organization, and how it has been integrated in the process of organizational strategic planning. The research underlines how, through sharing and awareness of customer satisfaction's evaluation itself, surveys results identify as an essential tool also to promote communicational and training initiatives addressed to the single departments and to the whole hospital staff, as a perspective to a real and rewarding improvement of the healthservice.

EFFECTS OF EDUCATIONAL ORGANIZATION MANAGERS' GENDER ON STRENGTH OF THEIR CHANGE MANAGEMENT MOTIVES

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Abstract: Introduction. Efficiency of Ukrainian educational organizations largely depends on their ability to adapt to social-economic changes which are an indispensable feature of today's life. Objectives: to find out correlations between educational organization managers' change management motives and their gender. Theoretical background. The investigation was based on works related to change and innovation management in organizations (Funk-Muldner, K., Sonntag, K., 2005, Heinsman, H., Koopman, P.L., van Muijen, J.J., 2005, Noefer, K., Greif, S., 2006, Port, R.L., Patterson, F., 2005), as well as on the theory of educational organization managers' change management readiness (Karamushka, L., 2007). Sample and methods. The investigation was done on the sample of 264 education managers (31.8% males and 68.2% females, aged younger 30 years through over 60 years) from different regions of Ukraine in 2009 using a specially designed questionnaire to determine managers' attributes necessary for effective change management in educational organizations (L. Karamushka, V. Ivkin). Results. 1. The investigation found correlations ($p < 0.01$) between the respondents' gender and the strength of their motives of change management in educational organizations. ?) On the whole, females' organizational change management motives were stronger than males': the difference was especially distinct in regard to the motives of introducing innovations into the organization' and bringing the organization to a higher

level'; however the organizational change management motive of maintenance of the organization's social status' was stronger in males than females. 2. Males' change management individual motives were stronger than females', which is most distinct in relation to the motives of professional and personal development' and self-realization in new conditions'. 3. The investigation found that males and females had different peaks of self-realization: the male managers had it in between 31 and 40 years while the female managers had it in between 41 and 50 years. Conclusion. The obtained findings can be helpful in education managers' psychological training and counseling to develop their ability to identify innovative organizational activities and bear responsibility for their accomplishment, etc.

UP AND FORWARD FROM CRISIS-HOW TO MANAGE ORGANISATIONAL CRISIS IN A PSYCHOSOCIAL WAY

Saarelma-Thiel, T., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: The operational environment changes rapidly. Megatrends are globalisation, technological development, demographic, climate or political changes. These effect on working life turbulently, and enforce organizations to react. Typical reactions are changes in organization's management practices, strategy, mergers or acquisitions, internal restructuring, outsourcing, offshoring, delocalisation, privatization, downsizing or rightsizing, lay-offs, bankruptcy or closure, or expansion. These have positive or negative impact on personnel e.g. job insecurity, new career reality, duties, co-operation relationships, values, use of competence, health and work ability, and economical situation. We need psychosocial crisis management at workplaces to ensure continuity and good reputation, to enhance work ability and employability, to treat the personnel in a dignified way and to understand people's normal reactions in change situations. Crisis management can be planned as a cycle which includes phases such as prevention, readiness and preparation for activities e.g. training of actors, activities during change situation, after treatment, and evaluation of what has been learned. It is important to build up a crisis group in organization and between main actors share their duties. (1) Top management's duty is to make risk analysis and scenarios, decide of strategic solutions, communicate of the changes and keep the interest groups and personnel aware of what's going on. (2) Foremen's duty is to interpret executive's message to personnel, to negotiate and enforce the decisions. (3) Human Resource Development guarantees the core competencies, coaches for readiness to

change, supports managers and takes care of supporting activities. (4) Occupational Health Service takes care of maintaining work ability and reports on health impacts. (5) Staff Delegates take care of justice in decision making during delicate situations. (6) Employees' duty is to be initiative and cope with the crisis. Supporting measures have different psychological meaning. (1) Informational support helps to anticipate and understand, and also reduces misunderstandings, (2) participative support increases the possibility to take part in decision making, (3) psycho-emotional support encourages to handle adversities, (4) economical support ensures everyday living during transition period and helps to find a new job, and (5) peer networks help socially to deal with difficult situations and give moral support.

INDIVIDUAL DIFFERENCES IN ADAPTATION TO ORGANIZATIONAL CHANGE

Saksvik, I. B., *University of Bergen, Bergen, Norway*; Hetland, H., *University of Bergen, Bergen, Norway*

Abstract: In the present review we explore and identify individual differences that may be positive for adaptation to organizational change. Organizational change is a central and inevitable part within today's work life. However, the concept of individual differences in adaptation to change is not adequately defined and explored in the organizational change literature. Furthermore, a focus on positive individual factors is of value to the research area. In the present study we review literature published between 2000 and 2010 concerning individual differences in adaptation to organizational change. The following individual differences are further explored and synthesized in the present review: Age, gender, years of work experience, specific overall personality traits, especially flexibility, readiness to change and openness to change. Our search is conducted in the databases ISI web of knowledge and Science Direct. Establishing individual differences related to adaptation to organizational change have many practical implications. Knowledge about individual factors and adaptation to organizational change might be used in personnel selection and vocational counselling. However, more important the knowledge can be applied to develop and improve interventions created to aid successful organizational change processes.

THE ROLE OF CREATIVITY AND CONFORMITY FOR THE APPRAISAL OF ORGANIZATIONAL INNOVATIONS

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Lueneburg, Germany

Abstract: Individual innovative cognitive style (ICS) is a way of problem-solving by constructing innovative solutions (Jablokov & Kirton, 2009). But how do people with high ICS react to organizational changes? From interviews with innovative entrepreneurs we experience that changes in organizational environments are a frequent reason for turnover and starting an own business. Therefore we want to take a closer look at ICS (facets are conformity, attention-to-detail, creativity; Miron, Erez, & Naveh, 2004) and its relationship to the appraisal of organizational innovations with different degrees of innovativeness. The organization under consideration (a university) introduced significant novelties based on governmental regulations, but also innovations clearly distinguishable from other universities. Our research focuses on creativity and conformity for predicting positive/negative appraisal of innovations at the university. According to Mainemelis (2010) we include strain into our analysis as strain may mediate relationships of the ICS-facets with the appraisal of both types of innovations. Mediators are strain resulting from workload and from financial and relational issues influencing the choice of university (instead of choosing freely). Results in a sample of 112 undergraduate students indicate that the different aspect of ICS show a differential pattern in predicting the evaluation of changes in the university. Conformity relates to positive appraisal of novelties but not innovations, whereas creativity relates positively to innovations but not novelties. Moreover, the perception of innovations is significantly mediated by both types of strain for the ICS facet of creativity (indirect effect of creativity on innovations: $R=.185$; $p=.001$; indirect effect of creativity on novelties: $R=.119$; $p=.003$; Preacher & Hayes, 2008), but not for conformity. In a second study we explore the influence of strain further (Mainemelis, 2010) and use a more elaborate assessment of strain. This research recognizes that creativity and conformity as facets of ICS show a differential impact on the evaluation of novelties with different degrees of innovativeness. Strain partially mediates this relationship for the creativity-facet. As a practical implication, organizations should be aware of cognitive style differences within their highly innovative staff members. HR-management may then reduce turnover rates of these staff members in times of organizational change and restructuring.

PERCEPTIONS OF HUMAN RESOURCES MANAGERS REGARDING EXECUTIVE COACHING IN BRAZIL

Santos, N. R. dos, *University of Évora, Évora, Portugal*; Magnoni, J., *University of Coimbra, Coimbra, Portugal*; Ripoll, P., *Universidad de Valencia, Valencia, Spain*; Fellipelli, A., *Fellipelli Instrumentos de Diagnóstico E Desenvolvimento Organizacional, Sao Paulo, Brazil*

Abstract: Nowadays organizations are concerned with finding a model for restructuring the management of people so they may be able to adapt to the changes and to find appropriate responses to organizational demands. Coaching appears as a high cost service focused on changing behavior in order to develop people and achieve better results. However Coaching has been considered a growing industry where the results are uncertain and with lack of consistency and clear information to help organizations make informed choices when hiring a coach (Dutra, 2007; Ferreira, 2008; Liljenstrand, 2003; Dagley, 2006; Grant, 2001). This paper presents the initial findings of our study that intends to describe and characterize the perceptions of Human Resources Managers regarding Coaching in Brazil. A quantitative method was used, via an on-line questionnaire-based survey with 60 items developed by Pez (2010) and answered by 136 HR managers in Brazil. Participants were approached via telephone and by e-mail during 2009/2010. An exploratory factor analysis has provided a three-factor solution with 40.04% of variance explained. Factor 1, Results expected (company level), includes items about what HR managers expect as results of the Coaching in organizations and explains 27.94% of variance ($\alpha=0.70$). Factor 2, Results expected (individual level), includes items related to expectations about skills development and performance improvement of executives and explains 11.38% of variance ($\alpha=0.82$). Factor 3, Coaching in HRM, includes items regarding the importance of Coaching in HRM and the possibility of using a Coaching service in the future and explains 7.12% of variance ($\alpha=0.62$). Findings highlighted that HR managers perceived Executive Coaching as a main stream of skills and abilities development in organizations and showed a concern about how to measure Coaching results in individual and organizational level. Results suggested that the questionnaire Perceptions of HR managers about Executive Coaching constitutes a valid instrument for research purposes, an useful tool for giving feedback to the consultants about their coaching practices and also to measure the level of knowledge regarding Coaching of potential clients.

PERCEPTIONS OF HUMAN RESOURCES MANAGERS IN COLOMBIA REGARDING EXECUTIVE COACHING

Santos, N. R. dos, *University of Évora, Évora, Portugal*; Páez Becerra, F.J., *University of Coimbra, Coimbra, Portugal*; Rogard, V., *Universite Paris Descartes, Paris, France*

Abstract: This study looks at the Perceptions of Human Resources Managers in Colombia regarding Executive Coaching. From a quantitative research model, designs a questionnaire with 62 items answered by 308 HRM in Colombia to establish factors that shape the perceptions they have about Executive Coaching. With Factor Analysis, two factors are clearly identified. The first one is, Impact of Executive Coaching in Organizations which contains 43% of variance explained and includes seven aspects: Profile for Executive Coaching; Coaching aligned with organizational strategy; Results expected of Executive Coaching, Ethical commitment; Educational Level of Coach; Reason to hire Coaching and Ways to advertise Coaching services. The second factor defines the Scope of Executive Coaching in Organizations and explains 4% of variance. The results remark the implications of the process of social regulation in perceptions of a new profession; the impact of Primacy Effect in perceptions; the inability of HR Managers to discriminate different aspects on Executive Coaching, and the perceptual tendency to identify Organizational Leadership and Team development as main outputs of Coaching.

UNDERSTANDING EMPLOYEE SILENCE: CONTRIBUTIONS FROM A PSYCHOANALYTIC PERSPECTIVE

Kirrane, M., *Dublin City University, Dublin, Ireland*

Abstract: Employees withhold information for a variety of reasons ranging from pro-social purposes such as maintaining harmony, to defensive reasons such as self-protection to acquiescent purposes such as disengagement (Van Dyne, Ang, & Botero, 2003). Employees are also silent differentially, in that the topics and targets of their silence vary considerably, signaling the multifaceted nature of the construct, and the challenges that lie in wait for the researcher. Although certain individual and environmental features have been found to impact levels of employee silence (Tangirala & Ramanujam, 2008), many unanswered questions remain. This paper takes a critical perspective to understanding employee silence by applying a psychoanalytic lens to this behavior. In this light, silence may be viewed as performing a myriad of functions for the individual that go beyond those described above (ibid). Drawing in particular on the work of Jacques Lacan, this paper

extends our understanding of employee silence into the realm of the function and meaning of silence for the individual subject. With reference to silence in the executive coaching context, this paper explores both conscious and unconscious elements of silence within six coaching sessions with one individual, and unveils the necessarily subjective nature of an employee's silence. While employee silence is generally seen as having more negative than positive consequences, this psychoanalytic approach suggests that silence can indeed have a functional role in organizational discourse. While at one level its function may be thorough information processing, at an unconscious level it may be the working through of inappropriate transference relationships. The contribution of this paper is to encourage organizations to recognize that in valuing speech rather than its absence, at times all that may prevail is phatic communication, whereas creating a space for silence within the communication environment may lead to more authentic, and thus more helpful, organizational discourse. Tangirala, S. & Ramanujam, R. (2008). Employee silence on critical work issues: The cross level effects of procedural justice climate. *Personnel Psychology*, 61, 37-68. Van Dyne, L., Ang, S. & Botero, I.C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, 40(6), 1359-1392.

ASSESSMENT TOOLS USED IN COACHING

Quaresma de Oliveira Fernandes, A., *University of Coimbra, Coimbra, Portugal*; Rebelo dos Santos, N., *University of Évora, Évora, Portugal*; Blasco, R.D., *University of Barcelona, Barcelona, Spain*; Fellipelli, A., *Fellipelli Instrumentos de Diagnóstico E Desenvolvimento Organizacional, Sao Paulo, Brazil*

Abstract: Coaching, as a professional development practice of executives and other professionals, is a growing activity in Portugal and all over the world. Along with the development of the coaching industry research gained a visible expression in the last decade (Grant, 2006; Barosa-Pereira, 2008). As coaching psychology continues to grow there is a call for distinguishing the work and professional practices of coaching psychologists from coaches who are not-psychologists (Grant & Zackon, 2004). Thus, this question has a great impact in the application of assessment tools, since some of them are reserved to psychologists. This study aims at providing empirical support to the understanding of assessment tools used in coaching, namely what assessment tools are used, by whom and why. Data collection was carried out through a questionnaire with a final sample of 70 participants from Por-

tugal and Brazil. Our data was analyzed using descriptive statistics and Fisher's exact test producing results that provide a generic profile of coaches, shed light on the assessment tools that are used in the process, the ones that are not used and the particular stage were coaches apply those tools in real practice. From our results it is possible to conclude that there are no differences between the coaches' educational background and the assessment tools they apply.

Interactive posters: Organizational Structure, Culture and Climate-Teams and Workgroups

Main topic area: Organizational Structure, Culture, Climate

Location: Expo (14:30-15:30)

SCHOOLS, PURPOSE AND VALUES: WHAT DO YOU WE REALLY LEARN AT SCHOOL?

Montgomery, A., *Univerity of Macedonia, Thessaloniki, Greece*; Kehoe, I., *University of Sheffield, Sheffield, UK*; Androutisou, D., *Univerity of Macedonia, Thessaloniki, Greece*; Valkanos, E., *Univerity of Macedonia, Thessaloniki, Greece*

Abstract: Schools are organisations. The aforementioned statement seems obvious, but there is serious resistance to viewing schools through an organisational lens (Montgomery & Kehoe, 2010). When we think of the schooling we tend to think of teaching and learning methods and outcomes and the obstacles to teaching and learning, eg truancy, learning disabilities, misbehaviour etc. However, there is another kind of learning occurring in schools; young people are not only learning the curriculum in the classroom but also learning from the organizational process they are experiencing in the whole school. The fact that students experience schools as an organisation has many implications. Schools are the first formal organisations every human experiences. School is where we learn how organisations and their processes actually work - how to belong to, and form, protective groups, how to lead, how to deal with authority, what motivates people, how people control people, what social status means in an organization, acceptable' and unacceptable' behaviours, models of success and failure etc. The picture we develop in our minds of how these processes work in our school affects all our later organizational behaviour. Schools, it has been argued, are where we first develop our organization-in-the-mind' the mental picture we

develop of how organisations work and our place and status in them, which predicts much of our organisational behaviour and social identity. There is no doubt that schools are more complex than other organisations because of the expectations laid upon them and because of the critical place that they have in our society. There is a sense in which 21st Century children have outgrown the way schools are presently structured. Education for the future is likely to be less about subjects and gathering knowledge and more about learning to live as an independently functioning being who is both self-regarding and regardful of others. The present paper has two objectives; (1) to report on some preliminary research that explores what individuals report learning from their time at school; (2) to introduce a new framework aimed at exploring how we can reimagine the school system in a constructive and progressive way.

DOCTORS MAKE RELUCTANT PATIENTS: SELF-TREATMENT AMONG PHYSICIANS AND MEDICAL STUDENTS

Montgomery, A., *Univerity of Macedonia, Thessaloniki, Greece*; Bradley, C., *University College Cork, Cork, Ireland*; Rochfort, A., *Irish College of General Practitioners, Dublin, Ireland*; Panagopoulou, E., *Aristotle University of Thessaloniki, Thessaloniki, Greece*

Abstract: Background: It is widely acknowledged that there is a cultural norm within medicine that doctors do not expect themselves or their colleagues to be sick. Thus, the problem of self-referral and self-treatment among physicians is a significant one that has implications for their own health and for the quality of care delivered to their patients. Aims: The aim of this systematic review is to collate what is known about the self treatment behaviour of physicians and medical students. Methods: The following databases were searched: PubMed, PsychInfo, EBSCO, Medline, BioMed central, and Science Direct. Inclusion criteria included; research assessing self-treatment and self-prescription among physicians and/or medical students, only peer-reviewed English language empirical studies published between 1990 and 2010 were included. Results: 27 studies were identified that fit the inclusion criteria. The review indicates that self-treatment and self-prescribing is a significant issue for both physicians and medical students. The majority of studies were self-report (21/27). In 76% studies, reported self-treatment was above 50% (range: 12% - 99%). Overall, only 1 out of 2 respondents were registered with GP or primary care physician (mean =

56%, range = 21-96). Deeper analysis of studies revealed that physicians believed it was appropriate to self-treat both acute and chronic conditions, and that informal care paths were common. Conclusions: The review strongly suggests that self-treatment is strongly embedded within the culture of both physicians and medical students. Self-treatment was considered as an appropriate way to enhance/buffer work performance. Implications for practice, potential interventions and limitations are discussed.

RATER'S BIG FIVE PERSONALITY AFFECTS STEREOTYPING OF OLDER AND YOUNGER WORKERS

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Abstract: Due to the aging population and related changes in the composition of the workforce, research on older workers is increasing. Therefore, the study of factors that may influence the integration of older and younger workers is a very important issue. Indeed, past research has focused on a general age bias at work (e.g., Perry, Kulik, & Bourhis, 1996). Now it seems important to examine the specific causes of stereotypes held about older and younger workers, for example, rater personality (Landy, 2008). The present study examines the impact of certain dimensions of Big Five personality (Costa & McCrae, 1992) in the stereotyping of older and younger workers. In other words, are some personality types more likely to hold age stereotypes than others? Data were collected from around 150 workers, via questionnaire surveys at two time points. At Time 1, participants completed the questionnaire on personality dimensions. At Time 2 (2-3 weeks later) participants were randomly assigned to rate the expected performance of either an older worker (50-60 years) or younger worker (24-34 years) on specific dimensions of work performance (e.g., performance, counter-productive work behaviors, training motivation, adaptivity). The findings of our study suggest that the personality dimensions of the participants differentially affected their perceptions of older and younger workers, and thus might play an important role in understanding age bias. For example, conscientiousness of the rater appeared to affect how older and younger workers were rated in terms of training motivation. The acknowledgment of such effects can be useful for practical interventions related to performance appraisals and diversity management. Costa,

P. T., & McCrae, R. R. (1992). Professional manual: revised NEO personality inventory (NEO-PI-R) and NEO five-factor inventory (NEO-FFI). Odessa, FL: Psychological Assessment Resources. Landy, F. J. (2008). Stereotypes, bias, and personnel decisions: Strange and stranger. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 379-392. Perry, E. L., Kulik, C. T., & Bourhis, A. C. (1996). Moderating effects of personal and contextual factors in age discrimination. *Journal of Applied Psychology*, 81, 628-647.

DEVELOPING COMPETENCIES IN WORK TEAMS: TWO ETHNOGRAPHIC STUDIES IN FRENCH ENTERPRISES

Oprea Ciobanu, R., *Universite Lyon 2, Lyon, France*; Ianeva, M., *Universite Lyon 2, Lyon, France*

Abstract: Research interest In our current globalized economy, organizations face global competition, deal with the rapid evolution of new communication and information technologies, manage delocalization processes and global restructuring. Thus many firms regard adaptability as a key feature of their enterprise philosophy. In this context developing, managing and retaining (professional) competencies, both, individual and collective, have become a major concern for today's adaptative organizations. As studies in work and organizational psychology (Clot, 1999; Grosjean & Lacoste, 1999; Bobillier-Chaumon, 2003) have shown, workplace changes (both technological and organizational) have a number of repercussions on individual and team activity. 'Adaptability' puts indeed specific demands on individual employees (adapting, learning, communicating) and work collectives (collaborating and coordinating in new ways). So, it has an impact on the development and transmission of competencies, as well on the very nature of these competencies. This paper proposal aims at understanding the emerging collective and individual competencies within two different French companies. Through detailed analysis of the situated activities and the collective collaborative practices of two work teams, we will highlight the role of mutual knowledge as a key factor in generating new competencies. *Methodology* The organizational settings that nurtured this work are a priori rather different. The first enterprise is the inbound call center of a number of mutual health insurance companies. The second enterprise is a multinational nuclear power plant. However, both enterprises are imposing high requirements (productivity and/or safety) to their employees. In order to understand the activities of winders and call center operators, this study applies an Activity Theory framework and combines different

data collection techniques: ethnographic familiarization with the field, observations in situ, audio and video recording, interviews and self-confrontations. Results: gain for practice and research The findings of this study will help researchers and practitioners to have a better understanding of the development and transmission of individual and collective competencies. It can also guide work and organizational psychologists in defining, selecting and measuring key competencies, as well as in evaluating performance and providing more customized training and professional development.

PROMOTING INNOVATIVENESS IN SHOP FLOOR LEVEL TEAMS

Hasu, M., *Finnish Institute of Occupational Health, Helsinki, Finland*; Honkaniemi, L., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Development departments and management can no longer afford to monopolize innovation. In order to stay competitive in today's rapidly changing competitive environment, all resources need to participate in development and innovation. Interest in employee-driven innovation (EDI) is growing, and has spread from the technology industry to service providers. EDI refers to involving employees in renewing products and services, expanding worker involvement, and giving them responsibility for the whole innovation process. A development programme was created to promote EDI, to co-create a model of producing service innovations together with customers, and to empower shop floor employees as developers of their own services. The organization was a public services organization of 800 persons, providing hospital support services. In total, 32 employees participated in the programme, which consisted of five workshops and homework assignments. The workshops used customer visits and various simulations to analyse the customer viewpoint and current customer service processes. We processed real examples from daily work that highlighted disturbances and presented opportunities for change using sociodrama. New service concepts were then innovated, assessed, and further developed using methods, tools, and resources from developmental work research, innovation management, and customer-orientated service design. Clients and managers were involved throughout the process. The participants were expected to spread innovative thinking and the new innovation model to the whole organization. A survey measuring personnel opinions on 10 themes (e.g. teamwork, motivation, supervision and developmental conditions) was conducted throughout the whole organization just before and immediately after the development programme.

The response-rates were 53% and 35%. The surveys were anonymous, but the respondents were asked to mark an individual code on both their response sheets. We matched the responses from the first and the second survey and found 149 matches (35%). A paired t-test revealed a significant improvement in developmental conditions and utilization of customer feedback, as expected. All other indices remained constant. To conclude, even though the participants were shop floor level employees, and had no experience in service development, the EDI promotion process improved developmental practices in the whole organization.

15:00-16:15

Presentations: Leadership and Employee Well-being

Main topic area: Leadership and Management

Location: 0.1 London (15:00-16:15)

Chair: Tafvelin, S., *Umea university, Umea, Sweden*

SURVIVING A TOXIC LEADER: THE MODERATING ROLE OF TEAM-MEMBER-EXCHANGE

Baets, S. de, *Vlerick Leuven Gent Management School, Leuven, Belgium*; Stouten, J., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Recent organizational examples, such as the worldwide financial crisis, showed that leaders can act toxically. Even though research has examined different conceptualizations of toxic leadership, we suggest that toxic leadership is an umbrella term concerning inherently self-serving leadership behavior. Therefore, this study focuses on three exemplars of toxic leadership: rule breaking, abusive supervision, and self-serving leadership. Previous research convincingly showed that toxic leadership behavior has a negative impact on a variety of organizational outcomes, such as satisfaction, commitment, supervisor-directed citizenship behaviors, and effort. However, two issues received far less attention in this area: firstly, the fact that employees sometimes not react negatively to a toxic leader and tolerate this toxic behavior, and secondly, how toxic leaders themselves feel with regard to their work. Following these specific needs for further research, Team-Member-Exchange (TMX) is investigated as a boundary condition for the effects of toxic leadership in this study. A multi-source cross-sectional study has been conducted with 173 subordinates and

their matched supervisors, using validated measures for each of the concepts. Supervisors rated their job satisfaction and affective commitment, and the relationships in the team, as measured by TMX. Subordinates indicated their turnover intention and their supervisor's toxic leadership behavior, via three scales measuring abusive supervision, supervisor rule breaking, and self-serving leadership. For all three toxic leadership scales it could be consistently shown, using both hierarchical regression analysis and median-split, that subordinates had lower turnover intentions if TMX was high. Results also indicated that in case of high TMX, toxic leaders themselves experienced elevated job satisfaction and commitment. Such findings reveal that toxic leaders need not always negatively affect employees and that subordinates have an active role in the maintenance of the leader's toxic behavior. These results imply that, whereas previous research on TMX led to practical implications solely focused on positive outcomes, organizations should be careful, since the support received in a high TMX team can obscure the detrimental effects of a toxic leader.

LEADER INCOMPETENCE: ITS IMPACT ON SUBORDINATE SATISFACTION

Darioly, A., *University of Neuchatel, Neuchatel, Switzerland*; Schmid Mast, M., *University of Neuchatel, Neuchatel, Switzerland*

Abstract: Introduction: Different studies have shown that leader interpersonal incompetence and task-incompetence entail less satisfaction. It remains however unclear whether both aspects of leader incompetence affect independently and significantly subordinate satisfaction. We expected that both types of leader incompetence decrease subordinate satisfaction and we predicted that collaborator satisfaction is low when leaders do not know how their subordinates perceive their leaders' competence. Method: In two studies, employees from various organizations (201 employees in Study 1, 142 leader-subordinate dyads in Study 2) filled in a questionnaire on managing interpersonal relationships in a professional context. Perception of leader incompetence (task and interpersonal) and subordinate satisfaction were assessed. Results: In both studies, as predicted, leader interpersonal incompetence and leader task-incompetence, each significantly decrease subordinate satisfaction. Moreover, in Study 2, results showed that leaders who were less accurate in knowing what the collaborators think about their leaders' competence had less satisfied subordinates, but only for accuracy in interpersonal incompetence and

not in task-incompetence. The subordinate's perception of the leader's interpersonal incompetence mediated the relation between the leader's lack of accuracy and subordinate satisfaction. Conclusion: The leader's task-incompetence as well as the leader's interpersonal incompetence clearly affect negatively subordinate satisfaction. Thus, although current leadership trainings focus on interpersonal skills, leader technical skills should not be neglected for the subordinate's well-being. Moreover, it is important for leaders to be aware of how their subordinates perceived them, especially with respect to their interpersonal competence.

MULTILEVEL LEADERSHIP FOR MULTILEVEL HEALTH – AN ANALYSIS OF THE MULTILEVEL IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE HEALTH AND WELL-BEING

Wolf, S., *TU Dresden Institute for Work and Organizational Psychology, Dresden, Germany*

Abstract: Facing permanent changes and a growing number of work-related strains leaders have more and more the task to support and develop employee health and well-being in the work-context. Transformational leadership (TF) has an outstanding role in this context. The positive impact of transformational leadership on employee well-being is empirically well-established by now. Additionally the impact of transformational leadership works indirectly, that means leaders can positively influence attributes of the job or the company and employees can benefit from those changes. A systematic analysis of the impact of transformational leadership on employee health and well-being on different levels is missing by now. The current study shows additional hints for the multi-level impact of transformational leadership by concentrating on the preventive impact on teamlevel. We focus on the impact of transformational leadership on the genesis of team burnout regarding spill-over- and cross-over effects. In our study we did Multilevel Analysis (HML) with subjective and objective data from N= 1319 (40 Teams) of German companies. Our Results show, that the team level of transformational leadership alone does not predict employees health and well-being directly but works as a buffer between job demands and emotional exhaustion. TF on teamlevel was also found to be a protector for well-being. Beyond this we can say that the impact of buffer- or protector function of TF is depending on the consensus of TF perceived in the teams. We will discuss implications of our findings for the prevention of negative health outcomes and for human resources development.

DOES TRANSFORMATIONAL LEADERSHIP AFFECT ALL FOLLOWERS' WELL-BEING IN THE SAME WAY?

Holstad, T.J., *University of Leipzig, Leipzig, Germany*;
Korek, S., *University of Leipzig, Leipzig, Germany*;
Mohr, G., *University of Leipzig, Leipzig, Germany*

Abstract: It has been suggested that subordinates may respond differently to the same leader. While some followers may appreciate a challenging transformational leader, others may experience transformational leadership as stressful. The present study assessed job-related ambition in the context of transformational leadership and well-being as it may determine if a transformational leader is perceived as challenging or as threatening. Differences in job-related ambition might be associated with differential reactions to stress in the work context. Thus a moderating effect of job-related ambition on the relationship between transformational leadership and irritation, a state of mental exhaustion that occurs before the onset of mental illness, was hypothesized. While high-flying employees may appreciate new challenges and report lower irritation with increased transformational leadership, less ambitious subordinates might experience a growing extent of irritation when confronted with a transformational leader. Moreover, it was hypothesized that social support might have a protective function as it buffers demands. Thus social support may prevent irritation. A sample of 207 employees from the financial sector participated in a cross sectional study in Germany. Results confirmed the hypothesized moderating effect of job-related ambition on the relation between transformational leadership and irritation, indicating that transformational leadership results in lower stress levels for ambitious followers but can increase stress for less ambitious employees. A protective function of social support could be confirmed for high ambition employees but not for those with a low level of ambition. Regarding practical implications, the study suggests that a general positive effect of transformational leadership on followers' well-being cannot be assumed and even negative effects must be considered.

Symposium Authenticity and Intrinsic Motivation

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (15:00-16:15)

Chairs: Steensma, H., *Leiden University, Leiden, The Netherlands*; Witte, H. de, *Katholieke Universiteit*

Leuven, Leuven, Belgium; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Quality of management and consultancy should be improved by developing evidence-based interventions. Often, only lip service is paid to this principle. Advances can be made by explicit cooperation between scientists and persons working in the field of organizations. In the present symposium, results of such cooperation are presented. Two projects were done in the Netherlands, two in Belgium. Three of the four presenters are managers/consultants who cooperate closely with universities to develop evidence-based instruments and interventions. The symposium focuses on the relationships between authenticity, motivation, and behavior of employees. Definitions of authenticity are often vague. Moreover, with the exception of studies in authentic leadership, most studies used student populations. In the present symposium, validity of the construct is studied, with special attention to the nomological network of paths between authenticity, personal and social identity, intrinsic motivation, and behavior of employees. All studies contribute to advances in basic and applied psychology. Moreover, the results contribute to evidence-based management and consultancy.

WHAT IS AUTHENTICITY-A MODEL WHICH MAKES AUTHENTICITY PRACTICALLY MEASURABLE.

Schiphorst, D., *Humanage, Driebergen Rijnsburg, The Netherlands*; Willemstein, A., *Humanage, Driebergen Rijnsburg, The Netherlands*; Bochove, K. van, *Leiden University, Leiden, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Aims. The aim of the research was to underpin theoretically and empirically the authenticity model and its accompanying authenticity test as developed by humanage. Method. A model for authenticity was developed based upon the existing models of Kernis & Goldman, Wood and practical experience. Items were developed using this model. Questionnaires were sent to clients of humanage from different sectors and completed by 126 employees. Results. A hierarchical model was confirmed, with four dimensions and authenticity as a latent general higher-order factor. Results of reliability analyses and analyses for internal structure, convergence, and discrimination validity are good and lay a scientific basis for the theory and the accompanying authenticity test. In addition, a shortened 12 item version of the authenticity test has been developed with the same reliability and validity. However, social desirability appears to influence

both versions of the scores. Discussion and implications. Positive psychology is focussed upon the “strong characteristics, the plus points of individuals, institutes and society” and “on the finding and further development of talent”. In recent research emphasis has been placed upon scientific research into authenticity with, among other aims, the optimization of the function on the work floor and the well being of those concerned. With the present growing interest in authenticity and especially its importance in a business context, it is interesting to have an authenticity scale. A scale which is more focussed on businesses and organisations and is practical to apply, for example, in the selection and development of employees. In addition, it is interesting to study the link between authenticity and other constructs. Recent research from humanage suggests that there is a positive link between authenticity and engagement. A longitudinal study with more measurement points should follow in order to get more insight into the relationships between the variables.

THE RELATIONSHIP BETWEEN AUTHENTICITY AND WORK ENGAGEMENT-INSIGHTS AND IMPLICATIONS FOR ORGANISATIONS

Willemstein, A., *Humanage, Driebergen Rijsenburg, The Netherlands*; Schiphorst, D., *Humanage, Driebergen Rijsenburg, The Netherlands*; Steensma, H., *Leiden University, Leiden, The Netherlands*; Middendorp, T., *Humanage, Driebergen Rijsenburg, The Netherlands*; Bolsenbroek, J., *Leiden University, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Aims. The aim of this study was to discover if there is a relationship between work engagement and authenticity. Furthermore was studied if this relationship works in a direct or indirect way (via intrinsic motivation or fit). Method. A model and questionnaire for authenticity (Willemstein & Schiphorst, 2010) was developed using existing models from Kernis & Goldman, Wood and practical experience. Work engagement is measured with the UBES (Schaufeli & Bakker, 2004). Also measured: intrinsic motivation (Ryan, 1982), fit (Willemstein & Middendorp, 2010) and social desirability. The questionnaire was sent to clients of humanage from different sectors and completed by 111 employees. Results. As predicted, there was a positive correlation between authenticity and work engagement. This applies as much to the total scale of authenticity as for the four subscales (self-awareness, self-esteem, autonomy, ownership). The authenticity scales appeared to be susceptible to social desirability

responding, but after correction for social desirable responding the effects found were still significant. After correction for social desirability, intrinsic motivation and person-environmental fit appear to be significant mediators in the relationship between authenticity and work engagement. Discussion and implications. Authenticity as a new determining factor for work engagement offers managers more awareness, insights and tools to stimulate engagement within their organisations, with positive effects on both ‘soft’ factors such as happiness, motivation, involvement and well-being and ‘hard’ figures (financial results, lower staff turnover and absences). Progress can be made by developing the four aspects of authenticity by employees, and also via interventions concentrated upon the organisational environment and leadership. In further longitudinal research into authenticity and work engagement, understanding will be improved of the direction of the relationships discovered, which contributes to the development of employees and organisations.

THE CONCEPT OF MEANING IN SELF-DETERMINATION THEORY-AUTONOMOUS MOTIVATION AND JOB DESIGN.

Broeck, A. van den, *HU Brussel, Brussels, KU Leuven, Leuven, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Following humanistic writers such as Rogers (1959) and Maslow (1968), interest in authentic functioning in the context of work is growing (e.g. Avolio & Gardner, 2005). Accordingly, the current contribution examines how authentic functioning, as defined in Self-Determination Theory (SDT; Deci & Ryan, 2000, Gagné & Deci, 2005) may assist employees to effectively deal with job design, approached from the Job Demands-Resources model (JDR; Bakker & Demerouti, 2007), that is, may authentic functioning reduce the detrimental effects of job characteristics and intensify their positive influences? SDT points at the importance of acting in line with one’s true, growth oriented nature in order to function optimally, which may take the form of autonomous as opposed to controlled motivation. While controlled work motivation is characterised by external or internal feelings of pressure, autonomous work motivation is evident when employees personally value their work or consider it enjoyable or interesting. We expect autonomous motivation act as a personal resource in the JDR and to buffer the health-impairing impact of job demanding (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009) and to fortify the health enhancing relations of job resources (Van den Broeck, Van Ruysseveldt, Smulders,

& De Witte, in press). Results among Flemish employees (N = 1243) confirmed this assumption: Being autonomous rather than controlled motivated for work alleviates the negative association of job demands (i.e. emotional demands and role conflict) with burnout, and fortifies the health enhancing association of job resources (e.g. social support) with both burnout and work engagement. As such, these results confirm that authentic (i.e. autonomous) as opposed to less authentic (i.e. controlled) work motivation yields beneficial effects. In general, this contribution grounds authentic functioning in SDT and shows that it may play an important role as personal resource in the realm of job design.

EFFECTS OF AUTHENTICITY AND SOCIAL IDENTITY ON MOTIVATION, COMMITMENT AND OUTCOMES OF ORGANIZATIONAL MERGERS

Raes, J. van, *Catholic University of Leuven, Leuven, Belgium*; Witte, H. de, *Catholic University of Leuven, Belgium*; Steensma, H., *Leiden University, Leiden, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Aims. Aims were to test a model of the relationships between authenticity, personal and social identity, motivation, commitment, job satisfaction, and performance of employees during and after organizational mergers. Moreover, the aim was to develop instruments for organizational change projects and to contribute to evidence-based change management. The model integrates two modules: a Social Identity Theory (SIT) module and the authenticity module. The model states that authentic persons demonstrate autonomy in selecting interpersonal or intergroup perspectives in perception, evaluation and behaviour, even in situations of high group salience. Frequently they select individualized perspectives, but contrary to predictions of SIT, authentic persons will communicate effectively in situations of non-shared social identity. Method. Modules were tested in two studies. In study 1, employees (N = 188) of six health centers which had been formed recently by a merger filled out questionnaires. Study 2. In five focus groups (N at least 13 participants in each group) group members discussed first, which well-known persons (politicians, captains of industry) were characterized by high authenticity; and secondly, the antecedents and outcomes of authenticity. Results. Study 1. The classical SIT model stood its test very well. Pre-merger commitment and ingroup continuity predicted post-merger commitment of employees. Post-merger commitment

predicted job satisfaction, job performance, and organizational citizenship. Other hypotheses, not derived from SIT, also were confirmed. Study 2. Authenticity of persons can be recognized easily. Authenticity seems to result from personal characteristics, "key experiences", and intrinsic motivation. Authentic persons contribute strongly to the success of change projects. Conclusions. Combining knowledge of authenticity with SIT resulted in more refined predictions. Findings of the studies were used to develop better merger processes by enhancing new social identity, by selection procedures, and by appointing authentic "change champions". The project resulted in new instruments to monitor mergers and to train employees and leaders. Moreover, the project leads to advances in evidence - based change management.

Presentations: Team Mental Models

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (15:00-16:15)

Chair: Haar, S. van der, *PLATO, Leiden University, Leiden, The Netherlands*

THE INFLUENCE OF TEAM MENTAL MODELS ON TEAM EFFECTIVENESS: THE MEDIATION OF INTRAGROUP CONFLICT

Santos, C., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Passos, A.M., *ISCTE-Lisbon University Institute, Lisbon, Portugal*

Abstract: This study aims to contribute to the development of team cognition research. The influence of team mental models and team effectiveness (whose comprises objective performance, the perception of performance, the satisfaction with the team and the team future viability) was tested using 103 teams enrolled in a strategy and management competition. For the first time, it was analyzed the influence of intragroup conflict as a mediator between this relation. Based on the literature review about this research topic, we adopted a cognitive perspective and a temporal perspective. We investigated the influence of team mental models on team effectiveness and the mediation role of intragroup conflict in this relationship. Furthermore, we analyzed how team members develop mental models in relation to tasks, team relationship dynamic and time management. We expected that team mental models became more similar over time. We collected data on two different moments at time, during the competition. The questionnaires were developed by us; they are based on

validated scales and adapted for the context. We used Ucinet to operationalize team mental models. The results revealed that the dimensions 'team relationship dynamic' and 'time management' of team mental models are positively related with team effectiveness. However, only the relationships of 'team relationship dynamic' with satisfaction and team future viability were fully mediated by relational conflict. Contrarily to our expectation, only the team mental models of task dimension become more similar over time. The results are discussed in terms of theoretical, methodological and practice implications. We identify the limitations and the directions for future research. Our study shows that team mental models are valuable predictors of team effectiveness and that the relation can be mediated by team processes. In practical terms, the study of team mental models means that it is important that managers and team leaders or organizations are capable to understand and to improve the factors related with tasks, team relationship dynamic and time management.

TO SHARE OR NOT TO SHARE? THE IMPORTANCE OF THE SHARED MENTAL MODEL OF THE TASK, THE SHARED SITUATION AWARENESS AND THE TRANSACTIVE MEMORY SYSTEM FOR ACCURATE AND FAST DECISION MAKING IN EMERGENCY MANAGEMENT TEAMS

Haar, S. van der, *PLATO, Leiden University, Leiden, The Netherlands*; Segers, M.R.S., *Maastricht University, Maastricht, The Netherlands*; Jehn, K.E., *Melbourne Business School, Melbourne, Australia*

Abstract: In case of an incident or accident that requires the coordinated help of the fire brigade, the police and disaster medicine, a team of representatives of these organizations is composed to coordinate the multidisciplinary assistance on the scene. This emergency management team is called a Command on Scene (CoS). This team's task is to communicate about the incident, using the different expertise available in the team. However, the problem these teams face is to take accurate decisions on which actions to take and this on a very short term. Moreover, this has to happen in an ad hoc composed, multi disciplinary team. Former research in different types of teams indicated the importance of shared mental models (SMM) and the transactive memory system (TSM) of a team. Therefore in this field study we explore the most powerful predictors of accurate and quick decision making within CoS: 1) the shared situation awareness (SMA); 2) the shared mental model of the division of tasks (awareness of who is doing what) (SMM); 3) the awareness

of different expertise present in the team (TMS); and 4) the credibility of this expertise (TMS). We have collected data with 50 teams during realistic training programs on incident management for CoS teams. We used a repeated measure design, including self report measures (team members), as well as report measures of external observers. Data collection has finished and the analyses are running. During the presentation we will share the results and methods of analyses. The results of this study are informative for designers of training programs for multidisciplinary decision making teams. More precisely how to enhance accurate and quick decision making by focusing on the development of shared situation awareness, shared mental models and a transactive memory system.

TEAM DEVELOPMENT: MENTAL MODELS OF TEAM PERFORMANCE FROM A PSYCHOANALYTIC PERSPECTIVE

Kirrane, M., *Dublin City University, Dublin, Ireland*; Dunne, A., *Dublin City University, Dublin, Ireland*; Moriarty, P., *Dublin City University, Dublin, Ireland*

Abstract: A central feature of effective team performance has long been considered to involve team members sharing a certain cognitive architecture. Such mental models are believed to facilitate collaboration and coordinated action such that team objectives are met efficiently and effectively. However, recent research has suggested that reaching conclusions concerning the impact of shared mental models on team processes and performance remains an area of challenge (DeChurch & Mesmer-Magnus, 2010). Specifically, a problem appears to lie in the manner in which mental models are operationalised, with each different operationalisation giving rise to disparate and inconsistent findings in relation to team process and performance metrics. Casting a psychoanalytic eye on this problem may help to unveil a dimension of team working that is not captured by these cognitive approaches and may go some way to explaining the disparate and inconsistent findings of positivist research methodologies examined to date (ibid). This paper explores how team members come to understand the needs of each other with reference to the psychoanalytic theory of Jacques Lacan. Cognisant of the words of caution of Parker (2003), this paper examines the contribution of some key Lacanian concepts, such as the mirror stage, to our understanding of team identificatory dynamics. Working with qualitative data from interviews and observations of members of a national performing arts organisation, in this instance a choir, this paper explores how choristers internalise their sense of each other and assume

an image of themselves as choir members, with the objective of their performance reaching its optimal level. In line with the work of many authors (eg Armstrong, 1997; Arnaud, 1998), the contribution of this paper is to balance the rationalist approach to understanding team performance with a perspective that reflects the role played by unconscious drivers of behaviour. Its contribution is also to inform existing research on team identification and development and thus has practical relevance for team development initiatives.

COLLECTIVE SELF EFFICACY AND TEAM PROCESSES: A MULTI-LEVEL ANALYSIS

Trippel, C., *Hochschule Kehl, Kehl, Germany*; Fischer, J., *Hochschule Kehl, Kehl, Germany*; Joens, I., *University Mannheim, Mannheim, Germany*

Abstract: Reports have evidenced that the collective self efficacy of teams improves team performance considerably. But which conditions allow teams to develop collective self efficacy? The aim of this field study is to examine team processes and structural parameters that advance collective self efficacy in working teams. In this study, multilevel data was collected from 196 teams of the German public finance administration. To evaluate the influences of team conflicts, reciprocal support within the team and perception of leadership towards collective self-efficacy, a multilevel analysis using HLM was performed. Variables at the team level were the frequency of effective team meetings, the regular control of goal achievement and the self-efficacy of the leader, suggesting that these external, structural variables moderate the effects of team processes towards collective self efficacy. The results show significant effects of the individual level variables such as conflicts, reciprocal support and perception of leadership. Reciprocal support seems to be the most important predictor of collective self efficacy. Variables at the team level explain group differences of collective self efficacy to a significant extent. Nevertheless, a certain amount of variance remains unexplained. In particular, teams that are already suffering from frequent conflicts benefit neither from regular efficient team meetings nor from regular goal control. As practical implications, these results emphasize the importance of reciprocal support and underscore structural factors, as well as the support of leadership self efficacy in order to develop and retain collective self-efficacy in teams.

Presentations: Training and Personnel Development

Main topic area: Human Resource Management

Location: 0.3 Copenhagen (15:00-16:15)

Chair: Passmore, J., *University of East London, London, UK*

MIXED METHODS STUDY OF COACHING FOR DRIVER DEVELOPMENT-RCT & IPA SEQUENTIAL DESIGN

Passmore, J., *University of East London, London, UK*

Abstract: This paper will review a mixed methods research study into the use of coaching as a learning intervention. To date no empirical research has been published into the role of coaching as an intervention to help learner drivers, although the European Union has recently completed a project (HERMES) which has encouraged the use of coaching in driver learning. Several EU counties are reviewing their approaches including the UK. This study set to explore whether coaching was an effective or efficient method for driver development. The study combined the use of a Random Control Trial (RCT) involving 208 participants with an Interpretative Phenomenological Analysis (IPA) study in a sequential mixed methods design. The study involved heavy good vehicle drivers who were learning to drive to pass the UK Category C and Category C&E driving test. In phase one instructors were divided into two groups. Group one was taught coaching techniques which they were encouraged to use with learners in a blended coaching and instruction approach. In the second group the instructors continued to use an instructional approach which was the organised established and well respected method of training. Learners were randomly allocated to Group 1 or Group 2. Learners number of hours, distance travelled and pass rate at the test were recorded. The results showed that the learners in group 1 achieved a statistically significant higher first time pass rate and required fewer hours of training before their test. In the second part of the study instructors and learners were interviewed, the interviews were transcribed and analysed using IPA. The study identify the importance of person centred approached and the role of reflection as important elements which may have contributed to the outcomes. The study is the first such study to confirm the potential of coaching as a more effective and efficient method for driver development. Further research is needed to establish whether the outcomes for this category of

driver are replicated for other groups of drivers and whether coaching enhances driver safety.

A FLOURISHING WORKFORCE: HOW STRENGTHS-BASED DEVELOPMENT ENHANCES POSITIVE EMOTIONS, IN-ROLE, AND EXTRA-ROLE PERFORMANCE

Meyers, C., *Tilburg University, Tilburg, The Netherlands*; Woerkom, M. van, *Tilburg University, Tilburg, The Netherlands*

Abstract: Strengths-based development (SBD) has its roots in positive psychology and forms a new, dynamic approach to human resource development, targeting the achievement of exceptional individual and organizational outcomes by a process of identifying and valuing employee talents, developing them into applicable strengths and putting these strengths into practice. SBD is opposed to more commonly used deficiency approaches to HRD, which are aimed at assessing and fixing' employee weaknesses in order to produce performance improvements. This study hypothesized that high levels of SBD within an organization increase the amount of positive emotions experienced by the employees. Based on the happy-productive worker thesis it was expected that SBD enhances in-role performance via positive emotions. Based on the broaden-and-build theory of positive emotions, which assumes that individuals in positive mood states experience a widened array of thoughts and engage in various kinds of actions, it was furthermore expected that SBD enhances levels of extra-role performance (innovativeness and organizational citizenship behavior) via emotional states. A quantitative survey research among 400 employees working in 37 different departments of Dutch or Belgian organizations was set up to test the hypotheses. Results were obtained by conducting multilevel regression analyses that modeled effects on the individual and the departmental level. The findings show that SBD indeed enhances levels of positive emotions reported by employees. Moreover, positive emotions were found to mediate the positive relationship between SBD on the one hand and employee performance, innovativeness and OCB on the other hand. In case of performance and innovativeness full mediation and in case of OCB partial mediation was indicated. The findings demonstrate that strengths-based approaches are an important alternative to the more commonly applied deficiency approaches to development. While the latter approach may realize improvements in in-role performance by straightening out weaknesses, the former offers positive effects on well-being and extra-role performance like innovativeness and OCB over and above.

THE CONTRIBUTION OF THE FIT BETWEEN CORPORATIVE EDUCATION AND OTHER HRM SUBSYSTEMS TO INDIVIDUAL AND ORGANIZATIONAL LEVELS OF TRAINING EFFECTS.

Picchi, Thais, *Brasilia Congress and Univesity of Brasilia, Brasilia, Brazil*; Rabelo, E.R., *University of Brasilia/ Department of Management, Brasilia, Brazil*

Abstract: Corporative Education has the role of developing individual competences aiming to resolve needed organizational changes, though it should be integrated with other organizational aspects, specially other human resources management subsystems. Studies about the training effects at the organizational level are a developing field of research in which not much data is available. In addition there are only a few studies on macro environmental variables. Besides this scarcity of data, the predictive values of micro context variables are found to impact individual performance in many researches. The main objective of this research is to analyze how the interaction between Corporate Education and other HRM subsystems affects training results at individual (Impact of training on the work) and Organizational (Perception of Organizational Change due to an educational event). The new instruments developed for this study were submitted to experts, semantic and statistic validations. The data was collected in an enterprise from the electricity generation sector in Brazil with 321 participants and took place about six months after the training occurred. The instrument of Perception of Organizational Change due to an Educational Event presented two factors (Incremental Change, $\alpha = 0,87$ and Radical Change, $\alpha = 0,96$) accounting 57% of the variance. The Fit values between Corporate Education and other HRM subsystems were found to have a bi-factorial structure (Internal Selection and Allocation and Compensation, $\alpha = 0,96$ and Career System, Internal Communication and Performance Evaluation, $\alpha = 0,95$), both accounting for 67% of the variance. About the training effects, the Fit found between Corporate Education and others HRM subsystems contributes to the Impact of training on the work ($R=0,14$) and to the Perception of Incremental Change ($R=0,17$) and Radical Change ($R=0,26$) due to an educational event. The contribution of the Fit between Corporate Education and Career Systems, Internal Communication and Performance Evaluation when evaluating the training effects over the Organizational Changes are mediated by the Impact of Training on the work. The relevance of the study is to provide an instrument to evaluate training effects at the organizational level and to strengthen the need of horizontal fit between HRM functions.

PROACTIVE TRANSFER OF TRAINING: RESULTS FROM A LONGITUDINAL STUDY

Solga, M., *Ruhr-University of Bochum, Bochum, Germany*; Dura, M., *Ruhr-University of Bochum, Bochum, Germany*

Abstract: Workplace conditions that foster transfer of training (e.g., opportunities to apply learned knowledge and skills, transfer coaching by supervisors, peer support) are frequently reported to be absent. In that case, transfer of training highly depends on the degree of a trainee's personal initiative. In a longitudinal study (N = 184), we therefore examined transfer of training from a proactivity research perspective. Following Parker, Williams, and Turner (2006), we expected proactive personality to positively affect transfer of training and role breadth self-efficacy as well as flexible role-orientation to mediate this relationship. We measured proactive personality, proposed mediators, and transfer performance at three different points in time and we collected supervisor reports in addition to self-reports from trainees in order to capture transfer performance. Results showed proactive personality to predict transfer of training and role breadth self-efficacy as well as flexible role-orientation to mediate this relationship. These variables provided incremental validity beyond measures from Holton, Bates, and Ruona's (2000) Learning Transfer System Inventory. Our study leads to an interesting piece of advice for HRD professionals: Transfer management is needed to ensure training effectiveness; given that resources for transfer management are limited, respective activities shall especially focus on trainees low in proactivity.

Practitioners' Day session 4

Location: 0.4 Brussels (15:00-16:15)

Symposium: Multinational corporations: managing diversity at the work place and communicative issues in team coordination.

Main topic area: Organizational Structure, Culture, Climate

Location: 0.5 Paris (15:00-16:15)

Chair: Oprea Ciobanu, R., *Université Lyon 2, Lyon, France*

Abstract: Historically, the approaches of international management are interested in the development of industrial strategies and changes made by the multinational corporations in the production and export of their activity (Kogut, 2001)). These past years, work and organizational psychologist became interested in the organizational processes supporting these changes but also in the individual and collectives mechanisms to face the international activities. Studies on the activity within multinationals reveal the collective aspect of work. The team work supposes the interdependence of people and the shared responsibility for their actions (Sundstrom, Demeuse & Futrell, 1990). The aim of this symposium is to determine how organizations, individuals and teams cooperate and coordinate themselves in multinational work environments. To that end the symposium objective is to analyze how worldwide multinational corporations manage these processes, and how diverse individuals and team develop coordination and cooperation mechanisms in situ. We are also interested in highlighting the roles of teams' language diversity on the employees' activity. Our presentations will focus on the following themes and questions: How European and American multinational corporations approach the issue of diversity in the work place? How team members coordinate themselves in a multicultural working situation? Which communicative strategies do the teams develop to cope with communication problems caused by linguistic diversity?

DIVERSITY MANAGEMENT PRACTICES IN AN INTERNATIONAL CONTEXT: AN ANALYSIS OF SUSTAINABILITY REPORTS OF EUROPEAN AND AMERICAN MNCs

Öcal, K., *Middlesex University Business School, London, UK*

Abstract: The management of diversity is a topic that has attracted increasing attention among scholars and gained momentum in three continents since 1990s (Soni, 2000). Some examples of the appreciation of diversity can be found in interesting initiatives such as Equal Employment Opportunity and Affirmative Action (Price, 2007). Indeed, diversity has its roots in the distinctive features of the US business environment such as demographic and socio-political differences. The clout of American multinationals and their practice of following head office policies in host countries not only created issues of relevance and fit but gave high visibility for diversity management (Ferner et al., 2006b; Björkman and Lervik, 2007). Studies on MNCs' diversity practices and its disclosure on sustainability reports barely exist hence, this research aims to

capture a comprehensive range of theoretical frameworks and empirical studies on diversity management issues based on Gardenswartz and Rowe (1998) four layers on diversity. The paper examines how organizations approach the issue of diversity in the workplace and aims to explore motivators which underlie the differences between the disclosure volume of the diversity dimensions on the CSR reports of American and European MNCs. The reports are examined in a sample of 75 the world's largest companies which are listed on Forbes250 in 2010. Primarily, indexing method is used for the selected GRI items. Secondly, content analysis is used to determine corporations' behavior in terms of gender, race and other diversity issues. Evidence from the study revealed that there is a significant difference internationally in many aspects. This gives the impression that dissimilarity is emanated from whether the economic regions and/or cultural patterns of corporations have any substantial effect on the scores.

DIVERSITY AND COORDINATION ACTIVITY: THE CASE OF A FRENCH ENTERPRISE ENGAGING MULTINATIONAL TEAMS

Oprea Ciobanu, R., *Universite Lyon 2, Lyon, France*;
Bobillier Chaumon, M.E., *Universite Lyon 2, Lyon, France*

Abstract: Following working evolutions of the last decades (delocalization, implantation, globalization), enterprises seek to adapt themselves and to develop more and more innovating products. They attempt to anticipate the effects of those mutations in order to build up new organizational models, based on flexibility and structural transversality (Bobillier-Chaumon, 2003). We are interested in determining the way Romanian and French employees collaborate and coordinate themselves in situ; but also in how these processes are developed by different language speaking employees. The study maintained necessary focus on a French nuclear plant enterprise, operating worldwide and currently working with Romanian subsidiary. We conducted 24 interviews (with Romanian and French employees working in France) and 2 half-days of workshops in order to understand the nature of the activity in place (processes, vocabulary, working rules and instructions). Coordination (sensory-motor, visual, by the individual and collective skills) is achieved in spite of individual and cultural differences between the Romanian and French employees. We discovered that the coordination and articulation processes, in the absence of language, are developed through observation and team complicity. The employees have established their own coordination system: they use gestures and signs.

The difficulties encountered in conducting the activity are communicated with their hands and their eyes. This finding can help researchers and practitioners to understand the mechanisms of coordination and collaboration in multicultural teams and also to provide training and assistance to the employees.

THE ROLE OF LANGUAGE DIVERSITY FOR COOPERATIVE WORK: COMMUNICATIVE PROBLEMS AND STRATEGIES IN MULTILINGUAL WORK GROUPS

Manchen, S., *Zürich University of Applied Science, Zürich, Switzerland*

Abstract: Due to the immigration into Switzerland, Swiss companies today employ on all hierarchy levels people from different backgrounds and with different mother tongues. Thus, multilingual teams are becoming more common. The "lingua franca" in these teams is often English or German, which for many team members is a foreign or second language. So far, research has paid too little attention to the linguistic challenges multilingual teams face and to the strategies they employ to efficiently master their communicative tasks. The main goal of a running research project is to analyze how communicative efficiency in linguistically diverse teams is attained. The assumption is that communicative efficiency depends on the ability of the team to manage its diversity of languages, i.e. to master specific linguistic and communicative challenges in the team according to the specific situation and constellation. Our research questions in detail are: Which communicative strategies do the teams develop to cope with communication problems caused by linguistic diversity? Which linguistic strategies are communicatively efficient? Do the strategies also influence other outcomes like satisfaction with communication in the team and team climate? How are comparable cooperative tasks mastered by the teams? The study combines qualitative and quantitative methods: analysis of team meetings (videotaping, transcription, speech analysis); description of the company's organizational framework and language and diversity policy based on document analysis and expert discussions; assessment of the perceived quality of communication, team atmosphere and communicative efficiency by means of photo elicitation interviews, questionnaires and assessment of video sequences; assessment of the cooperative requirements of a task by analyzing video sequences; The language policy of the company, communicative problems arising from the lingua franca situation and the communicative strategies of the teams will be presented. Effects on communicative efficiency will be shown.

USING ENGLISH LANGUAGE INSIDE A FRENCH FIRM: COMMUNICATION WORKLOAD AND COPING STRATEGIES

Sarnin, P., *Universite Lyon 2, Lyon, France*; Krief, A., *Universite Lyon 2, Lyon, France*; Cuvillier, B., *Universite Lyon 2, Lyon, France*

Abstract: Multinational firms need to use a common language to allow cooperation among their workers. In Western Europe, English often plays this role. But what are the experienced workers in search of communication with other foreign workers and superiors supposed to do? The workers have not all the same skills or the same level in a foreign language. How work and psychological states of workers are concerned with this question? How they find their way when their language skills are not strong? Cultural studies (Hofstede, 1984) of work life and some ethnographic researches (Goldstein, 1997) or sociology of language (Bourhis, 1994) do not give enough answers. Work and organizational psychology is concerned as far as bilingualism at the workplace is a growing issue in our globalized world (Sachdev & Bourhis, 2001). We conducted a case study on a firm in the mechanical sector: a very experienced technician committed suicide a few months before. Co-workers said he complained about English and the difficulties to transmit ideas, to do reports, to use software, etc. So, the "health and well-being" department asked us for a study on the issue related to the use of the English language. A Swedish firm of the same sector acquired this French firm in 2001. Since that, between French and Swedish workers who often work together within project teams, the English language is used as a communicative tool in face to face interactions, but also using audio conference and videoconference technologies. The research is based on direct observations of workers and on interviews and questionnaires. The sample includes blue collar workers, technicians and managers. Results show different issues: the fear of a mistake linked to a misinterpretation of words, the additional workload related to translation, the difficulties to argue in a meeting or a phone call, a feeling of low reward in front of their efforts, etc. Decision latitude and use of competencies (Karasek & Theorell, 1990) are reduced for these workers. But workers have built many strategies in front of these difficulties: they take sometimes work at home (translation of mails, reports), they try to find some social support, they avoid certain tasks, they build tools such as specific lexicon in a cooperative way, etc. Hierarchy also develops strategies to manage these people, more or less comprehensive.

Presentations: Performance Management and Reward systems

Main topic area: Human Resource Management

Location: 0.6 Madrid (15:00-16:15)

Chair: Moisio, E., *Aalto University School of Science and Technology, Espoo, Finland*

PROACTIVE PERSONALITY AND REWARD

Wawoe, K., *Free University, Amsterdam, The Netherlands*; Jong, R.D. de, *Utrecht University, Utrecht, The Netherlands*

Abstract: Proactive Personality has been found to be related to different measures of Performance, e.g. objective Sales Performance of real estate agents (Crant, 1995), subjective ratings (Chan, 2006; Thompson, 2005) and also to salary and promotions (Seibert et al., 1999; Seibert et al., 2001). The pattern of relationships among Proactive Personality and various measures of Performance is not yet clear. It was the purpose of the present study to examine the impact of Proactive Personality on reward related performance-ratings relative to ratings without material consequences, after controlling for the Big Five personality dimensions. In a sample in the Netherlands and in India we found partial support for our hypothesis that Proactive Personality has incremental validity over Conscientiousness and Extraversion in predicting different measures of Performance. Proactiveness predicted significantly more variance of the Bonus, Appraisal and the Self-Opinion, however not of the Manager's Opinion. We also hypothesized that Proactive Personality has incremental validity over Manager's Opinion in predicting the Bonus, Appraisal score and Self-Opinion was accepted as Proactiveness explained (significantly more) variance over and above the Manager's Opinion for all measures of Performance. The results of our study indicate that indeed Proactiveness was related to Bonus, Appraisal and Self-Opinion even when we controlled for Extraversion and Conscientiousness. No studies to date had been done on the Bonus, Appraisal and Self-Opinion of Performance, hence this study adds to current literature by giving insight in the upside for the employee for being proactive. This study also adds to previous studies by including two different cultural contexts: the Netherlands and India. Manager's Opinion Proactiveness had no incremental validity. Additionally, Proactive Personality had incremental validity in predicting Bonuses and Appraisals, after controlling for the opinion of the manager with respect to the employee's Performance as such. This gives room

for the thought that proactive people are able to influence their personal situation such that they benefit even when the true opinion of the manager doesn't justify it.

EMPLOYEES' ATTRIBUTIONS ABOUT THE REWARD PRACTICES AND THEIR RELATION TO JOB PERFORMANCE

Anjos, M., *School of Business and Administration, Polytechnic Institute of Setúbal, Setúbal, Portugal*; Chambel, M.J., *University of Lisbon, Lisboa, Portugal*

Abstract: Nishii, Lepak & Schneider (2008) considered the importance of the employee's attributions about the reasons why management adopts the Human Resources practices and their consequences for attitudes and behaviours. The present study aims to examine the effect of employee's attributions about reward practices on worker's performance. We interviewed the HR Management to characterize the organization, their human resources and their reward politics and practices. Two hundred employees answered a survey to evaluate their attributions about reward practices. Job performance was measured objectively by the organization. Results revealed two different interpretations of the reward practices and that they are related differently with employees' performance. In summary, this study showed that some Human Resources practices can have both positive and negative interpretations and that these different interpretations are related to employees' performance. We argue that when implementing organizational practices it is necessary to develop positive evidences rather than negative ones.

PEOPLE MANAGEMENT IN TIMES OF CRISIS: CONTRASTING EMPLOYEE AND MANAGER EXPECTATIONS AND BEHAVIOUR!

Willemse, I., *Vlerick Leuven Gent Management School, Gent, Belgium*; Dewettinck, K., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: The financial crisis has had great impact on organizations all over the world, forcing them to carry through cost savings, structural changes, lay-offs and, in some cases, even organizational closure. Good leadership and clear communications are essential to help employees cope in such uncertain times. Since line managers are the link between higher level management and employees, their role in these turbulent times cannot be underestimated. In recent years, line managers are increasingly charged with the responsibility for human resources management (Guest & King,

2001; Brewster & Larsen, 2000) and, more specifically, performance management (Dewettinck, & Van Dijk, in press; Thomas & Bretz, 1994). In our research, we investigate the role of line managers in shaping performance management in times of crisis. More specifically, we examine how employee expectations towards their line manager change in times of crisis and whether line managers' behaviour changes accordingly. Based on survey data from 178 manager - employee dyads from a Belgian service company, administered when the economic crisis was heavily impacting the organisation, our results suggest that the expectations of employees and the actual people management behaviour of their managers tend to diverge. Employees expect their managers to be equally concerned about their individual development, to stay informed about market conditions and to be involved in decision making. In contrast, managers indicated that the crisis made them act and decide faster, with less involvement of employees. Additionally, managers declared that they were more reluctant to share, often negative, market information. Furthermore, in a downsized team context, managers indicated to be more concerned about the organisation and task division of work in general rather than focussing on individual employee needs. To our knowledge, this is the first empirical study to investigate the impact of the crisis on performance management practices, using matched data from employees and their managers. Our findings may contribute to an increased awareness of the impact of the crisis on both employees and line managers and their people management expectations and behaviours. Additionally, our results advance research to the role of the line manager in times of crisis.

THE HUMAN AND ORGANISATIONAL IMPACT OF EMPLOYEE SHARE OWNERSHIP: THE ROLE OF PSYCHOLOGICAL OWNERSHIP IN "ALL EMPLOYEE" UK PLANS

Arnold, J.M., *Loughborough University, Leicestershire, UK*; McConville, D.C., *Loughborough University, Leicestershire, UK*; Smith, A., *Loughborough University, Leicestershire, UK*

Abstract: This interpretive study explores the effect of employee share ownership (ESO) plans on employee attitudes and behaviours at work by taking into account the role of psychological ownership (PO), characterised by feelings of 'mine' and 'ours'. The question of whether ESO satisfies the causes of ownership feelings (or whether it needs to) in order for attitudes and behaviours to change, remains unexplored. The key concepts and relationships specified in positivist causal

models of ESO and PO were translated into a set of interview questions. These were used to explore with 45 ESO plan participants whether the causal models fit with the way they explain for themselves their experiences of and reactions to employee share ownership. Emerging findings suggest that the ESO plans, even when they were felt to increase PO, provided little incentive to work harder. Employees felt they had a long wait before making a financial return and no tangible day to day benefits of ESO. This led the plans, and the potential gains that could be made, to be perceived as very long term, and easily forgotten. A number of employees felt the share plan helped retain them in the organization. However, this did not appear to be because the plan was making them more committed, in the sense that they would feel more emotionally attached, or a greater sense of identification with the company. Instead, the plan was retaining employees by causing them to make an assessment of the costs associated with leaving (continuance commitment). Results suggested that the capacity of ESO to bring about attitudinal change depends on: the extent to which (i) ownership allows greater employee participation in decision making; (ii) it is financially rewarding to employees; and (iii) it is not seen purely as a savings scheme, or an opportunity to make money. As the reward culture is particularly relevant during this financial time, these findings help inform practitioners and policy-makers in understanding the impact ESO may have, and how. To some extent the findings contradict widespread beliefs amongst practitioners in the ESO field, and theories of the effects of ESO.

PERCEPTIONS ON MOTIVATION AND REWARD PRACTICES – A STUDY ON UNIVERSITY RESEARCHERS IN THE LIGHT OF SELF-DETERMINATION THEORY

Moisio, E., *Aalto University School of Science and Technology, Espoo, Finland*; Ikävalko, H., *Aalto University School of Science and Technology, Espoo, Finland*

Abstract: Studies concerning the effects of rewards on work motivation provide opposing results. On one hand evidence has been found that rewards as extrinsic motivators hamper intrinsic motivation (Amabile 1983, Deci & Ryan 1985), which is considered crucial particularly for creativity. On the other hand, contrary findings exist stating that rewards can support intrinsic motivation if used correctly (Eisenberger & al. 1999). The type of job and personality of the job-holder can also influence this relation (Baer & al. 2003). As a result from this debate new theories have been developed. One of these is Self-Determination Theory (Ryan

& Deci 2000) where motivational factors are re-grouped into autonomous motivation and controlled motivation based on their perceived locus of control. This approach could be more realistic in work environment where rarely all work is purely intrinsically motivating. To explore this further we carried out a qualitative study on the motivation of university researchers and the role of various reward practices for their motivation. We chose this focus group because scientific work requires creativity but includes also teaching and administrative tasks. Thus not all of their work is intrinsically motivating. We interviewed 17 successful university researchers within one university. Using a semi-structured interview, we asked them to describe their own motivation and the factors affecting it. We also asked their perceptions of the various reward practices used in their university. The findings were analyzed in the framework of the Self-Determination Theory. We first summarize the presented motivational factors according to their potential support to perceptions of autonomy, competence and relatedness. Second, we present a summary of the interviewees' perceptions of the discussed reward practices. Then we compare these to previous findings in literature on how they may influence the perceptions of the previously mentioned psychological needs. The preliminary results indicate that Self-Determination Theory can help in explaining the motivational effects of various reward practices. We also point out some practices within the total rewards approach of the university that seem to have negative influence on the researchers' motivation. These contributions will be discussed more detailed in the paper.

Symposium: Interpersonal Antecedents and Consequences of Achievement Goals

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (15:00-16:15)

Chairs: Hamstra, M.R.W., *University of Groningen, Groningen, The Netherlands*; Sijbom, R.B.L., *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Achievement goals have shown to be important for how individuals experience and respond to achievement situations at work, in sports, and in the classroom. So far, research has focused almost exclusively on intra-individual antecedents and consequences of achievement goals, and largely ignored the social context that characterizes most achievement

situations. The goal of the current symposium is to bring together a collection of presentations that take a more interpersonal or group perspective on achievement goals, with the objective to inform the audience about exciting and innovative research being done within this growing field of study. The first presentation focuses on how leadership styles are related to followers' achievement goals. The second presentation studies how employees' achievement goals relate to their use of pay comparisons and their satisfaction with pay. The third presentation investigates achievement goals of teams, and their relation to procrastination. The fourth presentation focuses on how leaders' achievement goals relate to their interpersonal behavior when considering subordinates' input. Accordingly, these presentations highlight the importance of considering interpersonal context as a diverse factor in studying achievement goals.

LEADERSHIP STYLES AND FOLLOWERS' ACHIEVEMENT GOALS

Hamstra, M.R.W., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*; Wisse, B., *University of Groningen, Groningen, The Netherlands*; Sassenberg, K., *Knowledge Media Research Centre Tübingen*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In the achievement goal tradition, mastery goals (focused on task-based or intrapersonal standards of competence), in contrast to performance goals (focused on interpersonal standards of competence), have typically been presented as the optimal mode of goal striving, because mastery goals are positively related to outcomes such as job performance and satisfaction. Given the interpersonal nature of achievement situations, it is surprising that research has not investigated the influence of prominent organizational figures in shaping individuals' achievement goals. As leadership behavior may implicitly or explicitly set standards of competence for followers, we propose that leadership behavior may be key in explaining and predicting followers' achievement goals. As mastery goals are aimed at task-based or intrapersonal competence, leadership behavior stressing the intellectual development of the individual should enhance followers' mastery goals. These are behaviors thought to be part of a transformational leadership style. In contrast, as performance goals are aimed at interpersonal competence, the necessity to demonstrate one's superior competence that is associated with making rewards contingent on achievement should enhance followers'

performance goals. Contingent rewarding is behavior thought to be part of a transactional leadership style. Thus, we expected that transformational leadership is related positively to followers' adoption of mastery goals, whereas we expected that transactional leadership is related positively to followers' adoption of performance goals. In line with these expectations, a study of 120 teams ($N = 450$) showed that transformational leadership was positively related to followers' mastery goals, whereas transactional leadership was positively related to followers' performance goals. Further, a scenario experiment ($N = 46$) showed that followers of a transformational leader, relative to those of a transactional leader, expected to more strongly endorse mastery goals, whereas followers of a transactional leader, relative to those of a transformational leader, expected to more strongly endorse performance goals. These results highlight the importance of considering leadership styles as antecedent of individuals' achievement goal adoption. These and other practical and theoretical implications will be discussed.

ACHIEVEMENT GOALS DETERMINE THE STRENGTH OF SELF-REFERENCED AND OTHER-REFERENCED COMPARISONS IN PAY SATISFACTION

Anseel, F., *Ghent University, Ghent, Belgium*; Heslin, P.A., *Cox School of Business*; Baeten, X., *Vlerick Leuven Gent Management School, Gent, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Achievement goals have emerged as a highly influential framework for understanding how people define, experience, and respond to competence-relevant situations at work. One of the basic assumptions of this framework is that performance goals focus employees on other-referenced standards, whereas mastery goals focus employees on self-referenced standards. Although the type of standards used to define competence is at the conceptual core of achievement goals, few studies have actually tested this assumption. In the current study, we aim to bring more empirical evidence for the association between achievement goals and the use of different standards by examining the effects of achievement goals on the strength of different pay comparisons when evaluating pay level. More specifically, we hypothesized that other-referenced pay comparisons would have a stronger effect on pay satisfaction for employees high on performance goals than for those low on performance goals. Conversely, self-referenced pay comparisons were hypothesized to have a stronger effect on pay satisfaction for employees

high on mastery goals, than for those low on mastery goals. Our hypotheses were tested in a sample of 4248 employees in Belgium. Participants completed an achievement goal and pay level satisfaction questionnaire. They also reported their current salary, how much they thought others in a similar job outside their company earned (other-referenced pay comparison) and how much they earned two years ago (self-referenced pay comparison). Moderated polynomial regression analyses supported our two main hypotheses indicating that other-referenced versus self-referenced comparisons received more weight in pay satisfaction depending on the achievement goals pursued.

WHEN TEAMS FAIL TO SELF-REGULATE: COLLECTIVE GOAL ORIENTATION, GOAL COMMITMENT AND EFFICACY AS PREDICTORS OF TEAM PROCRASTINATION

Hooft, E.A.J. van, *University of Amsterdam, Amsterdam, The Netherlands*; Mierlo, H. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Procrastination (i.e., voluntary and unplanned delay of an intended course of action that is needed to achieve some goal), has multiple negative consequences, such as missing deadlines, poor performance, and decreased mental health. Although research has shown that procrastination is widespread among individuals both at work, at school, and in daily life, it is not known whether procrastination also occurs in teams. This study was designed to examine whether teams engage in collective procrastination when working towards a shared goal, and what factors may affect team-level procrastination. We hypothesized that team procrastination is predicted by both individual-level personality variables (i.e., trait procrastination) and team-level motivational state variables (i.e., collective goal orientation, goal commitment, and team efficacy). Participants were 417 students assigned to 152 debating teams in an undergraduate debating course. Team members worked together to develop debating skills, complete assignments, and give presentations. Survey data were collected before, during, and at the end of the course. ICC1-values suggest that team members share a common perception of the procrastinatory behaviors in their team, $ICC1 = .40$, $F(151,255) = 2.80$, $p < .001$. Regression analysis predicting team-level procrastination demonstrated that teams with more men and teams with more members high on individual trait procrastination reported higher levels of team procrastination. The teams' levels of collective goal commitment and debating efficacy negatively predicted team

procrastination, whereas the teams' levels of collective performance-approach and learning-avoid goal orientation positively predicted team procrastination. Thus, team procrastination does not only depend on characteristics of the individual team members, but also on the teams' shared motivational states (i.e., collective goal commitment, team efficacy, and goal orientation). These motivational states may offer important leads to reduce team-level procrastination.

LEADERS ACHIEVEMENT GOALS AND EMPLOYEE CREATIVITY: HOW TO GET OLD IDEAS OUT AND NEW IDEAS INTO THE MIND

Sijbom, R.B.L., *University of Groningen, Groningen, The Netherlands*; Janssen, O., *University of Groningen, Groningen, The Netherlands*; Yperen, N.W. van, *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: As leaders have power to withhold support or devote attention to bottom-up creativity (Graen & Cashman, 1975), they control the transfer of subordinates' creative input to higher-level actors and, therefore, decide whether input may germinate or not. Besides subordinates' creative input being a crucial resource for organizations (Amabile, 1988), it also challenges the established frameworks of thoughts and routines of the leader (Detert & Burris, 2007). Given leaders' key positions, they can be regarded as gatekeepers of the current status quo and, consequently, may perceive little need to adjust current practices and ways of thinking, even in the face of very useful and valuable ideas. So, besides characteristics of subordinates' creative input, motivational drivers of leaders might play a crucial role as well. In the present study, achievement goals are investigated as a motivational factor that can clarify when, why and how leaders perceive and respond to subordinates' creative input that questions their established framework of thought and routines. Theory on achievement goals conceptualizes mastery goals and performance goals as approach forms of regulation directed at gaining desirable outcomes (Elliot, 2005). Accordingly, mastery-approach goals reflect the desire to develop competence by acquiring new skills and mastering new situations, whereas performance-approach goals reflect the desire to demonstrate superior competence by outperforming others (Elliot & McGregor, 2001). In the first study we demonstrated that leaders are able to recognize and evaluate valuable and novel ideas, even when they challenge their own thoughts and routines. In the second study we manipulated leaders' achievement goals. We

expected and found that given the nature of the concepts of mastery goals and performance goals, mastery goal leaders were more focused on getting the best solution and showed more adopting behavior, whereas performance goal leaders were more focused on relational aspects and, consequently, showed more forcing behavior directed at pushing through their own, old ideas at the expense of the new ones proposed by the subordinate.

Meet the Editors II:

Location: 0.8 Rome (15:00-16:15)

Chair: Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*

CAREER DEVELOPMENT INTERNATIONAL

Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*

HUMAN RELATIONS

Daniels, K., *Loughborough University, Leicestershire, UK*

BRITISH JOURNAL OF MANAGEMENT

Schyns, B., *University of Portsmouth, Portsmouth, UK*

HUMAN RESOURCE MANAGEMENT

Hayton, J., *HRM the Journal, SBA Bocconi, Milan, Italy*

GROUP & ORGANIZATION MANAGEMENT

Baruch, Y., *Rouen Business School, Rouen, France*

QUALITATIVE RESEARCH IN ORGANIZATIONS AND MANAGEMENT

Symon, G., *Rouen Business School, Mont Saint Aignan, France*

Symposium: The Employee During Organizational Change: Attitudes, Needs, Strategies, Work Engagement and Well being.

Main topic area: Organizational Change and Development

Location: 0.9 Athens (15:00-16:15)

Chairs: Heuvel, M. van den, *Utrecht University, Utrecht, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In order for planned organizational change efforts to be successful, it is essential to study the role of the individual employee as a change recipient and as a change 'crafter'. Most organizational changes ultimately mean that individual employees are required to change their behavior, whether they are required to sell new products, relocate, work with new systems, work under a new company name etc. It is therefore important not only to study change from a macro perspective, but also to include micro processes at the level of the individual employees in change research (Armenakis, Harris, & Mossholder, 1993; Miller, Johnson, & Grau, 1994). The objective of this symposium is to emphasize the role of individual employees and their experience during times of change. We have compiled studies using diverse research designs to take a broad perspective on the micro processes and employee outcomes during change. The first study is a literature review of quantitative studies on employee reactions to organizational change and antecedents of these change reactions. The researchers reviewed 79 quantitative studies based on which a model is drawn up of change reactions, antecedents of change reactions and consequences of change (both work-related and personal consequences). In this study the authors particularly focus in on the change recipients' characteristics as antecedents of change reactions. They discuss four categories of these characteristics, namely personality, coping styles, motivational needs and demographics. The link between these characteristics and change reactions are discussed. The second study uses a combination of qualitative and quantitative data. The researchers present a conceptual model based on extensive qualitative, international data that depicts the relations between fulfilment of the psychological contract and attitudes to change, and how this relation is mediated by trust and organizational commitment. Type

of change is suggested to moderate the relation between psychological contract fulfilment and attitudes to change. Using quantitative data the model is tested with samples from the Netherlands, UK and Germany. Results indicate a positive relationship between psychological contract fulfilment and a positive attitude to change. Moreover, trust mediates this relationship for the organization-side of the psychological contract, while organizational commitment mediates the relationship for the employee-side of the psychological contract. Implications for HR practices are discussed. The third study is an experimental design in which an organizational change process is simulated. This process is implemented according to the four dimensions of a healthy organizational change implementation, i.e. manager availability, consciousness of diverse effects of organizational change, role clarification and constructive conflict and dialogue with management. The researchers found that indeed the healthy change process was related to a healthier psychosocial working environment, in terms of decreased demands and increased support. In turn support was related to control. The healthy change process also had a direct positive effect on well being outcomes (stress, engagement, satisfaction and bullying), whereby the relation between healthy change process and satisfaction was mediated by demands, engagement and health complaints. The fourth study uses daily diary data to study daily fluctuations in employees' perception of transformational leadership, basic need fulfilment, active learning and daily work engagement. Trait levels of work engagement are suggested to moderate the relation between transformational leadership and daily active learning, in such a way that more engaged employees will 'benefit' more from their leaders in terms of a higher perception of daily active learning than employees lower on trait engagement. The researchers found that daily levels of transformational leadership are positively related to daily active learning and this relation is partially mediated by need fulfilment. Furthermore, trait work engagement moderated the relationship between daily transformational leadership and daily active learning in the expected direction. The findings emphasize the importance of good leadership and need fulfilment at work. The fifth study uses weekly diary data that was collected in an engineering company that introduced flexible working using hot-desking. These types of space management initiatives require adaptation from employees. Not many studies as of yet have focused on within-person processes of how employees maintain work engagement while adjusting to such changes. This study shows that weekly fluctuations in personal and job resources are related to the use of self-leadership strategies and that these positively im-

pact work engagement. Subsequently, the researchers found that work engagement is related to supervisor-ratings of adaptive performance. The studies presented above primarily underwrite the interactionist perspective. Employee attitudes to change, work engagement and job satisfaction are seen as outcomes of the interaction of the employee (in terms of personality, resources, needs, coping and learning styles) with their psychosocial working environment, i.e. job demands, job resources, (trust, support, organizational commitment, healthy change characteristics, leadership). This symposium contributes to our knowledge of the various processes that take place on a micro level during organizational change. Employees are active agents in the working environment that can successfully adapt to change. The presence of good leadership, building trust and other health change process characteristics is essential. In order for organizational change to be adopted by employees, organizations should focus on creating positive working environments during change that address employee (diverse) needs and encourage employee resourcefulness and self-management.

CHANGE RECIPIENTS' CHARACTERISTICS AND REACTIONS TO ORGANIZATIONAL CHANGE

Vakola, M., *Athens University of Economics and Business, Athens, Greece*; Armenakis, A., *Auburn University, USA*; Oreg, S., *University of Haifa, Haifa, Israel*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: A main determinant of the extent to which any change can succeed is how change recipients react to organizational change. Some employees welcome organizational change, viewing it as a chance to benefit and improve their status, whereas others sabotage it or choose to ignore it. This pluralism in reactions toward change attracted researchers' attention and they investigated whether individuals are predisposed to respond in certain ways when encountering change, across different change situations. We reviewed studies published between 1948 and 2007, out of which 79 met the criteria of being quantitative studies of change recipients' reactions to an organizational change. Through this review, we unravel a model of (a) explicit reactions to change, in which these reactions are conceptualized as tri-dimensional attitudes, (b) reaction antecedents that comprise pre-change antecedents (viz., change recipient characteristics and internal context) and change antecedents (viz., change process, perceived benefit/harm, and change content), and (c) change consequences, including work-related and personal consequences. The aim of this paper is to present this

model and focus on change recipients characteristics which are related to differences in individuals' reactions to organizational change. More specifically, our paper will first present all the parameters that compose our model aiming at providing an overarching view of the quantitative investigations that have been undertaken to explain recipients' reactions to change. Secondly, we will describe the change recipients' characteristics that we have identified and are grouped in four categories namely personality traits, coping styles, motivational needs, and demographics. Thirdly, each category will be analyzed and an explanation of how it is related to change recipients' reactions to change will be discussed. Finally, our paper will provide a synthesis of findings and a discussion of identified gaps and complexities for both change researchers and practitioners.

THE INFLUENCE OF PSYCHOLOGICAL CONTRACT FULFILMENT ON ATTITUDE TOWARDS ORGANIZATIONAL CHANGE

Heuvel, S. van den, *Tilburg University, Tilburg, The Netherlands*; Schalk, R., *Tilburg University, Tilburg, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The need to adapt to changing environments has always been a challenge for organizations. During organizational changes, organizations need to adjust the employment relationship to changing circumstances. In times of organizational change, the employee is triggered to re-evaluate the psychological contract, and the psychological contract is put to a test. This process of re-evaluation influences the attitude of employees towards the organizational changes. This presentation examines the relationship between psychological contract fulfilment and attitude towards change, while conceptualizing attitude towards change as a multidimensional construct comprising an affective, a behavioural and a cognitive component. Based on an interview study among 39 HR directors and change management specialists in 8 European countries, a conceptual model is presented that depicts the relationship between psychological contract fulfilment and attitude towards change. Furthermore, the model highlights the mediating role of trust and organizational commitment and the moderating role of type of change. The model is illustrated by several survey studies on the relationship between psychological contract fulfilment and attitude towards change which were conducted in the Netherlands, Germany and the UK. The preliminary results of the studies show a positive relationship between psychological contract fulfilment and attitude towards change, by which 1) trust

mediates the relationship between the organization-side of the psychological contract and attitude towards change, and 2) organization commitment mediates the relationship between employee-side of the psychological contract and attitude towards change. It is argued that by maintaining good psychological contracts with employees organizations can build trust, which can prevent resistance to change to occur.

EXPERIMENTAL MANIPULATION OF ORGANIZATIONAL CHANGE PROCESS HEALTHINESS: TRIANGULATING CORRELATIONAL FINDINGS AND EXPLORING THE POWER OF WORKPLACE SIMULATIONS

Tvedt, S.D., *Norwegian University of Science and Technology, Trondheim, Norway*; Saksvik, P.O., *Norwegian University of Science and Technology NTNU, Trondheim, Norway*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Through previous qualitative and quantitative studies, four dimensions of healthy organizational change process (Consciousness of diversity, Manager Availability, Role clarification, and Constructive conflicts) and their effects on the work environment have been established (Saksvik et al., 2007; Tvedt, Saksvik & Nytro, 2009). The present study set out to experimentally manipulate the process operationalized in the Healthy Change Process Index (HCPI) during change in a simulated work environment. H1: The manipulated process healthiness will directly improve the psychosocial work environment and measures of health and well-being. H2: The psychosocial work environment will mediate effects of the manipulated process healthiness on measures of health and well-being. H3: Satisfaction is the ultimate outcome variable mediated by both the psychosocial work environment and measures of health and well-being. A convenience sample of University Freshmen (N=180) was randomly distributed (confirmed by a series of t-tests) to healthy and unhealthy process conditions. During a 50 minute simulation an organizational change was implemented. Structural Equation Modeling analysis was used by means of AMOS 18.0 software to test the hypotheses. A model of H1-3 was achieved with reasonable fit. H1 was partly supported: A manipulated healthy process had a strong direct effect on Demands and Support, and Support mediated the effect on Control. Also, Engagement, bullying, Satisfaction and Stress was directly improved, but Health complaints only indirectly via Stress. H2 was partly supported: Stress and Satisfaction was mediated by Demands, and Engagement was mediated by Support. Bullying received no indirect effect. H3 was partly supported: The effect on

Satisfaction was mediated by Demands, Engagement, and Health complaints. Although we acknowledge limitations regarding the mediated effects, it seems the manipulation of the change process healthiness throughout a 50 minute workplace simulation is strong enough that organizational change processes can be studied with experimental rigor. Future research will focus on manipulating the individual dimensions of HCPI and expand outcome measures. Implications concerning development of practical consultancy tools are discussed.

DAILY ACTIVE LEARNING AT WORK: THE ROLE OF DAILY TRANSFORMATIONAL LEADERSHIP, DAILY NEED FULFILMENT AND TRAIT WORK ENGAGEMENT

Hetland, H., *University of Bergen, Bergen, Norway*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Hetland, J., *University of Bergen, Bergen, Norway*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The aim of this study is to investigate how employees' experience of daily transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) is related to daily active learning at work. Our central hypothesis is that the more employees perceive their leader as being transformational, the more active learning they will experience on a daily basis. In addition, we assume that daily basic need fulfilment of autonomy, competence and relatedness in employees, will mediate the relationship between leadership and active learning on a daily basis. Finally, we expect that employee trait work engagement will moderate the relationship between daily transformational leadership and daily active learning, such that it will be stronger for engaged employees, compared to their counterparts low on engagement. In total, 109 employees participated in this study, (response rate 93.2%, 52.3% women, mean age, 43.5 years). The respondents initially completed a background survey, and then completed a daily questionnaire during five consecutive days. Validated scales were used to measure all constructs. All scales were adjusted to tap daily fluctuations. Trait work engagement was measured using the "Utrecht Work Engagement Scale". Multilevel analyses showed a significant relationship between daily transformational leadership and daily active learning. Also, need fulfilment partially mediated this relationship. Finally, trait work engagement moderated the relationship between daily transformational leadership and daily active learning,

as there was a stronger association between transformational leadership and active learning for the employees with high trait engagement, compared to employees with low trait engagement. Leadership is a crucial factor for learning and change within organizations, and our findings shed light on how intra-individual variability in employees' experience of transformational leadership is related to active learning at work. Taken together, on days that leaders show more transformational leadership, their followers show more active learning behaviors. Furthermore, the findings reveal that basic need fulfilment partially explains this relationship, emphasizing the importance of meeting such needs in a work setting. Moreover, trait engagement was found to moderate the relationship between transformational leadership and active learning. Hence, trait work engagement is central, as workers higher in engagement experience more daily active learning in relation to daily transformational leadership. In conclusion, our findings can be used to ensure that necessary active learning and change occur in organizations.

INTRODUCING FLEXIBLE WORKING: ADAPTIVE STRATEGIES MEDIATE THE POSITIVE RELATION BETWEEN PERSONAL RESOURCES AND WORK ENGAGEMENT.

Heuvel, M. van den, *Utrecht University, Utrecht, The Netherlands*; Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Schaufeli, W.B., *Utrecht University, Utrecht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous studies have shown contradictory results regarding the impact of flexible work environments on employee well being. This study uses a theoretical model that includes aspects of the job and individual characteristics (personal resources and self-leadership) to explain adjustment to the introduction of 'hot-desking' (shared instead of personal workspaces). The study contributes to our knowledge of the role of change resources in the process of adjusting to change. To explain the relation between resources and engagement, self-leadership strategies were included. We hypothesize that (1) weekly personal resources, (i.e. self-efficacy and meaning-making) and weekly job resources, (i.e. colleague support) will be positively related to weekly work engagement. Secondly, that (2) weekly personal resources will be positively related to weekly work engagement through self-leadership. Furthermore, we expect that (3) work engagement is related to supervisor ratings of adaptive

performance (constructive team behavior and extra-role performance). The study was conducted in an engineering company that introduced hot-desking. Starting the first week after the renovations, employees completed a weekly survey for a period of 5 weeks. In total, 71 employees completed the surveys (response 46%). Supervisor-ratings of adaptive performance were obtained after week 5. Multilevel analyses showed that weekly presence of personal resources (self-efficacy and meaning-making) and support was positively related to weekly engagement. As expected, self-leadership mediated this relationship for meaning-making. However, no significant relationship was found between self-efficacy and self-leadership. Work engagement was related to supervisor-ratings of adaptive performance. The study shows the importance of resources to maintain work engagement, as well as the importance of engagement for adjustment to change. A practical implication is that enhancing employee efficacy beliefs and meaning-making as well as offering support can be helpful during change. Dialogue and coaching could facilitate reflection on how the change affects employees, which will help employees to actively maintain engagement, and to adjust to change.

Symposium: Change in Teams

Main topic area: Teams and Workgroups

Location: 2.1 Colorado (15:00-16:15)

Chairs: Gockel, C., *University of Fribourg, Switzerland*; Meyer, B., *University of Zürich, Zürich, Switzerland*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Every single phenomenon in teams is affected by time: All teams are formed at some point in time, exist for a certain period, and eventually dissolve. During their lifetime a myriad of changes take place. Affective reactions to working in teams (like cohesion and collective mood), cognitive mechanisms (like shared mental models and transactive memory systems), and behavioral phenomena (like routines) require team members to interact for some time, can influence team performance and are in turn influenced by team performance. If we want to understand how teams function, we need to take time into account. Recent methodological advances have allowed researchers to examine change in detail and to move the field forward from understanding correlation to understanding causation. The talks in this symposium present a variety of new findings about affective, cognitive, behavioral, and performance

changes in teams. The contributors will explain how change in a team climate facet impacts change in perceived team performance, how humor impacts perceived cohesion over time, how diversity impacts individual skill development, and how internal and external cognitive alignment impact change in team performance. Finally, a methodological talk shows the connection between individual-level and group-level temporal dynamics. Findings are based on very different samples (work teams, student teams, military training groups) and different time intervals (ranging from three weeks up to two years). All studies demonstrate that the inclusion of time in team research leads to new understandings of important team processes and outcomes.

THE RELATIONSHIPS OF WORK - TEAM CLIMATE WITH TEAM MOOD AND TEAM PERFORMANCE: A DYNAMIC APPROACH

González-Romá, V., *University of Valencia, Valencia, Spain*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The objective of this study is to test whether change over time in the work team climate facet of enabling formalization is positively related to change over time in perceived team performance, and whether the aforementioned relationship is partially mediated by change over time in collective mood (job tension). A sample of 174 work teams participated in the study. Data were gathered at 3 time points along a 2-year period. The study variables were operationalized at the team level. The data were analyzed by means of hierarchical linear modeling. The results obtained supported the study hypotheses. Change in enabling formalization was positively related to change in perceived team performance (.15, $p < .01$), and negatively related to collective mood (job tension, -.15, $p < .05$). Moreover, after controlling for change in enabling formalization, collective tension was negatively related to perceived team performance (-.13, $p < .01$). The indirect effect of change in enabling formalization on change in perceived team performance via change in collective tension was statistically significant. Our study confirms that enabling formalization is beneficial in the sample of work teams investigated, since it contributes to improving work team performance and reducing job tension. The analytical strategy used and the results obtained support the idea that the addressed relationships are dynamic and develop over time.

LAUNCHING WITH HUMOR: THE IMPACT OF HUMOR ON COHESION IN TEAMS

Gockel, C., *University of Fribourg, Switzerland*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Recent models of team development propose that in their first meeting, teams establish a set of standards about how to deal with each other and how to approach their task (e.g., Gersick, 1988). In this study, we examined how humor affects cohesion in teams in their first and later meetings. Humor refers to comments or actions that are perceived as funny and make others laugh (Martin, 2007). Qualitative studies suggest that humor can serve a variety of beneficial social functions in teams: It can increase cohesion and decrease status differences, which in turn helps team members work more cooperatively (Vinton, 1989). One hundred students in 25 teams working on creative tasks participated in the study. During each of three meetings, independent raters counted how many humorous comments every team member made and team members filled out the Perceived Cohesion Scale (Bollen & Hoyle, 1990). For the analysis of growth curve data, we used SEM. We treated the intercept and slope of cohesion as outcomes and both slopes and intercepts of own and others' humorous comments as predictors. Our model fits the data well, $\chi^2(27) = 30.87$, ns., RMSEA = .04, CFI = .99, TLI = .98. Initial levels of own and others' humorous comments predicted initial levels of perceived cohesion. However, changes in humor use did not predict change in perceived cohesion. To conclude, this study shows that the humorous tone of the first meeting can set the tone for group members' emotional experiences in the group. The start of a social system seems to entail a readiness for certain interaction patterns – including humor – that show promise of helping group members find together as a group and get off to a good start.

PERCEIVED SIMILARITY BETWEEN TRAINERS AND GROUP MEMBERS: TEMPORAL EFFECTS OF DIVERSITY FAULTLINES AND SOCIAL CATEGORIES IN TRAINING GROUPS

Meyer, B., *University of Zürich, Zürich, Switzerland*; Driel, M. van, *United States Air Force Defense Equal Opportunity Management Institute*; McDonald, D.P., *United States Air Force Defense Equal Opportunity Management Institute*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The impact of team diversity on team processes and outcomes has long been a core focus of organizational psychology. However, the effects of diversity are rarely studied over time. With the current study, we investigated how diversity faultlines – hypothetical dividing lines based on several diversity attributes splitting a group into homogeneous subgroups – affect training outcomes in diverse training groups over time. We assumed that pronounced social differences between subgroups within training groups (i.e., diversity faultlines) pose a challenge to performance of individuals in diverse training groups. However, we also argued that members of training groups with pronounced social differences between subgroups can profit from these differences if they fall into the same subgroup as their trainers. We tested our hypothesis on a sample consisting of 1089 students from 88 diverse military training groups. Students' training performance was assessed four times over a period of several weeks by three independent raters. Diversity faultlines and subgroup membership were determined by the Fau algorithm (Thatcher, Jehn, & Zanutto (2003) across multiple attributes (e.g., student gender and race). Consistent with our hypotheses, training groups' diversity did pose a challenge to student performance. However, students performed better at the conclusion of training if they were categorized as belonging to the same subgroups as their trainers and if the differences between subgroups were more pronounced. These results indicate that subgroup differences within a training context are an asset to student performance over time if students perceive similarities between themselves and their trainers. The results also indicate, however, that in the absence of perceived trainer similarity, group diversity may slow student performance. These results are indicative of the importance of leadership characteristics to leverage group diversity as an asset to increase individuals' performance over time.

TEAM COGNITION AND TEAM PERFORMANCE TRAJECTORIES IN A COMPLEX ENVIRONMENT: COMBINING INTERNAL AND EXTERNAL ALIGNMENT

Uitdewilligen, S., *Maastricht University, Maastricht, The Netherlands*; Waller, M.J., *York University, Toronto, ON, Canada*; Bollen, P., *Maastricht University, Maastricht, The Netherlands*; Roe, R.A., *Maastricht University, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Theories on the role of team cognitive structures on team performance seem to lead to different in-

ferences. On the one hand, shared mental model theory advocates similarity in cognitive knowledge structures among team members, while on the other hand transactive memory theory emphasizes the benefits that can be gained from cognitive diversification. We argue that the apparent paradox can be resolved by applying the notions of internal and external cognitive alignment. In order to deal with complex adaptive environments, teams require cognitive variety in order to be able to process the complexities of their external environment and they require cognitive integration mechanisms, such as similarity, in order to deal with internal alignment. We present and test a model of the effects of team internal and external cognitive alignment on task performance over time. We tested our hypotheses in a management simulation with 7 decision periods. Our findings indicate that both internal and external cognitive alignment are crucial for team performance trajectories. Moreover, although team mental model complexity predicts team information search trajectories and team information search predicts team performance trajectories, no conclusive evidence was found for a mediation effect of team information search. Finally we found evidence for a moderation effect of team mental model complexity on the effect of team information search on team performance trajectories.

AN INTRA - SUBJECT LONGITUDINAL APPROACH TO STUDY TEAM PROCESS DYNAMICS OVER TIME

Li, J., *Maastricht University, Maastricht, The Netherlands*; Roe, R.A., *Maastricht University, Maastricht, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In this paper, we develop an intra-subject longitudinal approach to examine team process dynamics over time and its nomological networks with team input antecedents and team output consequences. The intra-subject approach starts from a heterogeneity assumption that individual teams' process (e.g. conflict, communication) develops distinctly from each other over time and regards intra-team process dynamics over time as a holistic concept. It applies an "individuals-to-group" analysis method that infers group-level (e.g. sample-level, sub-sample-level) "pattern" from the distribution of emergent individual patterns. In addition, we question the "group-to-individuals" analysis method in the inter-subject longitudinal approach traditionally used in team processes research. The inter-subject approach assumes that individual teams follow homogeneous

process dynamics pattern over time and infers individual patterns from the estimated group pattern. It does not address the theoretical inquiry that what and how team inputs affect team processes and what and how team processes affect team outputs, or, in other words, how inter-team differences in team input levels are associated with inter-team differences in intra-team process dynamics over time and how inter-team differences in intra-team process dynamics over time are associated with inter-team differences in team output levels. The paper unfolds by a discussion of the logical connection of group-level temporal dynamics and individual-level temporal dynamics. We then elaborate the three steps of the intra-subject longitudinal approach and exemplify its application to a hypothetical study in which team conflict is repeatedly measured over time. We conclude the paper by shortly discussing the merits and limitations of the newly developed intra-subject longitudinal approach.

"Made in L. A." - A Documentary Film on Decent Work

Location: 2.14 Amazon (15:00-16:15)

Symposium: Healthy and Engaged Workers I: Appraisal Processes

Main topic area: Employee Well Being

Location: 2.7 Meuse (15:00-16:15)

Chairs: Michel, A., *University of Heidelberg / Psychology Institute, Heidelberg, Germany*; Gonzalez-Moralez, M.G., *University of Guelph, Guelph, ON, Canada*

Abstract: Maintaining and promoting a healthy and engaged workforce is of pivotal interest not only for socio-economical and organizational contexts but also for employees and managers. The significance of this topic was shared among participants of the Second EAWOP Early Career Summer School and their research around this issue triggered the organization of this symposium. The aim of this double symposium is to present different studies exploring structures and processes that contribute to a healthy and engaged workforce. We have divided the symposium in two conceptual parts that describe how appraisal processes (session I) and resources in organizations (session II) contribute to well-being, work attitudes and performance. The four papers to be presented in this session examine the role of socio-cognitive processes such as appraisal of stressors and social identification. The findings of the studies

will stimulate the discussion around the quality of the appraisal process, challenge or threat when predicting health, performance (Gonzalez-Morales & Neves paper) and recovery (Turgut, Michel & Sonntag paper). The temporal dimension of the appraisal is also taken into account when studying non-linear effects of job insecurity on job performance (Selenko et al. paper). Finally, the appraisal of our social work contexts such as work teams and organizations is used to explore the link between social identity and well-being (van Dick & Schuh paper).

THE APPRAISAL OF CHALLENGES AND HINDRANCES AS OPPORTUNITIES AND OBSTACLES AS PREDICTORS OF HEALTH AND PERFORMANCE

González-Morales, M.G., *University of Guelph, Guelph, Canada*; Neves, P., *School of Economics and Management, Nova University, Lisboa, Portugal*

Abstract: Cavanaugh et al. (2000) operationalized job stressors in a two-factor structure: hindrance (demands are seen as obstacles to personal growth and task accomplishment) and challenge stressors (demands are viewed as creating challenge and/or the opportunity for personal development and achievement). A recent meta-analysis (Podsakoff, LePine, & LePine, 2007) showed that challenge stressors are positively associated with job satisfaction and organizational commitment and negatively associated with turnover. Hindrance stressors presented the opposite pattern. Cavanaugh and colleagues conceptualization of challenge and hindrances is based on a priori definitions of which stressors are challenges and which are hindrances. However, following Lazarus and Folkman (1989), only the individual can appraise the challenging (opportunity) or hindering (obstacle) nature of the stressor. In this paper we explore how the appraisal of challenge and hindrance stressors as opportunities and obstacles predict health (psychosomatic symptoms) and engagement (affective commitment to the organization, extra-role and intra-role performance). In addition we examine the moderating role of perceived organizational support (POS). We run 4 hierarchical regression models in a sample of 281 employees from several Portuguese organizations. We found that psychosomatic complaints were positively predicted by appraisal of challenge stressors as obstructions and negatively predicted by POS. Affective commitment to the organization was predicted positively by the appraisal of challenge stressors as opportunities and POS. Performance outcomes, both intra and extra-role, were predicted by the appraisal of challenge stressors as opportunities and

POS. A marginal interaction effect of these two variables was found: the intra-role performance of individuals who perceive a low POS decreases in situations of low appraisal of challenges as opportunities. These findings indicate that in order to explain the well-being and engagement of employees it is not enough to take into account the type of stressors they face (challenge or hindrance), but how do they actually appraise them (opportunities or obstacles). In addition, there is some evidence that indicates that organizational resources (POS) play a significant role.

ENDING GOOD, STARTING GOOD? THE MEDIATING ROLE OF AFFECTIVE APPRAISAL ON THE RELATIONSHIP BETWEEN RECOVERY EXPERIENCES IN THE EVENING AND AFFECTIVE WELL-BEING IN THE MORNING

Turgut, S., *University of Heidelberg / Psychology Institute, Heidelberg, Germany*; Michel, A., *University of Heidelberg, Heidelberg, Germany*; Sonntag, K., *University of Heidelberg / Psychology Institute, Heidelberg, Germany*

Abstract: Besides the growing body of research and interest concerning recovery processes, there is little knowledge of the mechanisms underlying the relationship between recovery and well-being (Zijlstra & Sonnentag, 2006). Aim of this study was to investigate the mediating role of affective appraisal as a possible link between recovery and well-being among blue-collar workers at an international airport's hub section. Based on the effort-recovery model (Meijman & Mulder, 1998) it was hypothesized that there is a positive relationship between recovery in the evening and well-being in the morning. Secondly, it was assumed that the affective appraisal (perceived threat or challenge), according to the theoretical concept by Lazarus and Folkman (1984), mediates the relationship of recovery and well-being. To test these assumptions a diary study (N = 54) was conducted on 12 consecutive days. In the morning at day one recovery experiences were assessed retrospectively for the previous day and affective appraisal prospectively for the upcoming day. At day two, affective well-being was assessed. The same procedure was applied for the following days. All measures were assessed on a daily basis. Multilevel analyses (HLM 6; Raudenbush, Bryk, Cheong, Congdon & Du Toit, 2004) were used to accurately fit the hierarchical data structure. As hypothesized, the analyses supported the first assumption that there is a positive relationship between the recovery experiences in the evening and affective well-being in the morning. Furthermore, affective appraisal could be confirmed as a

significant mediator of this relationship. In line with the effort-recovery model (Meijman & Mulder, 1998), the present study highlights the importance of employees' anticipation of stress regarding their recovery after work and their affective well-being. Concluding from this study, we recommend that organizations should support their employees' well-being by creating working conditions that do not lead to perceived threat but rather promote perceived challenge. Furthermore, it would be beneficial to provide employees with trainings and coaching to support positive affective appraisal.

PERFORMANCE IN TIMES OF JOB INSECURITY: EXPLORING CURVILINEAR EFFECTS

Selenko, E., *Johannes Kepler University, Linz / Institute of Education and Psychology, Linz, Austria*; Mäkikangas, S., *University of Jyväskylä, Jyväskylä, Finland*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Kinnunen, U., *University of Tampere, Tampere, Finland*

Abstract: Job insecurity is generally regarded as a stressor with a variety of well-documented negative consequences for individuals and their psychological well-being. Still, studies on the effects of job insecurity on performance show mixed results. In the presented study we focus on non-linear relations between job insecurity and performance, as a possible explanation. The present study is based on one-year longitudinal data gathered among Finnish hospitality workers ($n_{T1} = 916$, $n_{T2} = 380$). Of the sample, 92% were women, the average age was 41 years ($SD = 10.79$, range 19–65), 77% had polytechnic school education (at Time 1). The majority (92%) worked full-time, and 73% had a permanent job contract. The main method of analysis was hierarchical regression analysis and structural equation modelling. We found a u-shaped relation between job insecurity and the amount of proficiency shown at a job. This relation was found independently at both time points. Furthermore, beyond the u-shaped relation, the expected negative effect of job insecurity on productivity was found as well. It appeared that persons with more job insecurity showed less proficiency; however, if job insecurity was high, proficiency rose. Cross-lagged structural equation modelling further showed that persons with more job insecurity at time 1 were less productive one year later. The results contribute to previous studies findings of slightly positive effects of job insecurity on performance. Possible moderators of this relation will also be discussed. Overall, the study suggests that looking beyond the linear effects of job insecurity might be a promising avenue for a further understanding of the

concept, with implications for future theoretical and practical work.

TOWARDS A HEALTHY AND ENGAGED WORKFORCE: A SOCIAL IDENTITY APPROACH

Dick, R. van, *Goethe University, Frankfurt, Germany*; Schuh, S.C., *Goethe University, Frankfurt am Main, Germany*

Abstract: The Social Identity Approach which comprises social identity and self-categorization theory states that individuals derive parts of their self-esteem from their membership in social groups. Work teams and organizations have been found to be among the most important social groups individuals can identify with. The Social Identity Approach has been successfully applied to a wide range of organizational phenomena such as diversity, creativity, or leadership processes. In this presentation we will focus on the relationship between identification with work teams / organizations and two important work-related outcomes: employee engagement (in form of extra-role behaviour) and employee health (e.g., physical symptoms, burnout, and satisfaction). We will first present our theoretical reasoning for the proposed links. Concerning engagement we assume a positive relationship with team / organizational identification because for employees who identify with their teams and organizations the norms and goals of these groups (such as performing at a high level, being innovative, or helping each other) become self-referential and motivating. Concerning the link between identity and stress one can assume that perceptions of a shared identity strengthens one's confidence to cope with difficult situations through collective action and leads to more willingness to give and accept social support. We will then present empirical evidence for our hypotheses in form of meta-analyses and individual studies. For leaders and managers in organizations these findings clearly suggest that fostering shared social identities among their employees can help both: achieving individual well-being and organizational success.

Presentations: Changing Employment Relations - Organizational Practices

Main topic area: Changing Employment Relations

Location: 2.9 Euphrates (15:00-16:15)

Chair: Bozionelos, N., *University of Durham, Durham, UK*

HOW DO EMPLOYEES REACT TO PERCEPTIONS OF ORGANIZATIONAL POLITICS (POPS)? EXAMINATION OF MODERATORS AND MEDIATORS IN THE RELATIONSHIP BETWEEN POPS AND PERFORMANCE OUTCOMES

Bozionelos, N., *University of Durham, Durham, UK*; Stergiopoulou, E., *University of Durham, Durham, UK*

Abstract: Perceptions of organizational politics (POPS) in the organizational environment have attracted a fair amount of research, especially recently. This research has mainly focused on their negative consequences, for example job dissatisfaction and job stress. However, extant research has not yet comprehensively mapped the mediating factors in the relationship between POPS and their outcomes. In addition, key outcomes, such as innovativeness, have yet to be considered. Finally, it is only recently that the role of moderators in the relationship of POPS and their outcomes has attracted attention. The present study utilized the social exchange theory as a framework to examine the mediating role of two variables: Trust towards organization and influence tactics, in the relationship between POPS and two key outcomes, namely Organizational Citizenship Behaviors (OCBs) and, innovativeness-related behaviors. It was further hypothesized that political skill self-efficacy would serve as a moderator in the relationship between POPS and innovativeness-related behaviors. Multi-source data were utilized. Participants were 214 employees in two large financial institutions in Greece who completed questionnaires on POPS, trust, influence tactics and personal demographics. Participants were rated on their OCBs and innovativeness-related behaviors by their line managers. The results indicated that the more the working environment was perceived as political the less likely participants were to demonstrate OCBs ($r = -.106$, $p < .01$). In addition, trust was directly related to OCBs and innovativeness-related behaviors ($r = .195$, $p < .01$ and $r = .146$, $p < .05$). Trust was negatively correlated with POPS ($r = -.297$, $p < .01$) and mediated the relationship between POPS and innovativeness unlike influence tactics that was not a mediator. In line with expectations, political-skill self-efficacy moderated the relationship between POPS and innovativeness. Those who scored higher in political-skill self-efficacy were given higher ratings in innovativeness by their line managers. The findings emphasize the potential of political-skill self-efficacy to neutralize negative effects of politics. The issue, of course, is whether this is to the domain of the employee to do oneself or the line manager to take care of for the employee. From, a manager's point of view, the findings

indicate the importance of building climate of trust. Therefore, knowledge regarding politics can help them better manage political behaviors.

INNOVATION THROUGH CO-DETERMINATION: CAN WORKS COUNCILS MAKE A DIFFERENCE?

Breitling, K., *Humboldt University of Berlin, Berlin, Germany*; Shajek, A., *Humboldt University of Berlin, Berlin, Germany*; Janetzke, H., *Humboldt University of Berlin, Berlin, Germany*; Scholl, W., *Humboldt University of Berlin, Berlin, Germany*

Abstract: The effect of German co-determination (=industrial democracy legislation) on firm performance has been and still is a highly controversial issue. Property rights theorists argue that on plant level works councils (=employee representatives) restrict management's independence and thus inhibit innovation. However, little empirical evidence has been found to support this position. In contrast, we argue in accordance with participation theory that works councils can enhance the exchange of knowledge within an organization, especially from low towards higher hierarchy levels. This should lead to improved decision making and therefore contribute to better innovation results as well as higher quality of working life. Research has repeatedly demonstrated positive correlations between employee co-determination and both innovation and improvement of working conditions. In general, little attention is paid to the underlying processes of these findings. We predicted that the relation between participation and its outcomes was mediated by two variables: knowledge gain and the involved persons' ability to act. A sample of $n = 40$ innovation projects was examined by having a questionnaire completed by 2-4 protagonists of each innovation. In order to avoid self-serving bias members of both works councils and management were included. The results confirm our hypothesis that the effect of works councils' activity is mediated by knowledge gain and an increased ability to act. A direct effect of participation on the outcome was also significant. We can show that both economic success and improvement of working conditions can be explained by our model. Interestingly, the variables explain different aspects of the outcome. Knowledge gain was closely related to the innovation success whereas ability to act was associated with better working conditions. Our study confirms the view that innovations in organizations are highly dependent on social processes. The results give strong support to the position that by incorporating works councils in innovation processes a win-win-situation for management and employees can be achieved.

THE IMPACT OF WORK DESIGN AND ORGANIZATIONAL PRACTICES ON SUSTAINED VOLUNTEERING-A SELF-DETERMINATION THEORY PERSPECTIVE

Schie, S. van, *ETH Zürich, Zürich, Switzerland*; Oostlander, J., *ETH Zürich, Zürich, Switzerland*; Guentert, S.T., *ETH Zürich, Zürich, Switzerland*; Wehner, T., *ETH Zürich, Zürich, Switzerland*

Abstract: Introduction: Volunteering is an area of growing political and scientific interest. National surveys have documented the quantity and diversity of volunteering. Even though volunteering touches on genuinely psychological issues, psychology has had less impact on volunteering practice than other social sciences. Within the discipline of psychology, social psychologists have studied volunteering as a planned and sustained form of prosocial behavior. Although job design, leadership, communication, participation and so forth are issues in voluntary work as well, work and organizational psychology has largely neglected volunteering so far. Aims: The project addresses work design, organizational practices, and volunteer motives and their impact on attitudinal, intentional, and behavioral outcomes reflecting satisfying and sustained volunteering. Our theoretical framework integrates several approaches and supplements a process-oriented perspective. We address specific characteristics of volunteering: the fundamental autonomy of volunteers and the challenge of bringing together individual purposes and collective action. Volunteers join a specific organization with their personal goals and expectations. Organizations that rely on volunteers depend on their willingness to accept organizational constraints and to give performance not only with respect to behaviors focused on the personal cause of volunteering but also to those activities that primarily benefit the organization within which the activity occurs. Method: The project focuses on volunteering in the context of social service organizations. A longitudinal approach (three measurement periods) was chosen in order to ensure a rigorous test of our theoretical assumptions, and validated scales as for example WDQ (Morgeson & Humphrey, 2006), VFI (Clary et al., 1998), MAWS (Gagn et al., 2010), or Work Engagement (Schaufeli & Bakker, 2003) were used. Questionnaires were sent to approx. 6000 people of 5 organizations. Results: We present selected results of the first measurement period regarding the postulated model. Implications: The focus on work design promises unique practical relevance, since expertise of work and organizational psychologists will be made available to volunteerism. From a theoretical perspective, the project contributes to a better understanding of how work design and orga-

nizational practices affect self-determined acting within an organizational context.

Symposium: Theoretical Advances in Selection and Assessment Research

Main topic area: Human Resource Management

Location: Auditorium 1 (15:00-16:15)

Chair: Woods, S.A., *Aston University, Birmingham, UK*

Abstract: The dominant 'criterion validity' paradigm in selection and assessment research can often mask the important implications of such research for theory. The value of validity and other empirical evidence depends on sound understanding of why relations or effects are observed, the essence theorizing. In this symposium, presenters explore some of the emergent theoretical advances in selection and assessment research. These contributions add to theoretical knowledge in the field of selection and work assessment, but also beyond into literatures of individual differences, organizational behaviour, and social psychology. Two papers introduce new concepts that help to elaborate understanding of cognitive and affective processes that influence job performance (Hulsheger et al.; Jansen et al.). Two papers focus on personality assessment. Salgado explores implications of meta-analytic evidence of ipsative test validity for personality assessment theory, and Soete and Lievens add to the literature on differential relations of personality and performance outcomes. Finally Woods et al. report meta-analytic evidence for a cultural/developmental theory of ethnic differences in cognitive ability tests. All contributions have important practical implications for selection and assessment research. These include improved understanding of when, and when not to use particular forms of assessment, and of how to interpret outcomes of assessments in terms of performance prediction.

BEYOND THE BIG FIVE: THE ROLE OF NEED FOR COGNITION AND CORE SELF EVALUATIONS FOR INNOVATIVE WORK PERFORMANCE

Hulsheger, U.R., *Maastricht University, Maastricht, The Netherlands*; Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*; Anderson, N., *Brunel Business School, Brunel University, Uxbridge, UK*; Kersting, M., *Federal University of Applied Administrative Sciences, Münster, Germany*

Abstract: Researchers have increasingly acknowledged that work performance is a multidimensional construct,

including not only task performance but also other aspects, such as citizenship and innovative work behavior. Innovative work behavior has however received scant attention in selection research and valid person-level predictors of innovative work performance are yet to be identified. Extant studies on personality predictors of innovative work performance have mostly focused on the Big Five. Yet, a recent meta-analysis revealed that conscientiousness, the best personality predictor of task performance is unrelated to innovative work behavior. It is consequently vital to identify other personality predictors of innovative work behavior that qualify to select for innovative personnel. In the present research, involving validation against three separate studies, we identify two such personality constructs, namely need for cognition and core self evaluations. Despite their conceptual relatedness, need for cognition has been largely overlooked in innovation research. To redress this, here we hypothesize that individuals high on need for cognition are predisposed to show innovative behavior, especially if they have high core self-evaluations which will help them to believe in the usefulness of their ideas, to promote them and to try to gain organizational support. This hypothesis was tested in 3 studies: 1. in a sample of students ($N = 132$) in which we controlled for cognitive abilities, 2. in a study into 107 hotel employees in which we controlled for intrinsic motivation, and 3. in a study with 120 working adults in which innovative behavior was measured with peer-ratings in addition to self-ratings. As expected, the link between need for cognition and innovative behavior was particularly strong for individuals with high core self evaluations. Implications for future theorizing and for personnel selection practices are discussed in conclusion.

WHY DO ASSESSMENT CENTERS AND INTERVIEWS PREDICT JOB PERFORMANCE? THE ROLE OF CANDIDATES' ASSESSMENT OF SITUATIONAL DEMANDS.

Jansen, A., *University of Zürich, Zürich, Switzerland*;
Melchers, K. G., *University of Zürich, Zürich, Switzerland*;
Kleinmann, M., *University of Zürich, Zürich, Switzerland*;
Lievens, F., *Ghent University, Ghent, Belgium*;
Brändli, M., *University of Zürich, Zürich, Switzerland*;
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Abstract: There is considerable evidence that assessment centers (ACs) as well as structured interviews are good predictors of job performance (e.g., Arthur, Day, McNelly, & Edens, 2003; Huffcutt & Arthur, 1994). Usually, the notion of behavioral consistency is used

to explain the criterion-related validity of these selection procedures. Ability and personality variables were found to make people behave consistently in selection situations and the future job. This study examines individual differences in candidates' assessment of situational demands as a complementary explanation of why interactional ACs and structured interviews work. Based on interactionist theories, we argue that individuals differ in how they select and process social information. Due to the ambiguity of AC exercises and interview questions, it is often not transparent for the candidates which behavior is relevant for success and hence, they need to correctly perceive the demands of a situation to perform effectively. Yet, candidates' assessment of situational demands should also help people perform well in job situations as these are also characterized by a high degree of ambiguity. We therefore posit that differences in candidates' assessment of situational demands are related to a) performance in sample-based selection procedures, b) job performance, and c) contribute to the criterion-related validity of ACs and interviews. Hypotheses were tested in a selection simulation with 124 participants. The selection simulation contained four AC exercises, a structured interview, and a cognitive ability test. Participants' supervisors received a link to an online questionnaire and were asked to evaluate participants' job performance. To measure candidates' assessment of the situational demands, we used an ability measure described by König, Melchers, Kleinmann, Richter, and Klehe (2007). In line with the hypotheses, hierarchical regression analyses revealed that candidates' assessment of the situational demands significantly explained variance over and above cognitive ability in performance in both selection procedures and on the job. Candidates' assessment of situational demands also partly explained the criterion-related validity of the selection procedures. Our findings offer implications for human resource management practice (e.g., using candidates' assessment of situational demands in personnel selection and for training and coaching).

PREDICTIVE VALIDITY OF IPSATIVE (FORCED-CHOICE) PERSONALITY MEASURES: THEORETICAL AND PRACTICAL IMPLICATIONS

Salgado, J.F., *University of Santiago de Compostela, Santiago de Compostela, Spain*

Abstract: The findings of the multiple meta-analyses carried out since 1991 confirmed that conscientiousness and emotional stability are predictors of job performance in practically all type of occupations, and

that openness to experience, agreeableness and extroversion predicted performance in a range of specific occupational families. However, a limitation of many personality questionnaires is that they can be faked if the individuals are stimulated to do it, as it occurs in personnel selection contexts. Consequently, in order to avoid the effects of faking, ipsative (forced-choice) measures have been suggested, and previous research showed that they are relatively (although not totally) resistant to faking. Nevertheless, three relevant questions remain unanswered: Are the ipsative (forced-choice) personality measures valid predictors of job performance? (2) Is their validity size larger than the validity size of normative measures? (3) Do ipsative measures generalize validity? A meta-analysis was carried out in order to respond these questions. A literature search identified 25 (N=4935) studies for emotional stability, 23 (N=3802) for extroversion, 21 (N=3301) for openness, 25 (N=4794) for agreeableness, and 31 (N=5525) for conscientiousness, respectively. The results show that only conscientiousness can be considered predictor of job performance, although the magnitude of the validity coefficient is small ($\rho=.18$). The other four personality dimensions showed a very small validity coefficient, ranging from .02 to .12. No personality dimension showed validity generalization because the 90% credibility value was negative in all the cases. The results found in this research together with previous findings have implications for the theory and practice of personnel selection. From a theoretical point of view, normative and ipsative measures of personality could assess qualitatively different aspects of personality. They are not parallel measures although, in some cases, they can be highly correlated. However, this does not mean that the two measures assess the same construct. Therefore, it is necessary more research clarifying the specific constructs assessed by normative and ipsative personality inventories. From the practical point of view, it would be relevant to know whether ipsative measures do show incremental validity over predictive validity of the normative questionnaires.

PERSONALITY AS PREDICTOR OF ACADEMIC PERFORMANCE, JOB PERFORMANCE, AND CAREER CHOICE OF PHYSICIANS

Soete, B. de, *Ghent University, Ghent, Belgium*;
Lievens, F., *Ghent University, Ghent, Belgium*

Abstract: There is a large body of research on the predictive validity of personality for making educational and selection decisions. However, few studies

have used both academic and job performance as criteria for estimating the validity of personality traits, which is clearly troublesome for evaluating their long-term predictive validity. For instance, in the medical context admission exams aim to predict not only academic capabilities but also future physician performance. Therefore, this study examines the validity of personality for predicting academic as well as job performance of physicians. Furthermore, this study sheds light on personality-based determinants of medical specialty choice thereby providing input to the career counseling practice. Nine hundred forty-six medical students completed several cognitive tests (cognitive ability test and silent reading protocol) and a situational judgment test of interpersonal skills. We also obtained students' personality data and yearly grade point average (GPA). At the end of their 7-year-education curriculum, 150 students chose a career as general practitioner (GP), whereas 427 chose another (mostly specialist) career path. Students who entered a GP training program, worked under supervision of a registered GP but had full patient responsibility. When the GP training program ended, the supervisors evaluated their performance as physicians. Extraversion emerged as a negative predictor of GPA in the first year of the curriculum, but was positively related to mean academic performance in the last four (clinical) years. Extraversion was also the only significant predictor of physicians' job performance. Furthermore, personality explained 6.0% extra variance in job performance over and above cognitive and interpersonal skills. Finally, concerning career choice, results showed that students who scored higher on Agreeableness and lower on Conscientiousness and cognitive ability chose more frequently for a career as GP. As task and job demands shift over time, it is essential to increase our understanding of the changing predictive validity pattern for performance outcomes. The current study contributes by demonstrating how the predictive validity of personality varies according to the criterion of interest (academic versus job performance). This challenges committees that make college admission decisions, as admission exams should identify competent students as well as competent future physicians.

ETHNIC DIFFERENCES IN COGNITIVE ABILITY TEST PERFORMANCE: META-ANALYTIC TRENDS OVER TIME AND IMPLICATIONS FOR A CULTURAL-DEVELOPMENTAL THEORY OF DIFFERENCES

Woods, S.A., *Aston Business School, Aston University, Birmingham, UK*; Hardy, C., *University of Leicester, Leicester, UK*; Guillaume, Y.R.F., *Aston University, Birmingham, UK*

Abstract: Ethnic differences in cognitive ability test (CAT) performance were examined meta-analytically in this study. The primary purpose was to test a cultural/developmental theory of differences in CAT performance, which proposes that such differences arise because of educational, social, and economic inequality between ethnic groups. Previous meta-analyses have suggested pervasive differences between Black and White test takers in the United States, but have not answered satisfactorily whether these differences have remained stable over time. We proposed that society-level improvements in equality of opportunity and education would have reduced the gap in cognitive ability of Blacks and Whites over successive decades of the late 20th Century, which should be represented in corresponding narrowing of differences in performance on tests of general ability. The mechanism for raising cognitive ability, and thusly CAT performance of Black test-takers, is most likely to be improvements in education opportunity, affecting ability and test performance directly through learning, and indirectly through reducing disadvantage among communities. Applying inclusion criteria resulted in an initial set of 91 independent samples ($n = 1,110,038$ individuals) from four decades (1960s, 1970s, 1980s, and 1990s) reporting differences between White and Black test takers. Controlling for sampling effects, meta-analyses revealed a narrowing of differences in CAT performance (on tests of general cognitive ability) between Blacks and Whites over successive decades of the late 20th Century (1970s, 1980s, 1990s; $d = -0.30$ to -0.35 between 1970 and 1990, in different sample permutations), supporting the cultural/developmental theory. The extent, and rate of this narrowing was moderated by sample type, with differences being smallest, and narrowing fastest, for samples drawn from selective environments (higher education and employed jobs). The most likely explanation of the reduction in Black-White differences is the effect of societal-level changes in attitudes and policies, which have served to promote racial equality and increase opportunity for African Americans. Our findings are not sufficient to reject completely theories that suggest underlying and enduring factors affecting cognitive ability differences between ethnicities. However, our findings do indicate that differences are not solely attributable to such factors, and that cultural and developmental factors should be incorporated into theory. Our findings have practical relevance for policy makers, underlining the value of policies designed to raise opportunity and equality.

Presentations: Ethics, Justice and Employee Well Being

Main topic area: Sustainable Environment and Organizations

Location: Auditorium 2 (15:00-16:15)

Chair: Schilling, J., *University of Applied Administrative Sciences Hannover, Hannover, Germany*

ONE HAND WASHES THE OTHER-SITUATIONAL AND PERSONAL FACTORS IN THE PERCEPTION AND EVALUATION OF CORRUPTION

Schilling, J., *University of Applied Administrative Sciences Hannover, Hannover, Germany*; Litzcke, S.-M., *University of Applied Sciences Hannover, Hannover, Germany*; Linssen, R., *University of Applied Sciences Münster, Münster, Germany*

Abstract: Corruption is a serious concern for modern societies. It does not only result in major financial damages but more importantly undermines the credibility and legitimacy of corporations and public institutions as well as their leaders. A scenario-based experiment ($2 \times 2 \times 2$ design) was employed to investigate the impact of situational (i.e. situational versus structural corruption; low versus high bribe; personal advantage versus advantage for a third party) and personal factors (i.e. intelligence, psychopathy, organizational cynicism) on the perception and evaluation of corruption. A total of 390 students from different disciplines (business management, public administration, social labour) with significant work experience participated in this study. Results show that corruption as presented in the case was seen as a 'normal' phenomenon even though it was mainly evaluated as being not acceptable. Public administration students were more critical concerning the acceptability of corruption than the other subjects. Interestingly, giving bribes was generally evaluated to be more acceptable than taking them. When asked about their presumed behaviour concerning the presented case, most participants reported that they would do either 'nothing' or 'talk to the person who committed the bribery' instead of more radical measures. Personal factors significantly influenced the evaluation of corruption. Especially persons scoring high on organizational cynicism evaluated corruption to be more normal and acceptable than non-cynical subjects. Likewise, psychopathy correlated positively with the acceptance of corruption. In contrast, situational factors were found to be less important for the evaluation of corruption. Limitations of

the present approach, implications for future research and organizational practice are discussed.

THE IMPACT OF ACCOUNTABILITY ON ETHICAL DECISION MAKING.

Silva, V., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*; Simoes, E., *ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal*

Abstract: When assessing the ethicality of other's past decisions, people are prone to rely on the nature of decision's outcomes to make their judgments. Recent research on ethical meta-decision making suggests that individuals who are accountable for an unknown audience tend to produce judgments less biased by the nature of the decision's outcomes (Silva & Simes, 2009). However, as an universal feature of social life, accountability calls to considering the complex network of social relations and specific contexts in which it occurs. The aim of this study is to understand the impact of accountability relationships on the unethical behaviours occurrence. Taken the social contingency of accountability as predictor variable, an experimental study (N = 501) was conducted in order to examine participants' ethical judgments related to various scenarios of decision making. Results suggest that accountability to an audience with unethical views may decrease the ethicality of individual decision-making because of the need to maintain a positive image in the eyes of her/his constituency and the difficulty in recognizing conflicts of interest. We discuss these results and their application in organizational contexts, stressing the relevance of leadership in order to promote organizational integrity.

EVALUATION OF THE IMPLEMENTATION OF ICT-BASED SOLUTIONS AND PARTICIPATORY INTERVENTIONS IN A UNIVERSITY OFFICE BUILDING

Reuss, M., *Universität des Saarlandes, Saarbrücken, Germany*; Rögele, S., *Universität Trier, Trier, Germany*; Schweizer-Ries, P., *Universität des Saarlandes, Saarbrücken, Germany*

Abstract: One of the main goals of the European Project 'Built Environment Sustainability and Technology in Energy' (BEST Energy) is to achieve a reduction in energy consumption of at least 12% in a university office building. There are two different approaches to achieve this goal (Schahn, 2007, Schweizer-Ries, Baasch & Jagszent, 2004): First, technical improvements that have to be undertaken once by the decision makers, the building management and technical staff; and second, every user involved in the day

to day usage of the office building should take care of their energy efficient behavior. The first approach will be implemented in the project mainly by involving the facility management into the project and by installing new ICT-based centralized monitoring and management systems. This can help decision makers and technical staff to manage the building more efficiently and provide them the necessary tools to be able to plan energy saving measures and interact more effectively with the building. The second approach is implemented by using a versatile participatory intervention strategy (Homburg & Matthies, 1998; Mosler & Tobias, 2007), that combines multiple interventions over a one year time frame: Participatory Workshops with seasonal inspired topics, informational interventions, like flyers and posters, as well as goal setting and feedback about the staff's energy consumption. Intervention strategies proved to be effective in reducing energy consumption in organizations: Griesel (2004) focused mainly on participatory interventions, Siero, Bakker, Dekker & van den Burg (1996) focused mainly on feedback and Staats, van Leeuwen and Wit (2000) used informational and feedback interventions. The goal is to show the intervention concept for the office building, developed in the BEST Energy project and to present first results of the longitudinal evaluation, in which the staff members are asked to answer a repeatedly provided online questionnaire on different relevant topics. Topics include the 'Reasoned Action Approach' (Fishbein & Ajzen, 2010); users' acceptance of the implementation process (Zoellner, Rau & Schweizer-Ries, 2010) and their energy consciousness, as well as users' comfort in the building (Jaeger, L'Orange, Huckemann, Linneweber, & Schweizer-Ries, 2005).

WOMEN ENTREPRENEURS' WORK WELL BEING, BUSINESS PRACTICES AND PROFITABILITY

Palmgren, H., *Finnish Institute of Occupational Health, Helsinki, Finland*; Jalonen, P., *Finnish Institute of Occupational Health, Helsinki, Finland*; Kaleva, S., *Finnish Institute of Occupational Health, Helsinki, Finland*; Tuomi, K., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: This research was conducted in order to explore women entrepreneurs' business practices and relationships between business practices, work well-being and profitability. The material consisted of questionnaires focusing on business practices, the competitive environment and the business's financial outcomes. 551 businesses run by women entrepreneurs responded to the survey (response rate of 50,4%). The results

reveal women entrepreneurs' development needs and strengths. Being active in client relations and in developing their own activities, a positive outlook of the business's future in relation to competitors and a wish to develop one's own skills were indicators of the women entrepreneurs' development potential. However, the lack of strategic planning, lack of written business plans and budgets, underdeveloped occupational health and safety activities and skill deficits were risk factors towards the women entrepreneurs' business practices and their employees' work well being. The results show links between the profitability and business practices of their businesses and women entrepreneurs' work well being. Women entrepreneurs' assessments that market competition would not hinder their business, that their business was of better quality than their competitors' and equipment investments in the last 12 months predicted profitability. The age of respondents had an inverse relationship to profitability. Of the variables describing the work well being of women entrepreneurs, profitability was best explained by less uncertainty regarding their work and commitment to work. These variables explained almost a third of the variance in profitability. The type of business and position as an entrepreneur were not connected to profitability. The differences between types of business were not statistically significant. The results show that having good business practices and supporting and developing work well being influences both women entrepreneurs' continuing in their work and the business's profitability. Supporting the work well being of women entrepreneurs requires that the occupational health care services are developed to match their needs. These results should be taken into account when training women entrepreneurs. The results of the study are being used in developing the business practices of women entrepreneurs and supporting them in continuing their work.

15:30-16:30

Posters session: Labor Market Issues and Emotions in the Workplace

Location: Expo (15:30-16:30)

JOB SATISFACTION AS A PSYCHOLOGICAL RESULT OF JOB NEGOTIATION DURING SEEKING NEW EMPLOYERS

Kowalczyk, E., *Poznan University of Economics, Poznan, Poland*

Abstract: The research conducted by the author assumes that job satisfaction is the psychological result of negotiations during the employment selection and recruitment process. Job satisfaction is understood as positive or negative feelings and attitude towards the job, and depends on numerous factors related to the job and the individual characteristics of the person as a social organization. In the classic research paradigm job satisfaction is connected with motivation to work. When explaining the discussed phenomenon one can relate to, among others, two-factor Herzberg's theory, Porter and Strees's theory of fulfilled expectations and Adams' theory of justice. The goal of the conducted empirical research was to verify hypotheses on the relation of the negotiated job satisfaction with: H1 = Personality features in the Big Five concept and the hope for success. H2 = Abilities and skills of dealing with stress during the search for job, and emotional intelligence. H3 = Job-related competencies - inner locus of control in work conditions, perception of the job market, competence in labour law. 177 respondents from Western Poland were examined, who searched for economics-related jobs at new employers for up to 18 months before the date of survey. The analyses confirmed statistically important relations among neuroticism, extraversion, conscientiousness and hope for success (willpower) and job satisfaction. Moreover, there was a negative correlation between the style of dealing with the stress focused on emotions while searching for a job and job satisfaction, and no significant relation between emotional intelligence and job satisfaction. Additionally, there was a relation between inner locus of control, emotional aspect of perceiving the labour market, perceiving labour law and job satisfaction. Summing up, negotiated job satisfaction is a condition depending on personality features, candidate's professional skills and the method of understanding and perceiving work alike.

DOING IT FOR THE RÉSUMÉ? MOTIVATIONS BEHIND STUDENTS' INVOLVEMENT IN EXTRACURRICULAR ACTIVITIES

Roulin, N., *University of Neuchatel, Neuchatel, Switzerland*; Bangerter, A., *University of Neuchatel, Neuchatel, Switzerland*

Abstract: With the rise of mass higher education, competition between graduates entering the labor market is increasing (Brown et al., 2003). Students understand that their degree may not guarantee them a job and realize they should add value and distinction to their credentials (Tomlinson, 2008). Participation in extracurricular activities (ECAs) allows students

to demonstrate competencies or personality traits not otherwise visible in their résumés due to limited job experience (Brown & Hesketh, 2004). Recruiters actually infer such information from ECA participation (Cole et al., 2003; 2009), influencing job search outcomes (e.g., Chia, 2005; Cole et al., 2007). Students may thus be especially motivated to get involved in various ECAs, but not only out of intrinsic interest. Media anecdotes even suggest that students increasingly instrumentalize their ECAs to exhibit competencies (Morris, 2007). Yet little empirical research has looked at students' motivations behind their involvement in ECAs. This is the objective of this study. A questionnaire was completed by 197 business or law students from a Swiss university. We asked them about their participation in ECAs, why they got involved in these activities, their beliefs about peers' motivation, and their beliefs about the impact ECAs may have on job applications. An adapted version of the Sports Motivation Scale (Briere et al., 1995) measured their degree of intrinsic and extrinsic motivation regarding ECAs participation. Most students are involved in ECAs and they participate in them mostly out of interest or to evacuate stress. Yet some students declared that they participated in ECAs for their résumé. Overall students believed peers to participate for instrumental reasons more than themselves. Regression analyses showed that doing ECAs for the résumé was explained by students' level of extrinsic motivation, involvement in a students' association, and beliefs that ECAs helped them to get an internship or a part-time job in the past. Moreover, students involved in associations did so more for the résumé and to gain practical experience than their colleagues not involved in associations. Students' extrinsic or instrumental motivations are potentially problematic for recruiters, who may make false inferences about applicants' personality traits or competencies based on ECA participation.

SUBJECTIVE CAREER SUCCESS IN A DIVERSE WORKFORCE

Dries, N., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: The face of careers has changed immensely over the last few decades: from structured, bureaucratic, linear and intra-organizational to flexible, non-linear, inter-organizational and managed by individuals themselves (Arthur, 1994; Arthur, Khapova, & Wilderom, 2005; Arthur & Rousseau, 2001; Baruch, 2004; Defillippi & Arthur, 1995; Peiperl & Baruch, 1997; Sullivan, 1999). Consequently, research on careers has become less and less focused on objective indicators of career success, such as position, salary,

status, and promotions, and more on subjective measures (Heslin, 2005; Reitman & Schneer, 2003; Sullivan, 1999; Sturges, 1999). Career scholars today seem to agree that objective indicators of career success alone are no longer adequate to capture the increasing complexities of modern-day careers (Arthur et al., 2005, Ng, Eby, Sorensen, & Feldman, 2005). However, a common critique on existing subjective measures of career success is that they are too simplistic, as well. Although existing self-report measures of subjective career success (such as the career satisfaction scale of Greenhaus, Parasuraman & Wormley, 1990) are often used and rarely put into question, it is very likely that they do not validly assess the construct. Their underlying assumption seems to be, that a handful of items validly represent the phenomenological meaning of each respondent's subjective career success, and that all people evaluate their success in largely the same manner. Consequently, it is likely that they do not capture the breadth and multidimensionality of the subjective career success construct (Arthur et al., 2005; Heslin, 2005). The aim of the current study was to pilot-test the multidimensional subjective career success model developed by Dries et al. (2008) in a diverse sample of workers in terms of gender, generation, job level and culture. The applicability of the model to the different subsamples will be assessed, as well as the interrelations between different indicators of objective and subjective career success at a detail level. Implications for research (i.e. 'how should we measure career success?') and practice (i.e. 'can organizations improve subjective perceptions of success by influencing objective aspects in the work environment?') are spelled out.

NURSES' INTENTION TO LEAVE CURRENT EMPLOYMENT: A STUDY IN THREE MAJOR ITALIAN HOSPITALS

Cortese, C.G., *University of Turin, Torino, Italy*

Abstract: Background The considerable number of nursing staff voluntarily leaving their current employment has continued to be a problem affecting the delivery of healthcare all over the world (Fai Chan et al. 2008). In Italy a worrying shortage of nursing staff has been observed: the Italian Federation of Nurses has estimated a shortage of 40.000 nurses. Aim Voluntary leaving of the nursing profession is the result of a decision-making process, the roots of which lie in an intention to leave current employment (ITL). It is thus important to understand which factors contribute to the emergence of ITL. This research aims to investigate factors associated with nurses' ITL in three

major Italian hospitals located in Piedmont, Liguria and Lombardy. Methods In each hospital a survey was conducted and data were collected using a self-reported structured questionnaire administered to all nurses. The questionnaire was distributed to a total of 1864 individuals. Of these, 1314 (70.5%) returned the completed questionnaires. The status of nurses' ITL (yes vs. no) was the dependent variable and nurses' predisposing characteristics, organizational environments, work-family conflict (Netemeyer et al., 1996), and seven components of job satisfaction (Stamps, 1997; Cortese, 2007) were independent variables. Results Of 1314 nurses, 473 (36.0%) indicated an ITL. The results of logistic regression showed that age ($p < 0.001$), work-family conflict ($p < 0.001$), workplace/ward ($p < 0.035$), and job satisfaction about professional status ($p < 0.016$), task requirement ($p < 0.001$) and organizational policies ($p < 0.001$) were significant risk factors to predict nurses' ITL. Conclusions More than one-third of the nurses in the hospitals investigated indicated an ITL. By identifying factors leading to ITL, human resources executives may devise organizational and managerial solutions to combat high turnover of nursing staff. Of these solutions we may mention methods of organizing activities capable of creating a balance of workloads and sustainable paces of work, eliminating where possible those situations of ambiguity or conflict of roles which the literature highlights as being amongst those factors which increase the perception of fatigue, and organizational policies to acknowledge the importance of nursing staff and to uphold their professional status.

A LONGITUDINAL STUDY OF RETIREMENT TRANSITION

Griffin, B., *Macquarie University, Sydney, Australia*;
Hesketh, B., *University of Western Sydney, Sydney, Australia*;
Loh, V., *Macquarie University, Sydney, Australia*

Abstract: Retirement is an important career milestone, heralding the onset of potentially significant changes in health, financial, interpersonal and work domains. The nature of retirement is changing from the traditional concept of a definite and complete end to one's work career to more gradual process with variable transitions between full-time work, part-time work and no work. However, much retirement research has involved cross-sectional prospective or retrospective accounts of either intended or actual retirement activities. This paper presents findings from a longitudinal study that proposes a new theory of retirement transition based on

the Minnesota Theory of Work Adjustment. It examines the interaction between and effects of person and environmental factors on retirement outcomes, measured at several time points before, during, and after an individual's official retirement from their primary work career as well as tracking changes in the satisfaction and coping performance of an aging workforce at critical times in their transition to retirement. More than 2000 participants aged over 50 are participating in this study, which is part of the large-scale 45 and Up Study on healthy ageing currently being conducted by the Sax Institute in Australia. This research has practical relevance as the largest birth cohort, the baby boomers, is ageing and beginning their transition into retirement. Existing research on retirement applies to earlier generations and little is known about how generational shifts in culture and attitude will affect the current cohort's ability to transition from work to retirement. Results from this study will provide a clearer understanding of the process of adjustment and the ways in which different factors contribute directly and in interaction, which is essential for designing effective workplace and governmental interventions at the policy and individual level.

VALUES AND CONDITIONS OF ITALIAN WORKERS IN RETIREMENT AND ACTUALLY IN ACTIVITY

Ardolino, P., *University of Verona, Verona, Italy*

Abstract: The Ageing of population is a social phenomenon in Europe characterized by a decrease in fertility, a decrease in mortality rate, and a higher life expectancy among native Europeans. In Italy, above all, the age of population is in continuing growth. Italian population in general is ageing, but in Milan, and generally in the north of Italy, the average seems to be even older. The main subjects of this explorative research are: to study the post retirement activities and the retired people who chose to continue to work (paid or voluntaries); to find out if they are characterized by specific work values; to understand the relationships between ex workers and their company of provenience; to individuate the level of the fulfill at the end of their regular work life. The sample is composed by elderly (male and female), they age range is: 56 years to 80 years. They are retired people from various jobs (ex blue-white collar worker, ex manager and so on) who continue to work (job can be paid or not paid). They are from Milan and from North Italy region. A considerable part of sample are people currently are members and workers of the Trade Union called UIL (Unione Italiana del Lavoro - Confederation of Trade Unions in Italy). We used quantitative (questionnaire) and

qualitative (interview, focus group) methods, to analyze personal data and we adopted the Work Important Study/Work Values Scale (WIS/SVP) to explore the work values of aging workforce. Different statistical elaborations were applied to discover the correlations among different variables (i.e. descriptive, inferential, Factor Analysis, Regression Analysis, Structural Equation Models). The findings are clear. People in retirement want to be appreciated and they have motivation, satisfaction and values to stay for a long time at work.

PERSONAL DETERMINANTS OF INTRINSIC WORK MOTIVATION

Bondarenko, I., *Institute of Psychology of Russian Academy of Sciences, Moscow, Russian Federation*

Abstract: The present study examined the personal determinants of high level of intrinsic work motivation (IWM) and mutual impact of the personal and situational factors on IWM. Since previous studies indicated that the same work situations were evaluated very differently by the employers involved in this work, we suggested that the level of IWM was mediated by the core job characteristics (Hackman&Oldham, 1980) and personal characteristics of employees. This study investigated teachers, managers and hairdressers (N=135) of both genders residing in Moscow with at least three years' experience. We used Job Diagnostic Survey (JDS) (Hackman&Oldham (1980)) adapted for Russian sampling population and Sixteen Personality Factor Questionnaire, 16PF. Findings indicated that the personal characteristics such as courage in social interactions, dominance, self-sustainability, straightforwardness; emotional stability, lack of anxiety, high self-control, emotional engagement; creative orientation and flexibility determined a high level of IWM and showed such trait of subject as activity. Results obtained confirmed that high values of core job characteristics in conjunction with the above mentioned personal characteristics determined a high level of IWM and high job satisfaction. This combination of personal and situational factors corresponded with the process of formation of the intermediate motivation variables such as interest, joy, optimism, engagement and high quality of the professional activity results. Overall, our results showed the qualitative nonhomogeneity of a group with a middle level of IWM. It appeared that the personal characteristics divided it into two groups. A higher than average level of IWM resulted in freewill activity with positive emotions. When the level of IWM was lower than average, the good results were achieved by putting more effort, which could lead to a professional

burnout. Progressive personal and professional development is supported by a cyclical turnover of optimal (higher than average) and high level of IWM. The analysis of personal characteristics and IWM levels will help to support the career growth and prevent professional burnout.

THE ROLE OF EMOTIONAL INTELLIGENCE IN THE RELATIONSHIP BETWEEN STRESS AND PSYCHOLOGICAL WELL-BEING

Hodzic, S., *University of Valencia, Valencia, Spain;*
Ripoll, P., *Universidad de Valencia, Valencia, Spain;*
Zenasni, F., *University of Paris Descartes, , The Netherlands*

Abstract: This study intends to understand the relationship between the arising of conflicts and the emotions felt in work groups/teams. We analyzed collective emotions of groups using Russell's Circumplex Model of Emotions (1980). The relationship between conflict and emotions was studied taking into account socio-affective and task-related conflict typology (e.g., Jehn, 1995). Contradictory empirical results point out different impact of task conflict in teams' results. In line with Simons and Peterson (2000) and also Gamero, Gonzalez-Rom and Peir (2008) we propose that task conflict may turn into socio-affective conflict through a process of misinterpretation of task conflict and that this fact is related with the negative effects of task conflict in team processes and outcomes. Thus, with this presentation we intend to clarify if the type of conflict present in work teams has significant impact on teams' affective outcomes (positive and negative emotions). Moreover, we aim to test the hypothesis that the link between task conflict and team emotions is mediated by socio-affective conflict. Data was collected from 60 teams/groups of several different functions and organizational contexts: from industry, services and sports. The Intragroup Conflict Assessment Scale (EACI; Dimas, Loureno & Miguez, 2005) was used to evaluate the kind of conflict emerging in the team/group; and emotions were assessed using the Portuguese Job Related Affective Well-Being Scale (PJAWSN; Ramalho, Monteiro, Loureno & Figueiredo, 2008). The results indicate that socio-affective conflict has significantly higher connection with negative emotions than task conflict. Additionally, our data revealed that socio-affective conflict fully mediates the positive relationship between task conflict and negative emotions as well as the negative relationship between task conflict and positive emotions. Taking into account previous researches (e.g., Amason, 1996; Yang & Mossholder,

2004), this link may be explained by the over personalization of task related discussion. Thus, if task-related interactions give negative emotionality sufficient energy, following disputes over task processes could be interpreted as further evidence of interpersonal hostility. We expect that these findings, promoting further research, may help the development of strategies of prevention of the escalation of negative emotions, i.e., the transformation of task conflict in socio-affective conflict.

COMBINED BEHAVIORAL TECHNIQUES TO PROMOTE EMOTIONAL CONTROL IN MEXICAN RESTAURANT MANAGERS

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Abstract: Emotions affect our daily activities including our organizational life. We must always consider that working experience is saturated with feeling. The Touristic Sector in Mexico City is one of the most important on what GDI refers. This research understands emotions from the workers of this industry as one of the most important factors that intervene directly on their performance, and their relation to the workplace. The aim of this research is to develop and test programs to manage pervasive emotions (such as anger, fear and sadness) using an applied behavior analysis method in Mexican restaurant managers. This will help them to identify and control their emotions promoting productivity to an optimum level and stopping negative emotions from spreading. The research was formulated to be a Quasi-experimental design. The sampling was non-probabilistic and intentional. The examination of the psychometrics properties of the instrument show a validity of construct by a One-way ANOVA with an $F=2.07$. Thirty Mexican restaurant managers (ages from 25 to 54) that showed low levels of flexibility, psychological sense, sociability and social presence were selected as subjects of study. During the pre and post test and intervention, an individual psychological configuration tests, such as California Personality Inventory (CPI), a behavioral interview and an emotion based observational record were administered. In this research the Pearson Correlation between the pre and post evaluation proves that there's a positive correlation between performance and emotion ($r=0.83$) meaning that emotions are powerful tool to successful management. Combined behavioral techniques were used to manage and promote emotional control. Refuting irrational ideas was the main program used.

Throughout the program, coping skills training and relaxation techniques were applied at the beginning of each session. The results confirmed the research hypothesis: the program modifies behavior and increases performance. The actual performance was increased by a 75%. The negative and irrational thoughts were decreased in a 63% reducing risks that jeopardize the relation of the individuals with their clients and coworkers improving the Touristic Sector.

TITLE: EVALUATION OF THE DIMENSIONALITY AND RELIABILITY OF WONG AND LANG EMOTIONAL INTELLIGENCE SCALE (WLEIS)

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Abstract: The construct of emotional intelligence has received great interest in the literature related with the study of the linkages between individual differences and specific criterion constructs (Magnus, Viswesvaran, Deshpande, & Joseph, 2010; Law, Song, & Wong, 2004). The unique contribution of this construct for the prediction of individual positive psychological and work-performance outcomes, showed by recent studies, increase the importance of the continuous improvement of its theoretical grounds and measurement (Law, Song & Wong, 2002; Van Rooy & Viswesvaran, 2004; Joseph & Newman, 2010). This study reports the results of the evaluation of the psychometric properties of the self-reported Likert Emotional Intelligence Scale (WLEIS) of Wong and Law (2002), in terms of its construct validity, by the analysis of its dimensionality using a sample of 231 software engineers. The results of confirmatory factorial analysis supported the existence of a structure composed by four sub-dimensions (Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, Regulation of Emotion), as suggested by the earlier studies carried out with this measure (Wong & Law, 2002; Magnus et al., 2010). All the factors reveal satisfactory reliability with Cronbach alpha coefficients above .70. The obtained factorial structure is in convergence with the general theoretical conceptualizations and definitions of this construct present in the literature. Overall, our findings contribute to attest the stability of the factorial structure and reliability of WLEIS, reinforcing its utility for applied psychology research, namely on criterion-related validity studies.

THE PORTUGUESE JOB RELATED AFFECTIVE WELL-BEING SCALE (PJAWSN): CONTRIBUTIONS TO THE SCALE VALIDATION

Costa Lopez, A., *University of Coimbra, Coimbra, Portugal*; Lourenço, P., *University of Coimbra, Coimbra, Portugal*; Dimas, I.D., *University of Coimbra, Coimbra, Portugal*; Figueiredo, C., *University of Coimbra, Coimbra, Portugal*

Abstract: Emotions, basic components of human beings, are continuously expressed by individuals, in the multiple social contexts where they act (Ramalho, Monteiro, Lourenço, & Figueiredo, 2008). The affective experiences of work are receiving increased attention from researchers (Bartel & Saavedra, 2000), specially in group/teams, where the permanent interaction between the social-affective and task dimensions make it relevant. There are many approaches concerning the field of emotions, but one of which has been considered more appropriate is the Circumplex Model of Russel (1980), which conceives two dimensions of the emotions: one concerns the valence (positive or negative), and the other the arousal (high or low). Although such interest about emotions on groups exists, it is still too recent. This leads to the scarcity of the instruments that measure emotions in groups (Ramalho, Monteiro, Lourenço, & Figueiredo, 2008). Thus it is necessary to keep on researching in this field to better understand the role of emotions in groups. One instrument that allows to assess emotions is the Job Related Affective Well-Being Scale (JAWS), developed by Katwyk, Spector, Fox e Kalloway (2000), based on the Circumplex Model of Russel. Our research follows the studies carried out by Ramalho, Monteiro, Lourenço, and Figueiredo (2008), which adapted the JAWS to the portuguese language and for the context of the groups/teams. Considering that the studies carried out by the research team that built the Portuguese Job Related Affective Well-Being Scale (PJAWSN) only considered the positive and negative poles (the valence), our goal was to analyze the proficiency of PJAWSN to discriminate both dimensions proposed by Russel - valence and arousal. This research was instrumental in nature (Drenth, 1988) and the sample is composed by several workgroups from different Portuguese organizations (e.g., industry, sport, trade). In order to achieve our objective we used Multidimensional Analysis. The results show us that PJAWSN captures the two dimensions - valence and arousal - and therefore fits with the Circumplex Model of Russell. This way, PJAWSN can be useful either in research or in intervention (as a diagnostic tool).

HUMANE DESIGN OF NURSING AS INTERACTIVE WORK

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Abstract: Findings of our study on the importance of emotions in care are presented. They were gathered on the basis of 65 narrative interviews and 10 participatory observations in 10 church-operated care institutions in Germany. They indicate that identified quality problems are essentially connected to the predominant time rationality being applied to the caring situation, which contradicts their intrinsic times. For the nature of human processes of growth and healing and particularly the slow processes of diminishing vitality at the end of life can hardly be considered within the framework of efficiency calculations for time spent on care. The situation of care receivers corresponds to problematic working conditions in nursing and the resulting consequences, such as high sick leave figures and insufficient work satisfaction. The high percentage of mental illnesses indicates differences to those conditions in the industry, which have not yet been an issue in the discussion on Decent Work. Although jobs in the service sector have increasingly contributed to the GDP during the last decades and have long surpassed the percentage of the industrial jobs, they have received little attention in labour research. They show characteristics which so far have insufficiently been considered as work requirements and demands. The work result is in part determined by the clients/patients. In the interaction with these groups, emotional factors play an important role in addition to expertise. Frequently, goals are not reached by following structured procedures and given plans, but by frequent adjustments of one's actions to situated and personal factors. For work psychology, this results in the difficulty of analyzing and evaluating work in the service sector. An approach for new evaluation processes is presented for discussion.

EMOTIONAL ORIENTATION OF AN INDIVIDUAL AS A FACTOR IN THE LEVEL OF PROFESSIONAL BURNOUT AND JOB SATISFACTION AS OBSERVED IN TEACHERS AND DOCTORS

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Abstract: An analysis of specific characteristics of occupations dealing with social services has revealed a need for a certain degree of a personal relationship between the professional and the client. On the other hand, one's view of the profession of doctor or teacher based on one's personal emotional and value systems can be

interpreted as the level of their professional compatibility and professional development. The concept of emotional orientation identifies people's inherent need for experiencing emotions of a certain kind based on their natural long-established inner orientation towards particular feelings, as an important motivational factor underneath peoples' behavioral patterns and it can serve as an indirect indicator pointing to the person's spiritual and value patterns. The aim of this research is to establish a link between one's personal emotional orientation, the level of job satisfaction and professional burnout. The object of our research is empirically represented by professional teachers (N=92) and doctors (N=101) of both genders, residing in Moscow and its inner suburbs with at least three years' experience. We also describe typical emotional profiles of professionals in our fields of choice and introduce two personal emotional orientation types which will be further referred to as "humanitarian-oriented" and "personal resource-oriented" types. By humanitarian-oriented type we understand an assemblage of altruistic, communicative and success-orientation qualities relevant to the occupations in hand. The resource-oriented component is made up of gnostic, aesthetic and hedonistic qualities pertaining to a harmonious development of an individual and obtaining personally meaningful positive emotions. In the course of this work it was established that a high level of humanitarian-oriented and personal resource-oriented components translates into a higher degree of job satisfaction and consequently a lower degree of professional burnout. The conclusions obtained as a result of this research may be instrumental in the areas of professional career counseling and counseling designed to diagnose, prevent and cure professional burnout.

COGNITIVE CONTROL DEFICITS AS A VULNERABILITY FACTOR IN PERFORMING EMOTIONAL LABOR

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Abstract: Past research has repeatedly revealed that emotional labor can be more difficult and is stronger related to burnout for some employees than for others (Judge et al., 2009). In accounting for individual differences in the emotional-labor process, several scholars have expressed increasing interest in person-related traits as moderators of the relationship between emotional labor and strain (Heuven et al., 2006; Giardini

& Frese, 2006). Recent empirical findings from laboratory research strongly suggest to consider interindividual differences in the cognitive resource capacity as a person-related boundary condition under which emotional labor leads to psychological strain (Schmeichel et al., 2008). Cognitive control deficits (CCD) in the form of daily failures and impairments of attention regulation, impulse control, and memory have been found to reflect a low resource capacity (Broadbent et al., 1982) and thus are hypothesized to constitute a personal vulnerability factor that makes employees more susceptible to the adverse effects of emotional labor. Consequently, we tested moderating (enhancing) effects of CCD on the positive relationships between emotional labor variables, which has been found to act as a source of work stress (emotional dissonance, surface acting) and indicators of psychological strain (burnout, absenteeism). In contrast, we expected that no interactive effects of CCD and deep acting on both outcomes emerge. Using latent moderated structural equation modeling, our predictions were tested in two samples (one cross-sectional and one longitudinal). As was hypothesized, the positive relations of emotional dissonance and surface acting on the one hand and burnout as well as absenteeism on the other were amplified as a function of CCD. In contrast, no indications for interactive effects between CCD and deep acting were found. Our results encourage to consider the effects of emotional labor from the cognitive control perspective (Diefendorff & Gosserand, 2003). More importantly, besides psychological costs in terms of burnout, the found interactions on absenteeism indicate organizational costs as a result of emotional labor and CCD. Thus, our study emphasizes the role of the cognitive resource capacity in the face of the continuous rise of the services sector where regulation of behavior, emotions, and thoughts is increasingly required.

RATIONAL EMOTIVE BEHAVIOR TECHNIQUE TO PROMOTE EMOTIONAL CONTROL IN MEXICAN WAITERS.

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Abstract: Service enterprises are organizations where extreme emotional processes take place; these processes alter employees' performance. This research is mainly focused in pervasive emotions such as sadness, fear and

anger; that jeopardize work productivity and how to modify them to become positive in order to raise their performance to an optimum level. To promote emotional control rational emotive behavior technique was applied on Mexican waiters around 18 and 54 years old. The sampling was non-probabilistic and intentional as they were five Mexican waiters that shown low levels of flexibility, psychological sense, sociability and social presence. During the baselines and intervention an individual psychological configuration tests, behavioral interview and emotion based journals were administered. The design was ABAB (reversible) group multiple baseline. Refuting irrational ideas was de main program used, followed by two modules: Coping skills training and a relaxation techniques applied on each session during four weeks. Conclusions shown that the research hypothesis was confirmed: the application of the Rational Emotive Behavior Technique in the employees increased in (67%) the performance of the subjects at their workplace. The increase of their performance also resulted as a decrease (77%) of negative emotions that jeopardized their relation with the clients and coworkers.

EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE EFFICIENCY OF MANAGERS WITH DIFFERENT GENDER

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Abstract: Managers capacity to control his/her emotions and to manage properly with the emotions of subordinates could be viewed as one of professional competences. The ability to deal with different emotions plays moderating role in burnout development risks (Maslach & Leiter, 1997; Maslach, Schaufeli & Leiter, 2001). That is why we can suggest this ability in managers as a crucial characteristic, connected with job performance efficiency and work satisfaction. The aim of the empirical study was to estimate the interrelations of emotional intelligence and job performance efficiency in male and female managers. The study was conducted in 114 mid-level managers (62 men and 52 women) with work experience not less than 1 year. Methods included questionnaires for the estimation of: 1) emotional intelligence level (Ljusin, 2004); 2) burnout (MBI by Maslach & Jackson, adopted Vodopjanova, 2005); 3) work satisfaction (Pankova, Tikhomandritskaya, 2007). The results showed: 1) the managers with high level of emotional intelligence demonstrate higher level of job performance efficiency

and personal capacity higher work satisfaction; 2) they are less prone to burnout; 3) in the male managers positive correlations of emotional intelligence and job performance efficiency and negative correlations of emotional intelligence and burnout are found; these interrelations are stronger in the male managers in comparison with the female managers; 4) in the men sample there is a positive correlation link between work satisfaction and the level of interpersonal emotional intelligence, while in the female managers work satisfaction correlates positively with the different level of emotional intelligence - intrapersonal level; 5) in female managers symptoms of burnout are tightly connected with the level of interpersonal intelligence. The main conclusion: the more managers are capable to deal with emotions, the more they are effective at work and the less they suffer from burnout. The obtained empirical results could be used for the following practical purposes: development of stress-management programs and including special topics in professional training.

IF THE HEART THOUGHT, WOULD IT STOP? DEVELOPMENT OF AN ASSESSMENT SCALE OF GROUP EMOTIONAL INTELLIGENCE

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Abstract: Most current organizations are strategically structured on workgroups, which function as a social system. Not taking into little consideration the task sub-system, the potentialities of work and the development of a group are also function of its affective aspects. Therefore, the problematic of emotions crosses it over and reflects itself on it, once collective processes cannot be totally understood when the affective component is ignored. The model of Group Emotional Intelligence by Druskat and Wolff (2001a; 2001b) presents six dimensions which describe emotional intelligence, distributed through three analysis levels and formed by norms that, theoretically, arouse and regulate emotions in groups/teams. In this study, a questionnaire has been adapted to evaluate these dimensions (Hamme, 2003) in groups/teams from Portuguese organizations. Based on a sample of 333 individuals belonging to 74 groups, construct validity of the Questionnaire of Group Emotional Intelligence (QIEG) was tested, by means of an exploratory factor analysis. The results showed the emergency of four interpretable dimensions, pointing out that the items of two dimensions theoretically distinct, but close in conceptual terms,

scored only in one. The dimensions evaluated in the QIEG - Group Regulation of Members, Group Self-Awareness, Group Self-Regulation, and Group Social Awareness/Skills - showed values of satisfactory internal consistency, indicating a good level of instruments reliability. Under a practical point a view, we consider that the QIEG tries to take into consideration the demands of a group life, as its existence implies necessarily the presence of specific social and emotional relations. A reliable and valid scale of Group Emotional Intelligence, whose score is a result of the contribution of all members, may provide a written measure of group characteristics, with items directed to the group level instead of the individual. Besides, it will overcome the difficulties of distinguishing individual perception of group behavior itself. Still, consultants will be able to identify the emotional component in workgroup, and understand in what way it contributes to organizational indicators such as performance and efficacy.

PERCEIVED DEVIANCE AT WORKPLACE, EXPERIENCED NEGATIVE EMOTIONS AND COUNTERPRODUCTIVE WORK BEHAVIORS: INTERACTIVE EFFECTS OF PERSONALITY

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Abstract: Counterproductive work behaviors (CWB) represent an important concern for organizations due to their economic or psychological costs. Research on CWB is starting to focus on the joint effects of personality and work situations (e.g. Colbert, Mount, Harter, Witt & Barrick, 2004) rather than continue to analyze those separately. We used hierarchical regression, looking at interaction effects to test the presence of each personality trait as a moderator between perceptions of deviance at work (PDW) and CWB, and between experienced negative emotions at work (NEW) and CWB. The sample (n=258) consists of Romanian employees from several industries. We used moderated hierarchical regression to test for each of the hypothesized interactions. We have found that PDW and experience of NEW are related to CWB. In addition, four personality traits moderated these relationships. Specifically, the relationship between PDW and CWB was stronger for employees low on openness to experience, conscientiousness, extraversion or high agreeableness and the relation between experienced NEW

and CWB was stronger for employees low on conscientiousness, extraversion or agreeableness. This study underlines the importance of the interaction between personality factors and situational factors. Organizations may reduce the occurrence of CWB by intervening on deviance in the work groups, encouraging positive emotions at work and selecting employees based on some personality traits. References Colbert, A., Mount, M.K., Harter, J.K., Witt, L.A., Barrick, M.R. (2004). Interactive effects of Personality and perceptions of the work situations on workplace deviance. *Journal of Applied Psychology*, 89 (4), 599-609

DEVELOPMENT AND VALIDATION OF A NEW QUESTIONNAIRE MEASURING PERCEIVED UNCERTAINTY AT WORK

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Abstract: Uncertainty at work originates from variations in the conditions of work, unforeseen and unexpected events, or even from doubts that the worker may have about the relevance of his/her own actions (Marescaux, 2007). Various authors, from distinct fields of psychology have been interested in the question of uncertainty, its perception and the attached cognitive and behavioral attitudes (Greco and Roger, 2001; Ladouceur et al., 2000; Sorrentino et al., 1992). Our analysis of the literature led us to consider that overlaps as well as gaps existed in the various existing models and tools. We then set out to create a new questionnaire measuring the perceived uncertainty at work: the QIT (Questionnaire sur l'Incertitude au Travail). This article describes the application of the Churchill paradigm (Churchill, 1979; Roussel, 2005) to the development and validation of our self-report questionnaire about the perceived uncertainty at work, and the different ways workers have to cope with it. Five factors were highlighted in our first exploratory study, which was conducted among 337 workers. A second empirical study, conducted in a Belgian public service (N=5800), confirms the intended internal structure by means of confirmatory factor analysis. The factors are: Damaging uncertainty, constructive uncertainty, uncertainty coping by control, uncertainty coping by reassurance, uncertainty coping by avoidance. Differences and similarities between our scale and two other measures are discussed, along with perspectives for future research.

EMOTIONAL SOCIALIZATION: A NEW TWIST ON FIT

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Abstract: Organizational socialization has been described as the process by which newcomers make the transition from being organizational outsiders to being organizational insiders (Bauer, Bodner, Erdogan, Truxillo and Tucker, 2007). Saks and Ashforth (1997) pointed out that organizational socialization is primarily a learning process: learning about one's role (Louis, 1980), about specific work skills and abilities (Feldman, 1981), and about norms and values specific to the culture of an organization (Kim, Cable, and Kim, 2005). Successful socialization should lead to improved person-organization (P-O) fit, defined as the congruence between organizational norms and values and personal values (Chatman, 1989). In turn, a successful organizational socialization in conjunction with an improved P-O fit leads to organizational commitment, and increased job involvement (Kristof, 1996; Wanous, Reichers, & Malik, 1984). Newcomers feel a whole array of emotions as they navigate in their new work environment. They feel surprise when experiences differ from their expectations (Louis, 1980), anxiety about the ambiguity of their role (Jones, 1986), their performance, and the extent to which they may fit in, or hope, making them proactive during their socialization process (Kim, Cable, & Kim, 2005). In their review of the relationship between emotion and organizational entry, Ashforth & Saks (2002) laid the basis for a great number of research avenues. However, research on the emotional component of organizational socialization is still scarce. The objective of this paper is to propose an interactive, dynamic, process model in which we assume an initial P-O fit, then a cycle of professional and emotional socialization that leads to an improved or decreased level of P-O fit. In turn, this level of P-O fit constitutes the basis for the next cycle. The ongoing socialization cycles occur either within a given job over time, or when changing function, job, or department. Given competitive challenges faced by organizations such as downsizing or changes in job structures (Kristof, 1996), cost of turnover (Abowd & Kramarz, 2003; Kacmar et al., 2006), or return on investment on recruitment and training (Allen, 2006), it appears that gaining a fuller understanding of the entire socialization-fit equation is worthwhile.

Interactive posters: Group and team processes

Main topic area: Teams and Workgroups

Location: Expo (15:30-16:30)

FORMING A COOPERATIVE NURSING TEAM: THE ROLE OF HEAD NURSES

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Abstract: This study investigated the impact of LMX and head nurses' OCBI on staff nurses' OCBI. About 1097 staff nurses from two hospitals participated in the survey. We collected data at two time points with 6 months apart. LMX and control variables were measured at Time1. Both staff nurses and head nurses' OCBI were measured at Time 2. Totally, there were 462 two-time respondents belonging to 39 units. HLM was applied for hypothesis testing. The results showed LMX predicted staff OCBI significantly. Although the direct effect of head nurses' OCBI didn't prevail, the interaction between LMX and head nurses' OCBI was significant. According to the findings, it implicates that the effect of head nurses' OCBI can be complementary to that of LMX.

CONFLICT AND CONFLICT ASYMMETRY OVER TIME: THE STRANGE CASE OF PROJECT TEAMS

Chiocchio, F., *Universite de Montréal, Montréal, Canada*

Abstract: Two factors are crucial in conflict research with project teams: conflict and, given disciplinary heterogeneity in project teams, within-team distribution conflict perceptions. De Dreu and Weingart's (2003) meta-analysis shows that the conflict-project team performance correlation is -.26 and -.17 for task and relationship conflict respectively. Jehn, Rispens, and Thatcher (2010) assert that distribution of conflict perceptions (i.e., conflict asymmetry defined as standard deviations) negatively impacts team performance over and above mean team conflict. They confirmed this only for relationship conflict. Although, these studies contributed to conflict research, they have shortcomings the present study aims at correcting. First, none address the role of process conflict nor do they tackle how the three forms of conflict evolve over time. Second, Jehn et al's sample may have included different types of teams, a serious problem in project team research (Chiocchio & Essiembre, 2009). Third, standard deviations cannot adequately represent team properties because of their lack of scale (Kozlowski & Hatstrup, 1992). In the present study, we use hierarchical regression with 81 teams of students involved in a 15-week

project to test the impact of all three forms of conflict and conflict asymmetry at projects' mid- and end-point. Given process-focused project teams are less effective than outcome-focused ones (Woolley, 2009) and that early processes are more impactful than later ones (Mathieu, Heffner, Goodwin, Salas, & Cannon-Bowers, 2000), we posit that early process conflict and process conflict asymmetry will impact team performance more so than the other forms of conflict at either time. Our results show that 29 % ($p < .05$) of team performance's variance is accounted for mainly by process conflict at time 1 ($r = -.57$, $p < .05$) and task conflict at time 2 ($r = .45$, $p < .05$). The practical implication is that process conflict management is paramount early on in project teams. More theoretically, we contribute to the literature by showing that the positive impact of task conflict in project teams only appears towards the end of the project and after controlling the variance due to other and earlier forms of conflict.

EFFECTIVE WORKGROUPS: THE ROLE OF DIVERSITY AND CULTURE

Dimas, I.D., *University of Aveiro, Coimbra, Portugal*; Lourenço, P.R., *University of Coimbra, Coimbra, Portugal*

Abstract: Today, more than at any other time in history, organizations rely on groups as a way of structuring their activities. The belief that the establishment of groups is associated with improvements in quality, performance and effectiveness, led to the proliferation of this system under different forms, types and designations. However, despite the advantages of workgroups are disseminated on theoretical works, and even on the common sense, the truth is that the empirical studies that support these competitive gains are no more than a few. In fact, the research developed has focused on processes that reduce the effectiveness of teams and little attention has been given to aspects that improve them. The central aim of the present research is to contribute for the clarification of the conditions under which teams can be successful. In a particular way, were analyzed, through a non-experimental design, the effects of the team cultural orientation for learning and of diversity on the task and affective dimensions of effectiveness. Seventy-three workgroups from different industrial and services companies, which perform complex and non-routine tasks, were surveyed. Multiple regression analyzes were conducted and results revealed that the team orientation for learning improves group performance, team member satisfaction as well as team member quality of life. Results showed, in turn, that diversity is not a predictor of group effectiveness. This

study highlight that the orientation of teams to the promotion, facilitation, sharing and dissemination of learning constitutes a competitive advantage.

DIMENSIONS OF REHABILITATION WORK: THE ANALYSIS OF SEVERITY REPRESENTATIONS IN INTERDISCIPLINARY REHABILITATION TEAM

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Abstract: The movement disorders' rehabilitation is a non-emergency but high risk field of teamwork. The rehabilitation process of a patient includes several experts' contribution: for example physicians, nurses, physiotherapists, occupational psychologists. The experts should cooperate, work a team, they need to have shared mental representations. The shared mental model (SMM) is a construct that refers to the shared representation among teammates about the goals, the current situation, the competencies, the responsibilities, further steps of actions, and about the problem. The existence and functioning of a SMM can contribute to team effectiveness, and it helps the successful rehabilitation process. Our research aimed to study the content features of the representation of the teammate experts about the severity of a patient status of rehabilitation, and the important dimensions in rehabilitation work process. To study the teammates' representations about severity and work dimensions, we administrated two kinds of interviews: (1) One about the definitions of the severe patient status from the point of view of the given expert's field; and (2) one about the description of each patient who were in the ward that time. From the first interview we identified the main dimensions of patient status severity, for example: the injury, self-support (independency), rehabilitation care, cognition, personality, cooperation, negative and positive expressions. We used AtlasTI content analytic software to identify the dimension in the text of the second interview. It is important from the teamwork's and shared mental models' side is that there were common dimension in most experts' interviews, for example the injury, the self-support (independency), and the rehabilitation care. These common dimensions could be the key parts of the shared mental model in the interdisciplinary rehabilitation team. The knowledge about the shared dimensions of the teammates' representations is able to help to understand the teamwork, and its difficulties. On this field, we can build further studies to analyse the content and role of share mental model based on

these findings. And in consequence, we are going to be able to give developmental advices to reach a better functioning shared mental model, and to ameliorate rehabilitation work.

TEAM ROLES AS CONFIGURAL PROPERTY OF TEAMS: THE IMPACT OF ROLE BALANCE AND THEMATIC PATTERNS UPON TEAM OUTCOMES

Meslec, N., *Tilburg University, Tilburg, The Netherlands*; Curseu, P.L., *Tilburg University, Tilburg, The Netherlands*

Abstract: The book published by Belbin in 1981 has introduced two concepts: the concept of team role as the pattern of behavior that is characteristic to a team member and the concept of team role balance which reaches its maximum when all of the nine possible roles are present in the group. Balanced teams have been hypothesized to be the most beneficial for team performance (Belbin, 1981; Water, Water & Bukman, 2007). The lack of further details with regard to the most appropriate way of conceptualizing and measuring the concept of team balance has created a dispute in the field, different studies arriving at divergent results (Senior, 1997; Partington & Harris, 1999; Higgs, Plewnia & Ploch, 2005; Aritzeta & Ayestaran, 2003). In order to address this issue, two major objectives have been addressed in the current study. The first objective of the study was to investigate the impact of team role balance upon team outcomes, as it has been conceptualized and measured in the literature so far. The results indicate that only those conceptualization of role balance that consider team roles as a group property are predictive to group outcomes. The second objective of the study was to investigate teams in low balance conditions. Most of the studies have focused on investigating what happens in fully balanced teams (Partington & Harris, 1999; Water, Kees & Rozier, 2007) with little concern to the particular case in which balance is low. The current study shows that in low balance conditions, thematic patterns (as role configurations that belong to a common theme) become beneficial for teams in comparison to athematic mixtures of roles. This comes to sustain the value of thematic patterns which has not been considered previously in the literature addressing team roles. As practical implications, the current results come to contribute to work team design, especially in low team balance conditions. For instance, when balance is low, the team is to benefit more of a new member with a role that is similar in theme with ones already in the team.

16:30-17:45

Presentations: Conflict Management, Negotiations, and Decision Making

Main topic area: Leadership and Management

Location: 0.1 London (16:30-17:45)

Chair: Solga, M., *Ruhr-University of Bochum, Bochum, Germany*

PLANNING, SCHEDULING AND CONTROL AS A DISTRIBUTED DECISION-MAKING PROCESS

Waeffler, T., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Fischer, D., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Specker, A., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Oroszlan, Z., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Bezzola, J., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Gasser, R., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*

Abstract: Since production processes become more and more complex and as market dynamics increase, planning, scheduling, and control (PSC) of the order flow through production has become a competitive advantage. PSC allocates unstable production resources to dynamic demands. This has a huge impact on economic objectives. Therefore industries invested a lot in developing IT-systems aiming at managing the uncertainties in PSC by technical means. However, these technology-oriented approaches reached limits. There is a lack of knowledge regarding the multi-factorial interrelations that constitute PSC while the effort for data maintenance increases immensely. Furthermore these technology-oriented approaches neglect the role of the human planners and underestimate the socio-technical character of PSC-systems. In contrast, some research shows that human-computer interactive systems may outperform systems that are primarily IT-based. Consequently research emerged, focusing on the support of human planners. Although such research provides very important insights in cognitive processes and the design of decision-support systems, it is still not covering the role human planners have in real-world PSC. To reach a more comprehensive understanding of this role was the aim of several case studies we performed in Swiss SMEs. Our case studies base on document-analysis, observations and in-depth

interviews. They show that individual decision-making processes are only one aspect of PSC. However, in business reality PSC emerges in a socio-technical system consisting of many humans who have a formal or an informal role in PSC, and who are partly interconnected by IT. Hence, PSC is a wholeness of distributed decision-making. Knowledge required to perform is distributed as well as largely tacit. Consequently, the humans who have the formal role of planners sometimes do the planning but sometimes rather serve as information hubs with a core competence to know how to acquire the relevant information. Based on critical incidents and in a participatory way we have developed solutions for the design of socio-technical PSC-systems, focusing on cooperative planning. The main intention is to support the distributed information processing and decision-making processes of PSC. Requirements for task design, organization and IT-support are derived in order to enable industries to better cope with PSC-challenges.

WHO AVOIDS CONFLICTS, WHEN AND WHY? MOTIVES AND EMOTIONS

Lopes, P., *Catholic University of Portugal, Lisbon, Portugal*

Abstract: Conflict avoidance is dysfunctional when individuals let problems fester, get increasingly upset and then blow up, instead of addressing issues constructively early on (Zillmann, 1993). According to dual concern theory (Pruitt & Rubin, 1986), people should avoid conflicts when the issue is unimportant and thus concern for self and others is low. However, dual concern theory does not explain actual conflict avoidance well (Sorenson, Morse, & Savage, 1999) and motivations to avoid conflict are likely to be more complex than this theory suggests (Tjosvold & Sun, 2002). Such motivations, and the role of emotion in conflict avoidance, have not been studied adequately yet. I examined motivations to avoid conflict in two studies, involving 355 psychology students in the UK and 159 management students in Portugal. All participants completed self-report questionnaires and Study 2 participants were also rated by their peers on interpersonal communication in group work. After controlling statistically for the general tendency to avoid conflicts, different motives for conflict avoidance were associated with different patterns of interpersonal interaction, emotional characteristics and personality traits, as hypothesized. In particular, individuals who reported avoiding conflicts because they feared confrontation also reported less positive interactions with colleagues and scored higher on emotional suppression,

ambivalence over emotional expression, and social anxiety. Multilevel analyses indicated that they were also rated lower by their peers on interpersonal communication. In contrast, individuals who reported avoiding confrontation when the issue was unimportant, or when they wanted to think more carefully about the situation before addressing the issue, revealed more positive patterns. For example, those who reported wanting to consider the issue more carefully also reported more positive interactions and less conflict with colleagues, and were rated higher by their peers on interpersonal communication in group work. These results suggest that in training people to communicate effectively with others in conflict situations it is important to consider people's motivations for conflict avoidance. For example, people who fear confrontation may benefit from training in assertiveness and emotion regulation, whereas others may benefit from enhancing their ability to evaluate conflict situations.

RELATIONAL ORIENTATION IN NEGOTIATIONS: A STUDY OF THE EFFECTS ON NEGOTIATION PROCESS AND OUTCOMES IN DYADIC NEGOTIATIONS

Pauw, A.-S de, *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Negotiation is a fundamental form of social interaction, necessary for anyone who must accomplish his objectives in collaboration with others (Thompson & Hastie, 1990). As a basic managerial process (Bazerman & Neale, 1992; Lax & Sebenius, 1986; Mintzberg, 1973), it has been studied extensively and few areas in organizational behaviour have developed as rapidly, and with as much depth and breadth, as the field of negotiation (Bazerman, Curhan, Moore, & Valley, 2000; Kramer & Messick, 1995). Historically, the negotiation field has been dominated by a focus on economic outcomes (Buelens, Van De Woestyne, Mestdagh, & Bouckenooghe, 2008), defined as the explicit terms of an agreement (Thompson, 1990). Successful negotiations, however, build on both economic and relational capital. Many scholars have bemoaned that the field offers a largely arelational view of an inherently relational situation (Gelfand, Smith Major, Raver, Nishii, & O'Brien, 2006; Greenhalgh & Chapman, 1998; Valley, Neale, & Mannix, 1995), emphasizing autonomy, competition, and rationality over interdependence, cooperation, and relationality (Gray, 1994). Consequently, a growing body of research argues for the importance of relational capital among negotiating parties. These researchers define relational capital as including assets of mutual liking, knowledge, trust, and commitment to continuing the relationship

(Gelfand et al., 2006). Successful business performance is obtained by those who are able to negotiate with others and develop collaborative agreements, thus placing a high value in relational capital (Welbourne & Pardo-del-Val, 2009). To acquire relational capital in negotiations, the relational orientation of negotiators can be especially crucial (Curhan, Elfenbein, & Xu, 2006). Although there has been some discussion of relational orientation in negotiation (e.g. Greenhalgh & Gilkey, 1993; King & Hinson, 1994), this important construct and its effects on negotiation has remained ill defined and underresearched (Gelfand et al., 2006). We advance a theoretical framework to address the following research questions: How does negotiators' relational orientation impact the negotiation process (strategies and tactics)? How do contextual factors influence the relationship between negotiators' relational orientation and the negotiation process? How does negotiators' relational orientation result in variations in negotiation outcomes (economic and social)?

POLITICAL SKILL IN SALARY NEGOTIATIONS: TESTING A MODERATED MEDIATION MODEL

Solga, M., *Ruhr-University of Bochum, Bochum, Germany*; Betz, J., *Ruhr-University of Bochum, Bochum, Germany*

Abstract: According to Ferris et al. (2007), political skill - the proficiency to shape and control interpersonal relations at work effectively - entails the capacity to adequately choose and persuasively perform social influence tactics at work. Following this proposition, we examined the effects of political skill in a specific work-related context: the salary negotiation. Positing a moderated mediation model, we expected negotiator political skill to positively affect negotiation outcomes (i.e., salary agreement), problem-solving as a negotiation strategy to mediate this effect, and political skill to also moderate the link between problem-solving and negotiation outcomes synergistically. We tested our hypotheses in a real-life negotiation study with 100 managers of a multi-national corporation who were given the opportunity to re-negotiate their salary package prior to a longer-term foreign assignment. We bore on two objective measures of negotiation success: increase of annual gross salary and additional annual net benefits. Negotiator political skill and problem-solving were measured using self-report questionnaires (Political Skill Inventory and Dutch Test for Conflict Handling; Ferris et al., 2005; De Dreu et al., 2001). Our hypotheses were fully supported for additional annual net benefits. That is, political skill affected additional annual net benefits through problem-solving and at the

time amplified the positive effect of problem-solving on this outcome measure. Our hypotheses were partly supported for increase of annual gross salary. That is, political skill affected increase of annual gross salary through problem-solving but didn't amplify the effect of problem-solving on this outcome measure. We reasoned that the company's payroll policy regarding increase of annual gross salary was too restrictive for actors high in political skill to excel the negotiation agreements reached by actors low in political skill. Altogether, our results demonstrated the benefits of worker political skill for work-related negotiation tasks and - with respect to practical relevance - showed that focusing on the development of political skill in training and coaching activities may be rewarding for actors often engaged in work-related negotiation tasks. Furthermore, it seems important to look at political skill when staffing negotiation teams.

MANAGEMENT CONFLICT AND ITS RELATIONSHIP WITH UNCERTAINTY AVOIDANCE AND POWER DISTANCE (STUDY AT JAVANESE AND BATAK PEOPLE)

Mangundjaya, W., *University of Indonesia, Depok, Indonesia*

Abstract: Management of conflicts has assumed great significance at employee behavior and performance, as it influences human relations at work. They have important implications on the work and effectiveness of the persons and group involved. (Suri, Verma, and Sharma 2007). In this regard, people use different strategies for managing conflicts. These strategies are learned, and because it was learned from the community and society, as a result, culture plays an important factor in the way people managing conflict. Research shows that people in low-context cultures think of conflict as instrumental-oriented and thus view the world in analytic, linear logic terms, separating issues from individuals, which in a high-context culture, conflict is expressive-oriented because people do not separate the person from the issue. (Francesco & Gold; 2005). The objective of this research is to identify the style of conflict management among Javanese and Batak people, and its relationship with uncertainty avoidance and power distance. The research was done at State Owned Banking Company comprising of 158 Javanese and 45 Batak employee. The results show that both Javanese and Batak people has Passive Management Style, Batak people has Low Power Distance and Javanese People has low Uncertainty Avoidance. The results also show that there is negative significant correlation between uncertainty avoidance and passive management conflict and there is no significant correlation

between Power Distance and Management Conflict at Batak People

Presentations: Organizational Justice Perceptions

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (16:30-17:45)

Chair: Reuver, R.S.M. de, *Tilburg University, Tilburg, The Netherlands*

YOU CAN'T EXPECT SOMETHING FOR NOTHING: THE EFFECT OF STATUS INCONSISTENCY AND CLIMATE ON PERFORMANCE

Reuver, R.S.M. de, *Tilburg University, Tilburg, The Netherlands*; Voorde, F.C. van de, *Radboud University Nijmegen, Nijmegen, The Netherlands*

Abstract: Although it is commonly assumed that perceptions of equity at work have a significant impact on employee performance, our understanding of the equity-performance relationship remains limited. First, equity-performance studies have mainly included procedural and distributive justice measures; studies focusing on other equity measures remain scarce. In addition, most of the empirical studies on the equity-performance relationship have overlooked variables likely to moderate the impact of equity on performance. To address these gaps, the current study examines the association between status inconsistency (a situation in which there is a mismatch between a person's ascribed and achieved status, for example, a person's education and his/her income) and performance. Further, we hypothesize that the equity-performance association is contingent upon two climate types (employee perceptions about the extent to which the organization involves employees in decision making and information is shared through the organization (involvement), and employee perceptions about the extent to which the organization is concerned with rules and procedures (formalization)). Using multi-source data from a sample of 375 employees and their managers in a large multinational electronics company, our results support our hypotheses. That is, more status detraction (lower achieved compared to ascribed status) is associated with lower management ratings of employee performance. In addition, employee perceptions of climate as more involvement-focused were found to attenuate the link between status detraction and performance, while employee perceptions of climate as more formalization-focused intensify this relationship. In terms of practical

implications, this suggests that while employees may respond to status detraction by lowering their performance, increasing the level of involvement climate and decreasing the level of formalization climate may provide means by which to address such balance seeking behavior.

OUT OF THE FRYING PAN INTO THE FIRE: HOW CHEFS MAY LEARN TO ACCEPT ABUSIVE BEHAVIOUR.

Bloisi, W., *London Metropolitan University, London, UK*; Hoel, H., *Manchester Business School, The University of Manchester, Manchester, UK*

Abstract: Introduction: There exists a perception that chefs working in commercial kitchens are likely to be exposed to abusive behaviours. However, much of this evidence is anecdotal (Bloisi & Hoel, 2008). Moreover, it is suggested that socialisation processes may contribute to this situation (Johns & Menzel, 1999). To address these issues a study was carried out with the aim of examining the repertoire of abusive behaviours experienced by chefs as they progress through their careers and how chefs may come to accept the presence of such behaviours. Method: A research instrument was developed to examine the frequency and nature of abusive behaviour and the reasons given for such behaviour. Questionnaires were administered to UK student chefs and to a sample of working chefs. A total of 660 questionnaires were returned, first year chefs (n=203), final year chefs (n=153) and working chefs (n=304). Results: Chefs working in the industry were most likely to be exposed to abusive behaviour. When asked the reasons for such behaviour respondents pointed to factors such as the environment is stressful' and it builds camaraderie'. Final year chefs were more likely to accept the abusive behaviour than either first year chefs or working chefs. Discussion: This research confirms that abusive behaviour is widespread in the industry. Furthermore, as chefs progress through their career they are more likely to experience abusive behaviours. The fact that working chefs are most likely to be exposed, suggests that being in formal training provides some protection for the students regarding exposure to abuse. Moreover, the acceptance of abuse by final year student chefs and their willingness to rationalise its presence could imply that they have been hardened through the socialisation process. This has practical relevance for training, recruitment and retention in the hospitality industry. References: Bloisi, W. and Hoel, H. (2008) Abusive work practices and bullying among chefs: A review of the

literature, *International Journal of Hospitality Management*, 27, 649-656. Johns, N and Menzel, P. (1999) 'If you can't stand the heat get out of the kitchen', *International Journal of Hospitality Management*, 18, 99-109.

THE MEDIATING EFFECTS OF PROCEDURAL JUSTICE ON THE RELATIONSHIP BETWEEN BIG-FIVE AND JOB SATISFACTION

Metin Camgoz, S., *Hacettepe University, Ankara, Turkey*; Bayhan Karapinar, P., *Hacettepe University, Ankara, Turkey*; Ergeneli, A., *Hacettepe University, Ankara, Turkey*

Abstract: Today's organizations invest considerable amount of resources to increase the satisfaction of their employees. This is largely because an employee's satisfaction is expected to lead more effective and efficient work and thus result in higher individual and organizational performance (Matzler & Renzl, 2007). Scholars paid increasing attention to individual differences as the source of job satisfaction over the past years. The recent meta-analysis exploring the relationships between personality and job satisfaction displayed that individuals' personality traits namely neuroticism, conscientiousness and agreeableness were related with overall job satisfaction (Judge, Heller, & Mount, 2002). On the other hand, the evidence pertaining to organizational justice and job satisfaction (JS) relationship suggests that the more employees perceive the procedures and distributions as fair, the more likely they are to be satisfied with their jobs. The present study aimed to propose and test an integrative model that considers both personality traits and procedural justice perceptions as predictors of JS. Such inquiry is important in that it tests a mediated relationship that reflects a process of connecting personality with behavior. Thus, the current study investigated the mediating effect of procedural justice on Big- Five- JS relationship. We hypothesized that the personality traits of an employee affect their justice perceptions and consequently, their level of job satisfaction. Survey data were collected from 206 banking employees. Sweeney and McFarlin's (1997) procedural justice scale, John, Donahu, and Kentle's (1991) Big-Five Inventory (BFI) and the short form of Minnesota Job Satisfaction Questionnaire were used as research instruments. Outcomes of the hierarchical regression analyses postulated that Big-Five personality traits were related to JS and these relationships were mediated by procedural justice. Our results demonstrate that the relationships between conscientiousness

and JS were completely mediated by procedural justice, while the relation between extraversion, and neuroticism and JS were partially mediated by procedural justice. The findings contribute to the literature that procedural justice not only has a direct relationship to both job attitudes and personality traits but also it partially mediates the relationship between personality traits and JS.

SUPERVISOR'S TRUST AS A MEDIATOR OF THE RELATIONSHIP BETWEEN SUBORDINATE'S PERFORMANCE AND ORGANIZATIONAL JUSTICE

Seppälä, T., *University of Helsinki, Helsinki, Finland*; Lipponen, J., *Aalto University School of Science and Technology, Espoo, Finland*; Pirttilä-Backman, A.-M., *University of Helsinki, Helsinki, Finland*; Lipsanen, J., *University of Helsinki, Helsinki, Finland*

Abstract: A number of studies have evidenced the beneficial influence that distributive, procedural, and interactional justice have in employee's attitudinal and behavioural outcomes. Even though leaders and supervisors have an essential role in organizational justice, researchers have only recently started to pay attention to the question what causes leaders and supervisors to act fairly. This is an important question because if we want to enhance fairness, we need to know what motivates fairness. The past literature on leadership suggests that subordinates' behaviour, competence, and performance have a significant influence on leaders' decisions and behaviours. Thus, it is surprising that few studies have recognized the role of subordinates in fairness of the leaders and supervisors, and studies have focused mainly on interactional justice. However, employees are found to be able to judge all the justice components of any party (for example a supervisor, an organization, peers, customers) as long as they have a reason to believe that the party is the source of the perceived fairness, even though managerial discretion varies in respect of justice type. Our study focuses on subordinate's in-role and extra-role performance as predictors of supervisor's distributive, procedural, and interactional justice. We suggest that the relationship between subordinate's performance and supervisors' fairness is mediated by supervisor's trust in the subordinate. This mediation model was tested with data from 174 subordinates nested in 35 work units. Results of multilevel modeling revealed that the positive effects of subordinate helping, compliance, and performance on three forms of perceived justice were mediated by supervisor's trust in the subordinate. Justice may demand the extra efforts of supervisors. Our study suggests that supervisors invest their limited resources

in well performing and trusted employees. However, important question for the future studies is how to help supervisors to break of the negative reciprocation with poorly performing and less trusted employees because their performance might benefit from perceived justice.

JUSTICE RULES AS ANTECEDENTS OF PERCEIVED COMPENSATION FAIRNESS IN PUBLIC AND PRIVATE SECTOR

Lazauskaite-Zabielske, J., *Vilnius University, Vilnius, Lithuania*; Bagdziuniene, D., *Vilnius University, Vilnius, Lithuania*

Abstract: Studies of organizational justice show that employee satisfaction with compensation depends upon perceived fairness of compensation rather than on absolute level of compensation itself. Organizational justice approach also indicates that perceived justice of compensation allocation (distributive justice) and allocation process (procedural justice) depends on certain justice rules. Considering the different nature of two main compensation forms, i.e. pay and benefits, it is important to determine whether perceived fairness of pay and benefits is based on the same distributive and procedural justice rules in different sectors. Therefore the study was conducted to examine the relative importance or weight of distributive and procedural justice rules for the perceived fairness of pay and benefits in public and private sector. 471 employees (218 from public sector and 253 from private sector) from 73 Lithuanian organizations were surveyed. The results of path analysis revealed that employees place different weight on distributive justice rules when assessing the fairness of pay and benefits. In the whole sample pay is regarded as fair when based on rules of equity and needs, while benefits are regarded as fair when based solely on rule of needs. Results obtained in samples from private and public sector revealed the following: in private sector pay is perceived as fair when based on equity rule; benefits are perceived as fair when based on needs. In public sector both pay and benefits are perceived as fair when based on rules of equity and needs. Study results also revealed that justice rules of accuracy and voice are antecedents of perceived procedural justice of pay and benefits in both public and private sectors. The results of the study implicate that managers should pay attention to how compensation should be allocated (rules of perceived distributive justice) and how allocation process should be managed (rules of perceived procedural justice), depending on the type of compensation and on the type of organization itself.

Presentations: Team Learning and Development

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (16:30-17:45)

Chair: Gabelica, C., *Maastricht University, Maastricht, The Netherlands*

WORK INTERDEPENDENCE AND TEAM EFFECTIVENESS: THE ROLE OF SOCIO-AFFECTIVE TIES AND GROUP DEVELOPMENT STAGE

Alves, M., *University of Beira Interior / University of Coimbra (PhD Student), Covilha, Portugal*; Lourenço, P.R., *University of Coimbra, Coimbra, Portugal*; Miguez, J., *University of Oporto, Oporto, Portugal*

Abstract: Introduction: Based on sociotechnical systems theory (Trist & Bamforth, 1951) and on the model of group development proposed by Miguez and Lourenço (2001), we hypothesise that social interaction and affective exchange developed within the workgroup (defined as socio-affective interdependence) explains the association between group interdependence (in terms of tasks, resources, skills or results) and group performance, which, in turn, would be moderated by group life stage. We propose that the social and affective ties between workgroup elements and the development phase of the group have an important role in the way how the group interdependence becomes a factor of work efficacy. Method: A sample of 80 teams from different Portuguese companies participated in the research. To study interdependence as a group level variable, individual responses to the Workgroup Interdependence Scale (Alves, Lourenço & Miguez, 2009; Campion, Medsker & Higgs, 1993) and to the Socio-Affective Interdependence Scale (Alves, Lourenço & Miguez, 2010) were aggregated. To analyse group development, the Team Development Perception Questionnaire (Miguez & Lourenço, 2001) was administered at the group level by achieving team consensus. Group effectiveness was measured through a satisfaction scale, answered by group members, and through a performance scale filled by the team leader. Results: To analyse the association between the aforementioned variables, a moderated-mediation model was empirically tested using the guidelines of the multistep approach proposed by Baron and Kenny (1986). The mediator variable was socio-affective interdependence, which was defined by proximity, open expression and

work-related emotionality factors; the moderator variable was the group developmental stage (i.e., structuring, reframing, restructuring and realization). Conclusions and practical relevance: We discuss the implications of the study in group emotional life, team interdependence and group performance literature. Here, we focus on the interaction between the affective and task-related dimensions of interdependence in group performance, assuming that social and emotional life of the group should be considered by team managers, just as the rational aspects of work are usually conceptualized in a non-questionable way.

GROUP DEVELOPMENT: MEASURING TASK AND SOCIO-AFFECTIVE SUBSYSTEMS AND ANALYZING DIFFERENT PATTERNS OF DEVELOPMENT

Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*; Lourenço, P.R., *University of Coimbra, Coimbra, Portugal*; Baptista, C., *University of Coimbra, Coimbra, Portugal*

Abstract: Miguez and Lourenço's (2001) integrated model of group development presents characteristics of linear, cyclic and polar models, predicting that a group develops through four distinct but interdependent stages and based on two subsystems (socio-affective and task). In this research, we developed two scales - QADGt and QADGsa - to assess the developmental stages of each subsystem. We conduct a cross-sectional correlational study with a sample of 563 individuals belonging to 136 groups of Portuguese organizations. Study 1 provided initial reliability and validity evidence using traditional scale development techniques (first-order and second-order confirmatory factor analyses and Cronbach alphas) and supported convergent and divergent validity [using a) Team Development Perception Questionnaire (Miguez & Lourenço, 2001); b) Job related Affective Well-being Scale (Katwyk, Spector, Fox & Kelloway, 2000) and c) Interdependence Questionnaire (Campion, Medsker & Higgs, 1993)]. This study also demonstrated how the individual-level measure could be applied to the team level using a within-group interrater agreement statistic [Average Deviation Index (Burke & Dunlap, 2002)]. Study 2 used composite variables of each group development stage and, by means of structural equation modeling, we analyzed the group development process. Generally: a) in phases 2 and 3, the two subsystems are highly interdependent with each other and therefore, it's difficult to distinguish them; b) groups follow a developmental pattern that supports an integrated approach; and c) the early stages have a direct and indirect impact on more mature group stages. Study 3

is focused on the improvement of the developed scales (QADGt and QADGsa) and on further construct validity evidence. In this study we replicated the measures' factor structure with an independent sample, following Hinkin's (1995; 1998) and Kahn's (2006) recommendations. These studies have conceptual and practical significance: we present a new instrument with good psychometric qualities that may be used in research and practice contexts; we shed light on group development processes arguing that different development patterns need to be considered simultaneously; based on results, we present ways of boosting the group development; and based on limitations of these studies we discuss methods for studying groups.

ENHANCING COORDINATION IN TEAMS: TEAM LEARNING BEHAVIORS AND TASK COHESION AS POWERFUL SOCIO-COGNITIVE FACTORS

Gabelica, C., *Maastricht University, Maastricht, The Netherlands*; Bossche, P. van den, *Maastricht University, Maastricht, The Netherlands*; Segers, M.R.S., *Maastricht University, Maastricht, The Netherlands*; Gijsselaers, W., *Maastricht University, Maastricht, The Netherlands*

Abstract: To be able to carry out challenging tasks, teams of people need to pool their knowledge and skills, coordinate their members, tools and tasks. Research has identified the importance of such a transactive memory system (TMS) for teams, because it enables them to draw on the distributed cognition available in the team. However, less is known on the processes through which this coordination, which is typical for TMS, is developed. Based on team learning theories, we identify factors and behaviors that may explain the development of coordination in teams. On the one hand, we consider team learning behaviors that account for the development of the cognitions underlying coordination. On the other hand we look at task cohesion as an important factor in the team interpersonal context explaining the occurrence of team learning behaviors. We investigated how teams confronted with a complex task develop coordination behaviors. 66 undergraduate students with no prior experience in flight games were assigned to two-person newly formed teams and trained to a specific role, pilot or copilot, in a PC-based flight simulator. The task environment used in this study was interactive, dynamic, and required team members' cooperation. Each team was sequentially confronted with four missions (landing tasks). These had an increasing degree of difficulty to maintain a high complexity throughout the game. Data were collected after each mission. A questionnaire measuring

task cohesion, team learning behaviors, and team coordination was used to examine how teams' transactive memory evolved throughout the missions and which factors are critical to its development. Team learning behaviors referred to knowledge sharing behaviors during which the team built meaning and reached a common understanding. Task cohesion was defined as team members' commitment to the overall task. Results from the present study demonstrated that coordination developed over time through the team learning behaviors which are driven by task cohesion. This underscores the importance of team learning for establishing coordination in teams. Also this forwards suggestions for facilitating newly formed teams. Creating a strong interpersonal climate and stimulating team learning helps them to coordinate their knowledge and skills.

IMPROVING INTERPERSONAL PROCESSES AND WELL-BEING IN VIRTUAL TEAMS OVER TIME. EFFECTS OF PERFORMANCE AND TEAM PROCESS FEEDBACK

Ardid, M., *University of Valencia, Valencia, Spain*; Orengo, V., *University of Valencia, Valencia, Spain*; Zornoza, A., *University of Valencia, Valencia, Spain*; Penarroja, V., *University of Valencia, Valencia, Spain*; Martinez-Moreno, E., *University of Valencia, Valencia, Spain*

Abstract: Globalization and rapid changes in information and communication technologies (ICT) are strongly changing the nature of work. Interconnectivity and increased 'virtuality' in work units. Social psychology, during decades has been successful in explaining group and team processes and generated a large set of effective team building and team development technologies. However it was based on studies carried on face-to-face groups, while ICT and globalization are producing tremendous changes in groups and team work. The virtual groups work electronically and overcome the synchronous work. Group processes are influenced by the ICT and all that requires new theoretical models and empirical research to explain its effects on group and individual well-being. Group processes play a key role within team effectiveness models (Marks et al. 2004, Mathieu et al. 2008). Of all these, managing of interpersonal processes is more critical to work in virtual context and over time (Maruping & Agarwal, 2004). So, developing of relational communication or interpersonal bonds, affect management and group emotion in virtual teams (Walther & Bunz, 2005; Derk, 2009; Golden & Raghuram, 2009) are crucial to improve team synergic processes and outcomes

such as members' affect and team viability (i.e. cohesion, satisfaction and identification, among others). On the other hand, team process feedback is proposed as a strategy to encourage virtual team development (Zumbach et al., 2002; Geister et al. 2006). It includes different aspects of task (behaviors, actions and strategies), relationships between team members (interpersonal and teamwork) and motivational feedback which in turn affect the team effectiveness. A laboratory experiment was carried out with two experimental conditions (control and trained teams). We found significant differences in these group processes. Our results suggest that performance and process feedback may be excellent strategy to improve virtual team well-being.

TEAM LEARNING IN VIRTUAL CONTEXTS: THE ROLE OF PERSONALITY AND TRAINING

Garcia-Blanco, S., *University of Valencia, Valencia, Spain*; González-Mota, C., *University of Valencia, Valencia, Spain*; Zornoza, A., *University of Valencia, Valencia, Spain*; Orengo, V., *University of Valencia, Valencia, Spain*; Lira, E., *University of Valencia, Valencia, Spain*

Abstract: The increase in competitiveness among companies has enhanced the use of work teams in organizations (Wright, Barker, Cordery & Maue, 2003). Moreover, the globalization and the rapid development of electronic information and communication media, have promoted distributed work through distributed organizations. Thus, working in virtual teams is an adaptive way of working that has become much more frequent in the last years. The present study tests the effect of a self guide training on team learning in virtual teams. Concretely, we want to ascertain whether there are changes in team learning over time. We also want to test if those changes depend on technology, on personality or on an interaction between those two variables. This is an experimental study with a longitudinal design, thus the measures are taken along three work sessions over time. The sample consists in 212 participants randomly grouped in 54 groups, from which 26 groups are control teams and 28 groups are trained teams. The results showed that personality traits by themselves do not significantly predict changes in team learning perceptions. Our results also showed a significant relationship between team training and team learning perceptions. Finally, the results show that training moderated the relationship between the personality variable openness to experience and team learning perceptions. The principal findings as

well as the theoretical and practical implications of this study are shown and discussed.

Presentations: Diversity in the Workplace

Main topic area: Human Resource Management

Location: 0.3 Copenhagen (16:30-17:45)

Chair: Meyer, B., *University of Zürich, Zürich, Switzerland*

COLORFUL PEOPLE OR COLORFUL CLIMATE: LEADERSHIP, CLIMATE AND COMPETENCIES AS RELATED TO DIVERSITY ATTITUDES AT WORK.

Wever, N.T., *Rijksuniversiteit Groningen, Groningen, The Netherlands*; Vos, M.W., *Rijksuniversiteit Groningen, Groningen, The Netherlands*; Oudenhoven-van der Zee, K.I. van, *Rijksuniversiteit Groningen, Groningen, The Netherlands*

Abstract: Organizations are becoming increasingly diverse. Diversity challenges the existing organizational culture by bringing different norms and values to the workplace. In order for an organization to benefit diversity, it has to search for ways to minimize the potential negative effects of diversity. This requires an organization to have a climate that is open for diversity. In a positive diversity climate, unique contributions of its organizational members are acknowledged while at the same time members feel that they belong to the organization. Although previous studies have shown the importance of a diversity climate (Luijters, Van der Zee & Otten, 2008), still little is known about the antecedents and consequences of such a climate. In the present study we examined the impact of leadership and diversity climate and how this diversity climate shapes follower's attitudes towards diversity. Secondly, we examined whether, intercultural competencies could provide a buffer for preserving positive attitudes towards diversity when such diversity climate is absent. In this study, data from a digital survey (N = 183) that was conducted among two different police forces in the Netherlands will be presented. Results of this study showed that transformational and participative leadership is beneficial for the development of a diversity climate. In addition, we found that an organizational climate that is regarded as open and appreciates diversity goes along with positive attitudes towards diversity among individual employees. More importantly, the effect of leadership behavior seemed to influence diversity attitudes indirectly through the diversity climate. Finally, we found that in absence

of a diversity climate, pro-diversity attitudes will be higher among employees who score high on both social and stress-related competencies compared to employees who score low on both social and stress-related competencies. The results of this study could provide organizations with tools to help develop a diversity climate within a complex, dynamic organization. Leadership training which focuses on transformational and participative behavior could provide managers with tools to effectively encourage appreciation of diversity on the work floor. In addition, training of competencies will provide a tool for employees to enhance positive perceptions toward diversity.

AGE DIVERSITY AND TEAM INNOVATION: IMPROVING PERFORMANCE BY VALUING DIVERSITY

Venturini, B., *University of Turin, Turin, Italy*; Knippenberg, D. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Giessner, S.R., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bellotto, M., *University of Verona, Verona, Italy*

Abstract: The increasing reliance on teams and the growing demographic diversity in the workplace are two recent organizational trends going hand in hand with each other. As van Knippenberg and Schippers (2007) pointed out, diversity research has yielded inconsistent results concerning diversity's effect on work group. In order to settle these conflicting empirical findings, van Knippenberg, De Dreu, and Homan (2004) proposed the categorization-elaboration model (CEM). According to the CEM, the negative impact of work group diversity is due to social categorization processes disrupting the elaboration of task-relevant information. In turn, information elaboration is proposed to cause the positive effects of work group diversity on work group performance. Recent empirical findings support the CEM (Brodbeck, Guillaume, & Lee, 2006; Homan, van Knippenberg, Van Kleef, & De Dreu 2007). Furthermore, it was confirmed that diversity beliefs (people's beliefs concerning and attitudes toward diversity) can act as a factor influencing the reaction to diversity and the team performance (Homan et al., 2007). In the present study we argue that diversity beliefs can have an influence on the relationship between team age diversity and team innovation. A total of 98 teams (including 98 leaders and 849 team members) participated in a multi-source survey. Innovation and diversity beliefs was rated by the leader. The data was analyzed at the group level. The results supported our hypothesis, such as that team diversity beliefs moderate the effect of work team diversity on team innovation. Diversity was negatively related to

team innovation when team members supported similarity, while diversity tended to be less strongly related to team innovation when team members supported diversity. As a consequence, we argue that leaders need to develop strong diversity beliefs in order to make use of the potential underlying age diversity.

EXPLORING THE EFFECTIVENESS OF DIVERSITY INTERVENTIONS AT THE WORKPLACE

Tanghe, J., *University of Groningen, Groningen, The Netherlands*

Abstract: Diversification of Dutch society causes the Dutch labor market to diversify as well. In response to this development Dutch companies develop policies and interventions aimed at promoting and dealing with a diverse workforce. Unfortunately, little knowledge is available on the effectiveness of diversity policies, and in many cases interventions are implemented on an ad hoc basis. There are several ways to approach cultural diversity in the workplace. First, the Discrimination-and-Fairness-perspective is characterized by the belief that minorities deserve a fair chance in the company. Second, the Access-and-Legitimacy-perspective is characterized by the acknowledgement that by becoming as diverse as the market is the organization will gain access to and profit from that diverse market. Third, companies that adhere to the Integration-and-learning-perspective, regard cultural diversity as a valuable strategic resource and an opportunity for company learning. Different interventions may fit with each perspective and also their effectiveness may differ across perspectives. Research is clearly lacking on the effectiveness of different types of interventions and the extent to which they fit with the three diversity perspectives. Companies with a D&F-perspective primarily aim to enhance representation of minorities in the company and to diminish prejudice and discrimination. Interventions that fit with this perspective are directed at socialization, positive actions and sanction policies against discrimination. In the A&L-perspective the company tries to match cultural minorities with specific clients or services. Interventions typically focus on recruitment in order to obtain those minority groups that are needed to match with the market. Finally, in the I&L-perspective the organization as a whole tries to benefit from the value of diversity. Interventions will be directed at defining the strategic advantages of diversity for the company and to create opportunities for learning. Data from qualitative interviews (N=65) and questionnaires on perspectives, policies and interventions collected from (HR-)managers and employees will be presented. The data suggests that a fit between

the perspective held and the interventions adopted is needed for policies to be effective. The present research provides a framework that helps organizations to determine what measures they can effectively take depending on the reason why they strive at enhancing diversity.

VIRTUAL DIVERSITY BELIEFS? THE IMPACT AND TEMPORAL DEVELOPMENT OF DIVERSITY BELIEFS IN DIVERSE VIRTUAL TEAMS.

Meyer, B., *University of Zürich, Zürich, Switzerland;*
Hasler, B.S., *Interdisciplinary Center Herzliya, Herzliya, Israel*

Abstract: Diverse groups consisting of members that see value in diversity (i.e., hold pro-diversity beliefs) tend to be less affected by possible negative consequences of group diversity. Despite the importance of diversity beliefs, little is known about their origin and whether they operate in virtual teams. Some assume that diversity beliefs are contingent on stereotypes, expectations, and prior experience. This implies that diversity beliefs can change over time as a function of one's experiences in a diverse virtual team. We thus hypothesized that diversity affect virtual teams and that they can change over time. We also assumed that previous experiences with a diverse virtual team influence current diversity beliefs. The hypotheses were tested in a field study that was conducted in the context of the ShanghAI lecture series, a higher education initiative using a mixed-reality approach for global teaching and international student collaboration. Its core components were a lecture series on embodied intelligence and international student collaboration. Students collaborated on group exercises and projects in international teams, embodied as avatars in a 3D Collaborative Virtual Environment. Participants were 282 students (223 men and 59 women) from 21 universities from five continents. Students were assigned to 67 international teams of three to four members each. Team performance, diversity beliefs, and team identification were elicited twice over time. Results showed some change in diversity beliefs over time. We also found that diversity beliefs predicted virtual team performance only if elicited in close temporal proximity to the performance measure. Finally, previous identification with the team predicted current diversity beliefs. The findings suggest that current diversity beliefs are a compound of an underlying stable trait such as openness to experience and of variable prior experience. Further research should thus elaborate the composition of diversity beliefs to a stronger extent. As a practical implication, organizations can increase the performance of virtual

teams by establishing pro-diversity beliefs among team members. These can change over time and are positively influenced by positive experiences with a virtual team.

Practitioners' Day session 5

Location: 0.4 Brussels (16:30-17:45)

Symposium: Multimedia-based Tools for Recruitment and Selection: Psychometric properties, Equivalence, and Applicant Perceptions

Main topic area: Human Resource Management

Location: 0.5 Paris (16:30-17:45)

Chair: Derous, E., *Ghent University, Ghent, Belgium*

Abstract: The influence of technological advances on recruitment and selection practices in organizations has increased steadily in recent decades. New techniques to screen applicants emerged such as multimedia tests (e.g., multimedia situational judgment tests, computerized in-baskets, webcam-tests). Factors that contribute to the adoption of multimedia tools include the interactive/dynamic interchange of information, the assessment of KSAs that are difficult to capture with traditional tools (like interpersonal competencies), potential cost savings, high fidelity, shortening of hiring cycles, reduced adverse impact, and increased applicants' convenience (Chapman & Webster, 2003). Given these promising features, multimedia tools are being implemented at a fast rate in organizations, with research examining the effects of multimedia tools lagging behind. Lievens and Harris (2003) have specifically called for more research into (a) psychometric properties, (b) equivalence, and (c) applicant preferences of multimedia tools. Five empirical papers from three different countries (Singapore; Belgium; the Netherlands) were selected that address this call, thereby focusing on the construct validity (Rockstuhl et al.) and response fidelity (De Soete & Lievens) of multimedia SJTs; the equivalence of a multimedia SJT and webcam test (Ostrom, et al.); and applicant perceptions of computerized in-baskets (Ostrom, et al.) and video-resumes (Hiemstra et al.). This symposium adds to a meager body of theoretical and practical knowledge regarding multimedia tests and two new applications in particular (webcam tests/video-resumes). Dr.

M. Kleinmann (Zürich University) will provide his critical evaluation of the research presented.

OPENING THE BLACK BOX OF SITUATIONAL JUDGMENT IN INTERPERSONAL SJTs

Rockstuhl, T., *Nanyang Technological University, Singapore*; Soon Ang, *Nanyang Technological University, Singapore, Singapore*; Kok Yee Ng, *Nanyang Technological University, Singapore, Singapore*; Lievens, F., *Ghent University, Ghent, Belgium*

Abstract: A black box in SJT-research to date is the judgment process that respondents engage in when answering test items (Whetzel & McDaniel, 2009), which limits our understanding of the construct that SJTs supposedly assess. This research addresses this gap by delineating the judgment process for interpersonal SJTs, a primary content domain of SJTs (Christian et al., 2010). We draw upon Wyer's (2004) theory of social comprehension and judgment to develop a process model of judging situations in interpersonal contexts. This theory distinguishes three stages of the judgment process: encoding, inference-making, and response generation. Previous SJT-research has primarily focused on response generation; yet, there is valuable information in the other stages as well. Hence, measures of encoding and inference-making may improve SJTs' predictive validity. We tested this hypothesis using a multimedia SJT designed for intercultural contexts. Participants (143 working adults in 36 culturally-diverse consulting project teams) answered questions about their encoding, inference-making, and response-generation for seven intercultural scenes. Different raters scored responses for each judgment stage using BARS. Peers provided criterion data on intercultural leadership emergence at the end of the consulting project. After controlling for demographics, Big-5 personality, cognitive ability, and SJT response generation ($\beta = .20, p < .05$), encoding ($\beta = .21, p < .05$) and inference-making ($\beta = .23, p < .05$) further improved the predictive validity of the SJT for intercultural leadership emergence ($r^2 = .10; p < .01$), supporting our hypothesis. We advance SJT-theory by deepening our understanding of the black box of judgment in SJT-responses. For practice, results suggest a groundbreaking approach to enhancing predictive validity of SJTs. Furthermore, developing an SJT that assesses intercultural competencies adds a timely new content area to current SJT-practice (Lievens, 2006).

RESPONSE FIDELITY IN SJTS: EFFECTS ON TEST PERFORMANCE, VALIDITY AND TEST PERCEPTIONS

Soete, B. de, *Ghent University, Ghent, Belgium*;
Lievens, F., *Ghent University, Ghent, Belgium*

Abstract: Prior SJT studies reveal that high stimulus fidelity increases validity. However, to maximize point-to-point correspondence with the criterion response fidelity seems equally important. Therefore, this study examines the effect of two unexplored higher fidelity response formats on criterion-related validity, construct-related validity, and applicant perceptions, while maintaining stimulus fidelity and rating format. On a practical level this paper contributes by introducing two new selection procedures and by examining whether investments in more costly high fidelity formats pay off in terms of key selection outcomes. Applicants (N=208) completed various tests (cognitive ability, personality, role-play) and a multimedia SJT. The multimedia scenes were paired with both a written constructed response mode and a behavioral response mode. A within-subjects design was used and each vignette was rated by two assessors. A high fidelity simulation (role-play) and training performance ratings serve as criterion measures. Applicants scored significantly higher in the written response mode as compared to the behavioral mode. Concerning criterion-related validity, the behavioral format correlated higher with the high fidelity simulation (role-play) than the written response mode. Currently, training performance criteria are gathered. Compared to the written format, the behavioral response mode also correlated lower with cognitive ability and higher with extraversion. Furthermore, the behavioral format received higher media richness ratings than the written format but no significant differences in job relatedness and opportunity to perform perceptions were observed.

EFFECTS OF INDIVIDUAL DIFFERENCES ON THE PERCEIVED JOB RELATEDNESS OF A MULTIMEDIA SJT AND WEBCAM TEST

Oostrom, J.K., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Born, M.Ph., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Serlie, A.W., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Molen, H.T. van der, *Erasmus University Rotterdam, The Netherlands*

Abstract: Multimedia SJTs typically consist of video scenarios followed by a series of pre-coded responses an applicant has to choose from (Weekley & Ployhart,

2006). Another type of multimedia test recently entered the domain of psychological assessment, namely webcam tests. Webcam tests are essentially similar to SJTs, but where SJTs have a series of pre-coded responses, webcam tests monitor applicants' own spontaneous responses via a webcam. The present study aims investigating the effects of several testing-related and general individual differences on the most commonly studied dimension of applicant reactions, namely the perceived job relatedness. Before completing the multimedia SJT/webcam test, 153 participants (psychology students) filled-out a questionnaire containing items on test anxiety, computer anxiety, core self-evaluations, subjective well-being, self-efficacy, and Big-5 personality dimensions. Immediately after completing the tests participants indicated their job relatedness perceptions. Results showed that computer anxiety, core self-evaluations, subjective well-being, agreeableness, emotional stability, and openness to experience affected the perceived job relatedness of the multimedia tests. Openness to experience was the most consistent predictor of perceived job relatedness. These results suggest that certain individuals may be more predisposed to react positively to multimedia tests. We concluded that the nature of the applicant pool should be carefully considered when measuring test-taker reactions to multimedia tests.

HOW DO APPLICANTS PERCEIVE A COMPUTERIZED IN-BASKET?

Oostrom, J.K., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bos-Broekema, L., *GITP, The Netherlands*; Serlie, A.W., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Born, M.Ph., *Erasmus University Rotterdam, The Netherlands*; Molen, H.T. van der, *Erasmus University Rotterdam, The Netherlands*

Abstract: Despite the continuing digitalization of most assessment tools, the in-basket is most often administered in a paper-and-pencil version. Significant investments, but also the lack of scientific research on aspects of validity withhold a widespread use of digitalized in-baskets using multimedia technology. As far as face-validity is concerned, numerous studies generally show that computerized tests are equally or better perceived than their paper-and-pencil equivalents (Salgado & Moscoso 2003). The present field study investigated 205 real applicants' pre-test and post-test reactions on both a paper-and-pencil (n=106) and a digitalized version (n=99) of a parallel in-basket. We studied the three most commonly mentioned dimensions of applicant reactions; face-validity, predictive validity

and fairness perceptions (Chan & Schmitt, 2004). Participants who completed the paper-and-pencil version scored higher than those who completed the computerized version. Also post-test predictive validity perception of the paper-and-pencil version was higher than for the computerized version. Furthermore, pretest reactions partly reflected applicants' general beliefs about test, whether posttest reactions partly reflected applicants' test performance. Study findings shed light on the nature of applicant reactions: Pretest and posttest reactions are influenced by different external variables. Moreover it was found that the relationships between beliefs in test, pretest reactions, test performance and posttest reactions apply equally regardless of the test medium of an in-basket.

ETHNICALLY DIVERSE FAIRNESS PERCEPTIONS OF VIDEO RESUMES

Hiemstra, A., *Erasmus University Rotterdam, GITP, Rotterdam, The Netherlands*; Derous, E., *Ghent University, Ghent, Belgium*; Born, M.Ph., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Serlie, A.W., *Erasmus University Rotterdam, The Netherlands, GITP, The Netherlands*

Abstract: Resumes are one of the most frequently used tools when initially screening applicants (Cole et al., 2007). The increased use of technology in screening procedures have resulted in the emergence of so-called 'video-resumes': Video-taped messages in which applicants present themselves to potential employers (Doyle, 2010). Little research has been done on between-group preference differences for using internet based application procedures (Anderson, 2003), among which video-resume as opposed to paper resumes. The study presented here is among the first to investigate the way applicants, and ethnic minority applicants in particular, perceive the fairness of the video resume compared to paper resumes. For this study 199 potential applicants participated, all unemployed job seekers (58% males). Shortly after participants created their video resume, they filled out scale-items adapted from earlier research on fairness, perceived predictive validity and chance to perform for both video and paper resumes. There has been debate on the merits of applying anonymously. As the workplace is rapidly becoming more multicultural, results suggest that culturally diverse applicants perceive no difference in overall fairness between video and paper-resumes although more personalized information is visible in video-resumes. Ethnicity effects were found for face validity with Turkish/-Moroccan applicants rating the face validity of video-resumes even higher than Dutch applicants.

DISCUSSANT

Kleinmann, M., *University of Zürich, Zürich, Switzerland*

Presentations: Service Quality and Sustainability

Main topic area: Sustainable Environment and Organizations

Location: 0.6 Madrid (16:30-17:45)

Chair: Rieder, K., *Aalen University, Aalen, Germany*

AVOIDING INTERRUPTIONS, ORGANIZING CONTINUITIES, GETTING SUSTAINABLE ORGANIZATION

Kalliomäki-Levanto, T., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Introduction The idea for this study came from observations of daily work when consulting organizations. Work is interrupted, many tasks are undertaken simultaneously, some tasks are suspended, co-workers for different tasks may change, and the customer is always in need of something. Changing daily work was structured using concept interruption. Some cumulated knowledge of this exists: The consequences of interruption are wasted time and problems of cognitive processing. There is little knowledge, however, of the antecedent factors creating interruptions and gaps in the flow of work. The research question was: What will be the factors and chain of antecedents before interruptions and gaps in knowledge work, constructed on the basis of informant reports? Methodology Grounded theory (GT) and open-ended interviews were the main methods used for obtaining and analysing the data for developing the nascent theory. The data consisted of 660 pages of transcribed interviews of 21 subjects involved in knowledge work. The participant organization produced innovative technological solutions for industrial use. Results The result was presented by using the core category and other categories. The core category, which connected different antecedent events before interruptions, was poor availability of knowledge for the work at hand'. This means 1) Poor availability of expert knowledge (members of workgroups and projects change, temporary employment), 2) Changing needs of customers and difficulty in mediating customer information, and 3) Poor availability of exact knowledge for product solutions (outsourcing, continuous customization and development

of products and scarcity of basic data). Practical relevance of the contribution Results revealed that, rather than merely one single factor, the whole organizational system was an antecedent to interruption. Interruptions are small, unexpected and constantly changing when considered individually, but together they create a huge entity, which eats up time and human resources. A single interruption (too much e-mails or phone calls) cannot be presented to management as the basis for designing better working conditions. The challenge for management is to organize continuities in the organization (continuous employment, stable work groups through membership or keeping engineering and production together) to get organization sustainable.

WORKING CONDITIONS AND SERVICE QUALITY IN GERIATRIC CARE

Rieder, K., *Aalen University, Aalen, Germany*;
Schröder, M., *Aalen University, Aalen, Germany*;
Herms, I., *Aalen University, Aalen, Germany*; Hausen,
A., *Aalen University, Aalen, Germany*

Abstract: Introduction: The research project Professionalization of interactive Work (PiA) intends to find paths of professionalization of service work and to improve service quality. PiA is being supported by the German Federal Ministry of Education and Research (BMBF) and the European Social Fund (ESF). Elaborate studies are being conducted in cooperation with the partner companies in three sectors (hotel, railways and geriatric care). First results from a quantitative study in geriatric care are presented. The aim of this study was to find out, if differences in the perceived quality of care from the perspective of employees in different homes for the elderly are matched by the perceived quality of care from the perspective of relatives of the residents. Moreover, we wanted to know if working conditions and health of workers in homes with high quality differ from that with lower quality. Methods: A questionnaire was administered to 88 employees of three different homes (A, B and C). Questions concerned working conditions (stressors and resources in interactive service work) as well as aspects of quality (personal patient orientation and perceived quality of services of homes) and health (burnout). Another questionnaire was administered to 108 relatives of residents of the same three homes. Questions concerned the perceived quality of services. Differences between homes from the perspective of both, employees and relatives, were analyzed with the Kruskal-Wallis H test, multiple comparisons were realized with Mann-Whitney U-test. Results: There is a clear ranking in the perception of the homes from the perspective of

the employees. The quality of care is evaluated best in home A and worst in home B while home C gets medium results. Differences are significant for home A and B. The employees' evaluations of the working conditions and health show the same pattern: home A is evaluated best whereas home B shows the worst results. Moreover, the evaluations of relatives of the residents match that of the employees. Relatives evaluate home A significantly better than home B. Consequences: At present, measures for the improvement of the quality of care are developed based on these results.

EFFECTS OF SURVEY FEEDBACK ON CUSTOMERS SERVICE QUALITY PERCEPTIONS: A LONGITUDINAL STUDY

Moliner, C., *University of Valencia, Valencia, Spain*;
Meyer, D., *University of Valencia, Valencia, Spain*;
Martinez-Tur, V., *University of Valencia, Valencia, Spain*

Abstract: In the context of service organizations, it has been argued that service quality is reinforced when contact employees and customers share their perceptions of service quality (Peir, Martinez-Tur & Ramos, 2005). Consistently, from the organizational development (O.D) perspective the Multiple Sources Survey Feedback (MSSF) technique is considered as a possible way to achieve the reduction of discrepancies between the agents involved in the service encounter (London & Beatty, 1993). With this in mind, this investigation tests the effect of the use of this technique on the gap between employees and customers in their evaluation of service quality. A longitudinal study (T1 and T2) was carried out in 46 centres devoted to the attention of persons with intellectual disabilities. The sample consisted of 429 contact employees and 632 tutors/relatives of individuals with mental disabilities. Functional and relational dimensions of quality services were measured in order to compute gaps between employees and customers. The participant organizations were randomly assigned to either an experimental group (that received MSSF sessions between both times of measures) or to a control group (that did receive a quality report at the end of the project). Our results of the repeated measures (ANOVA) confirmed the effectiveness of MSSF in order to increase convergence of service quality perceptions between customers and employees.

LINKING ORGANIZATIONAL JUSTICE TO SERVICE QUALITY: COMPARING CUSTOMERS AND EMPLOYEES

Moliner, C., *University of Valencia, Valencia, Spain*; Martinez-Tur, V., *University of Valencia, Valencia, Spain*; Molina, A., *University of Valencia, Valencia, Spain*; Ramos, J., *University of Valencia, Valencia, Spain*; Luque, O., *University of Valencia, Valencia, Spain*

Abstract: It is generally assumed that justice is critical for explaining many organizational outcome variables (e.g., Devonish & Greenidge, 2010; Greenberg, 1990), including service quality (e.g., Ha & Jang, 2009). In addition, because organizational justice is a multidimensional construct, there is a need to establish the specific role of justice facets in understanding critical outcomes. This research work focused the attention on the service quality employees are able to deliver to customers. Using a contingency approach, we hypothesized the importance attributed to each justice dimension will vary as a function of the role of the actor in the organization. With this in mind, we compared two types of actors in 100 organizations devoted to the attention of persons with intellectual disabilities: contact employees (who are in contact with persons with disabilities as part of their daily work) and customers (tutors/relatives of persons with disabilities). It is expected that the external position of customers will increase the importance they attribute to a fair organizational treatment in terms of transparency of information and communication efforts (informational justice). The sample was composed by 782 contact employees and 1184 customers. In each organization, a group of employees and customers was randomly selected. Both employees and customers evaluated organizational justice they perceive, as well as service quality offered to persons with intellectual disabilities. Four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) were assessed (Colquitt et al., 2001). In addition, participants evaluated two main dimensions of service quality offered to persons with intellectual disabilities: functional and relational service quality (Snchez-Hernandez et al., 2009). Regression models indicated similarities and differences between employees and customers. Procedural justice was positively and significantly related to service quality for both employees and customers. In contrast, informational justice was more important for customers than for employees. This research study contributes to the previous literature by reinforcing the idea that a contingency approach is necessary in order to obtain a more complete picture of organizational justice and

outcome variables. More specifically, our findings indicated that the magnitude of the relationships between informational justice and service quality is different for employees and customers.

Symposium: Organizational Justice: Origins and Contingencies

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (16:30-17:45)

Chair: Rus, D., *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Organizational justice has long been extolled as one of the cornerstones of effective organizational functioning. The current economic crisis coupled with the plethora of corporate scandals involving leader profligate behavior have only exacerbated the need to pinpoint determinants of leader justice enactment as well as antecedents and consequences of employee perceptions of organizational justice. Five talks spanning these major themes within justice research explore the origins of leader justice enactment (i.e., when and why do leaders act fairly), the origins of follower perceptions of justice (i.e., when do followers perceive their leaders and organizational processes to be fair) and the boundary conditions of leader (in)justice (i.e., how do organizational justice and leader (in)justice interact in predicting employee attitudes and behavior). In the first presentation of the symposium, Wisse identifies leader mood as one important precursor of leader justice enactment. She finds that sad as opposed to happy leaders are more distributively, procedurally and interactionally fair. Then, Brebels, de Cremer, van Dijke, and van Hiel show that leader moral identity and regulatory focus also predict leader procedural justice enactment. Thirdly, Rus, Galinsky, Magee, van Knippenberg, and Wisse pinpoint power and leader perspective-taking abilities as precursors of procedural justice enactment. They find that powerful leaders who adopt their subordinates' perspective are more likely to both enact procedural justice and to be perceived by their employees as being more procedurally fair. Lipponen also focuses on perceptions of procedural fairness and argues that these perceptions are influenced by individual differences in ambiguity intolerance, especially in the context of major organizational changes. The symposium concludes with a presentation by Stouten. He brings forward a notable finding: The negative effects of leader injustice on employee attitudes and behavior

can be buffered by the presence of organizational justice. Taken together, the five talks clearly demonstrate the theoretical and practical importance of considering both the receiver and the enactor of justice in the study of organizational justice.

ARE HAPPY LEADERS OR SAD LEADERS MORE FAIR?

Wisse, B., *University of Groningen, Groningen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The last decade, research that investigated the effects of fair and unfair treatment on people's mood has been blossoming. In contrast, research that focused on the question as to whether mood may also affect the extent to which individuals are inclined to behave in a just manner themselves has been lacking (see Tan & Forgas, 2010, for an exception). The present research focuses on this issue by investigating the influence of leader mood on leader fair behavior. In an experiment using 3-person work groups, leader mood was manipulated and their procedural, distributive as well as interactional fairness vis-a-vis their subordinates was assessed. In congruence with research arguing that affective states may have an effect on interpersonal strategies by influencing the valence and content of the information considered, and influencing the processing strategies used, the results indicate that sad leaders are generally more fair than happy ones. Because the effects of leader fairness on follower attitudes, affect, cognition and behavior can hardly be overestimated, the identification of a determinant of leader fairness may be deemed of interest. The discussion will focus on the theoretical implications and managerial ramifications of the study.

FAIRNESS AS SOCIAL RESPONSIBILITY: A MORAL SELF-REGULATION ACCOUNT OF LEADER PROCEDURAL JUSTICE ENACTMENT

Brebels, L., *Ghent University, Ghent, Belgium*; Cremer, D. de, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Dijke, M. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Hiel, A. van, *Ghent University, Ghent, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Three studies examined the relationship between moral identity and procedural justice enactment in leaders, exploring the moderating role of regulatory focus. In a first study using a hypothetical scenario among business administration undergraduates

who imagined being a leader, moral identity related to accuracy in considering available information in an employee performance evaluation procedure, but only in a prevention (versus promotion) focus scenario. In a second study among actual organizational leaders, moral identity related to self-reported voice granting, but this was pronounced only when prevention focus strategies for success were emphasized. In a third study among organizational leaders, moral identity related to coworker ratings of voice granting, but this effect was pronounced only for leaders with a chronic prevention focus. Implications of these findings are discussed in terms of a moral self-regulation account to justice enactment and ethical leadership.

PROCEDURAL JUSTICE ENACTMENT AS A FUNCTION OF LEADER POWER AND PERSPECTIVE-TAKING

Rus, D., *University of Groningen, Groningen, The Netherlands*; Galinsky, A., *Northwestern University, IL, USA*; Magee, J., *New York University, New York, USA*; Knippenberg, D. van, *Rotterdam School of Management, Erasmus University*; Wisse, B., *University of Groningen*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Procedural justice, or the fair enactment of procedures, has been extolled as an important strategy for successful organizational functioning. Yet, to date, we know little about what would prompt leaders to act fairly. We propose that perspective-taking, or actively imagining the world from another's viewpoint, coupled with the assertive behavioral orientation associated with high power are crucial precursors of leader procedural justice enactment. Across four studies (laboratory experiments and organizational surveys), we consistently showed that powerful leaders who adopted their subordinates' perspectives, both enacted more procedural justice, and were perceived as being more procedurally fair than powerful leaders who failed to take their subordinates' perspectives. In Study 1, powerful perspective-taking leaders were more interactionally fair in delivering lay-off decisions to subordinates than leaders in the other conditions. In Study 2 and 3, powerful perspective-taking leaders were more likely to implement procedural justice rules in performance management decisions than leaders in the other conditions. In Study 4, organizational employees rated powerful perspective-taking leaders higher on procedural justice enactment than leaders who did not adopt their perspective. These findings suggest that organizations trying to ensure fair employee treatment could benefit from training managers to take their employees' perspective.

WHO PERCEIVES ORGANIZATIONAL MERGERS AS PROCEDURALLY FAIR?

Lipponen, J., *Aalto University, Helsinki, Finland*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous studies have shown that the perceived procedural justice of the merger process may have strong effects on employee well-being and behavior. However, much less is known about the factors that shape these perceptions. The purpose of this study was to investigate how perceptions of procedural justice are affected by organizational status/size, participation in the formal planning groups, and threat (vs. challenge) appraisals. This study is based on survey data collected from two separate organizational mergers at the beginning of the merger process. Sample 1 (N= 311) was gathered from a merger of two ministries and Sample 2 (N = 1445) was gathered from a merger of three universities. Contrary to our expectations organizational status/size was not related to the perceived fairness of the change process. Also contrary to our expectations membership in the formal planning and preparation groups was not positively related to fairness. However, across both samples, there seemed to be a significant negative relationship between threat appraisals and perceptions of procedural justice of the change process. In general, the results underline the importance of individual differences in ambiguity intolerance and openness in the formation of procedural justice perceptions especially in the context of major organizational changes.

BEING SELFISH BUT FAIR: THE MODERATING ROLE OF ORGANIZATIONAL JUSTICE IN LEADERS' SELF-SERVING BEHAVIOR

Stouten, J., *University of Leuven, Leuven, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Recent organizational examples of self-serving leaders, such as HP's Mark Hurd, have shown that leaders have a strong negative impact on followers. By their self-serving behavior, leaders either intentionally or unintentionally harm their subordinates which ultimately affects employee outcomes. Although the consequences of self-serving leaders are severe, followers need not always react negatively. Followers who feel the balance of their relationship with a self-serving leader is positive will likely feel less harmed. In this paper, I focus on organizational fairness as a means followers may use to balance the actions of their leader. As a leader often is evaluated in terms of how fair

he/she is perceived by followers, it is quite likely to assume that organizational fairness may moderate the effects of self-serving leadership on followers' perceptions of being harmed. Results of a cross-sectional study corroborated this reasoning. It could be shown that followers perceived less harm from a self-serving leader if either procedural, distributive, or interactional justice was high. These results show that followers are more likely to survive a self-serving leader who is fair.

Symposium: Adaptive Behavior at Work

Main topic area: Organizational Change and Development

Location: 0.9 Athens (16:30-17:45)

Chair: Dam, K. van, *Tilburg University, Tilburg, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Which individual and contextual factors contribute to adaptive behavior at work? This question has great importance owing to the dynamic and changing environments organizations are facing today. Increased competition, changing markets, innovation, and rapid advances in technology are some of the forces that require organizations to continuously change their strategy and work processes, and require workers to increasingly adapt to new or changing work environments. Although the concept of adaptive behavior is not new, researchers and practitioners have become interested in understanding and enhancing employee adaptation only recently. This symposium aims to contribute to the understanding of adaptive behavior at work by focusing on the resources and processes underlying employee adaptation. Four empirical studies are presented that explore both individual and contextual resources of adaptive behavior. In the first presentation, Karoline Strauss and Sharon Parker show how hope, as an individual resource, relates to task adaptivity (both self-reported and other-reported) of employees in the police and health services. In the second presentation, Karen van Dam explores the concept of adaptive orientation, and demonstrates relationships with positive outcomes, such as job satisfaction and well-being. The third presentation, by Cornelia Niessen, Katharina Gürtler, and Lena Burkat, focuses on the role of self-regulatory skills for employee adaptation to a new work-role. In the fourth presentation, Alicia Walkowiak, Jonas Lang, and Fred Zijlstra demonstrate the importance of work environment complexity for employee adaptation to unforeseen changes. Finally, the discussant, Beatrice van der Heijden, will

provide an overall framework for adaptive behavior that incorporates the propositions put forward by the presented papers, and discuss the implications of this symposium for future research and practice. In summary, with a rich variety of studies from different countries, using different methods, the proposed symposium aims to further our understanding of adaptive behavior in changing and uncertain environments. The papers also have practical relevance by suggesting how organizations and individuals can increase adaptive behavior, and by illuminating possible effects of individual adaptability. Because we expect that the papers will raise a number of questions, there will be ample time for dialogue between presenters and audience.

THE WILL AND THE WAY: HOPE FACILITATES INDIVIDUAL TASK ADAPTIVITY

Strauss, K., *University of Sheffield, Sheffield, UK*; Parker, S.K., *University of Western Australia, Crawley, Australia*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In changing and uncertain environments, organizations increasingly require employees to adapt to ongoing change to their core task, and their role. In this paper we explore the role individual resources play in enabling task adaptivity, i.e., individuals' positive response to and support of changes that affect their role. In particular, we focus on hope, a positive trait-like state. Hope reflects a sense of agency, or a "successful determination in meeting goals in the past, present and future" (Snyder et al., 1991, p. 570), and enables individuals to identify successful pathways towards their goals. Previous research has linked hope to core task performance, but little attention has been given to the relationship between hope and more adaptive forms of performance. In a sample of 181 employees of the health service and the police force in the United Kingdom we found hope to be positively related to employees' self-rated task adaptivity after controlling for positive affect, optimism and role breath self-efficacy. In a multi-level model controlling for rater effects employees' levels of hope were positively related to supervisor-rated task adaptivity. These findings provide support for the unique role hope plays in individuals' continuous adaption to ongoing change in their roles. As hope is a trait-like state that can be developed through interventions, these findings have implications for organizations aiming to nurture individual task adaptivity in their work force.

COGNITIVE RESOURCES OF INDIVIDUAL ADAPTABILITY

Dam, K. van, *Tilburg University, Tilburg, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Employees' individual adaptability is of utmost importance owing to the complex and fast changing environments in which organizations operate nowadays. Individual adaptability refers to the competence of an employee to successfully adjust to a new or changing work context. Based on the adaptability literature, three aspects of individual adaptability can be distinguished: cognitive, affective and behavioral adaptability. In this presentation I will focus on cognitive adaptability, which can be defined as the cognitive resources relevant for dealing with new or changing situations. Since the term cognitive adaptability has been used to also address individuals' ability to change their perception of a situation (Boyatzis & Kolb, 1993), I refer to these adaptive, cognitive resources as "adaptive orientation". The purpose of this study was to explore the concept of adaptive orientation, and to develop and test a measure for it. Reviewing the literature, eight cognitive resources were identified that met specific criteria and were considered a part of an adaptive orientation. Eighteen items measuring these resources were included in the adaptive orientation scale. Study 1 (N = 333) served to test this new scale. The findings indicated that the scale appeared a reliable and valid measure for adaptive orientation. Study 2 (N = 300) served to investigate a theoretical model of antecedents and consequences of adaptive orientation. The findings suggested that an adaptive orientation has positive consequences for employee satisfaction and well-being. Future research might focus on how adaptive orientation evolves and is affected by organizational factors such as leadership.

STAYING FOCUSED DURING CHANGE: THE ROLE OF SELF-REGULATION IN WORK-ROLE TRANSITIONS

Niessen, C., *University of Konstanz, Konstanz, Germany*; Gürtler, K., *University of Konstanz, Konstanz, Germany*; Burkat, L., *University of Konstanz, Konstanz, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Research on adaptation has identified a variety of behaviors which help to deal with new demands after changes in work roles. However, understanding adaptation more fully requires not only to focus on specific adaptive behaviors but also to focus on those processes that regulate these adaptive behaviors according

to the changing demands. The present study adopted a self-regulatory perspective on adaptation, and examined the role of two self-regulatory skills, namely focussing attention on demands in the new work role (i.e., task focus), and the effort to release attention from thoughts and behaviors related to the previous work role (i.e., disengagement). We argue that to adapt successfully to changes individuals have to direct their attention to the new work role and release attention from the previous work role. We chose the transition from employment to self-employment as context for studying adaptation. A four-wave longitudinal study with 152 individuals who recently founded small businesses investigated relationships between task focus, disengagement and performance over time (task proficiency, and task proactivity) in the new work role. Results showed that task focus and disengagement predicted task proficiency as well as task proactivity. Moreover, the data revealed that the positive relationships between disengagement from the previous work role and task proficiency as well as task proactivity in the new work role were mediated by task focus. Disengagement from the previous work role helped new business founders to fully concentrate on their new work role (i.e., self-employment) which in turn fosters adaptation. Theoretical and practical implications of the results are discussed.

WORK ENVIRONMENT COMPLEXITY AND ADAPTATION TO UNFORESEEN CHANGES

Walkowiak, A., *Maastricht University, Maastricht, The Netherlands*; Lang, J.W.B., *Maastricht University, Maastricht, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In recent years, work and organizational psychologists have started to investigate which work and individual characteristics enable employees to successfully deal with unforeseen changes. The present research contributes to this research stream and investigated the effect of work environment complexity on adaptation to unforeseen change by experimentally manipulating work-environment complexity. From a theoretical perspective, contrasting theoretical arguments suggest that complexity may either have detrimental effects because it hinders people to detect changes in their work environment, or have positive effects because it requires people to focus more attention to the task so that it becomes easier for them to detect changes. Participants worked in either a highly complex or a less complex air-traffic control environment.

Halfway through the 2-hour experiment, participants in both groups needed to adapt to an unforeseen system failure causing a breakdown of a major support function of the ATC system. Discontinuous growth models were used to investigate the effect of the system failure on participants' ability to adapt to the unforeseen change over time. Results revealed that participants' discontinuous adaptation trajectories differed between the high-complexity and the low-complexity group, and suggest that task complexity is a relevant moderator of adaptive reactions in complex environments. The discussion focuses on the implications for the design of ATC systems and other work environments.

DISCUSSANT

Heijden, B.I.J.M. van der, *Radboud University Nijmegen, Nijmegen, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Presentations: Team Processes

Main topic area: Teams and Workgroups

Location: 2.1 Colorado (16:30-17:45)

Chair: Westman, M., *Tel Aviv University, Tel Aviv, Israel*

PREDICTING TEAM-MANAGER PERCEPTUAL AGREEMENT: THE PERSUASIVE EFFECTS OF TEAM CLIMATE STRENGTH

Hernández, A., *University of Valencia, Valencia, Spain*; Bashshur, M.R., *Universitat Pompeu Fabra, Barcelona, Spain*; González-Romá, V., *University of Valencia, Valencia, Spain*

Abstract: Traditional studies of team climate have evaluated the role of the average team climate on workplace processes and outcomes. While more recent studies incorporate the concepts of climate strength and dispersion, these approaches focus exclusively on the perceptions of the team members as a whole. However, recent studies show that there are other stakeholders whose perceptions can be important when evaluating the effects of team climate. Specifically agreement in perceptions between the team and the manager has shown to have a positive influence on team affect and performance (Bashshur et al, in press; Gibson, et al., 2009; McKay et al., 2009). As such it becomes important that the manager 'sees' the same thing the team 'sees'. When perceptions differ managers may fail to take action when action is needed or, conversely, they may act

to change a situation that is perceived positively. In both instances this disagreement could have negative consequences. In the present study we argue that team climate strength is a key variable driving the agreement between a team's perceptions of a phenomenon (team climate) and their managers' perceptions of that same phenomenon. Our reasoning is grounded in the idea that strong climates, because they are more widely shared, should have a higher visibility for the manager. This should facilitate convergence in ratings when the referent is the team. We test our proposition in a sample of 53 teams for 4 facets of team climate (organizational support, innovation orientation, goal achievement orientation and enabling formalization - Gonzalez-Rom et al., 2009) by means of hierarchical multivariate regressions. The results show that, as expected, stronger team climates are related to higher agreement in perceptions between the managers and their teams. The effect is driven largely by the impact of climate strength on the team managers' ratings. Our results suggest that strong team climates can be beneficial because they allow managers to see the team climate the way the team sees itself and allow managers to adjust as needed. As such it becomes practically relevant to consider how to build strong climates through processes such as team cohesion and interaction.

THE ROLE OF STATE EMPATHY IN THE CROSSOVER PROCESS

Westman, M., *Tel Aviv University, Tel Aviv, Israel*;
Keinan, G., *Tel Aviv University, Tel Aviv, Israel*;
Mishna-Shadach, E., *Tel Aviv University, Tel Aviv, Israel*

Abstract: Crossover has been defined as the process through which emotions by one individual affects the level of emotions of another individual in the same social environment. The aim of the present field experiment was to examine directly and experimentally the role of state empathy in the crossover process focusing on the crossover process from an individual to a team. State empathy is defined as the extent to which people experience emotions of others at specific points in time. We hypothesized that the crossover process is moderated by empathy; crossover would be enhanced among high compared to low state empathy participants. Participants were 62 female recruits in the Israeli Defense Forces, trainees in a human resources course. Crossover was manipulated by presenting a distressed or a happy target-person to participants, creating two affective conditions; happy and distressed. Participants were randomly assigned to one of two groups. The trainer explained that they would meet a soldier

who volunteered to tell them about his military service. The volunteer soldier was an actor trained to portray a 'happy' and a 'distressed' soldier. After the actor's monologue participants filled a questionnaire assessing their current emotional state; performed a test of creative thinking; and performed a short task requiring the selection and recall of emotion words. Their indication of their perception of the target's emotions served as a manipulation check. Respondents filled the state empathy scale; personal distress scale and Self-reported affect scale. Crossover was suggested by (a) a match between the affective condition and the participants' affect. The role of state empathy in the crossover process was supported. While all participants reported more negative affect and less positive affect in the negative compared to the positive condition, this effect was more robust among high compared to low state empathy participants. This pattern of results supports the role of state empathy as a moderator in the crossover process. High compared to low state empathy participants reported more negative affect and less positive affect in the negative condition compared to the positive condition. The results indicating the role of empathy carry many practical implications for organizational psychology.

QUALITATIVE ANALYSIS OF AN INTERDISCIPLINARY REHABILITATION TEAM

Juhász, M., *BME Budapest Technical University, Budapest, Hungary*;
Hámornik, B.P., *BME Budapest Technical University, Budapest, Hungary*

Abstract: The goal of our research is to ameliorate the team communication in the interdisciplinary rehabilitation team in order to make the teamwork more effective, to contribute better functioning shared mental model among the teammates. By these research goals we are aiming to make development possibilities in the team communication, enhancement in care effectiveness, and patient safety. We attended and voice recorded four interdisciplinary rehabilitation team meetings in a ward of a Hungarian rehabilitation institute. The recorded team conversations were transcribed using Transana software and were used in the content analyses in order to identify the key communication features of the team meetings. The temporal and content aspects of the transcribed conversations were analysed to find the typical word usage and the typical temporal pattern of the different experts and patient groups in the team. The different experts have different tasks in their daily routine, thus they use different words in team communication about

the patients, and different dimensions are used to describe the patients current situations and their contribution in the rehabilitation process. These differences are able to be captured by the content analysis methods performed on the interdisciplinary team meeting transcripts using AtlasTI and SPSS Text Analytics. The knowledge about these features may lead to better representation of the interdisciplinary rehabilitation team's teamwork, and communication processes from the content perspective. The content analysis of interdisciplinary team meetings' communication is able to give important information about the formation and contents of shared mental model in the team. In general the findings about the specialities of team meetings in the institute are able to give developmental points for the further approaches. And by this, our goal is to contribute to more effective rehabilitation process, and an enhanced patient safety.

TO LEAVE OR NOT TO LEAVE: WHEN INTERPERSONAL HELPING BEHAVIOR INFLUENCES AN EMPLOYEE'S INTENTION TO QUIT

Regts, G., *Rijksuniversiteit Groningen, Groningen, The Netherlands*; Molleman, H.B.M., *Rijksuniversiteit Groningen, Groningen, The Netherlands*; Ahaus, C.T.B., *Rijksuniversiteit Groningen, Groningen, The Netherlands*

Abstract: For several decades, the problem of voluntary employee turnover has the interest of practitioners and scientists. However, few studies have been undertaken to examine relational bases to voluntary employee withdrawal. Therefore, taking a relational perspective on employee turnover, we investigated the effect of receiving interpersonal citizenship behavior (ICB) from coworkers on employees' turnover intentions. We argue that the association between receiving ICB from coworkers and turnover intentions is mediated by job satisfaction, and conditionally influenced by employees' communion striving motivation and task dependence. When employees receive coworkers' caring and concern, e.g. through ICB, they become more attached to these coworkers. Interpersonal bonds become stronger, and consequently, we hypothesize that receiving help (through ICB) will have a beneficial effect on employees' turnover intentions, through job satisfaction. Additionally, we expect that the strength of this relationship will vary, depending on an employee's communion striving motivation. Since getting acceptance and getting along with others is very important for employees who strive for communion, they will likely be more inclined to see ICB as receiving

acceptance, strengthening their job satisfaction. Furthermore, we predict that when employees are task dependent on coworkers, it is important for them to have healthy relationships with coworkers, in order to receive help from them when needed (in-role behavior). Since ICB (extra-role behavior) is a mechanism through which this can be achieved, more task dependent employees will value receiving ICB from coworkers more as well. Testing the moderated mediation models with cross-sectional data that were gathered with questionnaires from a sample of 150 nurses working at two Dutch hospitals, revealed that receiving ICB from peers indirectly influenced turnover intentions, through job satisfaction. Moreover, an employee's communion striving motivation and task dependence moderated the ICB-job satisfaction relationship, and the indirect relationship between receiving ICB and turnover intentions. The results of this study suggest that relationships within organizations are important in explaining turnover intentions. Moreover, it offers management practitioners insights in task situations in which ICB among employees is required in order to prevent employees from leaving the organization, along with employees' characteristics that determine the importance of receiving ICB from coworkers.

EXPLORING THE ROLE OF PERSONAL AND JOB RESOURCES IN BUILDING TEAM RESILIENCE

Vera, M., *Universitat Jaume I, Castelló De La Plana, Spain*; Rodriguez-Sánchez, A., *Universitat Jaume I, Castelló de la Plana, Spain*; Salanova, M., *Universitat Jaume I, Castelló de la Plana, Spain*

Abstract: Introduction: Resilience has been defined as those qualities that help individuals, community or organization to cope, adapt and recover from critical situations (Mallak, 1998; Vogus & Sutcliffe, 2007). Due to the current significant world economical crisis, knowledge about building resilience in organizations is a key issue on Occupational Health Psychology research. However, empirical studies on resilience in organizations settings are scarce; especially regarding the role that personal and job resources play in building resilience among teams. So far, the aim of the study is to test the role that personal (i.e., perceived collective efficacy) and job resources (i.e., teamwork, coordination, and transformational leadership) play on the prediction of team resilience Method: Sample was composed by 43 teams, consisting of 416 employees nested on 12 organizations. Actual team sizes ranged between 2 and 44 employees with a mean of 9.67 (SD = 9.77), 55% of them were female. Results: Due to the data analyses were performed at the team level, and in

order to meaningfully aggregate individual responses on the scales, we firstly assessed within-team agreement by means of the $rwg(j)$ index (James, Demaree, & Wolf, 1993), and secondly, we estimated the relative consistency of responses among team members by computing the intra-class correlation coefficient ICC(1) (Bliese, 2000). Results show that team members' scores on these scales showed a sufficient level of within-team agreement for aggregation at the team level. Moreover, and using bootstrapping technique, the model linking both types of resources (i.e., personal and job) to team resilience showed a good fit to our data: $\chi^2(19) = 19.65$, $RMSEA = .03$; $GFI = .90$; $CFI = .99$; $TLI = .99$. Discussion: Team resilience is explained (i.e., 57% variance explained) by personal and job resources supporting the idea that resources are quite important in building resilience. Although this study has made a great contribution in building team resilience, more research is needed in order to search for other individual, team and organizational factors building resilience.

Roundtable: Test User Standards

Location: 2.14 Amazon (16:30-17:45)

Chairs: Zappala, S., *EAWOP Exec. Committee, University of Bologna, Bologna, Italy*; Honkanen, H., *EAWOP Exec. Committee*

PANELISTS

Born, M.Ph., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Symposium: Healthy and Engaged Workers II: Organizational Resources

Main topic area: Employee Well Being

Location: 2.7 Meuse (16:30-17:45)

Chairs: Gonzalez-Morales, M.G., *University of Guelph, Guelph, Canada*; Michel, A., *University of Heidelberg, Heidelberg, Germany*

Abstract: Maintaining and promoting a healthy and engaged workforce is of pivotal interest not only for socio-economical and organizational contexts but also for employees and managers. The significance of this topic was shared among participants of the Second EAWOP Early Career Summer School and their research around this issue triggered the organization of this symposium. This double symposium is divided in two conceptual parts that describe how appraisal processes (session I)

and resources in organizations (session II) contribute to well-being, work attitudes and performance. The four papers to be presented in this second session examine the role of organizational resources such as organizational support, organizational facilitators, Human Resource Management (HRM), and leadership in the prediction of employees' well-being and engagement. The findings of the studies will stimulate the discussion around the importance of these organizational factors: the role of social exchange between employees and employers in relation to stress models (Gonzalez-Morales & Eisenberger paper); on the positive side, how engagement and other positive states can be fostered by organizational facilitators (Gracia et al. paper), and HRM practices (Michel & Hilse paper); at the management level, the role of leadership behaviour and trust as predictors of well-being and performance (Egold et al. paper).

IT HELPS WHEN IT HURTS? THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN WORK STRESS

González-Morales, M.G., *University of Guelph, Guelph, Canada*; Eisenberger, R., *University of Houston, Houston, USA*

Abstract: Perceived Organizational Support (POS) is defined as the employees' perception concerning the extent to which the organization values their contribution and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). POS is formed to meet needs for approval, affiliation, esteem, and emotional support, and to judge the benefits of increased efforts on the organization's behalf. This paper presents a literature review of occupational stress studies that have included the study of POS. The initial literature search located 168 studies to be considered for inclusion. For a study to be included in the review, the criterion was that the study contained an assessment of POS as measured by items from the Survey of Perceived Organizational Support (Eisenberger et al., 1986), and an assessment of stress that was examined as stressor or strain/distress. The final number of studies included in this review was 38. The review findings suggests that POS plays two different roles in the stress process: (1) POS is an overall perception that is affected by organizational conditions and sources of pressures and that affects individual outcomes (POS as a type of stressor, as an indicator of strain and as mediator mechanism) (2) POS as a type of social support or an organizational resource that the person can use to cope with sources of stress at work (POS directly reduces the strain or moderates (buffers) the

effect of stressors on distress or other individual outcomes). This review manifests the need of a better theoretical conceptualization about the role of POS in work stress processes. Research has shown that POS makes unique predictions (e.g., felt-obligation, socio-emotional needs) not found in social support theories or models. POS is a social exchange construct that can help explain work stress in a more comprehensive way. When it is low it hurts, when it is high it helps; but we still need to understand the mechanisms through which this overall perception is affected by stress and affects stress.

AN I-M-O-I APPROACH TO EXAMINING SERVICE EFFECTIVENESS AND HEALTHY GROUPS LONGITUDINALLY

Gracia, E., *University of Zaragoza, Zaragoza, Spain*; Salanova, M., *Universitat Jaume I, Castellón, Spain*; Bresó, E., *Universitat Jaume I, Castellón, Spain*; Grau, R., *Universitat Jaume I, Castellón, Spain*; Cifre, E., *Universitat Jaume I, Castellón, Spain*

Abstract: This study aims to test service effectiveness longitudinally from the positive perspective of the Input-Mediator-Output-Input (I-M-O-I) team approach (Ilgen, Hollenbeck, Johnson & Jundt, 2005). Specifically, the idea addressed here is that when organizations allocate Inputs (e.g. organizational facilitators such as autonomy, training and technical support) for service-oriented groups, the interaction among their members generates Mediators (e.g. positive emergent states, such as collective vigor and service competence) that in turn enhance specific Outputs (e.g. service effectiveness reported by customers). This study also discusses whether service effectiveness produces reverse effects. A sample was collected from 53 Spanish hotels and restaurants. Data was aggregated from 256 service-oriented workers and 530 customers at Time 1 and 470 new customers at Time 2. Longitudinal Structural Equation Modeling (SEM) showed that the reciprocal model was the best model. Main results were: organizational facilitators at Time 1 were found to have a significant normal effect on service effectiveness at Time 2 ($\beta = .31, p < .05$) and service effectiveness at Time 1 was found to have a significant reversed effect to positive emergent states at Time 2 ($\beta = .30, p < .05$). Discussion and limitations are shown.

EFFECTS OF HUMAN RESOURCE MANAGEMENT IN MEDICAL PRACTICES ON EMPLOYEES' ENGAGEMENT AND JOB SATISFACTION

Michel, A., *University of Heidelberg, Heidelberg, Germany*; Hilse, J., *University of Heidelberg, Heidelberg, Germany*

Abstract: Although Human Resource Management (HRM) practices have shown positive effects on organizational success (e.g. Guthrie, 2001), sustainable HRM has been mostly neglected in the public health sector. Until now, only few studies have shown positive effects of HRM on performance in hospitals (West et al., 2002; West et al., 2006), but indeed there are to our knowledge no studies evaluating effects of HRM in medical practices. Thus, to address this gap in research, our aim is to examine specific direct and interaction effects of time and HRM, i.e. introduction of a leadership development program and structured appraisal interviews, on employees' engagement (innovation support, task orientation) and job satisfaction. The present study represents a control-group field experiment with a reversal design comparing three groups: (a) medical practices without the introduction of systematic HRM (control condition 1 (CC1)) at time 1 (t1) and time 2 (t2), (b) medical practices with the introduction of a leadership development program at t1 and t2 (control condition 2 (CC2)), (c) medical practices with the introduction of a leadership development program at t1 and newly introduced structured appraisal interviews at t2 (experimental condition (EC)). Altogether, 186 employees of 8 medical practices participated at t1; at t2 data of 156 participants could be included. Regarding job satisfaction, ANOVAs with repeated measures showed direct effects of time and treatment, meaning that employees in EC have the highest job satisfaction over time, whereas job satisfaction is significantly stronger decreasing in CC1. For engagement, measured as innovation support and task orientation, we found significant treatment effects. Employees in CC2 and EC showed significantly higher levels of innovation support and task orientation. In addition, there is a tendency in CC2 that employees improve their task orientation over time. Drawing upon these results, medical practices should make the effort and continue to integrate systematic and sustainable HRM into their work processes. Moreover, given the beneficial effects of leadership development and appraisal interviews on job satisfaction and engagement and considering each employee's engagement spreads around (Bakker, & Xanthopoulou, 2009) and promotes performance, this may even have beneficial effects on patients' health and well-being.

LEAD OR BEAT YOUR SUBORDINATES? DOES TRANSFORMATIONAL LEADERSHIP PUSH TRUST AND ORGANIZATIONAL IDENTIFICATION TO MAKE EMPLOYEES HEALTHY AND PRODUCTIVE?

Egold, N.W., *Johann Wolfgang Goethe-University Frankfurt, Frankfurt, Germany*; Andrei, D.M., *Babes-Bolyai University, Cluj-Napoca, Romania*; Fortes-Ferreira, L., *Polytechnic Institute of Setúbal, Setúbal, Portugal*; Otoi, C., *Babes-Bolyai University, Cluj-Napoca, Romania*; Potocnik, K., *Brunel University, London, UK*; Dick, R. van, *Goethe University, Frankfurt, Germany*

Abstract: Well-being is a research subject with a long and intense tradition in Western Europe. It is well-known, that healthy employees can be more productive, perform better at work, have a higher organizational citizenship behavior and show less tendency to absenteeism. Stress at work is some of the high risk factors with a negative effect on well-being. For example, working conditions as well as emotional labor are discussed as main negative influences. Another research tradition focuses on the leader-employee-dyad studying how leaders affect employees' well-being and performance. Moreover, leadership behavior (LB), e.g. transformational leadership has also been argued to impact organizational and team processes, such as trust or organizational identification (OI), which in turn lead to health and well-being. In this study, we bring these traditions together. We argue that LB and leaders' decisions (LD) should help develop OI and trust. LB and LD are also expected to relate to well-being and employee performance. We hypothesize that OI mediates the relationships between LB and well-being and also performance as well as the relationships between LD and well-being and also performance. Trust is expected to mediate the relationships between LB and well-being and also performance. We present first evidence for our model which is tested in a cross-cultural longitudinal study, measuring the independent and dependent variables and the mediators at three different times using multi-level analysis. The results should be of interest for managers and leaders of organizations, showing that LB and leaders' decisions affect not only well-being but also performance of employees. As OI and trust could not be developed in short term, managers should think carefully how to build employees' attitudes over time.

Presentations: Changing Employment Relations - Job Insecurity

Main topic area: Changing Employment Relations

Location: 2.9 Euphrates (16:30-17:45)

Chair: Richter, A., *Stockholm University, Stockholm, Sweden*

THE RELATIONSHIP BETWEEN JOB INSECURITY AND PSYCHOLOGICAL ILL-BEING AND EMOTIONAL EXHAUSTION MODERATED BY TYPES OF PERCEIVED EMPLOYABILITY.

Vanhercke, D., *Katholieke Universiteit Leuven, Leuven, Belgium*; Cuyper, N.E. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Job insecurity is the employee's concern about potential job loss. Several studies have demonstrated a positive relationship between job insecurity and ill-being (i.e., psychological ill-being and emotional exhaustion). This prompts the question as to how to buffer the negative consequences associated with job insecurity. In this respect, scholars have introduced perceived employability (PE) as a critical resource: PE is the perceived likelihood of obtaining alternative employment (quantitative) or better employment (qualitative) on the internal or external labor market. By crossing the dimensions quantitative - qualitative and internal - external, four types of PE were formed. The aim of this study is to investigate if PE buffers the relationship between job insecurity and ill-being. Previous studies have demonstrated an interaction effect between PE and job insecurity in relation to well-being. However, these studies have focused upon external quantitative PE only. Our study goes one step further by including different types of P.E. We hypothesize that the positive relationship between job insecurity and ill-being is weaker with high versus low external/internal qualitative/quantitative PE. Hypotheses were tested using a sample of 974 respondents and with hierarchically moderated regression analyses. Before doing the analyses, we performed a factor analysis on the PE items. The results suggested three types of PE: the distinction quantitative-qualitative with internal employability could not be supported. Job insecurity and external qualitative PE are positively and internal PE is negatively related to both psychological ill-being and emotional exhaustion. External quantitative PE relates negatively to emotional exhaustion, but not significantly to psychological ill-being. The interaction between job insecurity and external quantitative PE contributed to explaining variance in emotional exhaustion, and the interaction between job insecurity and internal PE contributed to explaining variance in both psychological ill-being and emotional exhaustion. Surprisingly, these types of PE do not reduce but instead strengthen the positive relationship between job

insecurity and ill-being. This could mean that, in some cases, PE may not be a resource, but may instead induce extra stress.

THE ROLE OF BELIEF IN A JUST WORLD, JOB INSECURITY AND WORKPLACE BULLYING IN PREDICTING ORGANIZATIONAL CITIZENSHIP BEHAVIORS

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Abstract: The study was carried out to investigate in the role of belief in a just world, job insecurity and workplace bullying in predicting organizational citizenship behaviors in Turkey. Job Insecurity Scale, Negative Act Questionnaire, Belief in a Just World Scale and Organizational Citizenship Behavior Scales were administered to 400 public and private sectors employees. The results of regression analysis showed that belief in a just world, workplace bullying and job insecurity significantly predicted all dimensions of OCB. The results concerning bullying and job insecurity are consistent with the substantial body of previous research. We consider our finding indicating that belief in a just world predicts OCB especially important for two reasons. First, although belief in a just world has been found to be related to various organizational behaviors, its relationship with OCB has not been fully examined yet. Second, to our knowledge, it is the first study dealing with belief in a just world in organizational context in Turkey, a country with different religious and cultural background. The study has implications for both theory and application. It may be of interest to researchers since it raises the possibility that some factors contribute to OCB independent of cultural factors and to managers and employers who recognize its contribution to organizational functioning.

JOB INSECURITY AND TWO FORMS OF JOB DEPENDENCE- WHAT ARE THE MECHANISMS BEHIND JOB INSECURITY AND ITS NEGATIVE CONSEQUENCES

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Abstract: Job insecurity is an increasing problem in today's working life with severe negative consequences for the individual as well as the organization. In unemployment research it has been shown that people are

depended and attached to their job not only in terms of a financial security but work also provides people with a social position in society, social network as well as gives employees a time structure. This is one reason of why the worries of potentially losing the employment is associated with so many negative consequences. This underlying assumption about the mechanisms that lay behind job insecurity and its negative consequences is tested in this study. Hence, it is investigated if financial job dependence as well as associating oneself with the job (identity job dependence) makes employees first more vulnerable for job insecurity as well as it is tested if those two job dependences moderate the relation between job insecurity (quantitative and qualitative) and its negative consequences (job satisfaction, well-being and turnover intention). This longitudinal study uses a Swedish sample of accountants measured at four time points with a time lag of one year. The aim and implications of this study is to help identify risk groups that suffer the most from job insecurity which makes potential interventions possible in the future.

COMPARING THE EFFECTS OF OBJECTIVE JOB INSECURITY AND UNEMPLOYMENT ON PSYCHOLOGICAL DISTRESS AND SENSE OF COHERENCE

Vastamäki, J.V., *University of Erlangen-Nürnberg, Nürnberg, Germany*; Wolff, H.-G., *University of Erlangen-Nürnberg, Nürnberg, Germany*; Göritz, A.S., *University of Würzburg, Würzburg, Germany*; Moser, K., *University of Erlangen-Nürnberg, Nürnberg, Germany*

Abstract: From a theoretical perspective job insecurity is expected to be as detrimental as job-loss to an individual's well-being. Empirical studies comparing these two phenomena are still very rare. In our study we contrasted these two phenomena and focused on longer-term effects of these work life stressors on experienced psychological distress (a measure of mental well-being) and sense of coherence (SOC, a person's central stress resistance resource). We used longitudinal data (N = 980) with two measurement points, baseline and four months later a follow-up. Data were collected in an online survey and the participants were employed and unemployed persons from German speaking countries. We compared three groups with each other: 1) employed persons with no experience of objective job insecurity, 2) employed persons who experienced objective job insecurity (i.e., negative organizational changes such as lay-offs or salary cuts), and 3) unemployed persons. At baseline, persons who had not experienced objective job insecurity had the lowest distress and highest SOC level of all groups. Persons whose organiza-

tions had undergone negative organizational changes and unemployed persons had equal distress and SOC levels. We found significant changes over time in psychological distress in those person groups only which experienced objective job insecurity, whereas securely employed and unemployed persons showed stable distress levels over time. The SOC of all employed persons remained stable over time, whereas the SOC of unemployed persons decreased. We conclude that job insecurity is an experience that may cause changes in state-like well-being, whereas unemployment is able to change individuals' trait-like characteristics.

THE EFFECT OF JOB INSECURITY ON JOB SATISFACTION – MODERATION BY PERCEIVED EXTERNAL PRESTIGE

Holzwarth, S., *Friedrich-Alexander University Erlangen-Nuremberg, Nürnberg, Germany*; Vastamäki, J.V., *Friedrich-Alexander University Erlangen-Nuremberg, Nürnberg, Germany*; Moser, K., *Friedrich-Alexander University Erlangen-Nuremberg, Nürnberg, Germany*

Abstract: The experience of job insecurity is related to negative attitudes towards work and the organization, such as reduced job satisfaction. Since the strength of these effects varies across studies, it is vital to identify factors that influence the strength of these relationships. The present study investigates the moderating effect of two organizational factors, perceived external prestige and communication climate, on the relationship between job insecurity and job satisfaction. Bilingual cross-sectional data from 1050 employees of a multinational company was collected with an online survey. We used both German and English speaking versions of the same survey questionnaire. As expected, experienced job insecurity was related to decreased job satisfaction. This relationship was moderated by perceived external prestige. The effect of job insecurity on job satisfaction was weaker for those employees who found their employing organization having high prestige than for their colleagues who did not connect their organization with this attribute. Contrary to our expectations communication climate did not moderate the effects of job insecurity on job satisfaction. The negative effects of job insecurity on work related attitudes can be moderated by organizational variables. Practical implications at the organizational level are discussed.

Symposium: Leader-Member Exchange

Main topic area: Leadership and Management

Location: Auditorium 1 (16:30-17:45)

Chair: Schyns, B., *Durham University, Durham, UK*

Abstract: Leader-Member Exchange (LMX) describes the dyadic relationship between a leader and each of his/her followers. The first research into LMX stems from the 1970ies but interest in this approach is unbroken and has even increased in recent years. A search in PsycInfo indicated almost 100 publications in 2009/2010 alone. The reason for this interest clearly lays in the effects associated with LMX: A good relationship quality between leader and follower has been shown to be related to follower attitudes (e.g., commitment, Gerstner & Day, 1997) and behaviours (e.g., OCB, Illies et al., 2007). This symposium brings together five contributions on different aspects of LMX. Advancing previous studies, the focus of this symposium is on moderating and mediating effects as well as innovative methods such as diary studies. Schwartz et al. investigate the role LMX plays in the relationship between electronic communication and follower rated transformational leadership. They argue that LMX can decrease the negative effects electronic communication has on the perception of transformational leadership. Schuh et al. examine the relationship between innovative behaviour and performance ratings, arguing that LMX influences this relationship in so far that innovative behaviour only leads to better performance ratings when LMX is high. González-Romá and Le Blanc explore in how far team cohesion explains the effect of LMX differentiation on team performance. They posit that LMX differentiation is negatively related to team cohesion. This in turn negatively affects team performance. Kerschreiter argues that LMX not only influences follower commitment but also moderates the relationship between follower team commitment and citizenship behaviours as differences in the quality of LMX relationships become relevant for follower discretionary behaviour whenever group membership is salient. Finally, Bernhardt and Zapf report a diary study on leader LMX. They argue that LMX as seen from the leader's perspective influences emotions and felt exhaustion in an interaction. With this symposium, we would like to contribute to the discussion on how and why LMX is related to positive outcomes.

CAN LMX BUFFER THE DETRIMENTAL EFFECT OF ELECTRONIC COMMUNICATION ON LEADERSHIP PERCEPTION?

Schwartz, N., *University of Pretoria, Pretoria, South Africa*; Korek, S., *University Leipzig, Leipzig, Germany*; Mohr, G., *University of Leipzig, Leipzig, Germany*

Abstract: The increasing use of information technology in organizations causes a reduction of direct personal interactions between leaders and followers. Electronic communication however lacks nonverbal information that for example transports emotions important for leadership, and particularly Transformational Leadership. Thus, the followers' perception of Transformational Leadership might be impaired in virtual settings. In the present study we hypothesize that if communication between leader and follower happens mainly electronically, followers perceive less Transformational Leadership than if communication happens mainly face-to-face. Under circumstances of a high-quality-relationship between followers and leaders (LMX) however, the negative effect of electronic communication should be buffered because the high-quality relationship (high LMX) is characterized by trust and obligation and can prevent negative effects of electronic communication. In a sample of 209 followers in 47 teams of various organizations, we found that followers' perception of Transformational Leadership is significantly lower if communication happens mainly electronically. As expected, a high LMX buffered this effect in such a way that under high LMX electronic communication was no longer related to lower perception of transformational leadership. Consequently, leaders should focus on establishing high quality relationships with their followers (LMX) more intensely in virtual settings in order to compensate the deficits of electronic communication.

INTERACTIVE EFFECTS OF SUBORDINATE INNOVATIVE BEHAVIOUR AND LMX ON SUPERVISOR RATINGS OF JOB PERFORMANCE

Schuh, S.C., *Goethe University Frankfurt, Frankfurt, Germany*; Xin-an Zhang, *Goethe University, Frankfurt am Main, Germany*; Ullrich, J., *Goethe University Frankfurt, Frankfurt, Germany*; Dick, R. van, *Goethe University, Frankfurt, Germany*

Abstract: Innovations play a crucial role for the effective functioning and long-term survival of organizations. Previous research has largely neglected its outcomes for the employees who engage in it. It is often

assumed that being innovative is beneficial for the organization and the employee. However, recent studies indicate that innovative work behaviour may also have negative consequences for employees such as increased conflict with resisting co-workers and increased levels of stress (Janssen, 2003; 2004). Since innovative behaviour is often ambiguous, judgments of one and the same behaviour can considerably vary (e.g., among different stakeholders; Drach-Zahavy, Somech, Granot, & Spitzer, 2004). We argue that the relationship between employees' innovative work behaviour and supervisors' ratings of employee performance is influenced by the quality of the leader-employee relationship. More specifically, we propose that innovative work behaviour is more strongly related to supervisor-rated job performance in high-quality LMX supervisor-employee relationships compared to low-quality LMX relationships. Results of two field studies provide support for our hypothesis. These findings have important practical implications since they indicate that supervisor ratings of job performance may not capture the true performance of employees with regards to innovative behaviour. This may have detrimental effects for both organizations and employees because it can result in frustration of highly innovative employees (those in low LMX relationships) and in suboptimal promotion decisions within organizations.

DOES TEAM COHESION MEDIATE THE RELATIONSHIP BETWEEN LMX-DIFFERENTIATION AND TEAM PERFORMANCE?

González-Romá, V., *University of Valencia, Valencia, Spain*; Le Blanc, P.M., *Utrecht University, Utrecht, The Netherlands*

Abstract: Leader-member exchange (LMX) theory posits that leaders develop differential types of relationships with each of their followers through work-related exchanges. However, research on LMX-differentiation is still in its infancy. The goal of this study was to ascertain whether the influence of LMX-differentiation on team performance is mediated by team cohesion. Based on social categorization and social identity theories, we hypothesize that LMX-differentiation is negatively related to team cohesion. In addition, based on the results of previous meta-analytic studies, we hypothesized that team cohesion is positively related to team performance. Our research model hypothesized that the relationship between LMX-differentiation and team performance is fully mediated by team cohesion. The study hypotheses were tested in a sample of 38 teacher teams by means of SEM techniques. LMX-differentiation was indeed negatively related to team

cohesion. Team cohesion was positively related to team performance as rated by the school principal as well as to team members' perceived team performance. The indirect effects of LMX-differentiation on the two indicators of team performance mediated by team cohesion were statistically significant. These results supported the study hypotheses and suggest that the relationship between LMX-differentiation and team cohesion is one of the mechanisms through which the former variable impacts on work team performance.

LMX AS A MODERATOR OF THE RELATIONSHIP BETWEEN AFFECTIVE TEAM COMMITMENT AND CITIZENSHIP BEHAVIOURS

Kerschreiter, R., *Ludwig Maximilian University, Munich, Munich, Germany*

Abstract: One of the most frequently investigated outcomes of leader-member exchange (LMX) is followers' affective organizational commitment. Employee commitment, in turn, is of central importance in organizational psychology as it influences in-role performance and extra-role performance (i.e., citizenship behaviours). The present study builds on the idea that the relationship between commitment and these employee performance outcomes is affected by LMX quality. The reasoning behind this assumption is that differences in the quality of LMX relationships inform followers about their status in the group as seen by the group leader. Consequently, whenever the group membership is salient for the followers (e.g., when group-focused constructs such as team commitment or group-focused citizenship behaviours like helping are examined), the quality of the exchange relationship between leader and follower should also influence the relationship between commitment and outcomes. The results of a field study in the medical sector provide evidence for the predicted interactive effect of affective team commitment and LMX on citizenship behaviours: team commitment was strongly and positively related to citizenship behaviours for respondents with high LMX, while the relationship between team commitment and citizenship behaviours was absent for employees with low LMX. These results highlight the importance of social exchange relationships between leader and followers for follower discretionary behaviour in a group context.

LMX AND EMOTION WORK OF LEADERS: HOW DOES THE QUALITY OF THE LEADER-EMPLOYEE-RELATIONSHIP INFLUENCE THE EMOTION WORK PROCESS?

Bernhardt, L., *Goethe University Frankfurt, Frankfurt, Germany*; Zapf, D., *Goethe University, Frankfurt am Main, Germany*

Abstract: Emotion work is an important factor of the leader-employee-relationship and has effects on both leaders and employees (see Glaso & Einarsen, 2008). We argue that the leader's emotion work process in an interaction is dependent on the relationship quality with the respective employee. We hypothesize that depending on the quality of the relationship distinct discrete emotions are felt (and expressed, suppressed and faked) and different emotion regulation strategies (more deep acting and more automatic emotion regulation, less surface acting and emotional deviance) are used. Further, we hypothesize that the better the relationship quality the more pleasant and the less exhausting is an interaction rated. We conducted a diary study with 52 leaders. The leaders reported five emotionally important interactions with different employees. Preliminary results show that the emotion work process in an interaction varies depending on the relationship quality with the employee. For example, the better the relationship quality is the better the overall rating of the interaction. Furthermore, depending on the relationship quality different discrete emotions are felt (and expressed, suppressed and faked). One practical implication is that leaders should prepare themselves better for interactions with employees with which they have a poorer relationship quality because these interactions are more exhausting. Another implication is that it is worthwhile for leaders to establish qualitatively good relationships to their employees because this has not only positive effects for the employees but for themselves as well.

Interactive Debate II: Denise Rousseau - Do we need an evidence based W&O psychology?

Location: Auditorium 2 (16:30-17:45)

Chair: Rousseau, D., *Carnegie Mellon University, Pittsburgh, USA*

DISCUSSANTS

Guest, D., *King's College London, London, UK*;
Damen, B., *Berenschot, Utrecht, The Netherlands*

17:45-18:45**EJWOP Editorial Board**

Location: 0.8 Rome (17:45-18:45)

18:00-19:30**Erasmus Mundus Winter School Reception**

Location: 0.2 Berlin (18:00-19:30)

EAWOP Summer School Reception

Location: 0.5 Paris (18:00-19:30)

**Division 1 of International Association of
Applied Psychology - Social Hour**

Location: 0.9 Athens (18:00-19:30)

EAWOP Practitioners' Reception

Location: MECC@table (18:00-19:30)

Saturday

8:30-9:45

Presentations: Leadership, Effectiveness, and Performance

Main topic area: Leadership and Management

Location: 0.1 London (8:30-9:45)

Chair: Beech, D.H., *University of Sussex, Wisbech, UK*

SITUATIONAL FIT: THE EFFECTIVENESS OF ABSTRACT VERSUS CONCRETE VISIONS

Sanders, S., *University of Groningen, Groningen, The Netherlands*; Rus, D., *University of Groningen, Groningen, The Netherlands*

Abstract: This research investigated the effectiveness (i.e., follower creative performance, follower organizational identification and perceived leader effectiveness) of concrete versus abstract visions in times of crisis and prosperity. The literature on charismatic and transformational leadership has conceptualized vision as a crucial component of leadership. Indeed, abundant research has shown effective vision communication to be related to positive outcomes, such as increased follower performance. In contrast, ineffective vision communication has been related to negative outcomes, such as organizational decline and failure. Despite the apparent power of (in)effective vision communication, empirical evidence on the relationship between vision content and vision effectiveness is scarce, and more importantly, an understanding of what makes a good vision (content-wise) under what conditions is sorely lacking. Based on an integration of insights from the vision communication and organizational change literature, as well as from work on followers' differential need for information in different situations, we proposed that the effectiveness of a vision's content (i.e., concrete versus abstract) will be moderated by the situation (i.e., times of crisis versus times of prosperity). Specifically, we argued and showed in one experimental study ($N = 75$) that concrete visions are more effective than abstract visions in times of crisis, whereas abstract visions are more effective than concrete visions in times of prosperity. These findings have theoretical, as well

as practical implications. From a theoretical perspective, our findings suggest that it might prove fruitful to investigate contingency models of vision effectiveness. From a practical perspective, it shows that there is not 'one best practice' that applies to all situations. Instead, there seems to be some value in leaders' attention being focused on the situation at hand when choosing the level of abstractness of their vision statement.

UNDERSTANDING EMPLOYEE INNOVATIVE JOB PERFORMANCE: INTEGRATING SOCIAL NETWORK, LEADER-MEMBER EXCHANGE PERSPECTIVES

Wang, X.-H., *Vlerick Leuven Gent Management School, Leuven, Belgium*; Fang, Y.-L., *City University of Hong Kong, Hong Kong, Hong Kong*; Qureshi, I., *The Hong Kong Polytechnic University, Hong Kong, Hong Kong*

Abstract: Recent innovation research has started to examine innovation within the organizational context and has focused on how the employees' network ties impact their innovative behavior (Burt, 2004; Perry-Smith, 2006; Perry-Smith & Shalley, 2003). The social network perspective focuses on how an employee's social relationships with colleagues within his/her immediate surroundings (strong ties), or within the remote (weak ties) social context provide opportunities for the exchange of valuable information (Perry-Smith, 2006). The social context surrounding employees includes both their social ties with peers and, more importantly, their ties with their leader (immediate supervisor). However, the social network approach does not differentiate between the effects of ties with the leader and those with peers on innovation. Researchers have not considered the impact of leader-follower relationships and peer-based networks on innovation simultaneously. To address this gap, the present study integrates social network theories and the leader-member exchange (LMX) theory, and explores the direct and interaction effects of an employee's social network with his/her peers (i.e., weak ties outside the workgroup and strong ties within the group) and LMX on the individual's innovative performance. Results from 120 employees in a high-tech firm suggested that employees' weak ties outside their workgroup and LMX are both beneficial to innovative performance. In addition, we

found that LMX negatively moderated the relationship between employees' strong ties within workgroup and innovative performance, such that the relationship was more positive when LMX was low. In other words, within-group strong ties are critical to an individual's innovative behavior only when he or she has a low LMX with the leader. This result illustrates the substituting role of LMX to strong ties within work group in facilitating individual innovation, such that the importance of within-group strong ties are marginalized in the presence of high LMX. Therefore, our study advances the understanding of individual innovation by demonstrating the interactive effect between peer-oriented and leader-member relationships.

SELF LEADERSHIP AND WORK ROLE INNOVATION:
THE MEDIATING EFFECT OF PSYCHOLOGICAL SAFETY
AND ENGAGEMENT

Gomes, C.A., *Lisbon University Institute, Lisbon, Portugal*; Curral, L.A., *Universidade de Lisboa, Lisbon, Portugal*; Caetano, A., *Lisbon University Institute, Lisbon, Portugal*

Abstract: The literature on self-leadership emphasizes the importance of adopting certain strategies for companies to maintain competitive advantage through a better individual, team and organizational performance (Neck and Houghton, 2006). In addition, it demonstrated that this is a set of relevant strategies to promote individual innovation (Curral & Quintero, 2009), the capacity to intentionally introduce and implement ideas, processes and new products in an organization that will benefit the organization, group, individual or society (West and Farr, 1990). However, for innovation to occur individuals must feel safe from threats, feeling free to expose themselves without fear of negative consequences for themselves (Baer and Frese, 2003; West, 1987; West and Farr, 1990). Hakanen, Perhoniemi and Toppinen-Tanner (2008) found that engagement led individuals to feel initiative to act, which in turn contributed to the implementation of innovative behavior in their work over time. Thus, the relationship between self-leadership skills and individual innovation should be enhanced when individuals are in a positive, fulfilling, work-related state of mind (Gonzalez-Roma, Schaufeli, Bakker, & Lloret, 2006) and are in environments where they feel safe. This study intends to explore the relationship between self-leadership, psychological safety, engagement and innovative behavior. Because innovation is enhanced in a safe environment and when individuals feel engaged, we propose that these states will mediate the relationship between self-leadership skills and individual inno-

vation. To study these relations, data is being collected from a sample of 100 to 200 engineers, from different work sectors across the country, and will be collected by the end of November. The survey assesses self-leadership strategies (Revised Self-Leadership Questionnaire (Houghton & Neck, 2002)); engagement (Utrecht Work Engagement Scale (UWES) (Schaufeli, Salanova, Gonzalez-Rom, & Bakker, 2002)), psychological safety (Psychological Safety Scale (May, Gilson, & Harter, 2004)) and the capability to innovate at work (Work Role Innovation Scale (West, Shackleton, Hardy, & Dawson, 2001)). The results will be presented at the conference. Overall, this research will contribute to gain more insights regarding the role that self-leadership, engagement and psychological safety play in work role innovation and provide insights into new interventions that promote the development of innovation at work.

ROLE-BASED VARIATIONS IN PERCEPTIONS OF LEADERSHIP BEHAVIOUR AND EFFECTIVENESS

Beech, D.H., *University of Sussex, Wisbech, UK*

Abstract: Different members of role-sets can have different perceptions and competing expectations of the behaviour and effectiveness of focal job position holders (Merton, 1957). This study proposed there would be role-based variations in perceptions of focal leaders collaboration behaviours - task, relationship, change - and their effectiveness; and two more specific hypotheses were examined: first, direct report endorsement of focal leaders task and change behaviour would predict upward report (boss') perceptions of focal leaders effectiveness; and second, upward report endorsement of focal leaders relationship behaviour would predict direct report perceptions of focal leaders effectiveness. A questionnaire was developed to measure both collaboration behaviours and effectiveness. The behaviour of 52 managers was rated by their boss', and by at least 2 direct reports and 2 peers in business units across the Netherlands, United Kingdom, Germany, and Italy. Respondents completed an on-line survey in their native language. There was conceptual equivalence for the same factor structure for three collaboration behaviours in each of the four samples. Using standardized z scores, a combined sample of 52 data sets was produced enabling analysis of a different source role-type predictor of collaboration behaviours and effectiveness in a same method role-type sample. While the second specific hypothesis was not supported, multiple regression supported the general hypothesis of role-based variations in perceptions of effectiveness. Further, as hypothesised, when direct reports perceived fo-

cal leaders manifesting change behaviour then upward reports perceived focal leaders as effective. In addition, and in contrast, when upward reports perceived focal leaders manifesting change behaviour then direct reports perceived focal leaders as ineffective. These new findings about change behaviour are consistent both with Merton's role-set theory and with research on leader role conflict and ambiguity (Katz et al, 1964). Researchers, educators, and managers need to attend to the neglected issue of role-based variations in perceptions of leadership behaviour and effectiveness. In particular, managers need to exercise considerable skill in managing the competing expectations of upward and direct reports, and organizations, and researchers, need to address the mental health implications of change leader role conflict.

Symposium: Emotions, management & the management of emotion

Main topic area: Emotions In The Workplace

Location: 0.11 Pressroom (8:30-9:45)

Chair: Searle, R.H., *The Open university, Milton Keynes, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: This symposium focuses on the important issue of emotion and its regulation at work. We showcase new empirical and conceptual developments in this field across a variety of organizational contexts, including topically, the impact of emotion in financial trading behaviour. We begin by looking again at emotion in the context of organisational change, highlighting a less common positive impact. Then we consider emotion regulation, with three papers outlining new empirical findings, development of an innovative self-report instrument and novel applications of existing technique, mindfulness, to assist in regulating the detrimental impact of emotions.

MANAGING POSITIVE EMOTIONS IN ORGANIZATIONAL CHANGE

Kiefer, T., *Warwick Business School, University of Warwick, Coventry, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Organizational change is often described as a "very emotional process", by which in particular negative emotions are meant. Not surprisingly, research has focused primarily on the causes and consequences of negative reactions to change and the wider ranging impact on the organization (Mossholder et al., 2000;

Kiefer, 2005). As a consequence, much of the interventions in change are geared towards preventing or managing negative experiences and its potential dysfunctional outcomes. While scholars and practitioners identify change can also result in positive emotional experiences (such as excitement or anticipation), and that leading change means dealing with a whole variety of emotions, ranging from negative to positive (Huy, 2002; Kiefer, 2002), very little attention has considered the role of positive emotions. The aim of this paper is threefold: First to outline the theoretical underpinnings of the role of positive emotional experiences in change. I will draw on the growing literature on the role of positive affect in general and at work (e.g. Fredrickson & Branigan, 2005; Cameron, 2008) to develop hypothesis about the relationship between organizational change and positive emotional experiences. Secondly, to provide empirical evidence from four different data sets (one qualitative and three quantitative) to test the main assumptions and thirdly, to discuss the implications for managing emotions and managing change. The results of the quantitative data sets show that, contrary to expectations, organizational change is not per se linked to positive emotional experiences, yet positive emotions are related to some outcome variables relevant to organizational change, in particular organizational citizenship behaviours. The qualitative data will help to make further sense of these results and discuss the implications for managing positive emotions in change.

EMOTION REGULATION AND TRADER PERFORMANCE

O'Creevy, M. F., *Open University, Milton Keynes, UK*; Vohra, S., *Open University, Milton Keynes, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The recent literature on emotion regulation makes it clear that humans do not just experience emotions; we actively regulate them (Gross, 2002; Gross & Thompson, 2007). Further there is evidence of both trait and state variability in emotion regulation effectiveness. It seems likely that emotion regulation (e.g. down-regulating non-integral emotions while remaining sensitive to integral emotions) may play an important role in moderating emotion effects on performance. A number of studies now show important relationships between emotion regulation and human performance in fields such as customer service (eg Grandey, 2000, 2003), call centre work, video gameplay (Wallace et al, 2009), and economic decision-making in the laboratory. Recent empirical research

has begun to address the possible role that emotion regulation processes may also play in individual susceptibility to biases such as loss aversion (Sokol-Hessner, et al, 2009) and risk aversion (Heilman, et al, 2009). A large scale qualitative study of investment bank traders (Fenton-O’Creevy et al, 2005; Fenton-O’Creevy et al, 2010) showed important differences in emotion regulation strategies between novice and expert traders, and found many traders and their managers to be concerned with the regulation of emotion to avoid adverse impacts of strong emotions on trading decisions. Here we report on a field study of traders emotion regulation while trading (as measured by heart rate variability and the emotion regulation questionnaire). 25 investment bank traders (all market makers) were monitored for 5 days each across varied market conditions. We captured synchronous data on heart rate variability, market price movement, and moment by moment changes in trading exposure. Data on traders internal performance ranking and total remuneration was also gathered. We compare evidence of asymmetries in trader behavior in relation to loss and gain with normative models of optimal behavior to construct an episodic performance measure. By examining multiple performance episodes for each trader, we are able to take a multi-level approach to examining the relationship between emotion regulation and performance. Thus we examine this relationship both at the level of performance episodes within traders and at the global level between traders. We report on these results and consider the implications for the management of traders and other workers whose tasks involve fast-paced decision-making under risk and uncertainty.

INTERPERSONAL EMOTION REGULATION IN ORGANIZATIONS: DEVELOPMENT OF A NEW MEASURE

Niven, K., *University of Sheffield, Sheffield, UK*; Tottedell, P., *University of Sheffield, England, UK*; Holman, D., *Manchester Business School, University of Manchester, Manchester, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Emotion regulation has been defined as “the process of initiating, maintaining, modulating, or changing the occurrence, intensity, or duration of... feeling states” (Eisenberg, et al, 2000: 137). Much of the research concerning emotion regulation in organizations has examined the management of one’s own feeling states. But people also deliberately attempt to manage the feelings of those around them, a process referred to as interpersonal (or extrinsic) emotion regulation. It is only relatively recently that organizational researchers have begun to recognize the salience

of interpersonal emotion regulation at work. Nevertheless, existing research suggests that employees deliberately try to influence the feelings of their co-workers, managers, customers and clients in a range of organizational contexts, including hospitals, prisons, airlines, law firms, retail outlets and debt collection agencies (Francis, et al, 1999; Hochschild, 1983; Lively, 2000; Niven et al., 2007; Pierce, 1999; Rafaeli & Sutton, 1990; Sutton, 1991). Research on this topic, however, has been hampered by the lack of valid means with which to assess the general use of interpersonal emotion regulation strategies. The majority of existing studies have taken an exploratory, qualitative approach to understanding the phenomenon of interpersonal emotion regulation, and the few quantitative studies have assessed interpersonal emotion regulation using single items (e.g., a diary study by Niven et al., 2007) or highly-specific measures (e.g., a newly-constructed scale to assess the use of strategies to induce guilt in close others by Vangelisti et al., 1991). We present the rationale and development of a new self-report measure of the use of interpersonal emotion regulation strategies that can be used in organizational contexts. Studies to validate the measure using organizational samples ($N = 227$) as well as general samples ($N = 551$), and other-reported as well as self-reported data ($N = 50$ dyads) will be presented. Applications of the scale to answering new and important questions concerning emotion regulation in organizations will be discussed

MINDFULNESS - AN EFFECTIVE TOOL FOR ENHANCING TRADER AND INVESTOR SKILLS?

Overveld, M. van, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Smidts, A., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Mehta, P., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; O’Creevy, M.F., *Open University, Milton Keynes, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: There is an increasing range of evidence that emotions affect the economic decisions of traders and investors and that the way they regulate their emotions affects performance outcomes (e.g. Fenton-O’Creevy, forthcoming). Yet, emotional feedback also results from losing or winning experiences. On the one hand, emotions play an important role in encapsulating information based on prior experience and expertise. On the other hand, they may also adversely impact decisions. Emotions arising from non-relevant factors may bias decisions by reducing task focus or via the application of inappropriate heuristics. There is already evidence that improved decision-making performance

may be brought about by changing emotion regulation strategies (Sokol-Hessner, 2009). Mindfulness is a therapeutic technique which could help improve emotion regulation and obtain an optimal level of attention (Segal, 2002). It encompasses a wide variety of meditative exercises, derived from ancient Eastern Buddhist philosophies. Generally, mindfulness is aimed at alleviating stress, increasing awareness and acceptance of the present moment. Its effects have been well-established in the field of health psychology, but investigations within the domain of finance are scarce. This study will present a first exploration of the effects of mindfulness on trading skills such as risk-taking and attention. Students engage in either a short mindfulness induction that has proven successful in inducing a more mindful state in participants in previous research (experimental condition) or listen to a neutral audio clip (control group). Next, all participants complete a stressful risk-taking task (i.e., Columbia Card Task) and an attention task (i.e., STROOP). It is hypothesized that the mindful participants will display lower stress levels and consequently perform better on the Columbia Card Task, and also demonstrate less interference during the STROOP-task compared to the control participants. We report on the results of this study and consider the implications for improving the management of economic decision-making.

Symposium: The Psychology of Digital Media and Work

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (8:30-9:45)

Chairs: Derks, D.A.J.A., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Hertel, G., *University of Münster, Münster, Germany*

Abstract: In many professions, daily work life has become unthinkable without access to the Internet. Technology innovates at high speed rate, and new applications of electronic interaction and collaboration media are still invented. This symposium brings together five studies with different perspectives and different methodological approaches on the influence of digital media on organizational life. The first study examines motivation and goal commitment among partially dispersed teams, using an experimental setting. The second study explores effects of online role playing games on users' real life employment, using a longitudinal design. The third study is a case study handling the motivating factors behind participation in online open

innovation platforms. The last two studies are both related to recovery and well-being, albeit from a different angle. Whereas the fourth study examines the impact of gaming during evening hours on next day's recovery and flow using a diary approach, the last study addresses whether users of smartphone have more difficulties to engage in recovering activities compared to persons who use no smartphone holding job context constant using a diary design. In sum, the strength of this symposium is its broader focus, including both performance and health criteria, looking at both individual and team level processes, and including a variety of typical digital media such as groupware in virtual teams, gaming, internet-based platforms and smartphones.

A MULTILEVEL-MULTISOURCE STUDY OF SITUATIONAL EXTRINSIC MOTIVATION, GOAL COMMITMENT AND COLLABORATION IN PARTIALLY DISPERSED TEAMS WITH DISTRIBUTED RESOURCES

Chiocchio, F., *Université de Montréal, Montréal, Québec, Canada*; Hass, C., *Université de Montréal, Québec, Canada*; Malo, M., *Université de Montréal, Québec, Canada*; Mageau, G., *Université de Montréal, Québec, Canada*

Abstract: Constant change in work settings has made collaboration and technology determining factors of team performance (Kozlowski & Bell, 2003). This study bridges the knowledge gap regarding how collaboration affects individuals' motivation and goal commitment in work configurations involving partially dispersed teams using videoconferencing and having to work with distributed resources. We hypothesise that individuals high on situational extrinsic motivation should experience low goal commitment. In addition, collaboration should positively affect goal commitment after controlling for situational extrinsic motivation as well as moderate the situational extrinsic motivation-goal commitment relation. We randomly assigned 61 3-person teams to one of three conditions of a group problem-solving task: face-to-face/non-distributed resources, partially dispersed/non-distributed resources, and partially dispersed/distributed resources. At the individual level self-reported scales were used to measure situational extrinsic motivation and goal commitment, whereas multisource assessment of collaboration was used at the team level. Random-coefficient modeling shows a negative effect between situational extrinsic motivation and goal commitment. Intercept- and slopes- as outcome models confirm the tremendous impact collaboration has on individual-level goal commitment after controlling for situational extrinsic motiva-

tion. Collaboration did not moderate the relationships between situational extrinsic motivation and goal commitment. These results add to the current literature in showing how a team-level construct such as collaboration can predict individual-level goal commitment after controlling for situational extrinsic motivation.

PLAY ONLINE, WORK BETTER? SPILLOVER OF ACTIVE LEARNING AND TRANSFORMATIONAL LEADERSHIP

Xanthopoulou, D., *University of Crete, Crete, Greece*; Papagiannidis, S., *Newcastle University Business School, Newcastle Upon Tyne, UK*

Abstract: In this 1-month, longitudinal study we examined how participating in massively multiplayer online role playing games affects users' real life employment. For 79 employees, we tested spillover effects from gaming to work in relation to active learning and transformational leadership. Furthermore, we investigated the moderating role of game performance in these spillover effects. Analyses showed that active learning spills over from game to work only under conditions of enhanced game performance, while bad performance reduces this effect. Furthermore, results supported the direct spillover of transformational leadership, as well as the boosting effect of high game performance in this spillover. These results provide further insights with regard to spillover effects and suggest that virtual games may be of relevance for the development of new organizational training techniques.

PARTICIPATION IN OPEN INNOVATION PLATFORMS—WHAT MOTIVATES TO CONTRIBUTE?

Vartiainen, M., *Helsinki University of Technology, Helsinki, Finland*

Abstract: Companies and other organizations are increasingly using Internet-based platforms to participate their partners, customers and own employees in their innovation process to create or renew products and services. These projects often end up to disappointment as after an eager start the activity in platforms drop and the frequency of visits and idea submissions decrease. In this paper, the motivation of participants in open innovation platforms is studied. The research questions of the study are: (a) what motivates participants of informal communities in the Internet to use their time and efforts to contribute, and (b) what are reasons to decrease activity and contributions in these platforms? In this study, two cases of Internet-based informal development networks are studied. The one is a network developing open source

web content management systems in the Internet (Lepänen 2009). Data was gathered mainly from online source XOOPS.org, which discussions forum included over 270000 messages and news section contained over 4300 news with comments. Another online source used was sourceforge.net, where developers had discussions about development with thousands of messages. The other case is 'The Real-Time Economy community', which is the supporting public website of the RTE program. The core idea of the RTE community is to bring together people from different organizations related to real-time economy: experts, researchers, public sector, media, customers, and other interest groups. The idea is to have a community that creates, develops, and shares ideas, stories and practical case examples on digitalization, real-time processes, and new ways of working that can create value for organizations and the society. The data on RTE community was gathered by interviews and a survey. The results of case studies show that activities in the communities fluctuate. Participants seem to calculate the value of their input compared to output and hesitate in their evaluations of benefits to participate. In open source case internal contradictions of the network seem to decrease participation activity. The findings are discussed by using different motivation theories as potential frames of understanding the reasons why to contribute or not in these networks. The findings are compared with the results concerning traditional face-to-face communities.

COMPUTER GAMES, RECOVERY, AND WORK: A DIARY STUDY

Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Gorgievski, M.J., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: Recovery occurs when a person's functional systems called upon during work are temporarily relieved from the demands imposed on them, and turn back to baseline. Research has shown that both low-effort activities as well as high-effort activities including physical activities, social activities, and engagement in creative hobbies during after-work hours replenish one's energy resources and facilitate recovery. In the present study, we examined the impact of playing computer games on next day's recovery in the morning and flow during the workday. Daily recovery from job demands during after-work hours has been related to situational well-being at bedtime. Moreover, the empirical evidence shows that recovery experienced during off-job time is positively related to vigor, work engagement, and performance during the day at work. The replenishment of energy resources explains these

effects. We used these insights in the present study among employees who were also enthusiastic gamers. Based on the assumption that gaming may call upon the same functional systems as working, we hypothesized that gaming might contribute negatively to recovery. More specifically, we predicted that the duration of playing competitive (versus cooperative) games in the evening would have a negative impact on next morning's recovery and momentary well-being, and on next day's flow at work (absorption, work enjoyment, and intrinsic work motivation). A total of 41 gamers were recruited through the internet. They filled in a diary questionnaire for five subsequent workdays, three times a day (in the morning, in the afternoon, and at bedtime). The results of multilevel modeling analyses suggest that playing cooperative computer games may contribute to daily recovery, whereas playing competitive games drains employees' energy and undermines their recovery and flow at work.

DOES SMARTPHONE USE OBSTRUCT THE POSSIBILITY TO ENGAGE IN RECOVERY ACTIVITIES?

Derks, D.A.J.A., *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Brummelhuis, L. ten, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: This study focuses on the impact of the increasing use of smartphones in organisational life on daily employee recovery. The literature shows that work-home interference (WHI) is a complicating factor in achieving adequate recovery. Employees high on WHI put effort in their jobs during the time that might be used to recover from load effects that have been built up during regular work time. As a reaction to high WHI, employees may actively engage in recovering activities to accomplish recovery. We propose that the extensive use of smartphones with its implicit request of 24/7 availability inhibits the process of engaging in activities that are required for daily recovery. A total of 80 employees (40 smartphone users, 40 controls) completed a 6-day diary questionnaire over a time period of 2 weeks. The recovery experiences questionnaire (Sonnentag & Fritz, 2007) was reframed to measure recovery activities/strategies that aimed to achieve psychological detachment, relaxation, a feeling of mastery and control. We tested whether daily WHI was related to next day's recovery strategies. Results showed that for the control group, time 1 WHI was positively related to time 2 engagement in activities that result in psychological detachment, relaxation, mastery and control, whereas smartphone users facing

high WHI did not succeed in engaging in these activities. These results provide support for our hypothesis that smartphone users, when faced with high levels of WHI at time 1, are less successful in adopting recovery styles at time 2 than non smartphone users. This implies that the seemingly "innocent" way of being connected to work in the evening hours has consequences for how employees recover.

Presentations: Managing the Work-Life Interface

Main topic area: Work Time and Work-family

Location: 0.3 Copenhagen (8:30-9:45)

Chair: Ruderman, M.N., *Center for Creative Leadership, Greensboro, USA*

DECENT WORK: WORK-LIFE BALANCE AND MANAGING CONFLICTING COMMITMENTS

Anderson, S.M., *University of Hertfordshire, Hatfield, UK*; Stead, R. mr, *University of Hertfordshire, Hatfield, UK*

Abstract: The paper presented at the last EAWOP conference exhibited our work on the factors which determine Work Life Balance (WLB), and the dividing line is between organisational and individual responsibility. A 112 item questionnaire with 150 participants from public and private organisations (ratio 3:1) was used. Key findings of this research showed that 92% of people agreed that the locus of responsibility for achieving WLB lay with themselves, but that only 57% achieved it; also found was a significant difference in levels of self-responsibility between the public and private sectors (>private). The key determining factors were shown as: individuals were highly balanced people (i.e. emotionally balanced or FIT, using Fletcher and Stead's (2000) FIT definition), who felt in control of their lives, and recognised that responsibility lay with them. Having determined that FIT people are more likely to achieve WLB, our current study investigates the factors which determine whether or not FIT people will achieve it. Why don't all FIT people achieve WLB? It is likely that there are a number of motivators and drivers within themselves, in their family situation, and related to their place of work, which affect their choices. As Clutterbuck (2003) states in his definition of WLB, it is about people 'having the ability to make choices in the allocation of time and energy; knowing what values to apply to choices'. These are likely to be linked to contextual factors. Essentially

our research moves the debate about WLB onto one of Managing Conflicting Commitments. How do FIT people manage these dilemmas? Are there drivers/factors which cause them pro-actively to choose to be out of balance and/or which put pressure on an individual to subsume their personal preferences? Through the use of a questionnaire sent to both public and private employees, and structured interviews, it is hoped that the findings will inform realistic policy formulation on the subject of WLB, and aid Work Psychologist and HRM practitioners in their practice such that organisations and individuals may consider the choices they make about WLB in the context of explicitly understood influencing factors.

COPYCATS OR CREATORS?: EMPIRICAL MODELS FOR WOMEN TO PORTRAY NEW WORKING ROLES IN LIFE

Infante, E.R., *University of Seville, Seville, Spain*

Abstract: Societal advances inside postindustrial backgrounds allow and enforce a gender role exchanges between men and women (Perrons, 2003; Infante & Marn, 2005; Infante, 2007). Many women are making efforts to learn to participate in traditionally defined male settings to greater extend than in previous times both in quantity (employment rates) and in quality (higher organizational positions). In the case of men, they seem to timidly adopt new roles connected to social feminine expectancies such as tenderness, communication skills, or comprehensive attitudes. While this exchange could be seen as a positive and modern one, it often describes a subtle negotiation between social actors that gives primacy towards the powerful agents, that is, men (Daly, 2002; Cheng, 2005; Seddon, 2007). In this sense, women are more encouraged to copycat men's roles at work in order to enter in the organization while the adoption of family roles (in men) is normally delegated to third parties. Women's loyal assumption of male roles is also favouring those masculine concepts and social representations of (paid) work that consequently remain reinforced (long working hours, competitiveness, use of time, outcomes definition, etc.) (see, Lewis, 1994). In the present research I unveiled the facts that contribute to the copycat effect in working women and provide empirical data for new, genuine female roles that could create new concepts and social representations of the work activity. Data came from longitudinal audiovisual analyses of outstanding television materials from England and Spain programmes which also enabled transcultural comparisons. Most sound results indicated that the use of gender roles has historically served men to define work and non-work domains in male terms so as to create social perceptions

of incompatibility between women and the labour market. A 'blue-pink' mainstream discourse was identified that best suited males stereotype. Other data supported different social representations of gender: (1) 'soft man', (2) 'fashion man', (3) top working woman, and (4), State working women. The relationships of these new gender roles with work-family discourses will be discussed to provide ungendered roles for men and women to be promoted in modern societies never seen before.

MANAGING WORK STYLES: EXPLORING LINKAGES BETWEEN PERSONAL PREFERENCES FOR WORK-LIFE FLEXIBILITY AND WORK-FAMILY OUTCOMES

Ruderman, M.N., *Center for Creative Leadership, Greensboro, USA*; Kossek, E.E., *Michigan State University, East Lansing, USA*; Hannum, K., *Center for Creative Leadership, Greensboro, USA*; Braddy, P., *Center for Creative Leadership, Greensboro, USA*

Abstract: Organizations devote increasing resources to implementing work-life initiatives such as flexible work-life arrangements in order to attract and retain a talented workforce and to optimize workforce productivity (Kossek and Michel, in Press). Similarly, individuals find it difficult to keep up with workloads, hold onto their jobs, and have a satisfying life. Growing evidence suggests many challenges remain in effectively implementing work-life flexibility (Kelly, Kossek, Hammer, Durham, Bray, Chermack, Murphy, Kaskubar, 2008; Ryan and Kossek, 2008). One important reason for this implementation gap is that greater understanding is needed regarding the implications of the individual role in managing flexibility enactment (Kossek, Noe & DeMarr, 1999; Kossek, Lautsch & Eaton, 2005). This presentation, examines an under-emphasized aspect of the flexible work arrangement and work-life research and practical debate: the implications of variation in personal preferences for self-regulation of work-life flexibility and work-family outcomes (Kossek & Lautsch, 2008). Based on the pioneering work of Kossek & Lautsch (2008), we introduce an approach for assessing the individual's view of flexibility enactment. This perspective takes into account 1) the degree to which behaviors blur the boundaries between work and personal life, 2) the degree to which the individual has control over these boundaries and 3) the individual's personal value on work and family identities. Using a survey sample of nearly 600 managers from different companies, factor analytic methods were used to identify 5 measures reflecting this perspective (Behaviors Allowing Work to Interrupt Family, Behaviors Allowing Family to Interrupt Work, Boundary Control, and

Work-Orientation, and Family Orientation). Specifically, a CFA was conducted on half of the sample to test its specified factor structure and then cross-validated with the second half sample. Once the measures were finalized, a K-means cluster analysis was used to identify subtypes of approaches to work-life in the sample. A six cluster solution representing different combinations of boundary blurring behaviors, boundary control, and the primacy of work and family identities was found to be the most interpretable. A series of ANOVAs were performed to demonstrate that cluster membership could differentiate scores on a variety of outcomes measures such as psychological withdrawal and self-engagement.

THE DARK SIDE OF WORK-LIFE BALANCE INTERVENTIONS: PERCEIVED NEGATIVE CONSEQUENCES OF THE USE OF WORK-LIFE POLICIES

Ines, M.C., *University Pablo de Olavide, Sevilla, Spain*; Boz, M., *Universidad de Sevilla, Sevilla, Spain*; Lourdes, M., *Universidad de Sevilla, Sevilla, Spain*

Abstract: Researchers and practitioners have been increasingly interested in the benefits of work-life policies for both organizations and employees. Specifically, most researchers draw upon the norm of reciprocity and the social exchange theory to explain the mechanisms linking employees' use of work-life policies and employees' positive attitudes and behaviors within organizations. However, despite a noticeable growth in work-family policies adoption and research, critics have argued that there might be also detrimental effects stemming specially from the utilization of work-family policies. In this sense, empirical evidence on the benefits of employees' objective use of work-life policies is still scarce and rather inconclusive. In fact, many studies have failed to find a positive relationship between the use of work-life policies, perceived organizational support, organizational commitment, work-family conflict and enrichment. Mainly, researchers have explained this lack of positive link between the use of work-life policies and positive outcomes in terms of methodological issues, such as the low indexes of work-life policies utilization or imprecise measurement of the use of work-life policies. Despite acknowledgment that work-life policies take-up or devoting time to family responsibilities may be associated to negative career consequences, current research has failed to consider employees' perceptions of negative consequences of work-life policies utilization. We posit that the lack of a positive link between the use of work-life policies and positive attitudes and behaviors may happen due to the perceptions of a hindering

work-family culture within organizations. In a study conducted among 287 employees in a Spanish firm, we analyzed the consequences of work-life policies utilization to perceived work-family culture, employees' experience of work-to-family conflict and engagement. We found evidence for a full mediation effect of hindering work-to-family culture between the use of work-life policies and employees' levels of work-to-family conflict and engagement. Specifically, our data shows that the use of work-life policies is related to the perception of a hindering work-family culture, which in turn is related to increased levels of work-to-family conflict and reduced levels of engagement. Finally, our results raise the awareness for refining the analysis of the relationship between work-life policies utilization and perceived work-family culture within organizations.

IS WORK-LIFE CONFLICT A FIRST STEP TO WORK ADDICTION? AN EXPLORATION OF WORKAHOLISM'S TYPES AND ITS CHANGES OVER TIME.

Malinowska, D., *Jagiellonian University, Cracow, Poland*; Jochymek, S., *Jagiellonian University, Cracow, Poland*; Tokarz, A., *Jagiellonian University, Cracow, Poland*

Abstract: Work addiction is still an unrecognized issue in terms of variety of types it takes. In the literature there are some propositions of workaholism's typologies (e.g. Scott, Moore and Miceli, 1997; Naughton, 1987), however they need an empirical evidence. Two studies were conducted to explore types of workaholism and its changes over time. In the first one answers were derived from 137 managers and in the second one data were collected from 83 employees in two stages (7 months' interval). In our first study we identified three dimensional structure of workaholism: behavioral, cognitive and emotional that was consistent with the theoretical proposition of Ng et al. (2007). Using cluster analysis we identified two types of workaholics which differ in the level of three workaholism's dimensions. The first type was characterized by the high level of behavioral indicators: hours spent on work and work-related activities as well as time-based conflict between work and other life domains. Those non-obsessive workaholics experienced positive emotions towards work, enjoyed their work and had rather positive evaluation of subjective well-being. The second type of workaholic had the high level of cognitive indicators, e.g. lack of control over work, drive to work, assumptions about work. Those obsessive workaholics presented the low level of subjective well-being. In the second study, that was taken in two stages over a period of seven months, it was revealed that changes in the level of

workaholism's indicators occurred only for cognitive ones. The current research confirmed existence of two types of workaholics and that cognitive indicators of workaholism increased over time. Further longitudinal research is recommended to explore the dynamics of the changes within workaholism's types. There is a need for organizations to understand deeply the nature of work addiction to make correct decisions on work-life balance interventions. HR Managers are suggested to introduce organizational culture that promote more balanced priorities and healthier lifestyle, to develop mentoring and peer coaching programs that enable employees to get feedback on their behavior and to inform employees about different workaholism's indicators and types.

Presentations: Employee Well Being - Well Being at Work

Main topic area: Employee Well Being

Location: 0.4 Brussels (8:30-9:45)

Chair: Laschinger, H.K.S., *The University of Western Ontario, London, Canada*

PREDICTORS OF NEW GRADUATE NURSES WORKPLACE WELLBEING: TESTING THE JOB DEMANDS-JOB RESOURCES MODEL

Laschinger, H.K.S., *The University of Western Ontario, London, Canada*; Finegan, J., *The University of Western Ontario, London, ON, Canada*; Wilk, P., *The University of Western Ontario, London, ON, Canada*

Abstract: New graduate nurses' transition to their work is a stressful experience. Heavy workloads and bullying experiences are frequently reported job demands that threaten the workplace health and retention of this valuable human resource. This study tested the expanded Job Demands-Job Resources Model by examining the influence of job demands (workload and bullying exposure) on burnout and mental health and the influence of job resources, (support for professional practice and job control), in combination with a personal resource, psychological capital, on work engagement and turnover intentions. All variables were measured using standardized questionnaires. We tested the model using data from the first wave of a longitudinal study of newly graduated nurses (defined as less than 3 years of experience) in acute care hospitals across Ontario. Of the 1400 questionnaires mailed, 647 were returned in the first wave of which 420 were usable

and met the new graduate criteria. Structural equation modeling was used to test the model. Job and personal resources were modeled as a motivational process predicting engagement and low turnover intentions. Job demands were modeled as a health impairment process predicting burnout and poor mental health. The final model fit statistics revealed a reasonably adequate fit ($\chi^2 = 160.42$, $df = 16$, $IFI = 0.90$, $CFI = 0.90$, $RMSEA = .15$). Workload demands and bullying experiences were significantly related to emotional exhaustion ($\beta = -.39$ and $\beta = .29$, respectively), which in turn, was significantly related mental health ($\beta = .45$). Job resources variables (support for professional practice and job control) were significantly related to work engagement ($\beta = .18$ and $\beta = .17$, respectively) which in turn was significantly related to lower turnover intentions ($\beta = -.25$). Personal resources (psychological capital) was also significantly related to work engagement ($\beta = -.38$). However, psychological capital also had significant influences on emotional exhaustion ($\beta = -.21$) and mental health ($\beta = -.26$). The model suggests that managerial strategies targeted at specific job demands and resources can create workplace environments that promote work engagement and prevent burnout in order to support the retention and well-being of the new graduate nurse population.

THE JOB DEMANDS-CONTROL MODEL AND EMPLOYEE WELL-BEING: ROLE OF PROMOTION AND PREVENTION REGULATORY FOCI

Akhtar, S., *City University of Hong Kong, Kowloon, Hong Kong, China*; Lee, J.S.Y., *City University of Hong Kong, Kowloon, Hong Kong, China*

Abstract: The Job Demands-Control model has been widely used for explaining employee well-being. This study aimed at extending this model by testing the moderating role of employees' promotion and prevention regulatory foci to explain the interactive effects of job demands and job control on job engagement and emotional exhaustion. Using computer aided telephone interviews, data were collected from 892 randomly selected full-time working adults across major occupational categories in Hong Kong. Results obtained from the moderated regression analysis indicated that among promotion focused employees with high job control, job demands had a stronger positive relation with job engagement and a stronger negative relation with emotional exhaustion. In contrast, among prevention focused employees with high job control, job demands had a stronger negative relation with job engagement and a stronger positive relation with emotional exhaustion. Results suggest that high job control

can have positive consequences for well-being among employees with promotion focus rather than among employees with prevention focus. The findings have practical relevance for designing and implementing organizational interventions aimed at providing high job control to employees. In such interventions, regulatory foci may be given due consideration in the selection and motivation of employees for promoting job engagement and reducing emotional exhaustion in the workplace.

A FAMILY-ENRICHED PERSPECTIVE ON THE JOB-DEMANDS RESOURCES MODEL

Lo Presti, A., *Seconda Università degli studi di Napoli, Caserta, Italy*; Nonnis, M., *Università Degli Studi di Cagliari, Cagliari, Italy*

Abstract: The Job-Demands Resources model (Bakker & Demerouti, 2007) provides a framework for examining the relations between work environments variables, individual factors and personal outcomes such as well-being and work engagement. Its authors distinguish between three classes of antecedents: job demands, namely those physical, psycho-social and organizational aspects of the job that are associated with physiological and/or psychological costs, job resources that may: be functional in achieving work related goals, reduce the effects of job demands, and stimulate personal growth and development; and, more recently, personal resources, that can be considered as individual variables which motivate and facilitate goal-attainment (van den Heuvel, Demerouti, Schaufeli & Bakker, 2010). The JD-R model recalls the Positive Organizational Behavior approach (Luthans, 2002), in turn grounded on the Positive Psychology Paradigm (Seligman & Csikszentmihalyi, 2000). On the same paradigm, relies the construct of Work-Family Enrichment (WFE) which, according to its authors (Greenhaus & Powell, 2006) refers to the fact that work and family each provide individuals with positive resources such as enhanced esteem, income, and other benefits that may help the individual better perform across other life domains. The objective of the present study is to test the validity of the JD-R model on a sample of Italian workers, moreover adding the WFE as explanatory variable. The study was carried out on a sample of 730 Italian employees; it evaluated: perception of organizational change, occupational uncertainty, workload, job autonomy, coworker support, supervisory support, optimism, occupational self-efficacy, WFE, strain and work engagement. Results are consistent to the JD-R literature; Job demands and Job Resources are differentially associated with strain and

engagement, moreover specific Personal Resources mediate some relations between Job Demands and strain and engagement. Family to Work and Work to Family Enrichments add more power to the interpretation of results, being associated with most of the study variables. In conclusion, evidences are important both from a theoretical point of view (supporting the validity of the JD-R model to the Italian context) and a practical one since it stresses a series of variables that can be manipulated, via field interventions, to improve employees' engagement and well-being.

THE SPIRALING ROLE OF EFFICACY BELIEFS IN THE PREDICTION OF ENGAGEMENT AND FLOW

Llorens, S., *Universitat Jaume I, Castellón, Spain*; Salanova, M., *Universitat Jaume I, Castellón, Spain*

Abstract: Taking Bandura's Social Cognitive Theory we argue how efficacy beliefs (self-efficacy, perceived collective efficacy) reciprocally influence well-being: engagement and flow experiences in the sharp of spirals and cycles through 4 studies on employees and workgroups by Structural Equation Modeling. Study 1 among 110 university students investigates the causal relationships between two Information & Communication Technology resources (time control, method control), efficacy beliefs and engagement. Results showed that efficacy beliefs mediate the relationship between task resources and work engagement, which increase personal and task resources through a gain cycle. In Study 2 it was tested how efficacy beliefs reciprocally influence activity engagement through their impact on positive affect (enthusiasm, satisfaction, and comfort) over time in another lab and longitudinal study (three-waves) among 100 university students working in groups. Results showed efficacy beliefs increase over time due to engagement and positive affect by a gain spiral. In Study 3 (258 secondary school teachers) the relationship between personal and organizational resources and work-related flow in a 2-wave study was tested. Results showed that personal (self-efficacy) and organizational resources (social support climate, clear goals) facilitate work-related flow, which has a positive influence on personal and organizational resources by cycling of self-efficacy and flow. Finally, Study 4 extended Channel Model of Flow (Csikszentmihalyi, 1975) in workgroups by including collective efficacy beliefs as a predictor of collective challenges and skills combination, and the collective flow experience itself. Results in two-wave longitudinal lab study with 250 student workgroups showed the fit of the extended Channel Model including collective efficacy beliefs as antecedent of collective flow. Furthermore, the

more collective efficacy beliefs, the more collective flow and higher levels of challenge X skills were obtained. Finally, a cross-lagged reciprocal influence of T1 collective efficacy beliefs on T2 collective flow, and vice versa was found. For practical implications exercises to promote efficacy beliefs and positive affects (managing affect) are good interventions to boost engagement and flow among employees and workgroups by spirals and cycles. According to Bandura (1999) people and groups rely on their capabilities to do things and consequently well-being enhances, which in turn promote again efficacy beliefs.

Presentations: Ethics and Values at Work

Main topic area: Organizational Behavior

Location: 0.5 Paris (8:30-9:45)

Chair: Game, A.M., *University of East Anglia, Norwich, UK*

THE GROUNDED COGNITION OF ETHICALITY: A QUESTION OF SYMMETRY

Quaquebeke, N. van, *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Giessner, S.R., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*

Abstract: The basic argument of grounded cognition theorizing is that human cognitions are to a large part rooted in mere sensual perceptions and not only the result of people's elaborate thinking. Research in that tradition finds, for example, that the abstract concept of power is tied to bodily or visual experiences of verticality, or that holding cups of either warm or iced coffee influences how people rate someone else's personality. The present research builds upon the same line of grounded cognition theorizing only that we seek to explain the abstract concept of "ethicality", in particular the ethicality ascribed to different companies. We predicted that because visual symmetry symbolizes equality and balance (as proxies of fairness and ethicality in Western cultures), a company logo's symmetry should be related to the company's perceived ethicality. A study with Fortune500 company logos supports our theorizing. Logo symmetry indeed predicted the ethicality participants ascribed to each company, and this effect even held when we controlled for attractiveness of the logos, their darkness, and whether companies were known to participants. Two further experimental studies support our argument in that the symmetry of

logos influence a) how ethical corporate messages are perceived and b) whether ethical people are assumed to work in the company. A consequence of this might be that companies which operate in muddy waters want their logos (re)designed to be more symmetrical. Other consequences which might pertain to the wider public or journalists will be discussed with the audience.

A MEDIATION MODEL OF ATTITUDES TOWARD AFFIRMATIVE ACTIONS FOR WOMEN

Moscoso, S., *University of Santiago de Compostela, Santiago De Compostela, Spain*; Garcia-Izquierdo, A., *University of Santiago de Compostela, Santiago de Compostela, Spain*; Bastida, M., *University of Santiago de Compostela, Santiago de Compostela, Spain*

Abstract: Attitudes towards affirmative actions (AAPs) for target groups has been an issue that has aroused the interest of researchers since the eighties (Bobo, 1998, 2000; Harrison et al., 2006; Krings et al., 2007), with many studies focused on racial groups (Blacks, Hispanics), rather than on women. Most studies have been focused on analyzing different variables (e.g. self-esteem, belief of fairness, self-interest) that could either moderate or mediate the relationship between the characteristics of the target group and attitudes toward AAPs. (e.g., Beaton & Tougas, 2001; Harrison et al., 2006; Konrad & Hartmann, 2001; Krings et al., 2007). Other two characteristics of these studies are that they were mainly carried out with samples of students (not of workers) and that they were conducted in the U.S. or Canada. Therefore, it seems relevant to extend the studies about attitudes toward women to other countries beyond the USA or Canada in order to confirm if there are differences in attitudes toward AAPs across countries and cultures. This paper tests a mediation model of the relationship between gender and attitudes towards AAPs for working women. Five mediation variables were considered: unfairness perception about the situation of working women, perceived threat to the non-designated group, self-esteem, and gender self-concept (masculinity and femininity dimensions). 192 women and 128 men who have different jobs responded to a survey. ANOVA and multiple regression analysis supported the stated hypotheses. We conclude that gender affects the attitudes toward AAPs for women but its effects are mediated by unfairness perception about the situation of working women, perceived threat to the non-designated group (men in this case), and femininity dimension of the gender self-concept. Masculinity and self-esteem do not significantly correlate with attitudes towards attitudes toward affirmative actions. The implications of

these results for research and practice were discussed.

FAMILY BUSINESS ORGANIZATION WORK VALUES

Cubico, S., *University of Verona, Verona, Italy*; Buziol, P., *Patrizia Buziol-Consultant Work and Organizational Psychology, Padova, Italy*; Togni, M., *University of Bergamo, Bergamo, Italy*

Abstract: Owner-managers are the decision makers in family businesses. Their personal beliefs and value systems create a framework that guides adoption and rejection of goals and consequent behaviour: family business management is influenced by the beliefs and values of the decision-maker (owner). The present research intends to emphasize the link between owners' work values and selected organizational choices in daily management. We have involved a group of 180 northern Italian micro, small and medium sized family businesses in different sectors. In particular, 127 Senior owners (average age: 54.44; s.d.: 11.18) and 166 corresponding Junior (age average: 32.66; s.d.: 7.70) are involved to analyze the differences in work values between generations, and a subgroup of 100 decision makers in the family businesses are implicated in the analysis of the relations between values and decision. The image of work that emerges in the values seems different needs in the two generations: it is a place in which it is possible to realize one's own lifestyle and to create significant relationships with culture identity for Seniors, and it is an environment in which Juniors can realized themselves and be involved in networks. We have found that specific orientation work values emerge which are significantly related to specific organizational choices: entrepreneurs who are more self-oriented seem more inclined to diversify organizational choices concerning personnel, company networks, and the marketplace to a greater extent; those who are more oriented towards others invest in training of collaborators and in external communications; choosing to hire younger employees or those 'lifted' from other companies characterize those who are oriented to challenges at a higher level; Orientation to Challenge is positively correlated with the indicators of the enterprise size (turnover and number of employees). These considerations have implications for the ongoing choices and future of numerous family businesses.

FROM HEROES TO VILLAINS: ARE IRISH BANKERS OUR NEW DIRTY WORKERS?

Pearson, J., *Kemmy Business School, University of Limerick, Limerick, Ireland*; Hammond, M., *Kemmy*

Business School, University of Limerick, Limerick, Ireland; Kehoe, L., *Kemmy Business School, University of Limerick, Limerick, Ireland*; Healy, K., *Kemmy Business School, University of Limerick, Limerick, Ireland*; Furlong, G., *Kemmy Business School, University of Limerick, Limerick, Ireland*

Abstract: Dirty workers, such as funeral directors and garbage collectors, have to cope with the stigma of working in occupations in which others think, 'How can you do that?' Even though these jobs are thought to be necessary and important, the people who perform them are thought to be tainted or dirty (Hughes, 1951; Ashforth et al. 2007). We ask: Are banking employees the newest dirty workers? And if so, what impact does this stigma have on their self-concept and work attitudes? Since 'dirtiness is a social construction' (Ashforth & Kriener, 1999, p. 415), it is inherently linked with current social perceptions. The world is currently undergoing its worst economic crisis since the 1930s. While many factors have contributed to the crisis, the banking sector has been blamed for its irresponsible risk-taking, excessive lending and disproportionately high bonuses (Senddanyoye, 2009). This has led to a backlash towards banking employees: in Ireland, 76% of Irish Bank Officials' Association members reported in an online survey that they had been abused by the public since the start of the crisis (IBOA, 2009). Using the dirty work lens, this paper presents three studies of banking in the current economic situation. First, extending the work of Ashforth et al. (2007) we surveyed the general public and found that many banking jobs are perceived to be morally and socially tainted. Second, through semi-structured interviews, banking employees reported they are 1) hiding their occupational identity when possible; 2) dealing with abusive customers; 3) finding it hard to cope; and 4) planning to leave the industry once the economy recovers. Finally, a quantitative survey revealed that banking employees who perceive higher levels of taint also report lower levels of affective commitment and higher levels of continuance commitment. From a practical perspective, our results may inform several areas in need of focus in the recovery from the current economic situation: 1) helping employees cope with negative public perception; 2) developing a new identity; 3) instilling employee commitment. The literature on normalising dirty work may provide some useful insights.

MORE THAN MEETS THE EYE: THE INTERACTION OF CULTURAL VALUES AND ATTACHMENT ANXIETY ON SELF-REPORTED WORK ATTITUDES

Game, A.M., *University of East Anglia, Norwich, UK*; Crawshaw, J.R., *Aston University, Birmingham, UK*

Abstract: The aim of this research was to investigate the influence of national culture and attachment anxiety on self-reported work attitudes (i.e. turnover intentions and organisational trust). Attachment anxiety is a stable individual difference in which a negative model of the self guides emotions, cognition and behaviour in social contexts. Preliminary evidence (Hardy & Barkham, 1994; Hazan & Shaver, 1990) indicates that higher attachment anxiety predicts negative job attitudes, including dissatisfaction with job security, recognition and opportunities for advancement, and also problems in work relationships. Hence, it was hypothesised that attachment anxiety would be positively related to turnover intentions, and negatively related to trust in the organisation. To date, findings are based on Western (individualist) cultures, yet there is a higher incidence of attachment anxiety in East- and South-East Asian (collectivist) nations (e.g. Wei et al., 2004), where validation of the self is more dependent on the approval of others (Schmidt et al., 2004). Additionally, collectivist values are concerned with maintaining group harmony such that the expression of negative views, which could imply social disapproval, is discouraged. In contrast, expressing social disapproval is not sanctioned in individualist cultures (Cheng & Kwan, 2008). It was therefore predicted that the relationships between attachment anxiety and the dependant variables would appear stronger for people in individualist cultures. An on-line questionnaire survey was completed by distance-learning MBA students (N=414) in current, full-time employment in their home nations. Using the GLOBE framework, two cultural clusters were constructed: Asian-Collectivist (N=209) and Anglo-Individualist (N=205). For organisational trust, both hypotheses were supported. No direct relationship was found between attachment anxiety and turnover intentions. However, significant, and opposite, effects of attachment anxiety on turnover intentions were found between cultures. In collectivist cultures, reported turnover intentions decreased as attachment anxiety increased; in individualist cultures, turnover intentions increased as attachment anxiety increased. Together these findings are consistent with the view that collectivism prohibits the expression of social disapproval, or disloyalty to the group. Awareness of these differences is important for managers of

culturally diverse workforces who wish to monitor employee attitudes: anxiously attached employees from collectivist cultures may be suffering in silence'.

Symposium: Creating a decent workplace: how can style differences play a role?

Main topic area: Human Resource Management

Location: 0.6 Madrid (8:30-9:45)

Chair: Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: A major challenge for work and organisational psychology research is to understand the impact of individual and situational factors on organisations and people in work settings (D'Amato & Zijlstra, 2008; Miron, Erez, & Naveh, 2004). One individual characteristic studied intensively in this context is intellectual styles, which is an umbrella term used to refer to related concepts such as 'thinking styles', 'cognitive styles', 'learning styles', and 'approaches to learning' (Zhang & Sternberg, 2005, 2009). This symposium will present a comprehensive overview of the field, by providing a historical review, theoretical and methodological perspectives, a discussion of applications of styles in the workplace, and a critical perspective. Specific interests in style in the field of management and organisational behaviour grew rapidly during the 1980s (Hayes & Allinson, 1994), as cognitive and learning styles were increasingly seen as a critical intervening variable in work performance. Streufert and Nogami (1989) suggested that cognitive styles can play an important role in clarifying why some people continually perform well even when transferred between jobs or tasks, while others (with equal intelligence, experience, and training) perform well in one situation but fail when placed in another setting. Styles continue to provide a much needed interface between research on cognition and personality (Riding & Rayner, 1998; Sternberg & Grigorenko, 1997) and show a great deal of promise for the future in helping us understand some of the variation in job performance (Armstrong & Cools, 2009; Hayes & Allinson, 1994; Sadler-Smith, 1998). This symposium will therefore provide an overview of applications of style in the workplace and suggest useful ways to further stimulate relevant future research. The first presentation will provide a four-decade historical review, bringing a summary of empirical insights about the impact of cognitive styles on organisational behaviour and management. Next, three diverse empirical studies will be presented, each focussing on a specific application of

style differences in the workplace. The first one addresses the link between cognitive styles and attitudes toward telework. The second study focuses on cognitive styles and LMX as mediators in managerial tacit knowledge transfer. The third study looks at ways to increase our understanding about the quality of learning at the workplace through an investigation of how future engineers engage in cognitive and regulative activities during their internship in companies. To conclude the symposium, a conceptual model, will be presented as a way to advance applied style research. As intellectual styles have important implications not only for how individuals in organisations perceive and process information, but also for how they solve problems, take decisions, learn, and relate to others, insights from this symposium can be highly valuable for contemporary organisations that aim to create a decent workplace.

COGNITIVE STYLES IN THE WORKPLACE: A FOUR-DECADE REVIEW

Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: The first contribution focuses on the implications of cognitive styles for organisations in general by looking at strategic and human resource management aspects, situated in the area of person-environment fit research on the one hand, and entrepreneurship and innovation on the other hand. Furthermore, it elaborates on the influence of cognitive styles on people's day-to-day workplace behaviour. The link between cognitive styles and task-oriented behaviour (i.e., decision making) and people-oriented behaviour (implying teamwork and interpersonal relationships) is discussed. Based on this historical review implications for research and practice are discussed and four general recommendations for future in the area are suggested: (1) increase the number of qualitative and mixed-method studies, (2) stimulate a longitudinal perspective to examine the malleability and impact of styles in occupational settings, (3) encourage a better contextualisation of style research through field research and international comparative studies, and (4) replicate and extend findings of previous research using different style instruments. These recommendations can stimulate further insights about the impact of the context on people with diverse cognitive styles in diverse settings.

ATTITUDES TO WORKING FROM HOME AND COGNITIVE STYLE

Graff, M., *University of Glamorgan, UK*

Abstract: Currently, many organisations face economic pressures requiring them to modify the way in which they operate. One way to do so is implementing a system of home working, easily facilitated by modern communication technologies. However, while the financial and environmental benefits are clear, the psychological effects of home working are not fully understood. For example, while home working offers greater autonomy, employees may become confused about time management issues, such as when not to be working at home. Furthermore, employees need to self-reference against others to attain the correct level of working. Consequently, home workers may find such working conditions stressful (Hopkinson & James, 2003), and when problems arise, the social isolation may become a problem. In addition, there is evidence that cognitive styles become manifest via an individual's social behaviour, in that some individuals display more autonomous behaviour patterns, while others need to function in an environment which is more socially driven (Graff, Sheehan, Copner, & Clark, 2009). Accordingly, it is suggested that individual differences in cognitive style may be a pertinent factor to consider when striving towards a better insight about which individuals may operate more favourably under a home working regime. This preliminary study (N = 176) found that many respondents reported that they preferred to work from home when taking on tasks requiring time and space without interruption. However, they also reported that social interaction at work was a salient and necessary part of their working environment, and that it is an important part of their lives. From a psychological perspective, cognitive style differences and how they impact a person's attitude to work from home were also investigated. The study revealed that intuitive subjects revealed less favourable attitudes to working from home than the analytic ones. Organisations can use these findings to design effective working environments that satisfy the needs of people with diverse attitudes to home working and taking into account cognitive style differences.

MANAGERIAL TACIT KNOWLEDGE TRANSFER AND THE MEDIATING ROLE OF LEADER MEMBER EXCHANGE (LMX) AND COGNITIVE STYLE

Abdul Hamid, Z., *Hull University Business School, UK*; Armstrong, S.J., *Hull University Business School, Hull, UK*

Abstract: The ability of an organisation to create and share knowledge is one of the key sources of competitive advantage for many of today's organisations (Argote, 2000; Dyer & Singh, 1998). New knowledge is created

through interactions between explicit and tacit knowledge (Nonaka & Takeuchi, 1995). Drawing on Polanyi's (1966) distinction between explicit and tacit knowledge, it is clear that the former can be transferred with relative ease, especially using recent advances in information technology. Sharing tacit knowledge on the other hand requires a relationship that involves dense, long-term social interactions (Dyer & Singh, 1996; Lei, 1997). Significant difficulties are known to be associated with this type of knowledge transfer (Brown & Duguid, 2001). This has often been referred to as 'internal stickiness' (Szulanski, 1996) and is believed to be due to several factors. This study examines difficulties associated with the transfer of managerial tacit knowledge in dyadic relationships involving senior and middle level managers in the Malaysian public sector. After examining previous literature in the field it is hypothesised that the stickiness of knowledge transfer may be associated with the quality of leader-member exchange relationships, especially between leaders and their 'in-group' versus 'out-group' members. For example, in-group relationships are associated with higher levels of trust, respect and obligation compared with out-group relations. This is expected to lead to higher quality exchanges and concomitant improvements in the transfer of managerial tacit knowledge. Another construct known to be associated with the quality of dyadic relationships is cognitive style (Armstrong, 1999). Cognitive style refers to individual differences in ways of perceiving, organising and processing information and differences in ways in which individuals solve problems, take decisions and relate to others. It is hypothesised that individual differences and similarities in cognitive style will also mediate the transfer of tacit knowledge between leader and subordinate. The research employed a quantitative approach using survey methods. Instruments used in the study included a measure of knowledge transfer stickiness (Szulanski, 1996), Leader Member Exchange (LMX7) (Graen & Uhl-Bien, 1995), Tacit Knowledge Inventory for Managers (TKIM) (Wagner & Sternberg, 1989), and the Cognitive Style Index (CSI) (Allinson & Hayes, 1996). The survey was administered to 1500 managers in the Malaysian Public Sector and 522 completed surveys were returned representing a response rate of 34.8%. Results from a final sample size of 402 dyadic relationship comprising senior managers and their immediate subordinates will be reported in this seminar. It is expected that this study will bring new insights to the domain of tacit knowledge transfer, leadership and cognitive style.

INDIVIDUAL DIFFERENCES IN LEARNING DURING INTERNSHIP IN ENGINEERING EDUCATION

Donche, V., *Institute of Education and Information Sciences, University of Antwerp, Antwerp, Belgium*; Gijbels, D., *Institute of Education and Information Sciences, University of Antwerp, Belgium*; Bossche, P. van den, *Institute of Education and Information Sciences, University of Antwerp, Antwerp, Belgium*; Verbeke, H., *Institute of Education and Information Sciences, University of Antwerp, Belgium*; Petegem, P. van, *Institute of Education and Information Sciences, University of Antwerp, Belgium*

Abstract: In many professional fields, internships are provided as an indispensable part of the education towards professional competence. It is suggested that the confrontation with the workplace triggers learning. To increase our understanding of the quality of learning at the workplace we investigated how future engineers differ in their engagement in cognitive and regulative activities during their internship in companies. Using the framework of dynamic sources of regulation of student learning during internship (Oosterheert & Vermunt, 2001) we aim to broaden current understandings about the quality of self-regulation and knowledge construction in workplace learning contexts. In an exploratory study we questioned how individual differences in learning are present among engineering students (N = 66) taking part at a long term internship during engineering education. Hereto, a selection of scales of the ILTP-questionnaire (Oosterheert, Vermunt, & Denessen, 2002) used to map differences in student teacher learning during internships was translated to the specific context of learning during engineering internships. The results of this study indicated a considerable variety in how students regulate their learning and how they construct knowledge during internships. Five different dimensions of knowledge construction (KC) were distinguished: (1) KC through external regulation; (2) KC through self-regulation, (3) KC by actively relating theory to practice, (4) KC in close collaboration with co-workers, and (5) no knowledge construction or avoidance behaviour. The ways in which engineering students learn were also found to be associated with their motivational drive. Especially mastery oriented students undertake active and self-regulatory learning activities when learning at the workplace and they learn in close interaction with colleagues, which is in line with the research body on students' approaches to learning and achievement goal theory. This study demonstrates the multi-dimensionality of regulation behaviour and knowledge construction during internships at the work-

place. The practical relevance of this study can be situated on different levels. First of all, the study provides further evidence for a valid, reliable, and convenient questionnaire to map different cognitive and regulative activities among learners during internships at the workplace. Second, the results point at the importance of taking individual differences in learning into account when (re-)constructing decent workplaces for learning.

ADVANCING APPLIED STYLE RESEARCH: INTEGRATING KNOWLEDGE PRODUCTION, UNDERSTANDING AND IMPACT IN HUMAN RESOURCE DEVELOPMENT?

Rayner, S., *Oxford Brookes University, UK*

Abstract: The concluding presentation of the symposium brings a critical review of contemporary research and a case for developing theory and practice associated with style differences in cognition, learning, and management. It draws upon the fields of individual differences and cognitive psychology, knowledge management, and a philosophy of social science research to develop a conceptual framework for advancing applied research relevant to understanding the nature of personal performance in organisational and workplace settings. It identifies the need for a deliberate approach to theory building allied to extending working practices in human resource development. The approach, utilising theories of situated and distributed cognition and the framework of a pragmatic research methodology, is aimed at better understanding the nature of professional and organisational learning, knowledge management, and work-place diversity. A need for paradigm shift in both style and human resource development (HRD) research epistemology is identified as a key aspect to advancing applied research. A conceptual framework is offered as a tool for deepening our understanding, and realising a further integration and application of theories of knowledge management, ethics, educational and organisational psychology. The framework reflects a pragmatic research methodology for use in style differences research and human resource development. It is argued that if this approach is adopted, impact rests in an integrative method for further enhancing professional learning, domain knowledge, and the notion of the thinking practitioner. This potential for impact, finally, lies in advancing style research as a leading contribution to an inclusive management of personal diversity in the workforce.

Symposium: PE-Fit Symposium, part I-PE Fit and Misfit: Exploring different perspectives and assumptions

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (8:30-9:45)

Chairs: Inceoglu, I., *SHL Group Ltd, Thames Ditton, UK*; Segers, J.M.J., *University of Antwerp, Antwerp, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Together with the person-environment fit symposium part II ('Different measures, different outcomes: Assessing person-environment interactions and the consequences of fit'), this symposium provides an overview of diverse perspectives and issues in PE fit research. Adopting different operationalisations of fit, the objective is to explore and question some fundamental assumptions about fit and misfit: How can different response conditions influence people's perceptions of fit when they are in a job? Does personality-vocation fit vary across different cultures? Are fit and misfit distinct constructs and do we need to redefine what we mean by misfit? The first paper by Inceoglu and Warr investigates whether using two different response formats to measure person-job fit influences relationships between fit, job satisfaction and engagement. Results indicate that a direct comparison between wanted and perceived amounts of a job feature might lead to a stronger focus on perceived fit and the deviations from the desired ideal, rather than the constructs separately (wanted and perceived amount). The second paper by Boone, Segers and Inceoglu takes a closer look at vocational fit by testing the proposition that the strength of person-vocation fit is moderated by individualism versus collectivism of national cultures. The third paper by Billsberry argues that 'fit' is a value-loaded term, implying positive outcomes such as satisfaction and commitment, and that this perspective should be extended by trying to better understand 'misfit' and defining it in terms of a psychopathology. Talbot and Billsberry explore individual perceptions of organizational fit and misfit in a qualitative study and show that from an employee perspective fit and misfit are not bipolar constructs. Implications of the findings are discussed for future research and practical applications. Key words: PE fit, Values

MEASURING PERSON-JOB FIT WITH TWO DIFFERENT RESPONSE FORMATS IN RELATION TO JOB SATISFACTION AND ENGAGEMENT

Inceoglu, I., *SHL Group Ltd, Thames Ditton, UK*; Warr, P., *Institute of Work Psychology, University of Sheffield*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: As Edwards, Cable, Williamson, Lambert and Shipp (2006) observe, more research is needed to better understand how perceptions of people about themselves and their environment flow into combined perceptions of PE-fit. This paper investigates whether using two different response formats to measure person-job fit influences relationships between fit and two forms of well-being: job satisfaction and engagement. Two studies (N1=1038, N2=840) were conducted in which respondents reported how much of a job feature they would like in their ideal job (wanted job feature), and using the same item content, how much of each feature was present in their current job (the perceived level of an actual job feature). In study 1, corresponding wanted and actual job feature items were paired. In study 2, respondents were first presented with all wanted job feature items and then with all actual job feature items (unpaired comparison). Respondents also indicated how engaged they felt and satisfied with their job. To examine relationships with fit a range of multiple hierarchical regression analyses were applied including quadratic polynomial regression (Edwards, 2007). Results showed that when presented with paired items, respondents were more likely to want more of a feature than present. Although the pattern of results showed some overlap across the two response conditions, some differences were found, indicating that a direct comparison between wanted and perceived amounts of a job feature might lead to a stronger focus on perceived fit and the deviations from the desired ideal, rather than on the constructs separately (wanted and perceived amount).

PERSON-VOCATION FIT: THE MODERATING ROLE OF NATIONAL CULTURE.

Boone, Ch., *University of Antwerp, Antwerpen, Belgium*; Segers, J.M.J., *University of Antwerp, Antwerp, Belgium*; Inceoglu, I., *SHL Group Ltd, Thames Ditton, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The aim of this research is to test the proposition that the strength of the person-vocation fit relationship is moderated by individualism versus collectivism of national cultures. Holland (1997) predicted,

and much evidence has corroborated, that individuals will search for and enter work environments that fit their personality. As Nauta 's (2010) review reports: "there is strong evidence that congruence predicts individuals' choices of ... and persistence or stability in ... occupations. In addition, people who change jobs frequently shift to ones that are more congruent with their personalities." (p.15). In the cultural psychology literature, however, evidence is accumulating suggesting that personality traits have less utility for predicting individual behavior in collectivistic cultures (see Heine and Buchtel for a summary, 2009). In individualistic cultures, people are mainly concerned with self-enhancement which contributes to self-esteem and feelings of self-worth. There is a strong focus on personal development and the achievement of positive outcomes, which are generally attributed to the fixed abilities of a context independent personality. In collectivistic cultures people define themselves in relationship to others. They have an interdependent self-concept, implying that their "true self" is a context-sensitive self depending on the specific relationship at hand and the social roles that people play. As a result, there is not necessarily a consistent view of the self in such cultures. Given these, fundamental differences with regard to the self, we expect that "fixed" Big Five personality traits will be more important in driving vocational choices (RIASEC) in individualistic cultures compared to collectivistic cultures. The preliminary analysis on a sample of 23,725 individuals from 16 countries (e.g. United States, Canada, Netherlands, Spain, India, China, ...) confirm the hypothesis. Theoretical and practical implications of these findings will be discussed.

REFOCUSING ORGANIZATIONAL FIT RESEARCH ON MISFIT

Billsberry, J., *Coventry University, Coventry, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: 'Fit' is a positively loaded word and it is viewed by most as a positive quality that is positively related to satisfaction, commitment, tenure and organizational citizenship behaviours (Kristof-Brown, Zimmerman & Johnson, 2005). Most employees have some degree of fit and most organizational fit studies have, in some form, focused on their level of 'fit'. Hence, these are positive psychology studies differentiating between people on the amount of fit that they have to their employer. In effect, these studies focus on how 'psychologically well' employees are in terms of their relationship with employer. This paper extends this line of

thinking. Viewing 'fit' as 'wellness' changes the focus of attention. Whilst it is interesting to look at differences in wellness, it is important to look at the associated illness. Wellness is a state of satisfaction in which people are content. Illness, on the other hand, is a state of pain, infirmity, incapacity, disability and unpleasantness. Trying to improve people's wellness is admirable, but the pressing concern must be to prevent, reduce or eliminate the illness. People can thrive in conditions of wellness, but they suffer in conditions of illness. Adopting a definition of misfit as a psychopathology opens up a completely new research agenda. There is a need to identify the symptoms of misfit. Perhaps the most important research agenda is to discover the causes and epidemiology of misfit. Another interesting avenue of research that this line of thought conjures is the search for preventive actions. Finally, the psychopathological approach draws attention to cures. At present, the literature has a fatalistic attitude towards misfits; they will leave (Schneider, 1987). The medical analogy prompts us to look for alternative cures and remedies. This paper discusses these issues.

AN EXPLORATORY STUDY INTO THE SIMILARITIES AND DIFFERENCES BETWEEN ORGANIZATIONAL FIT AND MISFIT

Talbot, D.L., *Coventry University, Coventry, UK*;
Billsberry, J., *Coventry University, Coventry, UK*;
Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: This paper reports the findings of a study into the nature of fit and misfit as experienced by individual employees. In particular, attention is focused on how misfit differs from fit as a psychological construct. What makes some people feel that they fit in at work whilst others feel they misfit? Their paper outlines a study exploring individuals' perceptions of fit and misfit at work. In the person-organization and person-environment fit literatures, fit and misfit tend to be shown as two ends of a spectrum, with an underlying assumption being that the two states are polar opposites. While this seems intuitively logical, there has been no empirical test of this core assumption in the literature. This paper describes a qualitative study that used causal mapping to identify the factors affecting employees' misfit perceptions at work, contrasting these with perceptions of fit. The results show that while fit and misfit share many characteristics, there are also some differences. Both fit and misfit appear to be 'caused' by similar dimensions of fit (e.g. person-organization (PO), person-job (PJ), person-supervisor (PS)) and that person-

vocation (PV) and person-individual (PI) forms of fit are relatively insignificant. Another shared feature of the two constructs, fit and misfit, is that they are both broader than previously thought with non-work issues such as community ties and family links influencing perceptions of fit and misfit. The differences include the different ways that 'fits' and 'misfits' talk about organizational fit. Fits describe values, missions and other high-minded virtues, whereas misfits talk about what the organization is 'doing' to them. The results also show that both fit and misfit are psychological rather than demographic constructs and that people experiencing misfit see it as a negative and undesirable state.

Presentations: Workplace Interventions and Health Promotion Programs

Main topic area: Health and Interventions

Location: 0.8 Rome (8:30-9:45)

Chair: Day, A., *Saint Mary's University, Halifax, Canada*

EVALUATION OF AN ORGANIZATIONAL HEALTH DEVELOPMENT (OHD) PROJECT

Jenny, G.J., *UZH/ETH Zürich, Zürich, Switzerland*;
Füllemann, D., *UZH/ETH Zürich, Zürich, Switzerland*;
Müller, F., *UZH/ETH Zürich, Zürich, Switzerland*;
Inauen, A., *UZH/ETH Zürich, Zürich, Switzerland*;
Bauer, G.F., *UZH/ETH Zürich, Zürich, Switzerland*

Abstract: Objectives The project SWiNG' was initiated by Health Promotion Switzerland and the Swiss Insurance Association (SVV), to assess the effectiveness and financial benefits of workplace health promotion, with particular emphasis on reducing stress levels in organizations. From 2008 to 2010, an intervention program is implemented and evaluated in 8 pilot companies with a total of 5'000 employees. The impact evaluation assesses the project's effectiveness regarding job demands and resources as well as health status and well-being. Methods The intervention's common project architecture consists of employee surveys, stress management courses, leadership trainings and health circles. Impact evaluation builds on longitudinal survey data and qualitative data from interviews, group discussions and field observations. To structure the great amount of data generated in these nine intervention processes led by three consultancy agencies, the evaluation grounds its work on an

OHD model, which incorporates a business management model and the generic Job-Demands-Resources model. Results The experiences and findings from SWiNG advance the field of organizational health development (OHD): Under the roof of a common intervention project architecture innumerable interactions between consultants and a multiple of company members have taken place. These interactions gradually shaped the companies' mind maps for OHD and led to adaptive, company and unit specific development processes. OHD can learn from this self-organization between consultants and clients for future interventions in the field. To assess the impact of the intervention, quantitative data is structured according to the OHD model and analyzed with structural equation and multi-level-modeling techniques, taking into account and controlling for company specific baseline configurations of job demands and resources. Practical Relevance SWiNG demonstrates how an initial intervention project architecture is transformed into company-specific, adaptive development processes in a self-organized way. This reflects the reality of all interventions in real life, i.e. in organizations as complex social systems. Thus, for evaluation research, we learn how these adaptive processes can be structured and assessed with an OHD model, producing valid and generalizable evidence on the effectiveness of interventions implemented under real-life conditions, taking into account the complexity of social systems such as business companies.

ENHANCING WORK CAREER MANAGEMENT IN CHANGING ORGANIZATIONS: TOWARDS SUCCESSFUL SENIORITY -GROUP METHOD

Toppinen-Tanner, S., *Finnish Institute of Occupational Health, Helsinki, Finland*; Vuori, J., *Finnish Institute of Occupational Health, Helsinki, Finland*; Mutanen, P., *Finnish Institute of Occupational Health, Helsinki, Finland*; Larvi, T., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Background Changes in working life challenge the well-being and coping of individuals. The question is how to maintain motivation or reorient one's aspirations during career transitions without losing one's sense of control and work ability? Collaboration between OHS and HR for promotion of sustainable work career are needed because career transitions often relate to both learning and health. Previous research shows that preparedness for work transitions can be strengthened with group interventions, and this also affects future well-being positively. Aim The aim of the study was to investigate the longitudinal effects of

the 'Towards Successful Seniority' -program on mental health and career outcomes. Methods Altogether 17 organizations piloted the program, and participated in the evaluation study and in developing the method. The study was a randomized controlled field study with 718 participants. They responded to a baseline questionnaire before the experiment, and were randomized to experimental and control groups. Participants also completed 3 follow-up surveys during 1.5 year of follow-up. The experimental group participated in the program lasting 20 hours during one week, and the control group received literature on the topic. The program consisted of group activities focusing on enhancing career management self-efficacies and inoculation against setbacks. Results The results of the immediate effects of the intervention showed that preparedness for work career management, and number of work-related goals had increased in the experimental group. In a 7 month follow-up intervention decreased depressive symptoms and thoughts of early retirement, and increased psychological resources. These effects were most pronounced among those with elevated symptoms of depression and burnout at baseline. The results also showed that thoughts of early retirement were reduced especially if one's job was considered insecure. Finally, younger participants within the groups seemed to benefit most from the intervention. In a 1.5 year follow-up the effects of the intervention on depressive symptoms prevailed. Conclusions The results of this study show that preparedness for work career management can be strengthened and this will positively affect future well-being. Collaboration between OHS and HR can be recommended on actions aimed at early prevention of problems related to career transitions.

HOW EFFECTIVE IS AN INTERVENTION TO CHANGE MULTIPLE HEALTH BEHAVIORS PROVIDED AT THE WORKPLACE?

Lippke, S., *Universiteit Maastricht, Maastricht, The Netherlands*; Fleig, L., *Freie Universität Berlin, Berlin, Germany*; Wiedemann, A., *Charité-Universitätsmedizin Berlin, Berlin, Germany*; Reuter, T., *Universität Konstanz, Konstanz, Germany*; Schwarzer, R., *Freie Universität Berlin, Berlin, Germany*

Abstract: Objective: Employees with multiple behavioral risk factors have a higher risk for decreased work efficiency, illness days and health care costs compared to people with single or no behavioral risk factors. Understanding multiple health behavior change and its mechanisms is imperative. The key behaviors are physical activity and nutrition. Both con-

sist of different sub-facets. Physical activity can comprise 'leisure-time-exercise' (LTE), 'physical-activity-while-doing-house-duties' and 'active-commuting.' Nutrition recommendations typically include 'fruit-and-vegetable-consumption' (FVC), a 'low-fat-diet,' and 'high-fiber-intake' (HFI). Oftentimes in interventions only selected facets can be targeted due to time constraints. Thus, the question arises whether behavioral facets that were directly addressed in interventions may affect other facets and other behaviors. The study's theoretical backdrops were transfer and stage theories, which may guide stage-matched interventions. Methods: A RCT was performed with pre- and post-measures (4 weeks apart). 383 employees were randomly assigned to: (1) a stage-matched intervention (SMI) promoting LTE and FVC, or (2) a standard care intervention (SCI) with feedback on body-mass-index and a quiz on healthy nutrition covering FVC and HFI. Intervention effects on stage transitions and behavior change were analyzed with ANOVAs. Results: Only the SMI proved to be effective in terms of facilitating stage transitions in LTE and FVC ($p < .01$). However, if only behavior is regarded, the SMI was more effective than the SCI in term of LTE ($p < .01$) but not FVC ($p = .53$). Further, the SCI was more effective than the SMI in increasing HFI ($p < .05$). No differences in the other behavior facets (see above) transpired ($p's > .26$). Conclusions: Generally, success of stage-matched interventions needs to be evaluated in terms of stage progression. This study showed that both targeted behaviors were successfully changed. As the SCI also included information about FVC and HFI, both groups changed their FVC but SCI outperformed SMI in terms of HFI (which was not addressed in SMI). Transfer effects were not found in terms of facilitating changes in behavior facets that were not directly addressed. Thus, when aiming to change multiple facets of a behavior, probably all facets need to be targeted. Future research should investigate how this can be done successfully.

EN-ABLE'ING EMPLOYEES: THE DEVELOPMENT AND VALIDATION OF THE ACHIEVING BALANCE IN LIFE & EMPLOYMENT PROGRAM

Day, A., *Saint Mary's University, Halifax, Canada*; Francis, L., *Saint Mary's University, Halifax, NS, Canada*; Stevens, S., *Saint Mary's University, Halifax, NS, Canada*; McGrath, P., *IWK Health Research Centre, Halifax, Canada*; Hurrell, J., *Saint Mary's University, Halifax, Canada*; Morgan, A., *Saint Mary's University, Halifax, Canada*

Abstract: Despite the fact that we know a lot about the antecedents and outcomes of conflict and stress

(see Higgins & Duxbury, 2004; and Sonnentag & Frese, 2003 for overviews), more research is needed to identify and evaluate the individual and organizational interventions that can be used to reduce stress and conflict. Furthermore, in addition to simply increasing the amount of intervention-based research overall, we must study the efficacy of countervailing organizational interventions, which are 'focused on increasing the positive experience of work rather than decreasing the negative aspects' (Kelloway et al., 2008). That is, an organization can't thrive simply by removing what is wrong; It also needs to look at improving positive workplace characteristics. Therefore, we conducted a longitudinal intervention study with 119 employees from 15 organizations throughout Nova Scotia, Canada. They participated in one of two 12-week phone-based coaching sessions of the ABLE Program (Achieving Balance in Life and Employment), using a wait-list control design. ABLE is designed to set goals, increase resources, and identify barriers to goal achievement. Participants completed measures of job demands, resources, and outcomes (e.g., burnout; well-being) three times throughout the study. Using repeated measures ANOVAs, we found that, in general, compared to the control group, employee functioning for the intervention group significantly increased during the intervention: This effect was found for employees in both sessions, although some of the specific outcomes differed for the two groups (e.g., session 1 participants experienced increased engagement, job satisfaction, and decreased strain; session 2 participants experienced increased engagement, satisfaction, and reported decreased cynicism, exhaustion, and strain). Moreover, paired sample t-test indicated that intervention participants experienced decreased work-life conflict during the second session. During the first session, participants maintained their level of absenteeism, whereas the control group reported significantly more absenteeism. The ABLE program results are promising, in that they demonstrated positive effects on several employee outcomes. Therefore, the ABLE program may provide a method for organizations to help employees improve work-life balance and effectively manage stress.

Symposium: on Job Insecurity, part 1: Antecedents, contextual moderators and Explanations

Main topic area: Changing Employment Relations

Location: 0.9 Athens (8:30-9:45)

Chairs: Witte, H. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: The increase of the global recession did firmly put job insecurity research on the academic research agenda. Research thus far has documented the detrimental effects of job insecurity for individuals fairly well. Many research issues still remain unanswered, however. In this symposium, some of these aspects will be discussed. First, two new studies will be presented on possible antecedents of job insecurity: underemployment (Peiro et al.) and personality versus organisational characteristics (König et al.). The next two studies focus on contextual factors that might affect the relationship of job insecurity with outcome variables (such as strain and job satisfaction). Otto and Kottwitz analyse the combination of job insecurity and regional unemployment, whereas Debus et al. compare no less than 24 countries and their association with job satisfaction and commitment. Vander Elst et al. finally focus on the explanatory power of perceived control in a longitudinal study. The scope of this symposium is fairly wide. Data from Spain, Switzerland, Germany and Belgium are used, together with a large scale database of 24 countries. A variety of methods is used, with a strong emphasis on multi-level analysis.

UNDEREMPLOYMENT AND JOB INSECURITY IN SPANISH YOUNGEST EMPLOYEES

Peiró, J.M., *University of Valencia, Valencia, Spain*; Sora, B., *Open University of Catalonia, Spain*; Caballer, A., *University of Valencia, Valencia, Spain*

Abstract: Determinants of job insecurity have not been studied that often. The existing literature however points out that the perception of job insecurity can vary depending on contextual and individual factors (Mauno & Kinnunen, 2002). One potential factor that has not been studied up to date is underemployment, referring to a lower quality of employment relative to some standard of comparison (Feldman, 1996). We focused on two types: underemployment in skills (over qualification) and underemployment in time (i.e. involuntary part-time work, temporary work and contingent work). Underemployment in skills or over qualification is associated to more negative job attitudes, boredom, lower performance and higher intention to leave organization. On the other hand, employees who experience underemployment in time are considered as non-core personnel. Hence, we suggest that both kinds of underemployment could be associated with job insecurity. The study sample was composed by 1513

Spanish youngest employees. Results showed a positive and significant relationship between underemployment in skills and job insecurity: the higher qualified employees are, the higher job insecurity is perceived. Likewise, underemployment in time (temporary employment) was significantly and negatively related to job insecurity. Permanent employees reported lower levels of job insecurity compared to temporary employees. In conclusion, underemployed employees perceive more job insecurity.

THE BUILDING BLOCKS OF JOB INSECURITY PERCEPTIONS

König, C.J., *Universität Zürich, Zürich, Switzerland*; Debus, M., *Universität des Saarlandes, Saarbrücken, Germany*; Kleinmann, M., *Universität Zürich, Zürich, Switzerland*

Abstract: This study aims at disentangling job insecurity variance into parts stemming from between-company and between-person differences. On the one hand, there is the premise that a people feel job insecure because their company performs ineffectively. If their performance is ineffective, many companies chose for organizational downsizing. On the other hand, theories of stressor perception suggest that the perception of job insecurity will also be affected by subjective factors that influence the way a person perceives the world. For the perception of job insecurity, we hypothesize that the three personality characteristics negative affectivity (NA), positive affectivity (PA) and locus of control (LOC) have a significant impact. We tested our assumptions with data of 640 employees nested within 50 companies. Multilevel analyses revealed significant effects of company performance, NA, PA and LOC in the hypothesized directions. Moreover, the results show that approximately 13% of the variance in job insecurity ratings was due to between-company differences, while the majority of variance, 87%, was explained by between-person differences. Hence, although company performance significantly predicted job insecurity perceptions, the majority of variance is due to between-person differences. The findings raise the question of what we actually measure by job insecurity perceptions. Practically, reducing objective factors fostering job insecurity might not be the ultimate remedy. In fact, managers might be aware of boundary conditions, such as personality, that they can barely change.

CONSEQUENCES OF QUALITATIVE JOB INSECURITY FOR DIFFERENT LEVELS OF UNCERTAINTY: A MULTI-GROUP COMPARISON

Otto, K., *University of Leipzig, Leipzig, Germany*;
Kottwitz, M., *University of Bern, Bern, Switzerland*

Abstract: In this study, we explore if different relationships between qualitative job insecurity (worsening of central job features), aspects of employability (work values, occupational and geographic concessions) and strain at work depending on uncertainty level occur. Using a multi-group comparison approach we contrast four groups classified by two dichotomized variables, namely regional unemployment rate (societal level) and quantitative job insecurity (individual level), leading to four groups: (a) working in a secure job and having a secure surrounding indicates the best option for employees (low/low; n=55). (b) an uncertain environment combined with a secure job (high/low; n=56). (c) A secure environment whereas one feels insecure forms a worse option. Taking an action-oriented coping approach, however, this could also mean that it might be easy to get a new job on the short term (low/high; n=55). (d) A fit of high uncertainty across both the individual and the societal level indicates bad chances to stay employed and to get re-employed (high/high; n=64). We found that for those in secure employment (low/low; high/low) qualitative job insecurity was more closely linked to strain at work than for those being insecure employed (high/low; high/high). Moreover, our findings revealed that only for those in the worst employment situation (high/high) substantial relationships between all facets of qualitative job insecurity with aspects of employability could be identified. Overall, our findings indicate that qualitative job insecurity is also of practical relevance for HRM. When quantitative job insecurity is low, for example, employers should provide trust in employees that there is also no risk of a worsening in job features in order to prevent work-related health complaints.

CATCH ME IF I FALL! COUNTRY-LEVEL RESOURCES IN THE JOB INSECURITY-JOB ATTITUDES LINK

Debus, M., *Universität des Saarlandes, Saarbrücken, Germany*; König, C.J., *Universität Zürich, Zürich, Switzerland*; Kleinmann, M., *Universität Zürich, Zürich, Switzerland*

Abstract: The current study investigates whether country and culture-level characteristics can mitigate the negative relationship between job insecurity and the two job attitudes job satisfaction and organizational commitment. We build upon Hobfoll's Conservation

of Resources (1989, COR) framework and hypothesize that in the context of job insecurity (i.e., a threat to the resource of employment) the cultural value of uncertainty avoidance and a country's social safety net buffer the negative job insecurity-job attitudes relationship. Uncertainty avoidance is a country's reliance on norms and regulations to eliminate unpredictable events, whereas the social safety net is defined as governmental social protection programs. Above this, we hypothesize a mediated-moderation process, as we assume that the social safety net is the concrete behavioural manifestation of a country's uncertainty avoidance. The hypotheses are tested in a sample of 15200 employees from 24 countries by applying multilevel modelling. The results confirm our hypothesis that both uncertainty avoidance and the social safety net act as cross-level buffer variables. Above this, the data confirm the assumed mediated-moderation; the moderating effect of uncertainty avoidance is accounted for and explained by the moderating effect of a country's social safety net. Our study shows that country characteristics are worthwhile to take into account in job insecurity research and thereby extends Hobfoll's COR framework to the country-level. Practically, our study highlights the importance of governmental regulation when it comes to individual stress processes.

EXPLAINING THE NEGATIVE RELATIONSHIP BETWEEN JOB INSECURITY AND JOB SATISFACTION BY PERCEIVED CONTROL: A LONGITUDINAL TEST

Tinne Vander Elst, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: Scholars see the lack of perceived control associated with job insecurity as an important explanation for the job insecurity-job satisfaction relationship. However, few studies have probed this explanation. We investigate the mediating role of perceived control, which is defined as an employee's situational appraisal of his or her ability to control the insecure job situation. We test the hypothesis that perceived control accounts for the negative relationship between job insecurity and job satisfaction using two-wave longitudinal data with a time lag of one year. The study was based on 2008 and 2009 data of 125 employees from different organizations and sectors. The hypothesis was tested using Structural Equation Modelling, in which several models were compared: (1) the base line model that includes paths to test the stability over time and synchronous (i.e., within-wave) relationships,

(2) a model in which we included cross-lagged effects of job insecurity on perceived control and of perceived control on job satisfaction, and (3) a model in which we added the direct cross-lagged link between job insecurity and job satisfaction. Preliminary results showed that the relationship between job insecurity at time 1 and job satisfaction at time 2 was totally explained by perceived control at time 1. We conclude that the aversive consequences of job insecurity for employees' job satisfaction one year later can be explained by employees' appraisal of the insecure situation as uncontrollable.

Presentations: Research and Methodology: Cross Cultural Approaches

Main topic area: Research and Methodology

Location: 2.1 Colorado (8:30-9:45)

Chair: Bartram, D., *SHL Group Ltd, Thames Ditton, UK*

PERSONALISTIC ATTRIBUTION SCALE: DEVELOPMENT AND EXPLORATION OF A MEASURE TO TEST THE ROLE OF ATTRIBUTIONS IN WORKPLACE INCIVILITY

Aujla, S., *University of Guelph, Brampton, Canada*;
Hausdorf, P., *University of Guelph, Guelph, ON, Canada*

Abstract: Workplace incivility represents intentionally ambiguous low-intensity deviant behaviours that violate social norms in organizations. Workplace incivility is a pervasive organizational problem that is fostered by the attributions made by employees experiencing it. A personalistic attribution scale was developed to assess the role of attributions in perceiving experiences of incivility and choosing to respond with reactive incivility towards the initiator of incivility. Using an online survey for a sample of 327 individuals from diverse occupations and organizations, high internal consistency was obtained for the scale (Cronbach's alpha = .89). Convergent validity was determined based on the moderate strength, positive correlation between the personalistic attribution scale and Direct Personalization scale ($r = .39, p < .001$). An exploratory factor analysis revealed a one-factor model for the personalistic attribution scale. Hierarchical regression analyses indicated that individuals with higher personalistic attributions perceived a greater amount of experienced incivility, which partially mediated the relation between personalistic attributions and one's likelihood to respond with

reactive incivility. The results indicated a significant role of attributions in manifestation of workplace incivility. This measure can be utilized by organizations in creating effective interventions to educate and inform their employees about the role of the attributions they make in their perceptions of incivility and their choices to respond with incivility.

'PERSONALITY PROFILES' OF 31 COUNTRIES AND COUNTRY-LEVEL PERFORMANCE METRICS

Bartram, D., *SHL Group Ltd, Thames Ditton, UK*

Abstract: Big Five personality factor scale scores for over one million people are reviewed in terms of differences between 31 countries involving over 20 different languages. The data were obtained from OPQ32i scales scores from adults in the working population. Strong relationships are found between country average scale scores and country SDs on the one hand and two of Hofstede's dimensions on the other (Power-Distance and Individualism). Further analyses are reported in which Big Five country averages and SDs are examined in relation to national performance indicators. These include the Corruption Perceptions Index, the UNDP Human Development Index (including life expectancy, quality of education provision and gross domestic product per capita) and the World Economic Forum's Global Competitiveness Index (GCI). The latter is based on a wide range of survey metrics. Surprisingly high levels of correlation are found between aspects of personality, aggregated to the country level, and measure of national performance. Country means on Emotional Stability, Extraversion and Agreeableness, for example, all correlate highly with the GCI. The same pattern of results is found for country SDs on the same scales, showing that high variability within countries as well as high means are important for these performance metrics. Prediction of GCI scores from Hofstede's dimensions produces an R of 0.661. With the addition of Big Five country means as predictors this rises to $R=0.884$, and with both means and SDs taken into account to $R=0.914$, explaining over 80% of the variance between countries in their competitiveness. The implications of these results for change and development will be discussed.

ADAPTIVE TESTING IN EUROPE, INDIA AND CHINA

Leest, P.F. van, *CEBIR, Kortenberg, Belgium*;
Maetens, K., *Cebir, Kortenberg, Belgium*; Böhler, A., *CEBIR, Kortenberg, Belgium*

Abstract: Since 1988, Cebir has constructed adaptive intelligence tests. The tests measure inductive - deductive logical reasoning, using verbal analogies, figurative patterns, number patterns or letter patterns. These tests are used in Belgium, The Netherlands, India and China, generally in personnel selection settings. In this presentation, we compare the results of the number patterns and the letter patterns tests in Europe, India and China. We will evaluate the equivalence of the item parameters and present data on item bias. The consequences for the equivalence of the test results are discussed.

Symposium: Aging at Work

Main topic area: Human Resource Management

Location: 2.14 Amazon (8:30-9:45)

Chairs: Krings, F., *University of Lausanne, Lausanne, Switzerland*; Sczesny, S., *University of Bern, Bern, Switzerland*

Abstract: In a recent international survey, workers reported experiencing age discrimination more often than other forms of discrimination (e.g., gender discrimination; Kelly Services, 2006). Both young and older workers felt discriminated against, but rates were considerably higher for workers above 45 years of age. Moreover, despite the fact that European legislation has outlawed age discrimination at work, 58% of all Europeans see age discrimination as a widespread problem in their country (European Commission, 2009). These figures are disquieting – especially in the light of increasingly aging populations in many European/Western countries. Meta-analytical research has indeed shown that younger workers are systematically more valued and treated more favorably than older workers (e.g., Gordon & Arvey, 2004). Moreover, older workers face substantial barriers to entry in many occupations (Hirsch, Macpherson, & Hardy, 2000). Age discrimination may be due to the widespread belief that job performance decreases with age (e.g., Finkelstein, Burke, & Raju, 1995), even though age has not been found to predict the performance of a specific individual in a particular job (Cleveland & Landy, 1983). However, negative treatment correlates with lowered self-efficacy, decreased performance, and cardiovascular stress among older employees (e.g., Levy, 2000), as well as to decreased job satisfaction, organizational commitment, and job involvement (Orpen, 1995). Taken together, these results show that the exclusion of older workers, due to stereotypes, not only has detrimental consequences for

a large group of potential victims (Redman & Snape, 2006), but can also affect organizational performance, e.g., by increasing the risk of personnel shortage. These considerations make it necessary to investigate mechanisms that promote age discrimination or can help prevent it. The presentations at this symposium address this issue from various angles: While midlife is usually associated with high-status roles, younger and older ages are associated with relatively lower status. In general, however, people aim at being a member of high-status groups. David Weiss and Alexandra Freund (University of Zurich) investigated the psychological consequences of age-group status. Their results show that young adults distance themselves from same-aged persons and increase similarity to middle-aged persons when their group status is perceived as low, thus indicating the malleability of self-categorization in terms of age. Apart from group status, age stereotyping also plays an important role and may lead to discrimination against older workers. Michele Kaufmann, Francisca Krings, and Sabine Sczesny (Universities of Bern & Lausanne) examined the impact of feature-based age stereotypes on hiring decisions, assuming that not only objective information on age (e.g., knowledge of date of birth) can activate age stereotypes, but also age-related facial and extra-facial features such as wrinkles or grey hair. Their research identifies feature-based age stereotyping as an additional source for biases in hiring decisions. Age stereotypes not only affect individuals but may even influence organizational functioning. As previous research has shown, age diversity in the company as a whole correlates with higher levels of an age-discrimination climate, which in turn negatively affects company performance. Florian Kunze, Stephan Boehm, and Heike Bruch (University of St. Gallen) investigated boundary conditions which might prevent age-discrimination in age-diverse companies. They focused on the role of the top-management-team stereotypes and on organizational efforts to support diversity, providing first indications about context factors relevant in avoiding negative performance effects of age diversity. With respect to effective age differences Bettina Wiese (University of Basel) and Alexandra Freund (University of Zurich) addressed the question of whether and how employees of different age groups differ in their strategies of emotion regulation while conducting difficult client interactions. Older adults reported using deep acting strategies with much more ease than younger adults did. Since the insight into the complexity of emotional experiences and emotional states grows with age, older employees might have an advantage in doing emotional labor. Finally, Lisa Finkelstein will demonstrate the importance of obtaining a unified body of research about age bias at work

that is both theoretically rich and practically useful. Therefore research should broaden the scope of conceptualizations and measurements of age, should consider how combinations of different age measures could improve our theories and predictive models of behavior at work, and outline a research agenda in order to make more progress in this field. Taken together, current demographic changes have not been accompanied by changes in personnel decision-making. In many societies, the proportion of older workers has risen and the proportion of younger workers has decreased. This trend is expected to continue for the next decades. Thus, excluding older workers may deprive organizations of potential workforce and increase the risk of personnel shortage. Organizations that promote bias-free personnel decision-making, on the other hand, may ultimately have a competitive advantage over those who don't. Key words: age stereotypes; older workers; hiring decisions, ageism; discrimination

WHEN BEING OLDER JUST FEELS BETTER: HOW STATUS DIFFERENCES MOTIVATE YOUNG ADULTS' DIFFERENTIATION FROM SAME AGED PEOPLE

Weiss, D., *University of Zürich, Switzerland, Zürich, Switzerland*; Freund, A.M., *University of Zürich, Zürich, Switzerland*

Abstract: Social status changes across adulthood are best described as an inverted U-shaped curve. Whereas midlife is usually associated with high status roles, young and older ages are associated with relatively lower status roles. What are the social-cognitive and motivational consequences of such status differences? In the present research we argue, that persons are motivated to belong to high status groups because these groups positively reflect on oneself. Since age-group membership is a temporary and continuously changing aspect of the self-concept, self-categorization in terms of age is a highly dynamic and flexible process. We investigated if the perception of low vs. high age-group status affects younger adults' self-conceptions. In an experiment, we manipulated the perception of age-group status (high vs. low) in younger adults ($N = 48$, Age Range 18-30 yrs, $M = 23.88$, $SD = 1.78$; 69% female) and assessed the subsequent social comparisons with young and middle-aged targets. Results reveal that, when group status is perceived as low, young adults distance themselves from same-aged persons (contrast effect) and increase the similarity to middle-aged persons (assimilation effect). The discussion focuses on the psychological consequences of age-groups status differences across adulthood in line with practical implications.

AGE BIAS IN HIRING DECISIONS – THE IMPACT OF AGE-RELATED FACIAL AND EXTRA-FACIAL FEATURES

Kaufmann, M., *University of Berne, Berne, Switzerland*; Krings, F., *University of Lausanne, Lausanne, Switzerland*; Sczesny, S., *University of Bern, Bern, Switzerland*

Abstract: Previous research has demonstrated that older workers are systematically devalued and are hired less frequently than younger workers (Gordon & Arvey, 2004; Kite & Johnson, 1988; Finkelstein, Burke & Raju, 1995). Beyond such category-based stereotyping we expect that not only knowledge about age as indicated by date of birth can activate age stereotypes, but also age-related facial and extra-facial features such as wrinkles or grey hair. Therefore we examined the effects of objective age as well as of looking young and looking old on hiring decisions for female and male job applicants. We expected typically "young" facial features and "old" facial features to trigger significantly different responses in perceivers. As in previous research, knowledge of a person's actual age should be sufficient to activate the corresponding stereotype. In Study 1, in which male applicants were evaluated, the probability for older applicants to be selected increased with "young" facial features. In Study 2 we examined the effects of category- and feature-based age stereotyping for female and male job applicants in comparison with applicants presented without age information. The impact of feature-based stereotyping was found to constitute an additional source of biases in the making of hiring decisions, one which challenges organizations' attempts to promote bias-free procedures of personnel selection.

BOUNDARY CONDITIONS TO PREVENT AGE-DISCRIMINATION IN AGE DIVERSE COMPANIES-INSPECTING THE ROLE OF TOP-MANAGEMENT-TEAM STEREOTYPES AND ORGANIZATIONAL EFFORTS TO SUPPORT DIVERSITY

Kunze, F., *University of St. Gallen, St. Gallen, Germany*; Boehm, S.A., *University of St. Gallen, St. Gallen, Switzerland*; Bruch, H., *University of St. Gallen, St. Gallen, Germany*

Abstract: The ongoing demographic change, triggered by decreasing birth rates and increasing life expectancy, urges companies to deal with an increasing aging and age diversity of their workforce (Dychtwald et al. 2004). A previous study (Kunze et al., 2010) has shown that age diversity in the company as a whole is related to higher levels of age-discrimination

climate that in turn negatively affects company performance, arguing with social-identity (Turner, 1987), timetable-violation (Lawrence, 1988) and prototype-matching theories (Perry & Finkelstein, 1999). However, beyond these results, for practitioners it would be extremely helpful to gain knowledge on potential boundary conditions that might prevent the emergence of age discrimination in age diverse companies. Therefore, this study aims (a) at replicating the mediating role of age discrimination climate in the age diversity/company performance linkage and (b) at introducing age stereotypes of the top management team (TMT) and organizational efforts to support diversity as moderators for the age diversity/age-discrimination climate relationship. Age stereotypes of the TMT are expected to positively moderate the age diversity/discrimination relationship by affective sharing (Barsade, 2002), contagion effects (Hatfield et al., 1994), as well as socialization processes (Ashfort & Humphrey, 1993) that might spillover negative stereotypes of the TMT in the whole company. On the other hand, organizational efforts to support diversity (Triana & Garcia, 1999) are assumed to be a negative moderator for the age diversity/discrimination association through creating an environment that enables respect for all employees, regardless of their age group (Hicks-Clarkes & Illies, 2000; Mor-Barak & Levin, 2002). Hypotheses of the moderated-mediation model are tested, applying structural equation modeling and bootstrapping procedures, in a sample of 76 small and medium sized companies with more than 18.000 employees. To circumvent common method concerns, the study's constructs were collected from different data sources (employees, HR-representatives and TMT members). Overall, all hypotheses receive support in our sample, providing practitioners in companies with first indications, which context factors are relevant to avoid negative performance consequences of age diversity.

EMOTION LABOR IN YOUNGER AND OLDER EMPLOYEES

Wiese, B.S., *University of Basel, Basel, Switzerland*;
Freund, A.M., *University of Zürich, Zürich, Switzerland*

Abstract: Both the relative number of employees working in the service sector and the relative number of older employees are increasing. Therefore, the question of whether and how employees of different age groups differ in their emotion regulation strategies while being in difficult client interactions is of high practical relevance. In fact, interest in age differences in emotion labor has recently started to increase. In emotion labor

research, two main strategies of emotion regulation in difficult client interactions have been introduced, i.e., surface acting (an employee shows the required emotion on his surface without really feeling it) and deep acting (an employee re-appraises the situation to actually alter his or her emotions to be able to display the required emotions without faking or masking). As known from life-span research, motivation for emotion regulation as well as the emotion-related knowledge is affected by age. Previous studies on age differences in emotion labor, however, have solely focused on the frequency of strategy use. In contrast, we suggest that younger and older employees (> 50 years) might not only differ (a) in how often they use the aforementioned strategies but also (b) in the experienced ease of strategy use. In a sample of 399 bank employees (53.5% women), we found that surface acting was shown more often by younger employees than by older employees but that the use of surface strategies was experienced as equally stressful by both age groups. The age difference in the frequency of deep acting (more deep acting by older employees) failed to reach significance. With respect to the effort that it takes employees to use deep acting, however, there was a very clear age difference: Older adults reported to use deep acting strategies with much more ease than younger adults did. This latter result goes in line with findings from life-span research that many people grow in their insight into the complexity of their emotional experiences and the emotional states of others at least until midlife.

MUDDY MEASUREMENT IN THE STUDY OF AGE DIFFERENCES AND AGE BIAS AT WORK

Finkelstein, L.M., *Northern Illinois University, DeKalb, IL, USA*

Abstract: It has been a welcome change to see more global attention paid to issues of aging at work over the last few decades. However, problems with the conceptualization and measurement of concepts such as age, age groups, generations, and age bias will prevent us from obtaining a unified body of research that is theoretically rich and practically useful. In a book chapter attempting to deconstruct the topic of age bias at work (Finkelstein & Farrell, 2007), we put forth a discussion of sticky measurement issues plaguing the field. The goal of the present talk will be to further develop those ideas by (a) broadening the scope of the ways that age can be conceptualized and measured, (b) considering how different age measures in combination could improve our theories and predictive models of behavior at work, and (c) setting a research agenda for moving forward. To put a wider lens on the study of

age, we can consider age chronologically and perceptually (both from the perspective of the self and others). Even chronological age is not straightforward, as research often aggregates individuals into age groups, and the boundaries of those age groups (for example “older workers”) varies widely across studies. Appropriate boundaries to create meaningful groups are likely to be highly context dependent. When we consider age perceptually from a self-perspective, subjective age identification can include both what age one feels as well as how important that perception is to one's social identity. Several other possible variations on how age might be conceptualized and measured, such as those summarized in the Prism of Age model (e.g., social age, life stage age; Pitts-Castouphe, Matz-Costa, & Brown, 2010) will be described. Special attention will be given to the controversy over the meaningfulness of generations as an age grouping concept. Finally I will demonstrate how we can gain a greater understanding of age and its role in organizational behavior by considering many of these “multiple ages” in combination with each other, and will suggest the designs of some studies that will help to move us forward both conceptually and psychometrically.

Symposium: Employee Financial Participation, Cooperatives and Employee Perceptions of Work, the Organization and Well-Being

Main topic area: Employee Well Being

Location: 2.7 Meuse (8:30-9:45)

Chairs: Freundlich, F., *Mondragon University, Onati, Spain*; Pisano, F., *Mondragon University, Onati, Spain*; Fakhfakh, F., *University of Paris II, Paris, France*; Pérotin, V., *Leeds University Business School, Leeds, UK*; Depredi, S., *University of Trento, Trento, Italy*; Tortia, E., *University of Trento, Trento, Italy*

Abstract: Employee ownership of enterprise, cooperatives and other forms of financial participation (FP) are becoming increasingly widespread and important phenomena. The European Economic and Social Committee (EESC) estimated this year that between 13% and 18% of European firms have FP and that this figure rose five percentage points between 1997 and 2005 (SOC/371 - CESE 533/2010 DE-ILF/CVE/sz). FP is also quite substantial in the United States. In recognition of its importance, the EESC published a draft decree on 2 September, 2010 entitled, “Employee financial participation in Europe” that recommends both

broad dissemination of the idea and a variety of specific legal and policy actions to promote it. Over 50 published empirical studies evaluate the relationship of substantial FP to firm performance. The results, while somewhat mixed, generally show that there are significant, positive relationships between FP and performance, and social scientists have speculated that these positive results are due at least in part to a variety of organizational psychological variables. However, substantially less research has been carried out specifically on these social and psychological issues. In general, then, the purpose of the symposium proposed here is to disseminate and debate research on fundamental organizational psychological issues in a category of organizations that comprise a large and expanding part of Western economies – cooperatives and firms with substantial FP. In more specific terms, the symposium seeks to address several issues related to employee perceptions of work and well-being. While these issues are, of course, important in any organization, they assume perhaps heightened significance in enterprises where employees have a significant financial and/or governance stake. They include satisfaction, both job satisfaction and satisfaction with FP itself, as well as its nuanced relationships with incentives and motivation, in addition to the relationship between FP and work pressure, and its correlations with key outcomes such as organizational commitment, ownership behaviour and quit-intention. In summary, we feel this symposium would be scientifically and practically useful, helping the field of work and organizational psychology to recognize both the potential uniqueness of FP and cooperative firms and their growing importance in Europe and beyond. These firms’ often explicit concern about economic fairness makes them perhaps especially relevant for researchers and practitioners in an era of financial crisis and the resulting search for more equitable and stable organizational forms. Rigorous research in firms in this sector will help scientists, policy makers and the general public understand key social and psychological dynamics in these firms as well as assist the firms themselves in improving their own performance and their employees’ well being.

SATISFACTION WITH WORK AND OWNERSHIP IN A LARGE EMPLOYEE-OWNED RETAIL FIRM IN MONDRAGON

Freundlich, F., *Mondragon University, Onati, Spain*; Pisano, F., *Mondragon University, Onati, Spain*

Abstract: Given the large and increasing population of firms with employee financial participation (FP),

the scientific literature is also growing on the relationship between FP and employee perceptions of ownership and a variety of psychosocial issues in the enterprise. One branch of this research examines whether the amount of employee ownership of the firm is related to these psychosocial outcomes, but this research, to date, has been carried out with relatively small samples and often compares respondents from different firms and different industrial sectors. The main purpose of this study is to examine these issues in a very large sample whose members all work in the same firm and in the same sector, but in legal entities with different levels of employee-ownership. The research has been carried out in the Eroski Group, a member of the Mondragon Corporation, headquartered in the Basque Country of northern Spain. Eroski is a large food and consumer products retail firm, with over 2,000 establishments in Spain and France. This study has drawn on a sample of 29,031 workers who completed a in 2008. Since 1998, Eroski has used three distinct ownership structures: (1) full employee ownership in a cooperative corporation, (2) partial employee-ownership in subsidiaries, and (3) conventional, non-employee ownership in other subsidiaries. These unusual circumstances permit a comparison of psychosocial perceptions of large numbers of employees in organizations with three distinct levels of employee ownership, but which operate in the same sector and under unified management structures, policies and procedures. Analysis of variance and multiple regression techniques are used to investigate the role of level of employee ownership in explaining differences in respondents' reported satisfaction with being an employee-owner, the reported importance to them of being an employee-owner, their job satisfaction and other key perceptions, controlling for demographic, economic and organizational variables.

PROFIT SHARING, WORK PRESSURE AND PRODUCTIVITY

Fakhfakh, F., *University of Paris II, Paris, France*; Pérotin, V., *Leeds University Business School, Leeds, UK*

Abstract: France has had regulated profit-sharing schemes since the late 1950s, and several studies have found these schemes to have a positive effect on productivity. However, until now little consideration has been given in the literature on employee participation to the possibility that financial incentives, including profit sharing, may be associated with increased work pressure. If health and safety is a merit good, employees may accept more pressure at a given pay level than

would be optimal for themselves. In that case, productivity gains associated with profit-sharing schemes may not be unambiguously improve well being. We use data from the last two rounds of the French industrial relations survey, REPONSE, to examine the relationship between profit sharing and work pressure, and the effect of both work pressure and profit sharing on firm performance. Unlike most existing studies on financial participation in France, which only have information on profit sharing and, sometimes, employee share ownership schemes, we are able to control extensively for individual and small group performance-pay schemes in the firms concerned. In addition, the information collected by REPONSE from a sample of employees in each firm surveyed makes it possible to look at employees' reported work pressure and to take into account their reported motivation, their characteristics and those of their jobs while investigating the performance effects of incentive schemes. We take into account the endogeneity of both profit sharing and work pressure in the estimations.

INCENTIVES, MOTIVATIONS AND JOB SATISFACTION: EMPIRICAL EVIDENCE IN ITALIAN SOCIAL COOPERATIVES

Depredi, S., *University of Trento, Trento, Italy*; Tortia, E., *University of Trento, Trento, Italy*; Carpita, M., *University of Brescia, Brescia, Italy*

Abstract: Well being in the work place is an issue of fundamental importance, as it is both central to social well being generally and thought to enhance morale, effort and productivity. These questions are particularly relevant in co-operative organizations, given their participatory governance structures and the importance they place on questions of fairness and human development. The literature concerning the determinants of worker satisfaction is extensive. While in earlier periods, research focused on the impact of monetary remuneration, more recent literature explicitly considers other determinants of worker satisfaction, including factors such as motivation, procedural and distributive fairness, and worker-manager relations. The determinants of job satisfactions that we consider are consistent with a model in which the features of the job, rewards, and the context fulfil to different degrees workers' values and motivations, their expectations concerning the job, their reserve wage, and their needs. Through analysis of a unique database containing subjective data on 4,134 workers in 320 Italian social cooperatives, we contribute to the literature by means of linear econometric analysis on worker satisfaction and by introducing a wide variety of determinants

and controls, including fairness, motivations, worker autonomy, and participation in decision making, over and above more traditional determinants, such as the wage, monetary and other extrinsic incentives.

THE PSYCHOLOGY OF STOCK OPTIONS

Carberry, E.J., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Klein, K.J., *Wharton School, University of Pennsylvania, Philadelphia, USA*; Schulte, M., *HEC Paris, Paris, France*

Abstract: Despite their prevalence, broad-based stock option plans through which companies provide stock options to all or the majority of their employees have been the subject of very little management research. Investigating the effects of such plans, we propose and test a conceptual model of the psychology of employee stock options. Our findings, based on the survey responses of over 1,000 employees of eight publicly traded companies, suggest that employees are most enthusiastic about their stock options when they expect their options to bring them financial gain; when they attribute their company's provision of options to their company's desire to share the wealth with employees; and when they perceive that they understand how stock options work. Controlling for numerous demographic variables, job characteristics, and work attitudes, we find that employee stock option enthusiasm is significantly positively related to organizational commitment, work hours, ownership behavior, and intentions to remain with the company. Employees' expectations of financial gain from their options and perceived understanding of options are shaped, our findings suggest, by numerous factors including the nature and extent of their stock options holdings and their history of stock options exercise

Presentations: Healthy Organizational Environments

Main topic area: Organizational Structure, Culture, Climate

Location: 2.9 Euphrates (8:30-9:45)

Chair: Jung, J., *University of Cologne, Cologne, Germany*

THE ASSOCIATION BETWEEN PERCEIVED HEALTH PROMOTION WILLINGNESS OF COMPANIES AND THEIR SOCIAL CAPITAL-THE CHIEF EXECUTIVE OFFICER'S PERSPECTIVE

Jung, J., *University of Cologne, Cologne, Germany*; Nitzsche, A., *University of Cologne, Cologne, Germany*; Ernstmann, N., *University of Cologne, Cologne, Germany*; Driller, E., *University of Cologne, Cologne, Germany*; Pfaff, H., *University of Cologne, Cologne, Germany*

Abstract: We assume that health promotion willingness (HPW) - as the willingness of a company to conduct WHP on a permanent basis - forms the foundation for worksite health promotion (WHP) implementation and is therefore a key factor in building health promotion capacity. Since not all companies currently implement WHP, there is a need for a better understanding of the factors influencing the HPW. Thus, this study examines the association between perceived HPW of companies and the perceived social capital from the chief executive officer's perspective. Social capital is considered a network of connections expressed, among other things, in common convictions, collective values and mutual trust in the social relationships between an organization's members. Our hypothesis is that higher values of perceived social capital are associated with pronounced HPW. Data for this cross-sectional study were collected through telephone interviews with one chief executive officer from randomly selected companies within the German information and communication technology (ICT) sector. A hierarchical multivariate logistic regression analysis (LRA) was performed. Results of the LRA of data from a total of n=522 interviews suggest that higher values of perceived social capital are associated with pronounced HPW in companies (OR=3.78; p=0.000; 95% CI=2.24; 6.37). Nagelkerke's pseudo-R² of the final model was 0.201 (McFadden's pseudo-R²: 0.12). There is preliminary evidence that an established environment of trust and a feeling of support, cohesion and common values can help promote a pronounced HPW in companies. The reason for this may be that an atmosphere of trust, appreciation and open communication may improve the awareness of the health and well-being of a company's members and may result in more open discussion of the subject of health. Thus, building social capital in companies may be an important factor in strengthening their HPW. We hope to provide first insights into the development of HPW in companies, which in turn can be used to improve the still insufficient diffusion of WHP.

LEARNING CULTURE, JOB SATISFACTION, AND AFFECTIVE WELL BEING AT WORK: DOES THE INDIVIDUAL GROWTH NEED MATTER FOR THESE RELATIONSHIPS?

Rebelo, T., *University of Coimbra, Coimbra, Portugal*; Carvalho, B., *University of Coimbra, Coimbra, Portugal*

Abstract: In the literature on organizational learning and learning organizations, it quickly becomes clear that culture is a key concept. In fact, organizational culture is mainly conceived as an essential condition to facilitate and support learning in organizations and, consequently, as an important feature in order to achieve organizational performance nowadays. In addition, a large amount of research focusing on the outcomes of a learning culture has been centred on its impact on performance issues, and the relationship of this kind of culture with other outcomes has been, to some extent, neglected. In this scope, present research aims i) to assess the impact that a learning context, (that is to say, organizations with a learning culture), has on persons, namely in terms of their job satisfaction and affective well-being at work; and inspired by the Hackman and Oldham's job characteristics model, ii) to better understand these relationships towards the evaluation of the role of individual growth need strength as a moderator. This study has a sample of 145 public service workers. The OLC scale (Rebelo, 2001) was used to measure the orientation of organizational culture towards learning, job satisfaction was assessed with a three item-scale (Cammann, Fichman, Jenkins, & Klesh, 1979), affective well-being at work with the JWAS (Katwick, Spector, Fox, and Kelloway, 2000), and the individual growth need strength with a six item-scale derived from section six of JDS (Hackman and Oldham, 1974). Hierarchical multiple regressions were used as main technique for data analysis. The findings support a positive impact of a learning context on job satisfaction and also on positive affective states related to work. On the contrary, show a negative impact of a learning culture on negative affective states. Concerning the role of individual growth need in these relationships, results point out that it moderates the relationship of the learning context with job satisfaction, and with positive affective states. In short, the main findings hold the idea that an organizational learning culture tend to generate positive outcomes on workers, albeit the strength of its impact depends of persons' willingness to learn, to face challenges and to develop.

THE ROLE OF ORGANISATIONAL CULTURE IN OCCUPATIONAL WELL BEING AND QUALITY OF CARE: A LITERATURE REVIEW

Gerogiannis, E., *University of Macedonia, Thessaloniki, Greece*; Montgomery, A., *University of Macedonia, Thessaloniki, Greece*; Valkanos, E., *University of Macedonia, Thessaloniki, Greece*; Benos, A., *The Medical School, Aristotle University, Thessaloniki, Greece*; Panagopoulou, E., *The Medical School, Aristotle University, Thessaloniki, Greece*; Lazaridou, A., *University of Macedonia, Thessaloniki, Greece*

Abstract: Objectives: Organisational culture determines how individuals behave, what people pay attention to, and how they respond to different situations, and how they socialise with new members and exclude those who do not fit in. There is a direct link between patient safety, healthcare professionals well being and organisational culture. There is a need to review the literature on organisational culture and indicate how it can be linked to occupational outcomes and quality of care. The purpose of the present paper is to systematically review the literature on this issue from 1990 until 2010. Methods: The relevant databases were searched using the appropriate key words and inclusion/exclusion criteria. Examples of key words included: organisational culture, organisational climate, healthcare professionals, and quality of care. The Searched databases included; PubMed, PsychInfo, EBSCO, Medline, BioMed central, and Science Direct. Results: Studies have been analysed in terms of study design, methodology, response rates and significant outcomes. Conclusions: The identified literature indicated that the culture of a hospital can influence its organisational performance, the job satisfaction, the quality of care, the occupational safety and the burnout and stress. This review provides evidence on the relationship and the link between organisational culture, well being and quality of care and medical errors which could be explored in future research. Finally, the review evaluates the methodological and conceptual issues involved in organisational culture research.

BUILDING HEALTHY ENVIRONMENTS OF WORK: TOWARDS THE PERSONAL GROWTH IN THE WORKPLACE.

Climent, D., *Universitat Jaume I, Castello De La Plana, Spain*; Gimeno, M.A., *Universitat Jaume I, Castello de la Plana, Spain*

Abstract: The concept of a healthy organization is structured from the socially responsible company

(COM (2001) 366-end) and health by the World Health Organization (WHO 1978). These kinds of organization are going further from the minimum established by the law; looking for new ways of promoting health and safety. Opting to develop the physical, psychological and social well-being of its members. For this try to prevent the risks, and promote the active resources that encourage the quality of life, health and well-being. (WHO 1986). There are two ways of considering a healthy organization (Gimeno, Pinazo, Garcia & Garcia, 2008), an external, in relation with the organization and the environment (open perspective), and the internal way, which is in relation with its members (close perspective). The characteristics of a healthy organization are not defined yet, but exists some schedule about the topic (European Agency for Safety and Health at Work, 2005; European Foundation for the Living and Working Conditions, 2005). After reviewing various listings Gimeno et al. (2008) propose ten theoretical dimensions for a healthy organization: security at work; equality and non-discrimination; training and employability; participation in the organization of work; health and safety conditions; competitive strength; recognition and reward; responsibility and autonomy; initiative and loyalty; involvement and motivation. This work has been done with 430 workers, which are representative of all the population from Castellon (Spain). The analysis shows that there are significant differences in function of sex or age. Women determine priorities in equality and non-discrimination, while men do with health conditions and safety, and the competitive strength. By age, the older value better the healthy conditions and safety, while, the young prefer recognition of merit and just reward. The results shows the differences between different groups of workers - depending on their age or sex- which prioritize different dimensions for knowing if his work is healthy. This means that there isn't a single model for organizing healthy, and implies the need to develop policies differentials depending on the type of workers of the company.

Symposium: Aging at work III: Facilitating age diversity in organizations

Main topic area: Labor Market Issues

Location: Auditorium 1 (8:30-9:45)

Chairs: Hertel, G., *University of Muenster, Muenster, Germany*; Müller, A., *University of Munich, Munich, Germany*

Abstract: The ongoing demographic changes in most European countries (and abroad) create new challenges for the management of working organizations. In particular, a constantly aging workforce and a dejuvenization of the workforce require innovative Human Resource Management strategies that consider not only age-related differences in job skills and attitudes (addressed in the other two "Aging at work" symposia), but also an increasing prevalence of age diversity at the work place. Notably, the increasing prevalence of age diversity in organizations not only create challenges for management and employees, but might also offer new opportunities due to a higher range of skills and perspectives at work. Fortunately, research on age-diversity has increased over the past years, but many important questions are still open. Moreover, the described demographic changes are happening right now, and thus require constantly updated research, as well as fast proposals how to convert research findings into HRM strategies. The goal of this symposium is to combine new empirical work on this fascinating issue from different perspectives and research groups.

AGE-DISCRIMINATION AT WORK: REPRESENTATIVE RESULTS FROM THE GERMAN WORKFORCE

Jungmann, F., *TU Dresden, Dresden, Germany*; Wegge, J., *TU Dresden, Dresden, Germany*; Liebermann, S., *TU Dresden, Dresden, Germany*; Schmidt, H.K., *Leibniz-Institute for Work Science, Dortmund, Germany*

Abstract: In many organizations, negative stereotypes regarding a decreased performance of older workers are prominent and lead to discriminating situations. Is this kind of age discrimination (ageism) a common problem in the workplace? And can it decrease the well-being and performance of the elderly workers? To answer this question, we present results from a representative survey among the German workforce (n=2.000) that was conducted in 2010. In this survey, the situation of different age cohorts working together was analyzed by measuring the salience of age differences, age discrimination, age stereotypes, health and turnover intentions of employees. The extent of age discrimination was found to vary across age categories, professions, company sizes, and between men and women. Based on theoretical assumptions and previous studies on age diversity in teams, we proposed that existing age differences will be related to reduced performance (e.g., higher turnover intentions and decreased health), and that ageism will be higher when age differences are salient. Results support both assumptions. Additionally, we were able to identify mediating and moderat-

ing effects of age discrimination on health status and turnover intentions. Thus, this study of the German work force shows that age discrimination is indeed a prevalent phenomenon and provokes lots of negative effects in an increasingly age diverse workforce.

AGEING, HUMAN RESOURCE PRACTICES AND EMPLOYABILITY IN PRIMARY EDUCATION IN THE NETHERLANDS

Vuuren, T. van, *Open University of the Netherlands, The Netherlands*; Semeijn, J., *Open University of The Netherlands, The Netherlands*

Abstract: Dutch organisations in Primary Education have to rely increasingly on the knowledge, skills and experience of older workers. These developments stress the importance of enabling older employees to stay employed in Primary Education by enhancing their employability. Employability is about having the capability and adaptability to gain initial employment, maintain employment and obtain new employment if required. We focus in this paper on the human resource literature that concentrates on the employer - employee relations. Central in this literature is the concept of personal development made possible through continuous learning and educational attainment (McQuaid & Lindsay, 2005). We define employability as the combination of personal and contextual factors that influence one's chances on their future labour market position. This means that both one's own capacities as well as measures employers can undertake to enhance employability are important. The question that will be addressed in this paper is: Do HR practices influence the employability of older workers? The following hypotheses will be tested: (1) workers younger than 45 years make more use of HR practices than older workers, (2) young workers are more employable than older workers, (3) the more HR-practices used by employees, the higher their employability, (4) the higher the employability of employees, the better their health and job satisfaction. These hypotheses were tested with a sample of 200 employees from Dutch primary schools.

CAREER ROLES AND EMPLOYABILITY

Jong, N. de, *University of Groningen, The Netherlands*; Hoekstra, H.A., *University of Groningen, Groningen, The Netherlands*; Lange, A.H. de, *University of Groningen, Groningen, The Netherlands*; Oudenhoven-van der Zee, K.I. van, *University of Groningen, The Netherlands*

Abstract: This study examines the relation between Career Role diversity, age, and employability over time.

Employability is often described as the ability to gain and maintain employment within as well as across organizations (Finn, 2000). Furthermore, it has been described as a psycho-social construct which is 'a synergistic collection of individual characteristics that is energized and directed by an individual's career identity' (Fugate, Ashforth, Kinicki, 2004). Career development is described as the interactive progression of internal career identity formation and the growth of external career significance. A model of 6 universal Career Roles (e.g., maker, expert, presenter, guide, director and inspirator) is presented as a content model of career development (Hoekstra, 2010). A career role is a descriptive construct at the person and the organization level. Furthermore, one's self-concept becomes more clearly defined with age. Workers can use different career roles in one job. We propose that both career role diversity and age are positively related to career outcomes in terms of enhanced employability. We further operationalize employability and present a detailed model which shows how individual employability can be described from an individual perspective by introducing the concept of Career Roles and how personal diversity in Career Roles may enhance employability. Hence, we expect a linear relationship between career role diversity and employability. Furthermore, we expect a stronger relationship for older employees. To test our hypothesis, we conducted an online field study among 500 persons broadly sampled from the working population in the Netherlands.

KNOWLEDGE TRANSFER BETWEEN GENERATIONS: EFFECTS OF AGE DIVERSITY, INDIVIDUAL AND TEAM WORK CHARACTERISTICS

Ellwart, T., *University of Trier, Germany*; Mock, K., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*; Rack, O., *University of Applied Sciences Northwestern Switzerland, Olten, Switzerland*

Abstract: Due to increasing age diversity in work groups, practical interest is growing how to influence intergenerational knowledge transfer in order to prevent knowledge loss and to support organizational learning. Based on theories of work group diversity (cf. van Knippenberg & Schippers, 2007), this study investigates the effects of individual and teamwork characteristics on knowledge transfer in age-diverse teams. The aim was to examine the incremental effects of (1) individual attitudes and task awareness (e.g., age diversity beliefs, awareness of topics to exchange), and (2) team work characteristics (psychological safety climate) beyond the effect of groups' age diversity. De-

pendent variable at the individual level was knowledge exchange during the last month, dependent variable at the group level was knowledge elaboration. Data from 37 organizational teams ($N = 516$ members) in the service industries was analysed using HLM and hierarchical regression. Results indicated a decrease of individual knowledge exchange in teams with high age diversity whereas optimistic diversity beliefs yielded a positive effect. Supervisor ratings on team climate and time for exchange added significantly to the prediction of team members' knowledge exchange. The addition of individual characteristics, awareness of topics to exchange, motivation for knowledge transfer, and awareness of expertise location could explain further variance attributed to members' knowledge exchange. Predicting groups' knowledge elaboration using hierarchical regression, similar results were found, except non-significant coefficients for diversity beliefs and safety climate. In sum, age diversity was negatively related to knowledge transfer. However, this effect was compensated by task-related individual and team work characteristics which represent an important source for HR-development beyond the usually given nature of age-diverse teams.

AGE-DIVERSITY IN TEAMS: THE STATE OF THE ART.

Wegge, J., *TU Dresden, Dresden, Germany*; Schmidt, K.H., *Leibniz-Institute for Work Science, Dortmund, Germany*; Ries, B.C., *Leibniz-Institute for Work Science, Dortmund, Germany*; Diestel, S., *Leibniz-Institute for Work Science, Dortmund, Germany*; Jungmann, F., *TU Dresden, Germany*; Liebermann, S., *TU Dresden, Germany*

Abstract: We discuss whether the use of age-mixed teams could be a useful strategy for the integration of older employees, and update what we actually know about the effects of age diversity. First, we introduce a model describing four different paths linking team composition with group productivity. This model explains why prior diversity research often has found contradicting results. Next, findings from recent studies analysing the effects of age diversity on team performance, innovation, and health are summarized. Results support both significant advantages and disadvantages for age-mixed teams. Thus, more research is needed to identify favourable conditions for utilizing age diverse teams in organizations. In line with this idea, we report and summarize findings from a 5-year research program supported by the German research foundation in which longitudinal data from more than

325 natural teams with 4,200 employees in three different fields (car production, administrative work, financial services) was gathered. Based on this project, the following preconditions for the effectiveness of age diverse teams could be identified: high task complexity, high appreciation of age diversity, low salience of age diversity, low age-discrimination, ergonomic design of work places, and the use of age differentiated leadership. It is concluded that effective interventions for a successful integration of elderly employees in work groups are available, and that combinations of interventions are most recommendable for practice.

Symposium: Counteracting workplace bullying: intervention measures and their effectiveness.

Main topic area: Health and Interventions

Location: Auditorium 2 (8:30-9:45)

Chairs: Notelaers, G., *Maastricht University, Maastricht, The Netherlands*; Hoel, H., *Manchester Business School, University of Manchester, Manchester, UK*

Abstract: Workplace bullying is about prolonged recurring negative behaviours at work from colleagues and or leaders. Research has confirmed that workplace bullying is a social stressor with very detrimental consequences. Many European countries consider this type of behaviour as illegal. For example, France, Belgium, Sweden, Denmark and Norway have passed law to ban this phenomenon from the workplace. Research, however, mapping interventions to counteract bullying is very scarce. Up until now, empirical data concerning the effectiveness of interventions in connection with bullying are a very early stage or even inconclusive. This symposium aims to present some of the very first studies which implement strategies for counteracting workplace bullying and evaluate their effectiveness. In addition, the symposium offers the opportunity to discuss facilitators and hindrances during the design, the implementation and the evaluation of intervention studies with the aim to inspire future evidence based research in the area of workplace bullying.

GETTING A FAIR A FAIR HEARING': INVESTIGATING COMPLAINTS OF BULLYING AT WORK: EXPLORING THE EXPERIENCE.

Hoel, H., *University of Manchester, Manchester, UK*

Abstract: Despite increasing organisational acknowledgement of bullying in the workplace, targets of such behaviour often fail to have their cases investigated without taking the matter to court. Recently employers and trade-unions in Europe signed a framework agreement (ETUC/BUSINESS EUROPE/UEAMPE/CEEP, 2008) which highlights the responsibility of employers to ensure that any complaints about harassment, including bullying, should be investigated without undue delay. Many UK organisations have gained considerable experience in investigating such complaints, mostly relying on in-house expertise. However, little is known about the experiences of investigators and to what extent complainants can expect to receive a fair hearing. To address these issues an explorative qualitative study was carried out. Interviews were carried out in seven UK public-sector organisations. In addition to the experience of investigators, trade union and HR-representatives were interviewed, supported by documentary evidence, e.g. local policy and procedures and case statistics. Interviews were transcribed and analysed by means of template analysis. Interviews revealed substantial discrepancies in the investigative approaches applied and training and expertise of investigators. All investigators emphasised the importance of impartiality of the process. Given the size of the organisations involved the number of cases investigated were small and those upheld even fewer. The considerable organisational resources allocated internally to dealing with complaints suggest that the issue is taken seriously. However, in some cases lack of training and inconsistencies in complaint handling among investigators raise questions regarding the fairness of the process. Moreover, the miniscule number of successful complaints suggests that the bar is set very high, raising doubt about whether the bullying problem is adequately addressed within the organisation, and the fairness of the process.

IS BULLYING PREVENTABLE, REDUCIBLE OR JUST UN-AVOIDABLE? RESULTS FROM A WORKPLACE INTERVENTION STUDY.

Hogh, A., *University of Copenhagen, Copenhagen, Denmark*; Mikkelsen, G.E., *CRECEA, Aarhus, Denmark*; Hansen, A.M., *National Research Centre for the Working Environment, Copenhagen, Denmark*

Abstract: The purpose of the present study was to develop, implement and evaluate efficient strategies to prevent bullying and serious interpersonal conflicts in the workplace. A baseline study on psychosocial work-environment was carried out in 60 workplaces (n =

3,363). To measure bullying and negative acts the NAQ-R was used and to measure the psychosocial work-environment we used the COPSOQ II. Based on this survey, 3 out of 10 contacted workplaces agreed to participate in the intervention study: A: a hospital department (n = 159); B: a business school (n = 86); and C: 5 departments in a university (n = 225). A and B agreed to implement all the proposed interventions: oral and written information about bullying, dialogue meetings, and a conflict management course for key staff members and supervisors/managers. C received information about bullying and supervision on their psychosocial work-environment. Process (qualitative) and effect (quantitative) evaluations (reported here) were carried out during the follow-up period. Approximately one year after the implementation of the interventions the psychosocial work-environment survey was repeated in 55 of the original 60 workplaces. Follow-up analyses showed a reduction of negative acts, conflicts and bullying in non-intervention workplaces, whereas the intervention workplaces showed a more mixed picture. A reduction of bullying and person-related negative acts was found in workplace A; workplace C showed a reduction in person-related negative acts and in level of conflict whereas we only found a slight reduction in level of conflict in workplace B. However, the samples from the intervention workplaces became very small at follow-up. Further analyses of these workplaces are on the way, and they will be presented and discussed at the conference.

PREVENTION OF BULLYING AND CONFLICTS AT WORK: IDENTIFYING FACTORS INFLUENCING THE IMPLEMENTATION AND EFFECTS OF INTERVENTIONS.

Mikkelsen, G.E., *CRECEA, Aarhus, Denmark*; Hogh, A., *University of Copenhagen, Denmark*; Berg Olesen, L., *Copenhagen University Hospital, Finsen Centre, Copenhagen, Denmark*

Abstract: Using process evaluation data, the study aimed at identifying factors associated with the implementation and effects of interventions targeted at preventing bullying and conflicts at work. The study draws upon the data from the former study (presentation). As said, ten out of these workplaces were invited to take part in the intervention study and three workplaces accepted. Workplace A, a business college, workplace B, a large hospital department and workplace C, five faculties at a university. Workplace C only received few interventions, wherefore the study presents results from workplace A and B, which received the same intervention programme. A quasi-experimental, process-oriented research design was used. The following in-

terventions were implemented: lectures on bullying, courses in conflict prevention and management, dialogue meetings, the distribution of pamphlets, newsletters and poster as well as steering group meetings. Process evaluation data and post intervention group interviews indicated that participants benefitted the most from the dialogue meetings and courses in conflict prevention and management. Various factors stimulating or obstructing the implementation and effects of interventions were identified, the latter being; lack of continuous management commitment, poor planning and organisation of interventions, lack of clarification of roles and expectations, time constraints, lack of identification with the targeted stressors and cultural aspects such as for instance reluctance to confront problems

IS CONFLICT MANAGEMENT TRAINING AN EFFECTIVE INTERVENTION TO PREVENT WORKPLACE BULLYING?

León-Pérez, J.M., *University of Seville, Seville, Spain*; Arenas, A., *University of Seville, Seville, Spain*; León-Rubio, J.M., *University of Seville, Spain*

Abstract: It has been assumed that workplace bullying may constitute an escalated conflict and thus follow a conflict escalation process. Consequently, in this contribution the effectiveness of conflict management training is analyzed as a possible intervention to prevent conflict escalation and reduce workplace bullying. First study was developed in the health sector by following an experimental design (experimental group vs. control group). Participants on the experimental condition (n = 258) received a conflict management training (4 sessions, each lasting 5 hours), whereas the control group did not receive it (n = 247). Results suggest that participants perceived the training as useful and effective, however; the number of negative acts and the level of interpersonal conflicts were higher in the experimental group. Second study aimed at solving some shortcomings of the first study. In that sense, similar conflict management training was implemented in a broadcasting company. Thus, 240 key staff members and superiors received the training. Results revealed that number of conflicts and its intensity was reduced when the perceptions of the participants and their subordinates at two different moments (before the training and eight months after the intervention) were compared. Moreover, subordinates perceived that their superiors have better conflict management skills after the training. However, although the training was perceived as effective, the reduction of negative acts was no significant.

INPATIENT TREATMENT OF BULLYING VICTIMS

Zapf, D., *Frankfurt University, Frankfurt, Germany*; Schwickerath, J., *AHG Klinik Berus, Germany*

Abstract: In recent years research on workplace bullying has increased tremendously, however, in the area of therapy for patients who experienced bullying there is still a big research gap with only a few studies available. We will report on a therapy concept for inpatient treatment which is based on results of research on bullying and which has been developed and applied at the Berus clinic in Germany. It is one of the first inpatient therapy programmes for patients suffering from workplace bullying. The range of treatment is based on special offers for groups in behaviour therapy and the overall programme is distinguished by its goal-oriented procedure. It contains educative units as well as problem-solving-oriented and process-oriented units. What makes it unique, is that well-established clinical concepts and clinical experience are linked to findings from bullying research. In our presentation we will shortly present the key features of the therapy programme as well as results from 2 evaluation studies.

9:00-10:00

Posters session: Organizational Behavior

Location: Expo (9:00-10:00)

JOB SATISFACTION OF HOSPICE MEDICAL PERSONNEL

Abdoullyeva, M., *Moscow State University, Moscow, Russian Federation*; Kienya, S., *Moscow State University, Moscow, Russian Federation*

Abstract: The study is devoted to investigations of job satisfaction of hospice medical personnel. In contrast to the doctors and nurses working in other hospitals, which expect successful recovery of patients and actively contribute to it, the staff of hospices has no hope of getting their patients healthy: the inevitable result is the death of the patient. Nevertheless, high job satisfaction helps not only to stay in work, but also to maintain a high level of work performance. The aim of the study was to describe the job satisfaction factors. We hypothesized that: 1) job satisfaction is related to peculiarities of the organizational environment: collective style of leadership, a special focus on job and prospects for professional growth and development; 2)

hospice workers have specific individual features that reflect a combination of personal characteristics and individual components of general job satisfaction. The study was attended by 23 hospice employees with different levels of education (from 20 to 60 years, average length of service in a hospice - 6 years). Each respondent filled out a set of 6 questionnaires to diagnose satisfaction, burnout, personality traits, motivational structure and perceived important characteristics of work activity. In the resulting 'portrait' of the hospice staff it is possible to allocate two blocks of the typical features characterizing: a) work activity focus, b) pro-social type of interpersonal relations. The results confirmed the assumption that the satisfaction of hospice employees is formed by the interaction of personal characteristics and the organizational environment. In order to describe the specific individual features the whole sample was divided into two groups by the method of Quick Cluster Analysis. The differences between the two groups are associated with 1) the leading types of motivational orientation (focus on comfort and creative work self-realization) and 2) resistance to the emergence of burnout. In general, these two groups could be characterized as 'active, job engaged workers' and 'passive executers'. Future studies of job satisfaction can contribute to organizational policy in personnel selection and work support and, at the same time, can be used for improvement of the psychological competence of the hospice high managers.

THE ROLE OF INITIATIVE AND PERSISTENCE IN PROACTIVE BEHAVIOUR

Wu, C., *University of Western Australia, Perth, Australia*; Wang, Y., *University of Sheffield, Sheffield, UK*; Mobley, W.H., *China Europe International Business School, Shanghai, China*

Abstract: In this study, the authors propose that initiative and persistence have different functions in shaping proactive behaviour to bring about change and hypothesize initiative and persistence positively interact with each other to derive proactive behaviour. In brief, they propose that initiative, a dispositional tendency to actively generate ideas and take unrequested action; and persistence, a dispositional tendency to continuously invest efforts to accomplish goals, have different functions to achieve proactive goal. A total of 368 EMBA students participated in this study. They completed measures of initiative and persistence and their peers provide ratings on proactive behaviour. Results revealed that initiative and persistence had a positive interaction effect in predicting proactive behaviour, supporting the hypothesis. Specifically, the result showed

that the positive impact of initiative on proactive behaviour was stronger when persistence is higher, suggesting that the coexistence of initiative and persistence are crucial to sustain the enactment of proactive behaviour.

MOTIVATION AT WORK AND THE CITIZENSHIP BEHAVIOUR IN PORTUGUESE CIVIL SERVICE'S INSTITUTIONS

Silvestre, M.C. de souza, *CCCM, I.P., Lisboa, Portugal*; Faria, L., *Isla, Lisboa, Portugal*

Abstract: Aware of the influence of motivation of staff performance in achieving the objectives of the organization (e.g. Meyer & Allen) coupled with the premise that organizational citizenship behaviors contribute to the effectiveness of organizations, (e.g. Podsakoff & Mackenzie, 1997), this communication is to contribute to the understanding of the motivational process and citizenship behaviors, and to study this phenomenon in Portuguese institutions of public nature. In this sense, the first objective is to assess levels of work motivation and organizational citizenship behaviors in two institutions of public nature, belonging to the Ministry of Science, Technology and Higher Education, located in the region of Lisbon, Portugal. The second objective is to study the possible relationship or not between the motivation of workers and their organizational citizenship behaviors. This study includes 250 young adults and adults of both sexes, aged between 18 and 65, from different levels of professional and academic qualifications. The evaluation plan used also included collected data of socio-demographic identification, the Motivation at Work Multi-Factorial Scale (Ferreira, Diogo, Ferreira & Valente, 2006) for the evaluation of work motivation and the Instrument for Measuring Organizational Citizenship Behaviour (Rego, 2000) for assessment of organizational citizenship behaviours. All the results will be analysed and discussed according to the empirical theory and research within the Human Resources Management and Organizational Behaviour. Given the absence of such research in the organizational Portuguese context, the achieving of this objective may also contribute to the removal of practical implications to increasing the quality and effectiveness of services and the workers motivation in these institutions, as well as some avenues for future research in this field.

ECONOMIC RECESSION AND ORGANIZATIONAL DOWNSIZING METHODS: THE SHORT TERM IMPACT ON EMPLOYEE ATTITUDE AND JOB-RELATED BEHAVIOR OF THE ICELANDIC WORK FORCE.

Einarsdottir, A., *Reykjavik University, Reykjavik, Iceland*; Arnardottir, A., *Reykjavik University, Reykjavik, Iceland*

Abstract: Following the economic collapse in the Fall of 2008, many organizations in Iceland have been forced to apply various conventional and unconventional downsizing methods due to shrinking income and other financial constraints. The purpose of this study was to explore how different organizational downsizing methods affect employee attitude and behavior in such severe economic situations. The effects of management and employee pay reduction, job proportion reduction, benefit cuts and early retirement were examined. The attitudinal and behavioral constructs studied were job satisfaction, perceived organizational support, procedural justice, organizational commitment and organizational citizenship behavior. In the Spring 2009 two empirical studies were conducted: one where 522 employees of thirteen Icelandic companies answered questions related to employee attitude and job-related behavior, and another one where 139, HR managers answered questions about use of downsizing methods over previous eight months. Data set was composed by matching employee and company data. Analysis showed that the most common downsizing methods used by the thirteen firms analyzed were manager and employee pay reduction and reduced job proportion. Furthermore, the study revealed that downsizing methods of manager pay reduction, decreased benefits and early retirement were significantly positively correlated to employees perceived procedural justice ($r_{pb} = .13$ to $.18$) and organizational support ($r_{pb} = .10$ to $.16$), whereas employee pay reduction and reduced job proportion were significantly negatively correlated to justice ($r_{pb} = .24$) and support ($r_{pb} = .11$ to $.18$). Coefficient of determination (R^2) was though consistently low. However, since some organizations were using multiple downsizing methods, their actions could be counter effective in terms of perception of justice and support. The methods used did not affect job satisfaction, commitment and OCB. The results indicate that in severe economical situations employees perceive management pay reduction, decreased benefits and early retirement as more just and more supportive downsizing methods than employee pay reduction and reduction in job proportion. This is important for managers to consider, since employee attitude and behavior will to some extent determine the ability of

the organizations to cope with the challenges at hand and eventually help in obtaining economic stability and subsequent recovery.

TIME PERSPECTIVE IN CHANGING TIMES.

Aylmer, B., *Dublin City University, Dublin, Ireland*; Buckley, F.L., *Dublin City University, Dublin, Ireland*

Abstract: A review by (Roe 2008) cautions against timeless research. Time perspective research is predominantly in this category. Claims of stability (Zimbardo and Boyd 1999), change (Zimbardo and Boyd 2008) and semi flexibility (Holman and Zimbardo 2009) in time perspective are not embracing fully temporal designs. Time perspective is defined as the parsing of time's flow into past present and future and is measured by the Zimbardo and Boyd Time perspective index (1999) which demonstrates five distinct time perspectives: past positive, past negative present hedonism, present fatalism and future time perspective. Purpose and contribution The study extends the time perspective literature by examining interindividual differences in intraindividual change (Chan 1998 Watson 2004) within the context of imposed organizational change. The study addresses the timeless nature of research on time perspective by adopting a one year three wave longitudinal design. The research also extends the knowledge on time perspective by relating it to commitment to change. Propositions Change programmes reflect the repositioning of organizations at some time in the future. The research hypothesizes that individuals in networked organizations will demonstrate individual differences in change and stability in the five time perspectives. Secondly, imposed programmes of change do not allow individuals to participate in structuring and negotiating change for the future; employees face a loss of control. It is hypothesized that future time perspective will decline over the data collection period and that present-fatalism will show positive growth. Thirdly, imposed programmes of change will focus attention on the past when times were better so it is proposed that past positive time perspective will demonstrate positive growth over the measurement period. Finally the research examines changes in the commitment to change and postulates that future time perspective will predict growth in the commitment to change The results of the research using 104 individuals are delivered and contrasted with extant understanding of temporal orientation and commitment to change. The results are discussed with reference to the Zimbardo and Boyd Time perspective Index. Practically, time perspective is an important

consideration for roles where a commitment to change is required.

PSYCHOLOGICAL ANALYSIS OF CIVIL SERVANT' BEHAVIORAL STRATEGIES IN SITUATIONS OF COMPETITIVE INTERACTION

Fil, A., *G.Kostiuk Institute of Psychology, Kyiv, Ukraine*

Abstract: Introduction. Increased competition in different social spheres requires investigation of the distinctive features of different civil servants' behavioral strategies in situations of competitive interaction to prepare civil servants to exercise their constructive professional interaction. Objective. To identify the distinctive characteristics of civil servants' behavioral strategies in situations of competitive interaction. Method. The investigation was done on the sample of 120 heads and employees of civil service in Ukraine in 2009-2010 using the diagnostic block Behavioral strategies in situations of competitive interaction in civil service' of the Complex diagnostic of organizations' competitiveness in the system of civil service' (Fil, 2010). Results. 74% of the respondents were shown to use the destructive competitive strategies, that is use of tough and unfair methods of competition, collision of rivals in achieving goals, and victory at any cost through neglect of other peoples' interests, moral destruction of the rivals, making the rivals' weak points known, gossiping, bribing, etc.). 20% of the respondents used the constructive competitive strategies, that is use of civilized, constructive interactions of self-sufficient and self-confident individuals, groups and organizations allowing the opponents to achieve goals through the development and presentation of their own competitive property'; acquisition of new knowledge through self-education or refresher courses, good awareness and use of one's own abilities in achieving goals, use of one's own life and professional experience, hard work, self-improvement, and development of ones' own competitiveness. 6% of the respondents used the avoiding strategies, that is neglect, fear or avoidance of situations of competitive interaction through refusal to pursue a career, reluctance in career development, autoaggression, and self-doubt which, on the one hand, were the simplest behavioral strategies since they did not require any efforts on part of the individuals and, on the other, were somewhat unreal due to the fact that competition being a global phenomenon could not be cancelled or forbidden in today' life. Conclusion. The investigation found prevalence of the destructive competitive strategies over the constructive,

that is prevalence of tough and unfair methods of competition over the civilized and constructive interactions of self-sufficient and self-confident individuals.

EXPLORING POTENTIAL MODERATORS OF THE RELATIONSHIP BETWEEN PERCEPTIONS OF ORGANIZATIONAL POLITICS AND ITS OUTCOMES

Wiltshire, J., *University of Calgary, Calgary, Canada;*
Lee, K., *University of Calgary, Calgary, Canada;*
Bourdage, J., *University of Calgary, Calgary, Canada;*
Ogunfowora, B., *University of Regina, Regina, Canada*

Abstract: For many employees, organizational politics are an inevitable and unavoidable aspect of their workplace experience. Perceptions of organizational politics (POP) refer to an individual's subjective evaluation about the extent to which their workplace environment is characterised by co-workers and supervisors who demonstrate self-serving behaviour (Farris, Harrell-Cook, & Dulebohn, 2000). The present study sought to investigate potential dispositional factors that may influence how employees interpret and react, both attitudinally and behaviourally, when perceiving their organization to be political. As politically-charged workplace environments have been found to negatively influence the effectiveness and efficiency of an organization (Kacmar & Baron, 1999), there is growing research interest concerning the extent to which employees' perceptions of such politics affects their work outcomes. To date, there is strong meta-analytic evidence suggesting that POP is related to an array of negative work outcomes, including turnover intention, feelings of strain/stress, counterproductive work behaviour, as well as decreased levels of job satisfaction and organizational citizenship behaviour (e.g. Chang, Rosen, & Levy, 2009; Miller, Rutherford, & Kolodinsky, 2008). Despite the considerable attention that has been given to investigating the main effects between POP and its outcomes, there is a paucity of research exploring the possibility that individuals may react differently from one another to POP within their workplace, and in turn, experience varying outcomes. In other words, the relationship between POP and its outcomes may be moderated by a number of factors related to the perception an individual has towards his/her situation at work and of his/her abilities or skills to function successfully within it. Using two samples, the present research explored how certain dispositions and behavioural tendencies can amplify the negative impact of POP. The first sample consisted of approximately 200 working undergraduate students from a Canadian

university, and the second of approximately 150 full-time employees from various workplaces throughout the United States. The present research contributes to our understanding of the mechanisms that employees use to interpret and react within their perceived politically-charged workplace. While we may not be able to abolish politics from an organization, we can implement ways of diminishing it, including more standardized workplace processes.

GOOD SOLDIERS VERSUS GOOD ACTORS: INVESTIGATING THE PERSONALITY CORRELATES OF OCB MOTIVES

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Wiltshire, J., *University of Calgary, Calgary, Canada*;
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Abstract: Organizational Citizenship Behavior (OCB), also known as contextual performance, describes those discretionary behaviors within an organization that support the broader organizational, social, and psychological context of the organization within which the technical core functions (Organ, 1997). To date, research has generally taken the assumption that individuals who engage in OCB are 'good soldiers' driven by altruistic motives, such as a desire to help others and to give back to the organization. However, recent research has suggested that individuals may also be 'good actors', engaging in OCB for instrumental purposes, such as to obtain pay raises, promotions, or other rewards associated with being viewed as a good organizational citizen (Bolino, 1999; Rioux & Penner, 2001). In this case, OCB can also be seen as an attempt at impression management. The primary goal of the present study was to determine the personality traits underlying three OCB motives. Using the six-dimensional HEXACO model of personality (e.g., Lee & Ashton, 2004), we investigated how self and co-worker ratings of personality related to self-reports of three OCB motives: (1) prosocial values, (2) organizational concern, and (3) impression management. The sample for this study consisted of a North American field sample of employees from a number of industries (N = 100). As we expected, more 'altruistic' and socially oriented personality variables such as Emotionality, Extraversion, and Agreeableness all related positively to prosocial values motivated OCB. In addition, Extraversion and Conscientiousness related to organizational concern motivated OCB. Perhaps the most interesting finding is that those low in the personality dimension of Honesty-Humility (i.e., are manipulative,

insincere) were more likely to report engaging in OCB for impression management. Given that it has been consistently shown that OCB contributes to performance and success in the workplace, this implies that individuals low in Honesty-Humility may use OCB as a means to successfully 'get ahead' in the workplace. This is potentially dangerous, as these same low Honesty-Humility individuals are also more likely to engage in counterproductive workplace behaviors (Lee, Ashton, & deVries, 2005), and score low on ethical decision making (Lee et al., 2008). Further implications of these findings are discussed.

KNOWLEDGE MANAGEMENT IN QUALITY CERTIFIED AND NON-CERTIFIED MUNICIPALITIES

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Abstract: The presented results are an integrant part of a wide research that it is centred on local and public management competitiveness - represented by the clients' satisfaction perspective - and considering knowledge management and quality management as its main influence vectors. We present the results of an empirical research focused on Knowledge Management that is developed in 80 municipalities, which belong to all Portuguese regions (north, centre and south). One of the groups was composed by quality certified municipalities and the other by non quality certified municipalities. We consider a certificated municipality those who have urbanism and or office service certified. The main purpose is concerned about the identification and characterization of organisational processes related to knowledge management. To gather the data under analysis, it was applied the knowledge management questionnaire, originally developed by Cardoso (2003). This questionnaire was also validated and adapted by Brito (2003) to the local government sector. This study sample was made up a random sample with 400 (four hundred) participants of the total sample with 1.353 (one thousand and three hundred and three) participants, that were developed their professional activity within the municipalities services under study. In this way, we are proposing to describe the results obtained in those two contexts of the local government sector. The factorial analysis results showed the existence of two factorial structures different from each other. We found differences in knowledge management processes, the same depending on the context in which they take place, quality certified municipalities or non quality certified municipalities thereby expressing the importance of the certification in their occurrence.

FACTORIAL INVARIANCE OF KNOWLEDGE MANAGEMENT PROCESSES ACROSS CERTIFIED AND NON-CERTIFIED PORTUGUESE MUNICIPALITIES

Brito, E., *University of Aveiro, Águeda, Portugal*; Cardoso, L., *Faculty of Psychology and Education Sciences, University of Coimbra, Coimbra, Portugal*; Ferreira Peralta, C.M., *Faculty of Psychology and Education Sciences, University of Coimbra, Coimbra, Portugal*

Abstract: The purpose of this research was to evaluate the psychometric proprieties and the extent of measurement invariance of the Knowledge Management Questionnaire (KMQ; Cardoso, 2003) across quality certified and quality non-certified Portuguese municipalities. The Knowledge Management Questionnaire shows a tetra-dimensional structure of knowledge management processes, with: 1) strategic knowledge management (reflects the organization's orientation towards the exterior), 2) cultural orientation towards knowledge (reflects a framework serving as a guide for instituted practices, rules, norms and procedures centred on organizational knowledge), 3) knowledge management practices (groups organizational actions developed around formally instituted processes, centred on knowledge of a mainly explicit nature) and 4) social and discursive knowledge management (translates the informal interaction occurring in the organization which facilitates social construction of knowledge). This research took the form of a cross-sectional questionnaire study. Two different samples were used: subjects from Portuguese certified municipalities ($n = 560$) and from Portuguese non-certified municipalities ($n = 412$). Regarding the population sample of municipalities, the pairing selection method was chosen, ensuring representative samples of quality certified (40) and non quality certified municipalities (41). Initially, two independent confirmatory factor analyses were carried out, for certified and non-certified local municipalities, followed by testing of measurement invariance through multi-group confirmatory factor analyses. We follow the eight tests, represented by different factor models, suggested by Brown (2006): 1. Test of confirmatory factor analysis in each group separately, 2. Test of configural invariance, 3. Test of equality of factor loadings, 4. Test of equality of indicator intercepts, 5. Test of error invariance, 6. Test of equivalence of factor variances, 7. Test of invariance of co-variances between factors, and finally, 8. Test of invariance of latent means. Overall, the measurement model fits the data well and, using a two-group CFA, is invariant across the two local government groups (quality certified and non-certified). Based on these data, it can be concluded

that workers in certified and non-certified municipalities interpreted KMQ items in a similar manner, which supports equivalent representations of knowledge management processes. We discuss the implications of this study for research and practice, shedding light on the invariance of knowledge management processes.

TESTING A NOMOLOGICAL NETWORK OF PSYCHOLOGICAL EMPOWERMENT IN A VENEZUELAN PLANT

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Abstract: Over the past decade management research has provided evidence of relationships between antecedent variables such as empowering practices in the work environment and individual level outcomes such as commitment as mediated by the individual's experience of psychological empowerment. This cross-sectional study tests one such nomological network in a plant in Venezuela where a system of continuous improvement was introduced. The new system was focused on providing operational feedback at the task, unit, and plant level. It was expected that the resulting increase in task feedback and task meaningfulness would lead to increased levels of psychological empowerment, which in turn would enhance organizational commitment. A questionnaire survey of 313 employees confirmed the expected nomological network. Task meaningfulness had a direct effect on affective commitment and an indirect effect mediated by perceived control and goal internalization. The relationship between task feedback and affective commitment was fully mediated by perceived control and goal internalization. The study also validates a Spanish language version of the Menon (2001) psychological empowerment scale. Our results suggest that multinational organizations should be aware that employees can be empowered at the individual level despite an adverse societal context for empowerment.

ORGANIZATIONAL IDENTIFICATION: DEVELOPMENT AND TESTING OF A MEASURE

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Abstract: There is continuing debate in the literature as to how organizational identification (OI) should be conceptualized and operationalized. We present a new twelve-item measure of OI that includes both cognitive and affective components and that integrates the main dimensions of organizational identification found in the literature. Based on a recent review of the OI

literature OI comprises four subcomponents: selfcategorization (the extent to which employees categorize themselves as members of the organization as a social category and label themselves as organizational members), a sense of attachment to organization (to the extent to which employees experience a sense of attachment to, belonging and membership of the organization), sharing of organizational goals and values (the extent to which employees share the values and goals of the organization and integrate them into their own belief system), evaluation of the membership (to extent to which employees evaluate their membership of the organization as positive fact). The measure was tested on sample of 74 employees working in the three health services. The psychometric properties of the twelve-item measure were tested using confirmatory factor analysis with AMOS 7.0. Three models were tested. The first model was a one-factor model where all twelve items were assumed to load onto a single unidimensional construct. The second was a four-factor model where relevant items from the scale were assumed to load onto four separate dimensions. The four-factor model emerged as the best fitting model in the analysis ($\chi^2(38)=44.413$ ($p=0.220$), $\chi^2/(df)=1.169$, CFI=0.963, RMSEA=0.049). All items except 9 exhibited acceptable loadings (factor loadings were highly significant, $p<0.01$). The item 9 was excluded from the analysis. The λ coefficients for the selfcategorization, a sense of attachment to organization, sharing of organizational goals and values, evaluation of the membership subscales were 0.67, 0.618, 0.521, and 0.570, respectively. The results provided support for the proposed four-component conceptualization of OI. However, the three subcomponents were highly intercorrelated and showed low discriminant validity. The results of a pilot test our measure showed that it can be used for measurement to the extent to which employees identify with their organization and predict their work-related behavior.

KEY ASPECTS OF SOCIAL ENTERPRISES' ORGANIZATIONAL BEHAVIOR

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Abstract: After more than a decade of managerial and economical studies on social enterprises (SE's), empirical research has paid little attention to human resources of SE's. Paradoxically, improvement of people management has been continuously identified as a imperative need (Peattie and Morley, 2008; Thompson, 2002). One of the few studies addressing this

issue found that HRM skills of board members were undeveloped (Royce, 2007). This is not surprising since the composition of the human capital of SE's - volunteers and paid staff- challenges HRM practitioners (Thomas, 2004). Specifically, personnel motivation has been identified as a specific and critical aspect of SE's (Austin, Stevenson and Wei-Skillern, 2006). Moreover, SE's are already facing difficulties in areas such as recruitment and staff retention (Royce, 2007). We conducted an empirical research on Italian SE's (social cooperatives (SCo's)). This type of SE has contributed greatly to Italian national economy and interested researchers in different European countries (Ridley-Duff, 2009). Furthermore, Italian SCo's have inspired experiences abroad (Alter, 2007). Three social enterprises participated in the study. The sample was composed by 257 subjects. The sample included employees, partners (co-owners) and the administrative staff. Aspects as Perceived Organizational Support, Organizational Commitment and Work Engagement were considered. Given the importance that democratic governance has in this kind of organization, both at the formal and informal levels, we included a measure of participation. The latter was developed in a prior research involving (SCo's). Differences in perceived participation were found according to organizational position. Noteworthy this variable did not affect significantly aspects such as organizational commitment and work engagement. Finally, multivariate statistical analysis suggested a positive relationship between variables.

LONGITUDINAL STUDY OF THE COMMITMENT OF THE WORKERS IN PUBLIC ADMINISTRATION

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Abstract: The aim of the present study is to examine if labor satisfaction and psychological well-being have some influence on the commitment of the workers in public administration. We think this is an important current issue in public administration, because if companies have committed workers, they will make sure that workers do strain for the improvement of the organization and, at the same time, they should concentrate all their effort in the benefit of the public institution. No doubt, this is relevant in this time of crisis, because if the institutions have committed workers, these will look for useful and innovative solutions for the organization to continue working. To reach this aim, the model FRIEND was used (Peir, 2008). To get a

contextualized and comprehensive approach, a descriptive study with a longitudinal profile was carried out in 355 workers in public administration. The data obtained show differences of commitment between workers. Data in Time 1 show the impact that employees' labor satisfaction and psychological well-being has on the commitment ($F=15.406$, $Sig. =.000$; $Beta =.337$, $Sig. =.000$; $Beta =.160$, $Sig. =.03$, respectively). In Time 2, slight differences are estimated. It can be discerned that labor satisfaction influences on the perception of the commitment ($F=15.846$, $Sig. =.000$; $Beta =.357$, $Sig. =.000$). It should be emphasized that some of the variables considered in the FRIEND model (satisfaction with the work and psychological well-being) have a notable impact on the commitment. In spite of the time when the analysis was carried out, labor satisfaction seems to be crucial in the commitment of the employees. Despite everything, this information seems to point at a process of institutional 'ripeness' of the workers, provided that in Time 1 certain psychological well-being is essential for the employees to compromise themselves. However, in Time 2, labor satisfaction carries more weight.

CURRENT STATUS AND FULFILLMENT IN PUBLIC ADMINISTRATION OF PSYCHOLOGICAL CONTRACT. ITS INFLUENCE IN ORGANIZATIONAL COMMITMENT.

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Abstract: Developed across a longitudinal design, and from the employee perspective, this research is in the line of previous studies proposing the fulfillment of psychological contract as antecedent of other variables (McInnis, Meyer and Feldman, 2009; Zhao, Wayne, Glibkowski and Bravo, 2007). Usually, this relationship hasn't been studied in public sector, on account of the supposition that public sector is stable and foreign to change (Topa and Palac, 2004). However, the result obtained in private sector samples could not be valid for the public sector (Coyle-Shapiro, 2002; Willem and Buelens, 2010). The present study has two objectives. In one hand, it describes the status and fulfillment of psychological contract in Spanish public administration. In the second hand, it analyzes the role of the status and fulfillment in the prediction of organizational commitment, studying the concurrent and diverging influences. This study was carried out on a sample of 355 public employees. To get the first objective, descriptive statistical data, correlations and reliability coefficients were calculated. To get the second objective, we tested

our hypotheses by hierarchical multiple regression analysis. Results show a concurrent influence in the first time, in which a 31,2% ($F=13,72$, $p<.01$) of the organizational commitment variance is explained by the psychological contract (significant: employee fulfillment ($=.301$), trust ($=.187$), age ($=.117$), gender ($=.210$)); a concurrent influence in the second time, with a 34,1% of explained variance ($F=10,73$, $p<.01$) (significant: employee fulfillment ($=.300$), trust ($=.294$)); while the diverging effects have a 19% of explained variance ($F=4.79$, $p<.01$) (significant: employee fulfillment ($=.255$), gender ($=.156$)). The most important conclusion is that higher levels of employee fulfillment in psychological contract contents mean higher levels of organizational commitment. A limitation for this study is that this relationship might be modulated by other individual or organizational variables.

ORGANIZATIONAL IDENTIFICATION AND AFFECTIVE COMMITMENT: AN INTEGRATIVE APPROACH

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Abstract: It is widely recognized that the relationship between employees and their organization has a major impact on their attitudes and behaviors at work. This relationship has typically been conceptualized in terms of employee's affective commitment to the organization (ACO), in organizational psychology, and organizational identification (OI), in social psychology. ACO is generally defined as an 'emotional attachment to, identification with, and involvement in the organization' (Meyer & Allen, 1991), whereas OI refers to 'a perception of oneness with or belongingness to the organization' (Ashforth & Mael, 1989). Despite their similarities, most of the empirical work concerning OI and ACO has been conducted independently. However, some scholars have recently integrated these two fields of research and several studies have empirically supported the distinction between OI and ACO (van Knippenberg & Sleebos, 2006). Few studies have however been dedicated to their relationship. Several scholars have argued that individual's self-categorization as a member of the organization is a necessary first step towards an affective attachment to this organization (Meyer et al., 2004) but this proposition has not been tested empirically, leaving uncertain the direction of the relationship between OI and ACO. Moreover, OI and ACO were found to share some antecedents

(e.g., perceived organizational support, POS; Rhoades et al., 2001; Sluss et al., 2008) and consequences (e.g., turnover intention; Griffeth et al., 2000; van Dick et al., 2004). Unfortunately, few studies have investigated these relationships simultaneously. The present research aims to examine the relationship between OI and ACO, and their relationships with some of their common antecedents and consequences. Using a sample of 413 soldiers, we conducted a longitudinal study to examine the direction of the relationship between OI and ACO. Results of panel analysis showed that OI is an antecedent of ACO. A second cross-sectional study using 203 engineers investigated the relationships between POS, OI, ACO, job satisfaction and turnover intention. OI was found to mediate the relationship between POS and ACO, whereas ACO mediated the effect of OI on job satisfaction and turnover intention. These findings suggest that OI may foster ACO and consequently positive employees' attitudes and behaviors at work.

VALUE ORIENTATIONS AND ORGANIZATIONAL COMMITMENT

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Abstract: This study aims to discover whether employees emphasizing different values establish different relationships with organization in terms of commitment. Specifically, we analysed the relationships between affective and continuance commitment and different kinds of work values conceptualizing the latter as an expression of basic values in work setting related to four higher-order value types offered by Schwartz (1992) (e.g. Ros, Schwartz & Surkiss, 1999). Data from Estonian work-aged population survey (n=2059) was used to test the hypotheses. Affective and continuance organizational commitment were measured using scales developed by Meyer et al (1993), value orientations were measured asking about the importance of 34 work aspects employees aspire to in work settings. It appeared that affective organizational commitment was positively related to valuing social and intrinsic work aspects, and negatively related to extrinsic (comfort) and prestige values. Continuance commitment was predicted by extrinsic orientation and negatively related to intrinsic values. It was also found that relationships between organizational commitment aspects and value orientations depend on employee's age, gender, position in organization (rank-and-file employees, specialists, various management levels) and size of organization. The main conclusion from our data is that

people committed to the welfare of others (socially oriented) as well as emphasizing independent thought and action (self-direction and stimulation important) develop strongest emotional ties with organization. At the same time, pursuing security (stability and comfort important) is related to commitment based on calculating costs that employees associate with leaving. Also, orientation to success and dominance over others (position, prestige important) predict higher continuance commitment in some employee groups. Thus, employees high in intrinsic work motivation are naturally inclined to be affectively committed to their employer (organization) whereas employees seeking comfort and power establish more calculative relationship.

ORGANIZATIONAL IMAGE AND ITS RELATIONSHIPS TO PERCEIVED SUPERVISOR SUPPORT, WORK ENGAGEMENT AND INTENTION TO QUIT

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Abstract: Dutton and Dukerich (1991) proposed organizational image defined as the way members believe others view the organization, and introduced the term 'construed external image'. A positive construed external image leads to a strengthening in a member's organizational identity that can influence obedience, loyalty and participation in organizational activities (Dutton, Dukerich and Harquail, 1994). Thus we expect that organizational image will have an effect on employee attitudes and intentions towards their workplace. A question then is what brings about a view amongst employees that their organization is well regarded by others? Eisenberger Stinglhamber, Vanderberghe, Sucharski and Rhoades (2002) argue that 'to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contribution and cares about their well-being'. They called this perceived organizational support. Thus if employees are being supported well, a reasonable assumption by them is that others are being similarly treated, and so the organization itself is one which is seen in a positive light in general by its members and others. Perceived supervisor support has been shown to be related, inter alia, to lowered turnover intention (Brough & Frame, 2004; Eisenberger et al., 2002) and lower emotional exhaustion (Wilk & Moynihan, 2005). We expect therefore that higher perceived supervisor support will predict a more positive organizational image which in turn will predict higher work engagement and lower

intentions to quit the organization. 179 respondents (mean age 43.34 years, s.d. 8.51) in one organization in the UK completed a survey. Structural modelling showed that the data were best fit by a model where organizational image mediated completely the effect of perceived supervisor support on engagement and intentions to quit ($\chi^2=53,48$, $df=49$; $NFI=.96$; $RMSEA=.027$; $CFI=.99$). The practical relevance of this study is that a neglected aspect of the way employees regard their organizations can be a critical factor in employee intentions and motivation. Thus organizational interventions that enhance the way employees and others regard it is likely to be beneficial in terms of both staffing and performance.

INVESTIGATION OF EMPLOYEES' LOYALTY TO ORGANIZATIONS IN THE SPHERE OF SERVICES

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Abstract: Introduction. The problem of employees' loyalty to organizations has been intensely investigated by organizational psychologists. Employees' organizational loyalty is an important psychological prerequisite of effective functioning of organizations and a preventive factor of staff turnover. The theoretical and methodological foundation of the investigation was the works by L.G. Pochebut, ?.?. Korolyova, R.Shaw, P. Muchinski, etc. Objective. To find out levels and manifestations of employees' loyalty to organizations in the sphere of services. Methods and design. The investigation was conducted on 100 employees from businesses in the sphere of services using interviews, tests and statistical analyses. Results. 1. Only 1.4 % of the respondents were found to have highly developed, 43.1 % averagely developed, 38.9 % poorly developed, and 16.7 % very poorly developed loyalty to their organizations. 2. Employees' age statistically significantly correlated ($?<0.05$) with their organizational loyalty: the respondents older than 40 years were shown to have high levels of organizational loyalty whereas those younger than 30 years mainly had very low levels of organizational loyalty (66.7 %). 3. The levels of employees' organizational loyalty statistically significantly correlated ($?<0.05$) with types and levels of their education: the most loyal to their organizations were the respondents with higher economic education. 4. The investigation statistically significantly found that the longer the employees worked in the organization, the more loyal to it they became ($?<0.01$). 5. The employees' organizational loyalty statistically significantly

correlated ($?<0.01$) with their positions in the organizations: managers and heads were more loyal to their organizations than rank-and-file employees. Conclusion. On the whole, the investigation found low levels of employees' organizational loyalty in the sphere of services. The main attention should be paid to the young employees without higher education and/or with higher non-economic education as well as to those with a short work record in a given organization. The findings of the investigation could be helpful in developing training organizational loyalty courses for the employees of the sphere of services.

CLARIFYING THE LINK WHICH BONDS EMPLOYEE AND ORGANIZATION: A CONFIRMATORY ANALYSIS OF THE HSA-ICI

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Abstract: The aim of this study is to contribute for the construct validation of the Identification- Commitment Inventory (ICI), the questionnaire proposed by Quijano, Navarro and Cornejo (2000) for the measurement of organizational commitment and organizational identification. The ICI was included in the frame of the Human System Audit (HSA) (Quijano, 2006). As an integrative model, it allows researchers and consultants to analyze and measure the concepts at the same time. The HSA-ICI model was tested in a sample of employees ($N=279$) of a Spanish Hospital. Confirmatory Factor Analysis (CFA) through Structural Equation Modelling (SEM) was performed. Maximum Likelihood was chosen as estimator. The goodness-of-fit index pointed out a poor fit of the model, even after some respecifications. It suggested improvements in the tool.

TYPES OF JOB SATISFACTION – THE ZÜRICH MODEL IS FUTURIZED

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Abstract: To measure job satisfaction means to always find that the employees are quite satisfied - independent of the real working conditions. It could be in the interests of the company to demonstrate social engagement, to point out their consequential workplace design or to promote with a good working atmosphere. However, it is a debacle if the goal is to improve the work situation. Yet, this should be the main goal for every measurement of job satisfaction. In 1975, Bruggemann

suggested a dynamic model (Zurich Model of Job Satisfaction) to describe multiple forms of work satisfaction and dissatisfaction. The closer evaluation of the dynamic processes of the development of job satisfaction gives the opportunity to identify work processes that cause e.g. resignation. Bssing (1997) rediscovered the model, modified it and further researched it to support the empirical evidence. Nevertheless the model still had some shortcomings. Based on this criticism, it was modified again and the four major variables were exactly defined. Building on that, a new questionnaire (FEAT - Questionnaire to assess types of job satisfaction) was constructed (Ferreira 2009). This article describes the empirically detected job satisfaction types using five different samplings. 24 satisfaction types could be proven which were never postulated in the past. Most interesting is the fact, that the types are dependent on the actual job and the working conditions. This shows new ways to change the working conditions to enhance the job satisfaction. This is not only an economic goal but also one focused on humanity. Empirically identified significant differences and correlations are the basics for further psychological interpretations of the confirmed job satisfaction types. It seems as every job satisfaction type has its individual profile with very specific preferences, apprehensions, traits and attitudes. To have a closer look at these profiles will help to explain the behavior and the sensations of working people. Furthermore, the research findings through the questionnaire FEAT show that the job satisfaction types are not permanent but reversible - they can be changed. It could be forward-looking to work out the circumstances that initiate a desired change.

MOTIVATION IN TODAY'S ECONOMIC CRISIS

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Abstract: While times look bleak, the motivation to undertake each day is to have the opportunity of growing a little bit more, to conquer and to conquer ourselves in order to achieve a higher level of freedom. As organizational leaders, how do we strive forward while motivating others to do the same? When money does not motivate because you can't give money, how to motivate professionals? What are the individuals motivational factors and how to give rewards for good performance of every employee. Whilst there are some general rules which apply to everyone, most people are usually motivated by what they perceive as rewards and there is different ways to get them committed and motivated. This study focuses on the issues of staff motivation and

employees retention that face managers when employees pay is low and morale is lower, especially in communities having a lower economy in times of crises. In order to identify individual differences in a number of practical contexts, such as the world of work, and record various components of performance in a job-related context, it was used Achievement Motivation Inventory (Schuler and Prochaska, 2001). The AMI profile gives insight into an individual's achievement motivation structure, enables a precise and reliable evaluation of all major aspects of job-related achievement motivation and allows the researcher, counsellor, or personnel assessment specialist to choose the facets of achievement motivation most relevant to alternative applications. The results of this study, based on the data of 150 applicants who work in a public institution in Romania, in 2010, permitted us to find out the main motivators in our day's economic crisis and to develop new organizational strategy for growing the working performance of the employees, their job satisfaction, motivation and commitment.

A SELF-DETERMINATION THEORY APPROACH TO VOLUNTEERISM: THE INFLUENCE OF MOTIVATION AND ORGANIZATION ON VOLUNTEERS' WORK EFFORT.

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Abstract: Purpose. This study examined the effect of motivation (i.e. autonomous versus controlled) on the work effort of volunteers, taking into account the type of non-profit organization in which volunteers are active. Method. A total of 206 respondents from four non-profit organizations participated in the online survey. The respondents filled in a questionnaire concerning the reason they volunteer (Motivation at Work Scale) and their contributions to the organization (Work Effort Scale). Results. Our results suggest that with more autonomous, or self-determined, motivation, volunteers will dedicate more effort to their volunteer work. However, we were not able to find any relationship between controlled motivated behavior and work effort. Although the base amount of work effort is organization-dependent, the relation between type of motivation and work effort does not seem to be influenced by the type of organization. Conclusions.

Overall, results indicate that being autonomously motivated generates the most desirable outcomes, independent of the type of organization the volunteer is active in. However, one should interpret and generalize these findings with caution. Implications for practice and further research are given. Originality. Since creating optimally performing volunteers is an important goal for NPO managers, we are convinced of the usability of our findings. Moreover, we are the first to involve volunteers' work effort in relation to motivation and work effort of volunteers using a heterogeneous sample in four different organizations. By creating an autonomous-stimulating work climate, managers should be able to influence the performance of their volunteers.

ORGANIZATIONAL CONTEXT PERCEIVED AS CONTROLLING AND CONTROL ORIENTATION AS PREDICTORS OF OPPORTUNISTIC AND ANTAGONISTIC ATTITUDES IN THE WORKPLACE

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Abstract: Prosocial characteristics and prosocial motivation have been identified as important elements of the current working environments, due to their substantial influence on employees' work behaviors and job performance (Grant, 2008). Unless that many theories have been developed in order to explain what motivates people to engage into certain behaviors (i.e. Locke & Latham, 1990; Frese, 1989, etc), little contribution exists on the factors that enhance or hinder cooperation and defection not only at the micro-level of individual (Antonides, 1994; Pruitt & Kimmel, 1977), but also at the macro-level of an organization (Cox et al, 1991). Self-Determination theory (Deci & Ryan, 1985), being a complete approach of human personality and specifically of work motivation (Gagn & Deci, 2005), was utilized in the present study. The study aimed to explore both contextual and personal motivational determinants regarding cooperative and non cooperative attitudes in the workplace. Using a sample of both private and public sector employees (N=135), it examined the correlations between autonomy-supportive versus controlling organizational contexts, as perceived by employees, and opportunistic propensity, as measured by an economic opportunism scale. It also investigated the extent to which autonomy-supportive versus controlling working contexts and causality orientation enhance or inhibit opportunistic attitudes. The analysis provided evidence that organizational contexts per-

ceived as controlling favor defecting economic strategies, such as economic opportunism. Furthermore, it showed that extrinsically motivated employees tend to have more opportunistic attitudes than intrinsically motivated, especially in organizational environments perceived as controlling. Control and autonomy orientations proved to be rather stronger predictors of defecting attitudes compared to autonomy-support that emerged as a modest predictor. The results provide several important implications for the counselling techniques and human resources development in the workplace, proposing the enhancement of autonomous motivation as a predictor of prosocial, cooperative organizational behavior.

NURSES' JOB SATISFACTION AND INPATIENT SATISFACTION: AN EXPLORATORY STUDY IN A MAJOR ITALIAN HOSPITAL

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Abstract: Background Current literature suggests the importance of examining the linkage between nurses' job satisfaction and inpatient satisfaction with nursing care for better strategic planning from healthcare executives (Tzeng & Ketefian, 2002). Aim This exploratory study sought to test the relationship between nurses' job satisfaction and inpatient satisfaction with quality of nursing care in a major Italian Hospital located in Lombardy. Method Patient and nurse data were collected from 19 inpatient care wards using a self-reported structured questionnaire administered to all the nurses and all the patients. The questionnaire was distributed to a total of 423 nurses and 294 patients. Of these, 305 nurses (72.1%) and 257 patients (87.4%) returned the completed questionnaires. The questionnaire completed by the nurses included a single item for the measurement of general job satisfaction (Cortese, 2009) and a scale of 44 items for the measurement of seven components of job satisfaction (Stamps 1997, Cortese 2007). The questionnaire completed by the patients included a scale of 27 items for the measurement of inpatient satisfaction with nursing care, covering six factors (Tzeng & Ketefian, 2002). Results Results (Pearson's r) showed that nurses' general job satisfaction and their job satisfaction about specific factors are significantly correlated with at least one of the inpatient satisfaction factors studied, except for the factor of patient education. More specifically, the factors of nurses' job satisfaction which evidence the most numerous, strongest, and most significant correlations with inpatient satisfaction are: autonomy, task requirement, interaction with physician, interaction with colleagues. General job satisfaction was significantly cor-

related with inpatient satisfaction with art of care, management of pain and discomfort, being courteous to family members. Conclusions The results provide good support for a linkage between nurses' job satisfaction and inpatient satisfaction with nursing care. According to the findings of this study, it will be important for nursing staff to obtain greater autonomy in the performance of their duties, a definition of tasks which dedicates more time to the relationship with the patient and less paperwork and red tape, greater opportunities for discussion within the group of fellow nurses and greater cooperation with the physicians.

PSYCHOLOGICAL CAPITAL: A REVIEW AND DEVELOPMENT OF A COMPREHENSIVE MODEL OF ANTECEDENTS AND CONSEQUENCES

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Abstract: The traditional idea in organizations has been that human capital (i.e. knowledge, skills and abilities) is the way to performance. Under this assumption, organizations invest in various development activities (e.g. coaching, on-the-job and off-the-job training) to upgrade their human capital. Does such investment pay off? Unfortunately, the answer is not unequivocally positive. Two important challenges for organizations are: 1. Engaging developed or highly competent employees in performance delivery (e.g., Bakker and Schaufeli, 2008). 2. Retaining those developed employees, as they are likely to approach and be approached by competitors. Alternatives to human capital include personality and social capital. However, it is doubtful that personality can be managed beyond the selection stages, and it is also questionable whether organizational social capital can be developed within a reasonable amount of time. Psychological capital (Luthans, 2002; Luthans & Youssef, 2004; Luthans, Youssef & Avolio 2007) provides a complementary alternative to human capital. It consists of the psychological states of hope, self-efficacy, optimism and resilience. Psychological capital is measureable, changeable, manageable, and easily developable, due to its state nature (e.g., Luthans et al., 2008). In addition, early empirical evidence supports the view that psychological capital can enhance key outcomes, such as job performance and work attitudes (Gooty et al., 2009). However, empirical research on psychological capital is still rather piecemeal and lacks comprehensive investigations that include experimental designs in real settings. Such designs can provide evidence on causal effects. Furthermore, extant empirical work is almost

exclusive to the Anglo-Saxon work environment. The present work proposes a comprehensive model that links the psychological capital of the workforce with leadership styles (authentic and transformational leadership) of line managers and with key outcomes (e.g., in-role and extra-role behaviours) at both individual and unit level. The testing of the model will be conducted with the use of experimental methodology in a real industrial setting. And the research will take place in China, a country with a culture that is different from the Anglo-Saxon culture. Hence, the investigation will contribute towards filling the existing gap in the knowledge regarding antecedents, consequences and mechanisms of psychological capital.

MODELS OF FEEDBACK INTERVENTIONS. THE INFLUENCE OF STATIC AND DYNAMIC FEEDBACK ON TASK PERFORMANCE

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Abstract: Feedback intervention is one of the most widely applied psychological interventions. At work place, feedback has strong regulatory strength. This activity is responsible for action control, evoking and maintaining the motivation to work. Our research problem was established to apply predictions build on the basis of two distinct models of feedback regulatory mechanisms. The first one was considered as static (Kluger & DeNisi, 1996), because describes and explain one-time, accidental and rare feedback. The second one was characterize as dynamic (Kanfer & Ackerman, 1989), by reason of it is a theory of systematic, frequent feedback interventions. Five experimental studies confirmed our predictions (N = 392). Behavioral consequences of static positive feedback were the same as the effects of dynamic negative feedback. In contrast, the effects of static negative feedback were the same as behavioral consequences of dynamic positive feedback. Moreover, the three of the five experiments were designed to examine mediation effects of self-efficacy, considered as reflective mechanism of self-regulation. No effect of mediation was found.

CONTRIBUTIONS FOR UNDERSTANDING THE AGENT-SYSTEM AND THE TWO-INTERACTIONAL FACTOR MODELS OF ORGANIZATIONAL JUSTICE

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Abstract: Procedural justice refers to the perceived fairness of the processes used to make allocation decisions. Interactional justice as made up of two facets (Greenberg, 1993; Greenberg & McCarty, 1990): (1) interpersonal justice refers to the extent to which the superior treats people with dignity and respect; (2) informational justice focuses on the explanations provided to employees that convey information about why procedures were used in a certain way or outcomes were allocated in a certain fashion. The agent-system model of organizational justice (Bies & Moag, 1986; Fassina, Jones, & Uggerslev, 2008; Masterson, Lewis, Goldman & Taylor, 2000) suggests that individuals draw on procedural justice for deciding how to react to the overall organization (commitment), but on interactional justice for deciding how to react to superiors. Through a convenience sample of 140 employees, this study shows how procedural justice and both dimensions of interactional justice predict organizational and supervisor affective commitment. The findings support the agent-system model, suggesting that employees tend to reciprocate toward those entities that benefit/punish them in terms of justice: (a) individuals develop stronger affective commitment toward the organization when they feel that the organization is fair; (b) they develop higher affective commitment toward the supervisor when they perceive strong informational justice from the supervisor.

(IN)JUSTICE CONTEXT AND WORK SATISFACTION: THE MEDIATING ROLE OF JUSTICE PERCEPTIONS

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Abstract: This study aims to explore the impact of the social context, namely the (in)justice climate and target, in workers' justice perceptions and satisfaction. Individual's justice judgments are expected to mediate the relationship of the (in)justice climate and target with work satisfaction. A 2 (high justice climate versus low justice climate) x 2 (self injustice target versus co-worker injustice target) cross-sectional design was applied through a questionnaire presenting a scenario to 140 participants. Findings reveal that when the justice climate is low versus when the justice climate is high, or when the injustice target is the self versus a when the injustice target co-worker justice judgments tend to be more negative. Procedural justice perceptions are equally affected by injustices that target the self or coworkers. We also found mediation effects of

procedural justice in the relationship between the justice climate and satisfaction, and interactional justice in the relationship between the injustice target and satisfaction. Unlike other justice dimensions, distributive justice does not appear to play a role in the relationship between the (in)justice context and work satisfaction. Findings demonstrate the relevance of framing organizational justice in a socially contextualized perspective. Greater attention should be given to group, and coworkers' justice experiences, as they seem to influence individual justice reactions and related work attitudes. Using experimental methodology, it was possible to examine the relationships between antecedents and consequences of organizational justice perceptions, exploring the role of seldom studied contextual variables.

Interactive posters: Work Time and Work Family Balance

Main topic area: Work Time and Work-family

Location: Expo (9:00-10:00)

PSYCHOLOGICAL FEATURES OF ENTREPRENEURS

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Abstract: Introduction. Understanding the psychology of working entrepreneurs is important for educational institutions which train future entrepreneurs. Knowing psychological features of entrepreneurs gives us a possibility both to form educational process of the future entrepreneurs and to organize appropriate psychological support for persons who are starting their own business. Personality characteristics of entrepreneurs were the scientific interest of such researchers as R.Cantillon (1725), ?.Marshall (1890), ?.Weber (1905), J.Schumpeter (1942), D.McClelland (1961), N.?.Pobirchenko (1999), A.Rauch (2000), M. Frese (2006). Objectives. To find differences in psychological features of entrepreneurs and non-entrepreneurs. Methods. The investigation was done in 2010 on a sample of entrepreneurs (30 participants, 60% - men, 40% - women, an average age 33,1 years, an average experience of entrepreneurship 6,3 years) and non-entrepreneurs (30 participants, 73,0% - men, 26,7% - women, an average age 36 years). The following procedures were held: 1) test on general ability to entrepreneurship (GET-test) and 2) inventory with questions, concerning an innovativeness (How often do you try out, on your own, a better and a faster way of doing something in the job? - A.Utsch and A.Rauch, 2000), an initiative (More frequent it is me, who starts

something new), a need for autonomy (Usually no one can influence on my decision). Results. 1. On the level of the statistics tendency ($p < 0,1$) there is more evidence of the initiative (inventory), the need for autonomy (GET-test), the risk-taking (GET-????) in the group of the entrepreneurs, comparing with the group of the non-entrepreneurs. 2. The need for autonomy (inventory) of the entrepreneurs is significantly different ($p < 0,05$), comparing with the non entrepreneurs. 3. There is significantly higher level of the innovativeness (inventory) in the group of the entrepreneurs, comparing with the group of the non-entrepreneurs ($p < 0,01$). Thereby the entrepreneurs are more initiative and independent, more risk-taking, more innovative, comparing with the non-entrepreneurs. Conclusion. 1. The significant differences in the psychological features of the entrepreneurs and the non-entrepreneurs are the need for autonomy and the innovativeness. 2. The results of the investigation are important for preparing psychological trainings for the persons starting their own business.

THE IMPACT OF ADAPTIVE AND MAL-ADAPTIVE PERFECTIONISM ON WORK-FAMILY CONFLICT AND BURNOUT SYNDROMES OF THE EMPLOYEES: A STUDY FROM TURKEY

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Abstract: The main purpose of this study is to investigate the impact of perfectionism on work-family conflict and burnout syndromes of the employees in Turkish Business Context. Eventough work-family conflict and burnout are the concepts researched both theoretically and empirically in the field of I/O Psychology in many studies, the meaning and impact of perfectionism as a personality variable within this interaction is still needed to be searched. Actually in Turkey there are limited studies about perfectionism or they are in theoretical base rather than empirical (Dinç, 2001; Oral, 1999; Yorulmaz, 2002). Therefore study findings is going to fill the gap in the field and provide implications for the managers especially in personal selection and development operations. Within this study the definition and classification of Johnson & Slaney (1996) is used for perfectionism variable. According to their definition, perfectionism has three components: Standards (personal standards for performance), Discrepancy (distress caused by the perceived discrepancy between performance and personal standards), and Order (desire for organization and need for orderliness). In their conceptualization, adaptive perfectionism reflects high personal standards and expectations and or-

derliness whereas maladaptive perfectionism is related with the high distress experienced due to discrepancy between actual performance and expected standards. The requirement to meet high personal standards and expectations within two domains both in family and work can increase the level of conflict between two domains. At the same time distress due to discrepancy between performance and expected standarts can also increase the conflict level. Therefore perfectionism may have an impact on WFC level of the employees. The Almost Perfect Scale-Revised /APS-R (Slaney et al, 2001), Netemeyer, Boles ve Mcmurrian (1996)'s work-family conflict scale and Maslach and Jackson (1981)'s burnout scale are employed to measure relevant constructs in the research model. The sample of this study will include white color employees working full time in private organizations in wide range of industry sectors (education, computer services, finance and banking) in Istanbul, Turkey. 350 questionnaires were distributed and data collection process is ongoing. The results will be discussed in comparison of previous findings concerning perfectionism, work-family conflict and burnout.

FAMILY-WORK INTERFERENCE: THE ROLE OF WORK ENGAGEMENT AND IMPLICATIONS FOR EMPLOYEES OUTCOMES

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Abstract: Although research has analyzed the interference between work and family in relation to work Engagement (Montgomery, Peeters, Schaufeli & den Ouden, 2003), an important concern is whether this interference is an antecedent or a rather a consequence of engagement. Besides, most of this research has been done in Western Europe. Hence, more research is required - also in other cultural contexts - on family interference with work (FIW) and work engagement (WE) (Halbesleben, 2009). Therefore the present study examines the mediating role played by WE in the relations between FIW on the one hand, and job satisfaction (JS) and turnover intention (TI) on the other hand. The sample ($n=424$) consists of Romanian married employees (44.3 % men). Structural equation modeling was used to simultaneously test the hypothesized relations. WE partially mediates between time-based FIW and JS, and TI. There is a full mediating role of WE for strain-based FIW. Finally, employees who experience behavior-based FIW tend to have a decreased JS and those who experience time- and strain-based FIW tend to be more work engaged and satisfied

with their jobs and declare less TI. The interference of personal life in the work arena can have positive outcomes. The way managers succeed in supporting employees' ways of dealing with FWI may have beneficial effects at work. In addition, allowing employees a certain flexibility of work schedule and opportunity to deal with family issues may be positively related to their engagement at work, satisfaction, and potentially decrease their intention to leave the organization. References Halbesleben, J.R.B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. In A. Bakker and M. Leiter (eds.). *Work engagement. A handbook of essential theory and research* (pp. 102-116). New York: Psychology Press Montgomery, A.J., Peeters, M.C.W., Schaufeli, W.B. & Den Ouden, M. (2003). Work-home interference among newspaper managers: Its relationship with burnout and engagement. *Anxiety, Stress and Coping*, 16, 195-211.

MEASURING ORGANIZATIONAL WORK-LIFE-BALANCE CULTURE: VALIDATION OF THE WLB-CULTURE SCALE

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Abstract: Background We developed an instrument assessing work-life-balance culture in organizations. A work-life-balance culture describes a culture that is supportive of the employees work-life-balance. This means for example, that the top management sees work-life-balance as a meaningful theme and supports it actively. The aim of this investigation was the evaluation of the psychometric properties of the WLB-Culture instrument. The instrument consists of five items (sample item: 'My company helps employees to arrange private and working life'). Methods Data for this cross-sectional study were collected through telephone interviews with one management-level person of randomly selected companies within the German information and communication technology (ICT) sector (N=522). Psychometric evaluation of the instrument was firstly conducted using exploratory factor analysis (EFA) and reliability analysis. Additionally, we conducted a confirmatory factor analysis (CFA) to examine the model fit and to retest the dimensional structure of the instrument. Further construct validity was tested using analysis of variance (ANOVA) with a related instrument, assessing the key persons general opinion towards the managements responsibility for the

employees work-life-balance. Results EFA suggested a one-dimensional structure of the instrument with a good reliability of 0,83 (Cronbachs alpha). The CFA replicated the factor structure of the instrument and resulted in an adequate level of fit (TLI 0.97, CFI 0.98, RMSEA 0.08). The ANOVA also shows a hypothesis-consistent relationship to the related instrument, which can be seen as an additional indicator of the convergent validity. Practical relevance The WLB-Culture instrument can be seen as a short and psychometrically satisfying assessment of work-life-balance culture in organizations from a key person's perspective.

WORK-LIFE CONFLICT, WORK-LIFE FACILITATION, AND THEIR CORRELATES AMONG BLUE COLLAR WORKERS IN SWITZERLAND

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Abstract: Objectives: Scientific research on the work-life interface has been limited largely to the analysis of work-life conflict and, furthermore, mainly to white collar workers. The current study analyses the association of work-life conflict and work-life facilitation in a predominant blue-collar sample. In addition, several possible correlates were explored such as health or work engagement. Methods: To collect own primary data a survey has been conducted within four companies in Switzerland of different industrial sectors (chemistry, building and manufacturing) with a total sample of more than 2000 employees of all occupational positions. The study provides data from a large, even though non-representative blue-collar sample of the Swiss working population. We used well-established, reliable, and validated measures to assess the concepts of work-life conflict and work-life facilitation, and developed a fully standardized and comprehensive questionnaire. Results: Work-life conflict and work-life facilitation were found to be hardly correlated with each other. And evidence was found for a quite strong negative association between work-life conflict and different health outcomes. A weak positive association between work-life facilitation and health status was found. Whereas work-life conflict was associated with low work engagement, work-life facilitation was associated with high engagement. (Physical burdening work was found to be positively associated

with work-life conflict and slightly negatively associated with work-life facilitation.) Conclusion: Work-life conflict and work-life facilitation are obviously independent phenomena. This means that the existence of negative spillover effects from the work to the nonwork domain and vice versa (work-life conflict) does not predict the absence of positive aspects of combining work and family or other roles. And as expected they seem to have contrary effects on outcomes such as work engagement even though not with regard to health and well-being as has been shown in studies recently published. Due to these unexpected and inconsistent findings, further research is needed particularly with focus on work-life facilitation and its health effects.

10:00-10:30

Coffee Break

Location: All levels (10:00-10:30)

10:30-11:30

Posters session: Organizational Behavior, Structure, Culture and Climate

Main topic area: Organizational Structure, Culture, Climate

Location: Expo (10:30-11:30)

A MODEL OF ORGANISATIONAL ENERGY IN THE SOUTH AFRICAN CONTEXT

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Abstract: Background and Aim: In the complex and dynamic world in which businesses of the 21st century must function, the primary objective is to find and maintain the competitive advantage, and in so doing, create an organisation that is capable of rapid evolution and change (Lawler, 2008). In this ever changing environment, the integration of organisational experiences at both individual and organisational levels has altered practices for analysing organisations from a structured and static undertaking, to a process which is more dynamic and responsive (Pettigrew & Fenton,

2000). This move has facilitated an interest in organisational energy, both on an organisational and an individual level. The main objective of this research is to develop a model of organisational energy in the South African context. Method: A cross-sectional survey research design is followed with data being collected from employees (N=300) from a South African financial institution. The Energy Scapes Profile (Tosey & Llewellyn, 2002), The Energy Index (Stanton Marris, 2002) and Productive Organisational Energy Measure (Bruch, Cole & Vogel, 2005) are administered. Confirmatory factor analysis, Linear Regression Analysis and Structural Equation Modelling are applied. Results: It is anticipated the organisational energy as measured by the Energy Index will be statistically significant predictor of organisational energy as measured by the Energy Scapes Profile. In addition it is also expected that both the organisational energies as measured by the Energy Index and Energy Scapes Profiles will be statistically significant predictors of productive organisational energy. Finally it is expected that organisational energy (Energy Scapes Profile) will mediate the relationship between organisational energy (Energy Index) and Productive Organisational Energy. Practical Relevance: The model should assist organisations in identifying practices, processes and initiatives which can have a positive impact on organisational energy, and in turn, on the productivity and satisfaction levels of their employees. Using this information, interventions which facilitate positive organisational energy, or address organisational energy challenges can be developed.

AN EXPLORATORY STUDY OF ORGANIZATIONAL FACTORS AND JOB SATISFACTION IN THE CONSTRUCTION INDUSTRY IN SPAIN

Aldasoro, J.C., *University of Basque Country, San Sebastian, Spain*; Cantonnet, M.L., *University of Basque Country, San Sebastian, Spain*; Iradi, J., *University of Basque Country, San Sebastian, Spain*

Abstract: Purpose - The purpose of this paper is to analyze organizational factors that influence job satisfaction in the construction industry in Spain. The factors examined are: control of and influence on work hours, clarity of job description, social support at the worksite, opportunities for social relationships in the workplace, and quality of leadership. Design/Methodology/Approach - The sampling system used was a non probabilistic method and 51 usable questionnaires were gathered. A questionnaire was developed and distributed to professionals in 206 construction companies. Data related to psychosocial risk factors were

collected using the ISTAS-21 (an adapted Spanish version of the Copenhagen Psychosocial Questionnaire) as well as questions created ad hoc by the research group. ISTAS-21 was designed to be used in any type of work context to measure the organizational, social, and psychological characteristics of jobs which can affect workers' health. It has been validated in the Spanish population and is recommended by experts in occupational health and safety. Findings - Workplace supportive leadership quality, influence on work hours, clarity of job description and social support at the worksite are shown to be associated with job satisfaction. Control of work hours and opportunities for social relationships in the workplace do not have a direct influence on job satisfaction. Originality/Value - Although this survey is exploratory, the results obtained can be useful as a first step in an in-depth study to evaluate the organizational climate and psychosocial risks inherent in the construction industry. Keywords - Construction, job satisfaction, organizational climate, psychosocial risk Paper type- Research paper

SUBJECTIVE FACTORS OF ESTIMATE OF ORGANIZATIONAL CULTURE

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Abstract: The basis of our research is the conception that employees of the same organization are inclined to estimate its organizational culture in different ways. One of such factors is mechanism of projection of individual preferences (conceptions of 'ideal' organizational culture) on real organizational culture estimation. Conceptions of 'ideal' organizational culture in their turn are connected with social and demographical characteristics and peculiarities of needs and motivation. Therefore employees are prone to apprehend and estimate real culture of their organization in accordance with their own expectations, motives and needs; thus they're forming personal cultural space. This leads to appearance of different subcultures (for example, gender, age-related, status-role) inside the organization and in many respects this may cause un-conformity of estimates during analysis of company's organizational culture.

LEARNING CULTURE: JOB AS A LOCUS OF SUBCULTURES

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Portugal

Abstract: The organizational learning has acquired a prominent role in organization sciences due to the fact that, more and more, it is argued that organizations must be able to learn, through its employees, enabling them to develop new knowledge and to give rise to new learning. In this context, an organization that wants to become a learning organization should invest in the creation and the development of a culture that is favorable to learning, that is to say, a learning culture. This research focused on the theme of learning culture and it aims i) to assess whether there are distinct professional subcultures regarding learning orientation, namely if they are similar to those noted by Schein (1993), and ii) to evaluate if the time performing the same job influences employees' learning orientation. To achieve these objectives, we used the OLC questionnaire (Rebelo, 2001), which aims to estimate the degree of organizational culture orientation's for facilitating learning, in a sample composed by 730 workers of 39 Portuguese manufacturing firms. Multivariate analysis of variance (MANOVA) was the main technique for data analysis. The results suggest that the professional communities differ on the cultural orientation to learning, supporting the existence of the three organizational subcultures proposed by Schein (executive, engineering and operator cultures). Differences in the effect of time on the same job on the generation of different cultural orientations to learning were also found. However, the job tenure effect on learning orientation only occurs in certain jobs (in our sample, in the supervisors and clerical jobs). All in all, concerning learning orientation, these results support that the job could be a factor that promotes the creation of different learning orientations, and, in consequence, it could contribute for the generation of different subcultures in the organizations. Thus, these results alert for some barriers that could exist when an organization tries to implement a strong orientation to learning, in order to transform itself in a learning one.

THE DETERMINANTS OF EFFICACY IN UNIVERSITY FORMATIVE PATHS

Ripamonti, S., *Catholic University, Milan, Italy*; Scaratti, G., *Catholic University, Milan, Italy*; Mocca, A., *Catholic University, Milan, Italy*

Abstract: During the last decades, some important changes (Bauman, 2002; Sennett, 1999; Giaccardi & Magatti, 2002; Weick, 1997; Hatch, 1999) transformed the social and productive setting, involving both individuals and organizations. Together with this evolution, also universities' formative processes changed.

This mutation was defined by Lipari (2002) who described the passage from a 'modernist' logic, which sees learning as linear and transmissive, as adaptation (this logic is still present in many and different contexts), to a logic who mostly aims to the adult's reflectiveness and to the valorization of his own subjectivity and experience. The aim of the research is to find out the determinants of efficacy for university formative paths, emphasizing which components are most influential in the building of skills useful for a job placement. Recent researches pointed out the importance of contextual variables as directly related to efficacy of learning in university contexts. These variables refer to: positive or negative perception of services offered by the University possible participation to aggregation places and/or the possibility of being part of groups during the university path possibility of development of a sense of affiliation with the university context. The organisational challenges were hence to verify the influence of such variables on students' university performances. The adopted methodology employed: questionnaires to evaluate the importance of environmental variables on university learning deep interviews, to monitor the perception of students about environmental variables and the influence of these variables on their performances the use of 'focus groups' to deepen which contextual variable is suspected to be more relevant on students' university paths. The investigation's results point out the importance of contextual variables on students' performances. They also found very significant many extra-curricular tools (stages, apprenticeships and so on) which allow students to experience an active involvement during the building of their own knowledge.

SAFETY CLIMATE AND SAFETY BEHAVIOURS:
THE ROLE OF ORGANIZATIONAL FACTORS AS
ANTECEDENTS

Silla, I., *CISOT-CIEMAT, Barcelona, Spain*; Latorre, F., *University of Valencia, Valencia, Spain*; Gracia, F.J., *University of Valencia, Valencia, Spain*

Abstract: In the aftermath of the accident at TMI (Three Mile Island) and Chernobyl, organizational factors have captured increased researchers and practitioners attention. This is especially true for safety climate defined as shared perceptions on organizational procedures and practices, and individuals' norms, values, and behaviours. Still, up to date research on safety climate antecedents is scarce. Previous research has mostly focused on safety climate measurement. Additionally, despite safety climate is made up of shared perceptions among employees, it has been commonly addressed at the individual level of analyses. This

study addresses these research lacunas examining the role of organizational factors as antecedents of both organizational and psychological safety climate. This study was based on 588 employees pertaining to three different high reliability organizations. Results suggest organizational factors (communication, time pressure and trust at different organizational levels) play a relevant role as antecedents of safety climate and safety behaviours. Findings have relevant practical implications for promoting safety in high reliability organization contributing to the development of a sustainable society.

SELF-PROTECTIVE BEHAVIOUR IN NARCISSISTS: THE
ROLE OF DEFENSIVE VOICE AND SILENCE IN DEFENDING
AGAINST THREATS TO ONE'S EGO.

O'Shea, D., *University of Limerick, Limerick, Ireland*; Kirrane, M., *Dublin City University, Dublin, Ireland*; Buckley, F.L., *Dublin City University, Dublin, Ireland*

Abstract: While there have been theoretical models advanced to explain the organisational factors that constrain or facilitate either voice or silence (see Morrison & Milliken, 2000; Bies, 2009; VanDyne, Ang & Botero, 2003), limited research has explored the individual differences that explain such behaviour in the work context. LePine and VanDyne (2001) found that conscientiousness and extraversion related positively to voice behaviour, while agreeableness had a negative relationship. More recently, Premeaux and Bedeian (2003) found that self-monitoring was an important individual difference characteristic predicting speaking-up in the organisational context. The present research focused on the personality trait of narcissism, given its relevance in the broader organisational context (Resick et al., 2009; Chatterjee & Hambrick, 2007). Narcissists are generally hostile towards criticism (Resick et al., 2009), and engage in self-defensive strategies to maintain their sense of an intact ego (Morf, Weir & Davidov, 2000). Defensive voice and defensive silence are proactive behaviours that are motivated by self-protection or fear. Such motives are particularly relevant to narcissists, with verbal defensiveness demonstrated to be a response to fragile self-esteem (Kernis, Lakey & Hepner, 2008). 800 undergraduate students were screened using the Narcissistic Personality Inventory (NPI; Raskin & Hall, 1979, 1981). Those scoring in the top or bottom third were recruited to participate. Experimental conditions were designed to trigger the implicit processes of self-regulation employed by narcissists. The results confirmed the hypotheses that narcissists engaged in more defensive silence and defensive voice, especially

in situations perceived as threatening to their ego integrity. This study provides support for the model proposed by Van Dyne, Ang and Botero (2003) demonstrating that both voice and silence can be motivated by a need to defend or protect the self. It adds to this literature by demonstrating the impact that individual differences can have on this type of voice and silence, and by elucidating the contexts under which narcissists will engage in either voice or silence to defend their ego. From a practical perspective, it demonstrates the need to consider both person and situation factors when considering defensive communication in organisations, and points to how this may be dealt with.

INTERORGANIZATIONAL NETWORKS: A CONTEXT WHERE COLLABORATE TO INNOVATE IT CAN PRODUCE LEARNING AT INTERORGANIZATIONAL LEVEL.

Donati, S., *University of Bologna, Cesena, Italy*

Abstract: Inter-Organizational Network (ION) (for example: Joint Venture, Strategic Networks, Consortia, etc.) are considered a specific organizational paradigm that researchers used to understand performance (Powell et al., 1999), learning (Knight, 2002) and innovation (Faber & Meeus, 2006) of the firm involved in Inter-firm Networks. In such contexts, enterprises learn and improve their collaborative skills and innovative capabilities and both as single-individual enterprise and also as a group of companies and in this way they can better compete in a wider markets. ION is defined as 'a group of three or more organizations connected in ways that facilitate achievement of a common goal. [] Network members can be linked by many types of connections and flows, such as information, materials, financial resources, services, and social support. Connections may be informal and totally trust based or more formalized, as through a contract.' (Provan, Fish and Sydow, 2007). A literature review was conducted to investigate if and how ION facilitates innovation within the companies that constitute the network; two model consider and study specifically the relationship between ION and innovation: Dynamic Capabilities perspective, studies how a firm combines its resource with resources of other firms of network to construct a organizational routine able to facilitate continuous innovation; Relational Perspective, that with the support of Social Network Analysis (SNA), studies how the features of relation between organizations and the social structure of these exchange relations can influence the innovation of product and service of organizations. This poster will present some aspects of our literature review: - the reciprocal relationship between collaborative processes, network of exchange relations (for ex-

ample: resource, information, knowledge, etc.) and innovation of organizational products and services; - ION where actors (for example: entrepreneurs, professionals or other organization members) learned and developed inter-organizational routines to manage their exchange relations show an improvement of innovation capability at firm level. Finally, the author suggests some possible 'meeting points' between Dynamic Capabilities and Relational Perspective that could be useful to consider in the future inquiries on Innovation process in ION context.

STIMULATING EMPLOYEES' WORKPLACE LEARNING: THE ROLE OF SELF CONSTRUAL AND CAREER IDENTITY

Rijn, M. van, *University of Twente, Enschede, The Netherlands*; Yang, H., *University of Twente, Enschede, The Netherlands*

Abstract: Workplace learning involves not only psychocognitive factors but also motivational and social-psychological factors. By taking a social-psychological approach, in this study we examined the joint effect of self construal and career identity on teachers' engagement in workplace learning. Derived from the organizational learning model proposed by Crossan, Lane, and White (1999) and also considering their applicability to teachers' profession, we highlighted three learning activities: intuiting in terms of keeping up to date, interpreting in terms of feedback asking from their supervisors and integrating in terms of knowledge sharing. Regarding explanatory variables, three types of self construal-individual, relational and collective-are distinguished to describe how individuals define themselves with reference to their social roles, groups and relationships. Two types of career identities-work centrality and desire for upward mobility-were used to capture how central one's career is to one's identity To test our assumptions, 332 teachers from 6 Vocational Educational Colleges in the Netherlands were recruited for a questionnaire study. In line with our hypotheses the results show that (1) relational self construal has a positive effect on the learning activity of asking for feedback from their supervisors, which is especially the case for teachers with a strong work centrality, and (2) collective self construal has a positive effect on the learning activity of knowledge sharing, and this link is stronger for teachers with a strong desire for upward mobility. Contrary to our expectation, a strong individual self construal did not show a positive impact on the learning activity of keeping up to date. Our findings suggest that HR professionals should take account of employees' individual differences, in terms of self construal and

career identity, when arranging workplace learning activities. For employees who enjoy their work and have a strong relational self construal, dyad learning activities like coaching or feedback sessions might benefit them most. For employees who have a strong desire for upward mobility and a strong collective self construal, group learning activities like team meetings might be a good option.

CONFIRMATORY STUDY OF THE DIMENSIONALITY OF WORKPLACE AGGRESSION

Vicente, A., *ISPA-Instituto Universitário, Lisboa, Portugal*; Oliveira, T.C., *University of Coimbra, Coimbra, Portugal*

Abstract: The purpose of this study was to explore the multidimensionality of workplace aggression. A review and analysis of existing measures of workplace aggression were conducted and a measure proposed - the Aggressive Behavior Questionnaire (ABQ) by Vicente and D'Oliveira (2009). Following the literature (e.g. Baron & Neuman, 1998; Martin & Hine, 2005; Yildiz, 2007), the measure proposes that workplace aggression is associated with two main dimensions: latent aggression and manifest aggression. An initial analysis of each dimension suggested its multidimensionality and the need for a confirmatory approach. The paper presents the results of the validating study that further analyzed the initial factor structure. A total of 210 employees representing a variety of jobs and activity areas such as health, sales and marketing, tourism, transports among others were involved in this study. Activities areas and occupations were selected according to the existing European statistics that highlight the problematic areas where such phenomenon occur in a frequent base. The ABQ requires participants to indicate the frequency of a variety of aggressive events in the workplace during the last year. The measure considers events in the workplace in general and not the personal experiences of respondents in order to avoid victimization, a limitation of the existing literature. The cross-validated structure is presented and discussed with recommendations for further investigation and interventions for the prevention of workplace aggression being presented.

SEX DIFFERENCES IN VALUES AND PERCEIVED HEALTH OF VOLUNTEERS AND NON VOLUNTEERS

Castano, M.G., *Universidad Complutense de Madrid, Madrid, Spain*; Lino, L., *Universidad Complutense de Madrid, Madrid, Spain*

Abstract: The concept of volunteering refers to someone that performs a task or job without receiving any

financial or social compensation; these people, called volunteers, perform tasks based solely on their own internal motivation and desire to help others less fortunate. However, not everybody is a volunteer; some individuals feel this urge to help others more intensely than the rest of us. Considering the gender factor, men and women have different levels of participation in volunteering, since that most of the volunteers are women. This paper intended to know the differences in values between four groups of individuals, women volunteers, men volunteers, non volunteer women and non-volunteer men. This study had 65 men and 68 women participants (n= 133) from Spain, Madrid. To analyze what values were more important to each person, we used the SIV (Gordon, 1976). Besides evaluating the importance of each value to find out if there were any differences according to group, we also wanted to see if there were any differences in the perception of health and if these depended on being a volunteer or not. To measure this variable, we used the General Health Questionnaire (Goldberg, 1978) and added a barometer to measure the global perception. The results show that in the value Conformity, the volunteers considered it to be less important to them, in comparison to the non-volunteers, which may indicate that volunteers don't accept easily social rules to which they don't agree. In Benevolence the volunteers also scored higher, indicating that this value is very important to them. In Recognition, the non-volunteers group considered being seen as an important person as something that they valued more than the volunteers. According to gender, Benevolence was the only value that women and men scored differently. Also, the volunteers had a more positive global perception of their health when compared to non-volunteers. The results indicate that this is an area that requires further research in order to comprehend the differences between volunteers and non-volunteers, according to gender.

HOW DOES THE RELATIONSHIP WITH THE SUPERVISOR INTERACT WITH JOB CHARACTERISTICS TO AFFECT WORK PLEASURE?

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Abstract: Demerouti, Bakker, De Jonge, Janssen & Schaufeli (2001) introduced the job demands-resources model (JD-R) as a respond to Karasek's (1979) Job demands-control model. Their main assumption is that all job characteristics can be divided in two broad categories, namely job demands and job resources. Differ-

ent job resources can buffer the impact of job demands (Bakker & Demerouti, 2007) and the interaction of job demands and job resources affects the employees' attitudes and behaviour. The goal of this paper is to test the influence of several job resources (learning possibilities, autonomy & participation, job variety, and social support) and job demands (pace of work, emotional workload, role conflict, and role ambiguity) on work pleasure. Data was gathered in 2009 by means of a large-scale survey conducted by ECOOM-UGent and collaboration of four Flemish universities (Ugent, UA, UHasselt, VUB). As expected, job resources had a positive effect on work pleasure whereas job demands, with the exception of work pace, had a negative effect. Job resources also buffered the negative effect of job demands on work pleasure. To gain more insights into the workings and generalizability of the JD-R model, we test it in a population of junior academics and include other variables, as suggested by Kain and Jex's (2010). Because the academic job requires that the junior works closely with the supervisor, we hypothesize that the quality of the relationship with the supervisor could have an extra impact on the interactive relationship of job resources and job demands. Indeed we found that the buffering effect of job resources was more often significant if the junior reported a poor relationship with the supervisor, compared to a good relationship. In addition, the job characteristics (resources as well as demands) were more significant in the low relationship situation. Therefore we can argue that a good relationship with the supervisor reduces the importance of the job characteristics. In conclusion, this paper argues that the JD-R model is a valuable tool to understand the antecedents of work attitudes, but it can benefit from inclusion of other variables that are important in the specific work context.

DISTINCT PATHS TO JOB SATISFACTION: INDIVIDUAL DIFFERENCES IN THE JOB REWARDS-JOB SATISFACTION RELATIONSHIP.

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Abstract: Although the relationship between reward satisfaction and job satisfaction has been studied intensively, most previous research is subject to two major limitations. First, individual differences research concerning this relationship remains largely missing, and second, this relationship is studied almost exclusively for pay satisfaction, while other types of rewards seem to be ignored. The present research responds to

these limitations by studying whether individual differences in the relationship between financial, material and psychological reward satisfaction on the one hand and job satisfaction on the other hand exist. A series of mixture regression models were fitted on data from 860 employees working for a variety of Belgian non-profit organizations. The results of these analyses indicate that the two aforementioned limitations are serious ones, indeed. In particular, two groups of individuals can be distinguished, each with a different job reward - job satisfaction relationship. For a first group of employees, the pattern is in line with the well-known finding that job satisfaction is related to financial and psychological reward satisfaction. For a second employee group, however, job satisfaction does not relate to financial reward satisfaction. Moreover, the individual differences obtained with these analyses link up with individual differences in turnover intention, job performance, affective organizational commitment and distributive justice. These results imply that individual differences are an empirical reality, and that such differences should be taken into account when one really wants to capture the mechanisms underlying the job rewards - job satisfaction relationship. Moreover, the presence of such differences suggests that a flexible reward system in which the employee has the choice to interchange some of the material rewards or benefits for additional salary and vice versa might be optimal when the aim is to maximize job satisfaction.

WORKERS' PERCEPTIONS ON JOB CHARACTERISTICS AND JOB SATISFACTION: A MULTIPLE-CASE STUDY IN PORTUGUESE FIRMS

Marques, M.A., *Polytechnic Institute of Setúbal-School of Business and Administration, Setúbal, Portugal*

Abstract: The main aim of this paper is to study the perceptions of workers in firms in Portugal that are linked to technology intensive sectors. Our aim is based on the assumption that technology-intensive sectors are more likely to adopt more flexible work practices that enable the empowerment of workers and increase job satisfaction. In order to achieve our aim we used multiple-case study methodology. Four firms were chosen for the case study, namely three firms from the automobile industry and one knowledge-intensive firm. Our methodology included the use of a series of data collecting techniques, namely: interviews with HRM directors, questionnaires to workers, documental analysis and observation. Our main findings suggest that the factors that contribute to differentiate firms in the automobile industry were, firstly, the perception of access to information, and secondly the perception

of job enrichment. The perception of access to information leads to a higher degree of job satisfaction, more precisely the satisfaction with participation and personal and professional development, and satisfaction with personal relationships. Whereas the perception of job enrichment is correlated with the perception of an innovative culture, but it's not a differentiating factor in job satisfaction among firms. We also found that job satisfaction is shaped by some employee characteristics such as sex, level of education, and tenure.

RELATIONSHIP BETWEEN COGNITIVE AND PERSONALITY FACTORS TO THE ADAPTATION OF MILITARY HIGHER EDUCATION

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Abstract: This paper aims to analyze the adaptation of students from the 1st year at military academy, and allows establishing relationships between psychological measures and academic performance. The methodology is based on a set of psychological tests that assess the cognitive, personality (California Personality Inventory, Eysenck Personality Inventory) and adaptation (Coherence Sense) of students. It is also settled comparisons and relations between the results of psychological tests and course evaluations. The main conclusion is that the students with better performance have a high responsibility sense, intellectual efficiency, potential for leadership and social maturity. In the performance of military physical training it is important to accept the rules and standards as well the perseverance and the decision making. On the other hand, the most important variables in the adaptation of military training are intellectual efficiency, emotional stability and coherence sense. The adaptation of students to the military academy and consequently to the army reflects the relationship between the military organization and its environment. In synthesis, the education of future officers and its personal development is connected with the interface between the organizational culture and their individual personality.

PROCRASTINATION IN WORK SETTINGS

Zinovieva, I., *St. Kliment Ohridski Sofia University, Sofia, Bulgaria*; Kiryakov, M.H., *St. Kliment Ohridski Sofia University, Sofia, Bulgaria*

Abstract: The conflict between basic necessities of boosting labour productivity and fighting stress confront modern companies with difficult questions. While

there is no easy way to conciliate the two in consistent company policies, at individual level the conflict is frequently informally avoided through procrastination. Procrastination is seen as needless, often irrational delay of a task in favour of doing something that gives pleasure and comfort. We investigate both trait procrastination and behavioural procrastination. A model of antecedents and consequences of procrastination was developed and tested in an empirical study. Data was gathered with a standardised questionnaire from a sample of 100 employees. These results have implications for more fundamental issues such as self-regulation and delay of gratification at work. Feedback sessions with managers were organized to discuss the results and measures to reduce procrastination proposed on the basis of the study. Consequently, a programme for procrastination reduction was developed and a middle-sized company expressed interest in its implementation.

I'M ENGAGED AT WORK, BUT I'LL GIVE YOU A HAND! HOW ORGANIZATIONAL JUSTICE PREDICTS CITIZENSHIP BEHAVIORS THOUGHT WORK ENGAGEMENT

Rodriguez Montalban, L., *Universitat Jaume I WoNT Team, Castellon De La Plana, Spain*; Martinez Lugo, E., *Carlos Albizu University, San Juan, Puerto Rico*

Abstract: With the advent of positive psychology scientists have focused on the study of individual strengths and optimal functioning (Seligman & Csikszentmihalyi, 2000) such as work engagement as a work-related state of mind that is characterized by vigor, dedication, and absorption (Salanova & Schaufeli, 2009) as well as Organizational citizenship behaviors (OCB) like individual behaviors that are discretionary, not directly or explicitly recognized by the formal system of rewards and promotes the effective functioning of the organization, being closely related to the study of organizational justice (OJ) (Colquitt, 2001, Robins & Judge, 2008). Scholars have reported a significant relationship between OCB and OJ. However, there is no evidence regarding the relationship of work engagement, OCB and OJ and this study tries to overcome this gap. A sample of 144 employees from different organizations in the private and public sector in Puerto Rico participated in this study. The results show significant and positive intercorrelations between all the variables studied. Moreover regression analyses show that OJ explains 29% of the variance of OCB, but when work engagement is introduced into the equation; the model explains 48% of the variance of OCB. Work engagement plays a moderator role in the relationship of OJ and OCB. In fact, engagement by itself, explains 43%

of the variance of OCB. This findings show that employees who perceived that are being treated fair, feel more engaged, but also tend to show more OCB. In fact, these findings demonstrate that engagement is a good predictor of OCB. Moreover, engaged employees tend to show more OCB, which in the long run, translates in to positive organizational outcomes.

BEING ENGAGED AT WORK AND STUDY... IS THAT POSSIBLE?

Rodriguez Montalban, L., *Universitat Jaume I WoNT Team, Castellon De La Plana, Spain*; Schez Cardona, I., *University of Puerto Rico, Rio Piedras, Puerto Rico*; Nieves, K., *University of Puerto Rico, Rio Piedras, Puerto Rico*; Torres, F., *University of Puerto Rico, Rio Piedras, Puerto Rico*; Acevedo, E., *University of Puerto Rico, Rio Piedras, Puerto Rico*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: The study of work engagement is an important topic for Occupational Health Psychology (Salanova & Schaufeli, 2009). In Puerto Rico the research has focused in the relationship between engagement and other work and organizational variables. But researchers have studied engagement in educational scenarios as well. To date on, Martnez and Salanova (2003) found that vigor and dedication predict student's success expectations and turnover intentions. Also Schaufeli, Martnez, Marques, Salanova & Bakker (2002) found that study vigor and efficacy are positively related to academic performance. Recently other constructs like savoring are gaining relevance in research. Savoring is related to the perceive control over positive emotions (Bryant, 2003). Even though the relationship between study engagement (SE), work engagement (WE), and future performance has been studied, the possible relationship between study and work engagement remains unknown. There is no empirical evidence that sustains that SE helps to predict WE, particularly if work is related to the current studies. Moreover, strong evidence exist regarding the association of self-efficacy and engagement, and its mediated effect in the relationship between task resources and engagement (Llorens, Shaufeli, Bakker & Salanova, 2007), further longitudinal research should be done to examine the potential mediating role of self-efficacy in the relationship between study and WE. The following hypotheses were developed: 1. T1 work and study engagement influence positively T2 work and study performance; 2. The more close relationship between the current job and studies, the higher levels of work and study engagement, both concurrent and longitudinally;

3. WE and SE are positively related, and this relationship is mediated by academic self-efficacy and savoring; 4. The higher job and study demands in T1, the lower work and study engagement in T2. We will conduct a two-wave longitudinal study with 50 Puertorrican university students who are also employed. The students will complete two questionnaires: one at the middle of the academic semester and another one at the end of the semester. Both questionnaires include scales examining work and study engagement, self-efficacy, academic performance, savoring and demographics. Currently, we are collecting the data. We will present and discuss the results during the Conference.

Interactive posters: Labor Market Issues and Emotions in the Workplace

Main topic area: Emotions In The Workplace

Location: Expo (10:30-11:30)

THE IMPORTANCE OF PROFESSIONAL EXPERIENCE TO ORGANIZATIONAL DEVELOPMENT: MATCHING THE OPINIONS OF 35 Y.O. PROFESSIONALS WITH THE OPINIONS OF 55 Y.O. PROFESSIONALS IN ORGANIZATION

Ismagilova, F., *Ural Federal University, Ekaterinburg, Russian Federation*

Abstract: We studied the way managers and leading specialists of the Urals companies estimate the importance of a professional experience. Two groups took part in the research: a) a group of 30-35 y.o., b) a group of 50-60 y.o. 360 issues concerning professional experience were analyzed. It was found out that views of professionals on professional experience coincide in terms of two positions: 1) the importance of professional experience for the formation of a specialist's image sensitivity (a whole image, image sensitivity) to a professional activity; 2) professional experience creates new knowledge, the most important being individual criteria of an activity estimating. Differences in views of professionals belonging to different generations on professional experience were found out in terms of 3 positions: 1) those who are 55 y.o. value their efforts in getting experience, and those who are 35 y.o. estimate experience in terms of its value for a company; 2) those who are 55 y.o. expect to get a reward in accordance with their efforts and their previous contribution to the company, and those who are 35 y.o. associate the amount of their reward not with their efforts but rather with the results obtained; 3) those who are 55 y.o. do not trust to inexperienced specialists and do

not readily share their experience being afraid of an internal competition, and those who are 35 y.o. expect that those who are 55 y.o. will readily share and exchange their experience (mentorship), and redistribute the power (delegation of authorities). In order to overcome these contradictions and coordinate positions of the both groups in a company, I worked out a Matrix of Professional Experience (MPE) that I use during group and individual consultations. MPE has two axes. A horizontal axis called 'Importance of Professional Experience for Organizational Development' (low - high) shows which components of a specialist's professional experience are important for a company and which are not. A vertical axis called 'Importance of Professional Experience for a Professional' (low - high) shows which components of experience a specialist him/herself considers to be important and which to be not.

OBSTACLES TO RETURN TO WORK AND SELF-EFFICACY IN WOMEN WITH BREAST CANCER: THE ITALIAN VALIDATION OF ORTESES-BC

Negrini, A., *University of Sherbrooke-CAPRIT, Longueuil, Québec, Canada*; Corbiere, M.C., *University of Sherbrooke-Caprit, Longueuil (Québec), Canada*

Abstract: The breast cancer incidence is increasing and refers to women belonging to a working age category (18-65) and forced to suspend work. Emotional and economic stability give way to psychosocial consequences that affect the woman's quality of life. Return to work after illness is a psychosocial transition in which multiple hindering or facilitating factors, planning and decision making processes are involved (Ajzen,1991; Bandura,1997; Albert and Luzzo,1999; Taskila,2007). The aim of this study is to validate the Italian version of the ORTESES-BC measuring obstacles to return to work in women who experienced breast cancer during working life and their perceived self-efficacy to overcome them. ORTESES-BC stems from 'Barriers to Employment and Coping Efficacy Scale-BECES' (Corbiere et al.,2004) and 'Obstacles au Retour au Travail Et Sentiment d'Efficacité pour les Surmonter'-ORTESES mental health problems MHP, and musculoskeletal diseases MSD' (Corbiere et al.,2010). A total of 93 items of ORTESES MHP and MSD have been back-translated from French to Italian, and adapted to the context of the breast cancer. ORTESES-BC is composed of two parts: A) Obstacles to return to work (1=not agree at all, 7=completely agree); B) Perceived Self-Efficacy to overcome this obstacle (1=not able at all, 7=completely able). It was submitted to a female group of Italian breast

cancer survivors (M=44.67, SD=8.43). The average length of absence from the organization is 1 year. Results of descriptive analyses show mean scores varying from 1 (lack of supervisor support) to 5.33 (difficulty to recover after a workday). Mental workload, memory problems, work-family conflict, medication side effects, difficulties in concentration, stress after returning to work were perceived as obstacles to return to work after BC (mean scores =4.5). Participants felt able to overcome them (mean scores =4.5). Exploratory analyses at qualitative level showed items distributed over seven main dimensions: General health/cognitive abilities/medication side effects; Motivation/self-efficacy; Social support; Work environment; Workplace; Relationships with supervisor and coworkers; Personal life. CFA is in progress in order to validate the ORTESES-BC. This questionnaire is adaptable to different populations, offering the possibility to compare them. It also allows identifying the dimensions on which to intervene to strengthen self-efficacy.

TO INVESTIGATE THE IMPACT OF GENDER, CULTURE AND PERSONALITY ON THE EXPERIENCE OF EMOTIONAL LABOUR AND OTHER WORK STRESSORS IN THE SERVICE INDUSTRY

Al Serkal, A., *Du (Emirates Integrated Telecommunication Company), Sharjah, United Arab Emirates*

Abstract: Emotional Labour is a term coined by Hochschild (1983). Since then, numerous studies have been conducted, but few have examined Emotional Labour with relation to gender, culture, personality and work stressors. This study has attempted to investigate the impact of gender, culture and personality on the experience of Emotional Labour and other work stressors. A questionnaire which included measures of Emotional Labour, organizational factors, the experience of physical symptoms, and the General Health Questionnaire was administered to cabin crew working in a multicultural airline (N= 68). The study was cross sectional in nature. The average age was 27.53 years (SD 3.42). Seventy nine percent of the participants were women, and 71% came from Collectivist cultures. The results indicated gender differences were found concerning Norms Regarding Emotions, as men agreed more strongly than women that Norms were present in the organization concerning emotions. With Organisational variables, men felt there was a moderate amount of Decision Making present, while women disagreed and felt that there was just a little of it present. Also men experienced slightly higher levels of Job Satisfaction. Men in the current sample felt that they had

more Role Clarity than women did. No other significant results emerged. No relationship was found between personality and Emotional Labour. Nonetheless, a positive relationship was observed between Conscientiousness and Peer Support, as well as Decision Making. Concerning culture, it was observed that Individualistic cultures displayed more Positive Emotions than cabin crew who came from Collectivistic cultures. Although results were non-significant, Individualist cultures seemed to experience higher levels of Emotional Dissonance than Collectivistic cultures did. In conclusion, gender, culture and personality differences did yield some significance results with regards to Emotional Labour and work stressors. The practical implications of this research indicates that culture plays a role in the experience of Emotional Labour, and its impact on wellbeing in employees in the service industry needs to be explored further especially as the labour force is very diverse in different organisations.

DIFFERENTIATION OF SELF AND WORK SATISFACTION

Cavaiola, A., *Monmouth University, West Long Branch, USA*; Lavender, J., *Ocean County College, Toms River, NJ, USA*; Hamdan, N., *Monmouth University, West Long Branch, USA*

Abstract: Differentiation of self as developed by Bowen, is defined as the degree to which an individual is able to balance emotional and rational functioning and is thought to develop as a result of family of origin interactions. Greater differentiation enables one the choice of choosing to be guided by emotions or intellect and are therefore able to utilize calm, logical reasoning when the situation dictates, while less differentiated (i.e. those who experience greater fusion) individuals tend to be more emotionally reactive and therefore tend to be trapped in their emotional world. More highly differentiated people tend to demonstrate better psychological and emotional adjustment, while less differentiated individuals experience greater anxiety and stress. Heretofore, the concept of differentiation has been well-researched with regards to satisfaction within family and marital relationships. Few studies have explored this concept with regards to work satisfaction. The purpose of this research was to explore whether highly differentiated individuals experience more work satisfaction and to develop an instrument that assesses workplace differentiation. Method: 512 participants who had been working in their present jobs for the past five years, had voluntarily consent to participate in filling out a demographic questionnaire and two measures, the Differentiation of Self Inventory and the Workplace

Differentiation Inventory. These participants indicated having worked in a variety of public and private companies both large and small, in a variety of job titles. Results: The Differentiation of Self Inventory when scored yield four subscales: Emotional reactivity, I Position, Emotional cutoff and Fusion with others while the Workplace Differentiation Inventory yielded three subscales: Emotional reactivity, Emotional cutoff, and Fusion with co-workers. A significant positive correlation was found between these two inventories on the corresponding scales. Participants with greater differentiation were found to experience greater job satisfaction than those participants who were less differentiated. These results are relevant not only to work satisfaction but also to elucidating internal causes of workplace dissatisfaction and perceived stress. This may be useful to occupational health psychologists who try to assist workers in their adjustment to work and management of emotions in the workplace. <br type='moz' / >

TO INVESTIGATE IF EXPECTATIONS OF EMOTIONAL LABOUR AND ORGANISATIONAL VARIABLES PREDICT TENURE IN THE SERVICE INDUSTRY

Al Serkal, A., *Du (Emirates Integrated Telecommunication Company), Sharjah, United Arab Emirates*

Abstract: Over the decades, few scholars have investigated whether expectations of Emotional Labour, a term coined by Hochschild (1983), in conjunction with job expectations predicted tenure. To date, no known studies have examined this. The study has attempted to investigate if expectations of Emotional Labour and Organisational variables predicted tenure. A questionnaire, which included measures of Emotional Labour (FEWS), organizational factors, the experience of physical and psychological symptoms (GHQ) was administered to a convenience sample of cabin crew (N=330). One year later, 293 cabin crew were traced, and 15% had resigned. No significant difference was found between Emotional Labour and the two groups. However, there was a difference with regards to Organisational Variables. Crew who resigned had expected to experience less Autonomy and Control and less Feedback than the group who were still working in the company. The results clearly indicate that the culture a participant comes from plays some role in attrition. In order to investigate if GHQ was a factor in the cultural difference observed. It was observed that 34% of the individuals who resigned were classified as cases, and 80% were from Individualist cultures. In addition, it has to be noted that the majority who resigned were from Individualistic cultures. Regression analysis did show that the culture an individual came from played a

role in predicting tenure. Nonetheless, at this point it is not known what other factors, apart from the background an individual came from, may have contributed to attrition. This would need to be addressed further in future studies. The practical implications of this research indicates that culture may play a role in the expectations of a service job role, and as a result, organisations may need to set clear guidelines and expectations when recruiting individuals from individualistic cultures, and possibly maximising tenure in the organisation in the long terms.

10:30-11:45

Symposium: Leadership and employee well-being

Main topic area: Leadership and Management

Location: 0.1 London (10:30-11:45)

Chairs: Vincent, S., *University of Hamburg, Hamburg, Germany*; Franke, F., *Helmut Schmidt University, Hamburg, Germany*

Abstract: Decades of research into leadership effectiveness paid infrequent attention to subordinates' health and well-being as a relevant outcome. There is now, however, growing interest in analysing the impact of leadership behaviour on employees' well-being. The consensus in research literature is that leaders affect employees' well-being in the workplace, but it remains unclear to what extent and in what ways. There is still a relative lack of well-founded studies and, therefore, a need to clarify the mechanisms of this relationship and to identify characteristics of health promoting leadership behaviour. Within this symposium we present studies targeting the impact of leadership behaviour on indicators of employees' well-being. We show empirical findings on the characteristics of health promoting leadership and illustrate new health promoting concepts. We draw conclusions from our findings and discuss prospects for future work on the topic.

HEALTH-SPECIFIC LEADERSHIP – LEADER'S ENGAGEMENT FOR HEALTH AND ITS IMPACT ON CLIMATE AND BEHAVIOURAL MEASURES

Gurt, J., *Ruhr-University Bochum, Bochum, Germany*; Göpfert, A.L., *Ruhr-University Bochum, Bochum, Germany*

Abstract: For organisational health promotion to be successful many researchers consider leaders' engagement and initiative as indispensable. Leaders set the agenda for health by bringing up the topic, communicating its importance (for both the individual employee and the organisation), supporting organisational health-promotion activities and themselves modelling healthy behaviour at the workplace. According to social cognitive learning theory, leaders serve as role models and reflect the organisation's attitudes thereby potentially exerting a strong impact on organisational climate e.g. for health. While domain-specific climate and leadership research is well advanced within other contexts, e.g. service or safety, empirical studies concerning health-related variables are rare. The present study tries to bridge this gap and examines the influence of health-specific leadership behaviour on organisational climate for health and behavioural success variables (health-specific initiative; participation in a health program). Data was collected using the FAGS BGF questionnaire, which covers both health-specific and generic leadership behaviours. Sampling took place in nine local tax offices, at the end of a three-year introduction period of a health management system. 1.027 employees (51%) participated. Multivariate analysis using simple and logistic regression was applied. Results indicate that health-specific leadership had a beneficial effect on climate for health, which in turn predicted participation in health programs. In addition, the impact of health-specific leadership on employees' health-specific initiative was contingent upon sound generic leadership. For health promotion practitioners these results imply that integrating and motivating leaders to engage in the process of health promotion is a valid strategy in order to introduce a climate for health and increase participation rates. Second, leaders' health-specific engagement will only be effective if based on sound generic leadership.

HEALTH AND DEVELOPMENT PROMOTING LEADERSHIP BEHAVIOUR: A NEW INTEGRATIVE APPROACH

Vincent, S., *University of Hamburg, Hamburg, Germany*

Abstract: The pathways and mechanisms underlying the relationship between leadership and employee well-being are not yet well understood. There is, therefore, a need to clarify the characteristics of health-promoting leadership behaviour. Current research into the relationship between transformational leadership and subordinates' well-being found that different work characteristics mediate this relationship. These findings suggest that future research would benefit from developing

a framework that combines research on leadership and well-being (1), and on work characteristics and well-being (2). This integrative approach builds the foundation of a new survey instrument that assesses health and development promoting leadership behaviour by measuring leaders' direct impact on employees' work characteristics. The aim of this study was to validate the instrument across three countries based on an overall sample of 1.980 employees. The employees assessed their direct supervisors' behaviour. In addition, data on their well-being was collected. The scale dimensions were tested with confirmatory factor analysis. The leadership scales show good psychometric properties and substantial correlations with indicators of employees' well-being. An examination of the leadership scales revealed three underlying higher order factors: demanding leadership, development-oriented leadership and support-oriented leadership. Hierarchical regression analyses show that these leadership factors explain an incremental amount of variance in comparison to transformational leadership in all indicators of well-being. A model of health and development promoting leadership behaviour is presented which helps to clarify the interplay of different leadership behaviours regarding their impact on employee well-being. Concludingly, this integrative approach provides detailed insights into the interaction of different aspects of leadership behaviour and employee well-being and it offers new opportunities to show supervisors how they can influence work characteristics of their employees in a health-promoting way.

HEALTH-ORIENTED LEADERSHIP – VALIDATION OF A NEW INSTRUMENT

Franke, F., *Helmut Schmidt University, Hamburg, Germany*; Felfe, J., *Helmut Schmidt University, Hamburg, Germany*

Abstract: Leadership is an important factor for employees' health, but it is insufficiently explained what specifically constitutes health-promoting leadership. The instrument "health-oriented leadership" (HoL) was developed to consider two factors of health-promoting leadership. First, the role of self-leadership is emphasised. We assume that particularly leaders who take care of their own health promote employees' health. Second, besides health behaviour also cognitive and motivational aspects (e.g., health awareness) are considered. It is assumed that being aware of stressors and health is important for health-promoting behaviour. Aim of the study was to test these assumptions. 533 leaders and employees took part in a longitudinal study. They rated health-oriented leadership

and several health indicators (e.g., irritation). In terms of reliability and validity HoL showed sufficient psychometric properties. As expected, results support the assumption that leaders who care about their own health lead their employees more health-promoting. Moreover, findings indicate that especially cognitive factors are important for health. Leaders who are aware of employees' health situation and symptoms of stress can mitigate employees' strain. Although HoL is related to transformational leadership, it explained unique variance over and above it. The findings imply that looking for the own health is important for leading employees in a health-promoting way. This is of particular importance for the leaders' function as role models in health management. Thus, considering leaders' self-leadership in stress interventions might foster both, leaders own health and their dealing with employees' health. Furthermore, adding cognitive and motivational aspects allows a clearer examination of the influences of leadership on health. Accordingly, we would recommend for leadership trainings to focus on sensitisation and the perceptions of stress signals.

MULTILEVEL LEADERSHIP FOR MULTILEVEL HEALTH – AN ANALYSIS OF THE MULTILEVEL IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE HEALTH AND WELL BEING

Wolf, S., *Technical University Dresden, Dresden, Germany*

Abstract: Facing permanent changes and a growing number of work-related strains leaders have more and more the task to support and develop employee health and well-being in the work-context. Transformational leadership (TF) has an outstanding role in this context. The positive impact of transformational leadership on employee well-being is empirically well-established by now. Additionally the impact of transformational leadership works indirectly, that means leaders can positively influence attributes of the job or the company and employees can benefit from those changes. A systematic analysis of the impact of transformational leadership on employee health and well-being on different levels is missing by now. The current study shows additional hints for the multi-level impact of transformational leadership by concentrating on the preventive impact on teamlevel. We focus on the impact of transformational leadership on the genesis of team burnout regarding spill-over- and cross-over effects. In our study we did Multilevel Analysis (HML) with subjective and objective data from N= 1319 (40 Teams) of German companies. Our results show, that the team level of

transformational leadership alone does not predict employees' health and well-being directly but works as a buffer between job demands and emotional exhaustion. TF on teamlevel was also found to be a protector for well-being. Beyond this we can say that the impact of buffer- or protector function of TF is depending on the consensus of TF perceived in the teams. We will discuss implications of our findings for the prevention of negative health outcomes and for human resources development.

WHAT CAN LEADERS DO TO REDUCE THE NEGATIVE CONSEQUENCES OF CUSTOMER MISBEHAVIOUR?

Pundt, A., *University of Rostock, Rostock, Germany*;
Nerdinger, F.W., *University of Rostock, Rostock, Germany*

Abstract: This unwritten rule 'the customer is always king' creates problems for service employees dealing with customer misbehaviour, a sort of unfriendly and norm-breaking behaviour that customers sometimes show. Service employees are often unsure about how to react to customer misbehaviour. While, in private life, service employees had the possibility to defend themselves whenever they are attacked, defending is not regarded as an adequate strategy to handle customer misbehaviour in the service encounter. Due to the uncertainty of how to handle customer misbehaviour, employees often try to be friendly against their actual feelings. This, in turn, often leads to negative consequences such as work stress or a reduction of satisfaction which also has long-term effects on the employees' health. Not much, however, is known about how to reduce the negative effects caused by customer misbehaviour. In this study, we explore the meaning of leader and organisational support for the consequences of customer misbehaviour. We interviewed 20 service employees from service sectors prone to customer misbehaviour and combined these interviews with a standardised questionnaire measuring transformational leadership, social reflexivity in working teams and perceived organisational support. In the course of the interviews, we asked the employees about their experiences with customer misbehaviour, about its frequency and the feelings right after the misbehaviour. Furthermore, we asked the employees about the support they receive from their immediate leader, their colleagues and the organisation in general. In the analysis, we aimed at deriving hypotheses regarding the relevance of leader support in reducing the negative consequences of customer misbehaviour. As appears, backing by the leader is one important resource for service employees in this connection.

Symposium: Person-Environment fit, part II: Different measures, different outcomes: Assessing person-environment interactions and the consequences of fit

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (10:30-11:45)

Chairs: Cooman, R.D.C. de, *Lessius University College Antwerp, Antwerpen, Belgium*; Boon, C.T., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Introduction Together with the person-environment fit part I, this symposium gives an overview of current issues in person-environment (PE) fit research. While part I focuses on the consequences of fit and misfit, taking a more theoretical perspective, part II elaborates on the operationalization and measurement of fit, taking a more methodological perspective. Research in the area of person-environment (PE) fit has shown that PE fit takes many forms that all, in a different way, affect a variety of employee attitudes and behaviors (e.g. Kristof-Brown, Zimmerman & Johnson, 2005). Various operationalizations and measures of fit have been used in previous studies. A first important distinction that is often made concerns the operationalization. Scholars distinguish supplementary fit, which exists when two individuals share similar characteristics, from complementary fit, which exists when the weaknesses or needs of one person are offset by the strengths of another person (Cable & Edwards, 2004; Muchinsky & Monahan, 1987). A second relevant distinction concerns the measurement method. Two common ways for measuring PE fit are perceived fit and actual fit. When measuring perceived fit, researchers directly ask for the extent to which a respondent feels that he fits or not. In contrast, when measuring actual fit, a separate assessment of individual (P) and environmental (E) characteristics is made. Next, the similarity between both characteristics is computed and, as such, a fit score is achieved. A number of meta-analyses in the last decade suggest that choices regarding operationalization and measurement account as important moderators in PE fit studies (Kristof-Brown et al, 2005; Verquer, Beehr, & Wagner, 2003). Yet, most empirical studies included only one operationalization or measurement method, which does not provide the opportunity to explicitly test these moderating effects. Goals and objectives This symposium includes four papers that aim to contribute

to the PE fit literature by studying similarities and differences between operationalizations and measurement approaches to PE fit. The first two papers focus on person-organization (PO) fit. Both studies report a differential relationship between PO fit and relevant consequences and antecedents depending on the measurement (direct or indirect) of fit. The first paper examines work-related consequences in a distribution organization. The second paper extends this perspective by also including antecedents; this time investigating a number of health care organizations. The third and fourth paper focus on person-team fit. These studies combine a direct measurement of the two kinds of operationalization (complementary and supplementary fit) with an indirect measurement and relate these to team effectiveness in student project teams (paper 3), and partnership success in employee work teams (paper 4). Thus, this symposium contributes to the field of PE fit by further developing knowledge on the effects of choosing certain operationalizations and ways to measure fit.

THE DIFFERENT CONSEQUENCES OF PERCEIVED AND ACTUAL PO FIT

Gieter, S. de, *Vrije Universiteit Brussel, Brussels, Belgium*; Cooman, R.D.C. de, *Lessius University College & Katholieke Universiteit Leuven, Belgium*; Hofmans, D., *Vrije Universiteit Brussel, Brussel, Belgium*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The fit between psychological characteristics of employees and their organization, that is person-organization fit (PO fit) tends to influence different work-related attitudes and behaviors (Kristof-Brown, et al., 2005). Yet, previous studies provided mixed results regarding these consequences. This is probably due to differences in the measurement of PO fit. On the one hand, perceived PO fit reflects employees' perceptions of fit between their own values and those of the organization and is measured directly by asking employees to estimate the degree of fit between both sets of characteristics. On the other hand, actual PO fit is measured indirectly by calculating the difference between separately evaluated values of the employees and those of the organization. The present study examines the differential influence of perceived and actual PO fit on four important work attitudes and behavior. To this end, a total of 221 employees from a Belgian distribution organization took part in an on-line survey. Results suggest that PO fit is a good predictor of employees' job satisfaction, commitment,

and turnover intention. Moreover, these effects are consistently stronger for perceived compared to actual PO fit. However, none of the measures significantly related to task performance. From the findings we conclude that PO fit should not be disregarded in work attitude research and, more importantly, that perceived PO fit should be preferred over actual PO fit.

DIFFERENCES IN ANTECEDENTS AND CONSEQUENCES OF ACTUAL VS. PERCEIVED PO FIT

Boon, C.T., *University of Amsterdam Business School, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Previous research has shown that PO fit affects a range of attitudes and behaviors (e.g. Kristof-Brown et al., 2005; Kristof, 1996; Verquer et al, 2003). However, the effect sizes seem to differ between measurement strategies. A common distinction in measurement in PO fit research is perceived fit (respondents are directly asked to rate their level of PO fit), and actual fit (the agreement between organizational values and individual values). Meta-analyses have shown that perceived fit is more strongly related to outcomes than actual fit (Kristof-Brown et al, 2005; Verquer et al, 2003). Kristof-Brown et al. (2005: 318), however, argue that although perceived fit generates stronger effects, "this does not necessarily imply that direct measurement is optimal". Perceived fit is likely to be different in nature than actual fit, and might therefore have different antecedents and consequences, which is the focus of the current study. On a sample of 108 employees working in health care organizations and their direct supervisors, I ran a SEM model which included perceived and actual fit, and a range of antecedents and consequences. Results show that perceived organizational support and supervisor support predicted perceived PO fit, whereas implementation of high commitment HR practices predicted actual PO fit. The consequences of perceived PO fit included organizational commitment, turnover intentions, and job satisfaction, whereas actual PO fit predicted OCBs and task performance. This suggests that actual and perceived PO fit are different constructs with independent antecedents and effects. Implications of these findings will be discussed.

RELATING COMPLEMENTARY AND SUPPLEMENTARY FIT TO MEASURES OF TEAM EFFECTIVENESS

Cooman, R.D.C. de, *Lessius University College & Katholieke Universiteit Leuven, Leuven, Belgium*; Vantilborgh, T., *Vrije Universiteit Brussel, Brussel, Bel-*

gium; Lub, X.D., *Saxion University, Deventer, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: A recent shift in the structure of work has made team effectiveness a salient organizational concern. One important issue for staffing teams is the desired mix of psychological characteristics. In this regard, a number of scholars encouraged the study of different measures and operationalizations of person-team fit (e.g. Kristof-Brown et al, 2005, Piasentin & Chapman, 2007). While feeling highly similar to other team members may enhance attraction and satisfaction (Schneider, Goldstein, & Smith, 1995), great diversity, where individuals perceive their characteristics as dissimilar but complementary, may enhance learning and development (Powell, 1998). Additionally, these two perceptions of fit may differ from the actual fit in their effect on outcome variables. In this study, we examine how and why actual similarity, perceived supplementary, and complementary person-team fit influence team effectiveness. In a multiwave survey we combined perceived and actual measures of person-team fit and questioned 118 college students involved in teamwork. In a SEM model, we associated perceived supplementary and complementary fit and actual fit in terms of personality (Big five) and life values (Schwartz, 1992) with team effectiveness. Additionally, as mediating variables, we included group cohesion, conflict, and communication. Results demonstrate that both types of fit have independent effects on outcomes relevant in a team context. Practical implications and directions for future theory development as well as methodological improvement will be discussed.

CHOOSING A WORKMATE: COWORKER SUPPLEMENTARY AND COMPLEMENTARY FIT

Theeboom, T., *University of Amsterdam, Amsterdam, the Netherlands*; Vianen, A.E.M. van, *University of Amsterdam, Amsterdam, The Netherlands*; Beersma, B., *University of Amsterdam, Amsterdam, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: “Birds of a feather flock together”; people with similar characteristics tend to team up, which is the basic premise of similarity-attraction theory (Byrne, 1971) and PE fit theories (Schneider, 1987). Research on interpersonal relationships has shown that similarity leads to attraction, particularly if perceptions rather than actual similarities are studied (Montoya, Horton & Kirchner, 2009). Coworker similarity

predicts the quality of work relationships and team performance (Kristof-Brown et al., 2005). Since most employees work in teams, exploring how collaborative relationships among coworkers emerge and thrive is important. Mixed support is found for the outcomes of coworker similarity. However, some studies measured perceived whereas others measured actual similarities. Also, no research to date investigated the combination of supplementary and complementary fits, while supplementary fit may facilitate cohesion among coworkers whereas complementary fit may facilitate team performance. In two studies, we examined how collaborative relationships emerge. In Study 1, employees rated their own and a coworker’s personality, values, interests and competencies. Half of the study participants assessed the coworker (s)he would least likely choose as a duo partner; the other half assessed the coworker (s)he would most likely choose. Supplementary and complementary fits and fit perceptions were related to partnership success. In Study 2, we assessed employees’ actual fits with a coworker who was chosen and one who was not chosen as a duo partner. The implications of our findings will be discussed.

Presentations: Information Exchange in Teams

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (10:30-11:45)

Chair: Rietzschel, E.F., *University of Groningen, Groningen, The Netherlands*

EXAMINING ACTION-ORIENTED TEAM MEETING BEHAVIOR USING STATISTICAL DISCOURSE ANALYSIS

Lehmann-Willenbrock, N., *TU Braunschweig, Braunschweig, Germany*; Chiu, M.M., *SUNY Buffalo, Graduate School of Education, Buffalo, NY, USA*; Kauffeld, S., *TU Braunschweig, Braunschweig, Germany*

Abstract: To adapt to a constantly changing environment, many contemporary organizations rely on teamwork (e.g., Burke, Stagl, Salas, Pierce, & Kendall, 2006). Employees of these organizations spend an increasing amount of their work time in meetings. The idea behind team meetings is to trigger and utilize the creative potential inherent in teams (e.g., Strozniak, 2000; Burghard & Mackay, 2004). However, not all meetings are successful. The benefits of a meeting often rely on action-oriented communication (e.g., stating who will do what and when; cf. Kauffeld, 2006). These communicative behaviors ensure that

ideas discussed during the meeting will be implemented into everyday practice. Previous research has linked action-oriented communication to positive group mood (Lehmann-Willenbrock, Meyers, Kauffeld, Neining, & Henschel, *subm.*), meeting satisfaction, team productivity, and long-term organizational success (Kauffeld, 2006; Kauffeld & Lehmann-Willenbrock, *subm.*). However, it remains to be seen what predicts the occurrence of action-oriented communication. Possible explanatory variables that could predict action-oriented communication are located at several levels: individual and group characteristics, preceding statements and effects of time need to be considered. This study takes a process analytical approach to examine antecedents of action-oriented statements in the team interaction behavior flow. 43,139 utterances by 303 employees during 43 regular team meetings in two medium-sized organizations were process-analyzed with the act4teams coding scheme (e.g., Lehmann-Willenbrock & Kauffeld, 2010). Coded interaction data were combined with questionnaire data to predict action-oriented communication at the sense-unit level by means of statistical discourse analysis (Chiu & Khoo, 2005). This multi-level approach allows simultaneous examination of explanatory variables at the group, individual, sense unit, and time period level. The results show that most of the variance in action-oriented communication occurs at the sense-unit level. After organizational knowledge communication (statements about organizational facts and processes), action-oriented statements occur more often. Concerning individual level variables, older employees showed more action-oriented communication, but only if they trusted their co-workers. Furthermore, statistically-identified breakpoints distinguished phases of high versus low action-oriented communication throughout the meetings. Results are discussed in terms of theoretical contributions, implications for analyzing team interaction data, and practical implications for teams who want to increase their meeting success.

WHEN DOCTORS MEET: INFORMATION AND KNOWLEDGE SHARING PROCESSES AMONG MEDICAL SPECIALISTS

Hanssen, C., *Maastricht University, Maastricht, The Netherlands*; Wiel, M.W.J. van de, *Maastricht University, Maastricht, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*; Bauhüs, C., *Maastricht University, Maastricht, The Netherlands*; Koopmans, P., *Maastricht University Medical Center, Maastricht, The Netherlands*

Abstract: Work meetings form an important part of organizational life and generally have different goals and functions. The most common goals are information and knowledge sharing, decision making, problem solving, and coordination of actions. Considering the amount of time employees spend in work meetings, the need for well-designed work meetings is high. In the medical setting work meetings also form an important part of daily practice, during which medical specialists engage in information and knowledge sharing, group decision making as well as problem solving in order to build up a common understanding regarding patients. The most elaborate meeting is the patient review meeting (PRM). Because of the importance of this meeting throughout the course of patient treatment, PRMs are expected to be highly structured and efficiently organized. In the present study 8 PRMs were video-recorded and transcribed to examine the structure of PRMs, work procedures, information and knowledge sharing, as well as decision making processes. Atlas.ti was used to code the transcripts and word counts indicated the amount of communication attributed to different purposes as well as the degree of individual participation. A questionnaire was used to ask participants what they considered the goal of PRMs to be, whether these goals were obtained, and which aspects of PRMs were especially good. Results of the present study revealed that PRMs are rather unstructured meetings. Lack of a well-planned agenda and time deficiency are prominent problems that cause irregular discussion patterns of patient cases with different complexities. Except for those of low complexity, patient cases were discussed shorter towards the end of the meetings. Only for 45% of all patient cases explicit decisions in regard to the further treatment were formulated. These results imply that in order to improve the efficiency of PRMs a better structure and time management is required that accounts for the different complexities of patient cases and ensures that all patients are sufficiently discussed. Decisions need to be explicitly formulated more often to ensure that all medical specialists are on the same page regarding the further steps that need to be undertaken throughout the patient treatment.

THE QUANTITATIVE STUDY OF COMMUNICATION PATTERNS IN A REHABILITATION TEAM

Hámornik, B.P., *BME Budapest Technical University, Budapest, Hungary*; Juhász, M., *BME Budapest Technical University, Budapest, Hungary*; Vén, I., *National Institute for Medical Rehabilitation, Ward for Rehabilitation of Trauma, Budapest, Hungary*

Abstract: The paper is introducing an online communication behaviour measurement protocol, developed for medical team work, especially for studying the medical rehabilitation teams on interdisciplinary meetings. The purpose of the research is to analyze the team interaction through the communication in the medical practice of interdisciplinary rehabilitation teams in order to identify the factors determining the patient safety, and the effectiveness of rehabilitation. The online quantitative rating method uses two parallel raters to count and record the communication utterances of the participants directed to each other. The quantitative and interactional data is analyzed, and visualized by AGNA network analysis software. The network measures (closeness, betweenness, emission, and reception degree) resulted from the analysis are able to describe the pattern of communication in the team during the interdisciplinary team meeting. Using these measures, the patient groups of different severity, and illness features are compared in order to find communication specialities that may affect teamwork. As a consequence of the hierarchical organisational structure of a healthcare institute, the team communication also reflects the formal interrelations. Moreover, on the basis of communication patterns, the main points of potential development in the teamwork become identifiable in this interdisciplinary team. Such focal point is the information sharing losses between the ward and non-ward employed experts, and in the ward: the physiotherapist-nurse communication link. This and other dimensions are compared across patient groups to find more detailed specialities. The results lead to development goals in order to ameliorate the team communication, and the teamwork (including information sharing and shared mental models). The better team communication in the interdisciplinary rehabilitation team can lead to more effective rehabilitation work that may both serve the patients' and the institutes' needs.

MOTIVATION AND INFORMATION EXCHANGE IN MEDICAL TEAMS

Rietzschel, E.F., *University of Groningen, Groningen, The Netherlands*; Hoiting, M., *University of Groningen, Groningen, The Netherlands*; Pols, J., *Wenckebach Institute, University Medical Center Groningen, Groningen, The Netherlands*; Meulen, S.D. van der, *Hanze University Groningen, Groningen, The Netherlands*; Pranger, A., *Hanze University Groningen, Groningen, The Netherlands*

Abstract: Collaboration in medical teams can literally be a matter of life and death. Effective communica-

tion, information processing, and decision-making are therefore of paramount importance. The current study addressed collaboration in medical teams from the perspective of De Dreu et al.'s (2008) MIP-G model. Following this model, it was hypothesized that effective collaboration in medical teams would be a function of team members' epistemic and social motivation. It was further hypothesized that motivation's effects on team information sharing and collaboration would be mediated by psychological safety. A survey study among 31 medical teams showed that information exchange and member satisfaction with the collaboration were predicted by team social motivation, and that the effect on information exchange was mediated by psychological safety. Further, information sharing was strongly negatively predicted by perceived status differences within the teams. Interestingly, epistemic and social motivation interactively predicted perceived status differences, such that prosocially oriented teams showed smaller status differences, but only when epistemic motivation was high. Practical implications of these results are that effective medical collaboration can be fruitfully predicted from a motivated information-processing perspective, and that individual differences among medical professionals can have significant ramifications for the quality of medical care.

THE DEMANDS OF KNOWLEDGE SHARING IN ACTION TEAMS

Justen, P.C., *National Aerospace Laboratory NLR, Amsterdam, The Netherlands*; Doorn, R.R.A. van, *Maastricht University, Maastricht, The Netherlands*; Pal, J. van der, *National Aerospace Laboratory NLR, Amsterdam, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*

Abstract: In many complex work domains, tasks are distributed among team members to achieve a shared goal. Only if individuals cooperate successfully they will succeed in their team goal. Shared mental models (SMMs), which are the congruence in team members knowledge, facilitate efficient team work. However, reaching a shared understanding is cognitively demanding for freshly assembled teams. The current study investigates the relationship between shared mental models and mental effort in action teams. Thirty teams of three worked on a cooperative and dynamic team task for 3 x 10 minutes. They were randomly assigned to two conditions: In the SMM condition team members were encouraged to share information and to cooperate, whereas team members in the non-SMM condition were not. After two work sessions, team members

assessed mental effort for themselves, the other team-mates and the whole team. In addition, we measured team and task SMMs. Since teams in the SMM condition constantly try to integrate team knowledge while working on the task, we hypothesized that these teams perceive higher mental effort. Results show that team members in the SMM condition perceived higher mental effort over time than team members in the non-SMM condition. This increase in effort was associated with a rise in performance. Analysing team and task SMM separately, draws a different picture. Team members who actually developed a shared task mental model perceived lower workload in the last trial. On the other hand, teams who developed a shared team mental model were better in judging each others workload accurately. The results imply that team members experience extra strain if they actively integrate shared team knowledge. It seems that internalizing team knowledge is a very demanding process. However, team members who have successfully integrated shared team knowledge, perceive less effort and are better in assessing each others mental effort. These outcomes may have implications for interdependent action teams who often change in terms of team members and task requirements: Team members who are unfamiliar with the task and with other team members, require preliminary training to develop SMMs which is both essential and initially demanding.

Presentations: Work-family Conflict: Unravelling Underlying Processes and Boundary Conditions

Main topic area: Work Time and Work-family

Location: 0.3 Copenhagen (10:30-11:45)

Chair: Steiner, R.S., *University of Lausanne, Lausanne, Switzerland*

PERCEPTIONS OF WORK-TO-FAMILY CONFLICT IN COUPLES: A LONGITUDINAL APPROACH

Steiner, R.S., *University of Lausanne, Lausanne, Switzerland*; Krings, F., *University of Lausanne, Lausanne, Switzerland*; Wiese, B.S., *University of Basel, Basel, Switzerland*

Abstract: Perceptions of work-to-family conflict reflect incompatible demands and insufficient resources of work and family roles, so that participation in the family role is more difficult because of participation

in the work role (Voydanoff, 2005). Studying work-to-family conflict is important because it has been related to outcomes in the work (e.g. turnover intentions, performance, job satisfaction) and family sphere (e.g. life and marital satisfaction, health). However, most research in this domain is cross-sectional, so it is difficult to draw conclusions about causality. Therefore we studied work-to-family conflict in a longitudinal study spanning seven years. Further, we studied work-to-family conflict in couples because previous research and theorizing suggests that work-to-family conflict is the result of a dynamic process that unfolds within the couple. In the present study, we used data from the Swiss Household Panel (SHP), i.e., a yearly panel study which follows a random sample of households in Switzerland. More specifically, we analyzed perceived work-to-family conflict and indicators of changes in role demands and resources in a subsample of 705 couples, over seven measurement points. Results illustrate how perceived work-to-family conflict co-evolves in couples over time. Moreover, they demonstrate how changes in role demands (e.g. work: paid work hours; family: household demands) and/or resources (e.g. work: autonomy; family: spouse support) affect perceived conflict, thus providing important insights about the causes of work-to-family conflict. As such, results have important implications for designing effective organizational policies intended to improve work-family balance.

VOLUNTEERING AS A PSYCHOSOCIAL RESOURCE CONCERNING WORK-LIFE CONFLICT AND HEALTH

Brauchli, R., *Center for Organizational and Occupational Sciences, ETH Zürich, Zürich, Switzerland*; Hämmig, O., *University of Zürich, Zürich, Switzerland*; Güntert, S., *Center for Organizational and Occupational Sciences, ETH Zürich, Zürich, Switzerland*; Bauer, G.F., *University/ETH Zürich, Zürich, Switzerland*; Knecht, M., *University/ETH Zürich, Zürich, Switzerland*; Wehner, T., *Center for Organizational and Occupational Sciences, ETH Zürich, Zürich, Switzerland*

Abstract: Introduction: In research, work-life conflict (WLC) appears as a correlate of health problems. However, due to the common focus on the core family a large segment of working people is excluded. Moreover, positive aspects of combining family and work roles are mostly neglected. In search of specific roles which might enrich someone's life and reduce WLC and its effects on health we consider volunteering as relevant due to its unique characteristics as a source of positive states. Aims: This study includes two independently

investigated research areas: the interface of paid work / personal life and volunteering. The aims of this study were, first, to investigate how volunteering is becoming relevant at this interface, i.e. whether volunteering and WLC are correlated, and, second, whether or not volunteering can buffer the negative effects of WLC on health. Method: This idea led us to explanatory analyses of the data from the Swiss Household Panel (SHP; $n = 3797$) and own data collected within four large-scale enterprises ($n = 6091$). SHP is an annual conducted survey with a representative sample, which observes the dynamics of changing living conditions in Switzerland. The second data source derives from a survey with a fully standardized questionnaire containing established and for this study's purposes adapted measures to assess concepts such as WLC and health and, moreover, a self-developed item to assess whether and how often someone is volunteering. Results: Results from ANOVA and moderated regression analyses indicate that there is a salient and interesting pattern between WLC and volunteering: work-to-life conflict is positively and life-to-work conflict is negatively related to volunteering. Thus, WLC and volunteering are correlated in a non-linear, U-shaped way, people who are rarely or never voluntary active and people who are volunteering very often are at risk of suffering from WLC. However, the hypothesized buffering function of volunteering could not be demonstrated with our data. Implications: This study has unique practical and theoretical relevance by contributing to the understanding of the relationship between WLC, volunteering and health. Moreover, from a practical perspective findings can deliver approaches for intervention and for prevention concerning WLC and health.

THE MEDIATING ROLE OF WORK INTERFERENCE IN FAMILY AND WORK AS A FACILITATOR OF FAMILY LIFE IN THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND BURNOUT: A STUDY OF UNIVERSITY TEACHERS

Santos de Carvalho, C.M., *University of Coimbra, Coimbra, Portugal*; Castro, C., *University of Coimbra, Coimbra, Portugal*; Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*

Abstract: Emotions are a fundamental aspect of human life in a general matter and particularly in organizational context. During social interactions, workers must express emotions that organizations consider desirable, acceptable and adequate (Zapf & Holz, 2006). Professions that require direct third party contact, like university teachers, sometimes may lead to the development of Burnout syndrome. Through a sam-

ple of 226 university teachers, the focus of this research consists in the analysis of relationships between Emotional Labor and Burnout, considering the mediator's role of Work-Family Interference and Work as Family Life Facilitator in this relation (EL/Burnout). In our study, Emotional Labor (the two dimensions of this construct, namely, job-focused emotional labor: intensity, frequency and variety; and employee-focused emotional labor: surface acting and deep acting), Burnout (emotional exhaustion, depersonalization and reduced personal accomplishment) and the measure of the levels of work-family conflict and work-family facilitation were operationalized using consolidated scales: Emotional Labor Scale (Brotheridge & Lee, 2003), Maslach Burnout Inventory (Maslach & Jackson, 1986), and Sloan Work-Family Researchers Electronic Network (MacDermid, 2000), respectively. Additionally, we used sex, age and hours worked per week as control variables. In general terms, the results founded lead to conclude that in this population: emotional demands ('intensity', 'frequency and variety') related positively with two dimensions of Burnout (emotional exhaustion and personal accomplishment). With regard to emotion regulation strategies, deep acting is a good predictor of emotional exhaustion and personal accomplishment, while surface acting is a good predictor of emotional exhaustion and depersonalization. Unlike what we had hypothesized, Work as Family Life Facilitator did not mediate any relationship between the Emotional Labor and Burnout. Finally, Work-Family Interference mediated the relationship between surface acting and depersonalization, although only partially. Our results have conceptual and empirical implications. Indeed our results shed light in the role of work-family interference as a partial mediator of the relationship between surface acting and depersonalization, suggesting that interventions designed to decrease burnout may take into account this partial mediator in order to enhance teacher's well-being. Moreover, this results support the need to further explore conceptually and empirically the existence of multiple and simultaneous mediators

LINKING WORKPLACE NORMS TO INDIVIDUALS' EXPERIENCES OF WORK-FAMILY CONFLICT AND ENRICHMENT: THE ROLE OF WORK-FAMILY CULTURE

Boz, M., *University of Seville, Seville, Spain*; Martinez-Corts, I., *University of Pablo de Olavide, Seville, Spain*; Munduate, L., *University of Seville, Seville, Spain*

Abstract: Recently research has demonstrated the benefits organizations can obtain from intervening for re-

ducing employees' experience of work-to-family conflict (WFC) while increasing experiences of work-to-family enrichment (WFE). Among several strategies organizations may adopt to help encourage employees' positive work-to-family experiences, fostering a supportive work-family culture has been shown to be the most effective one. Perceived work-family culture (WF-Culture) encompasses assumptions, beliefs and values regarding the extent to which organizations support and value the integration of work and private lives. In this sense, WF-Culture is determined by the workplace norms established within organizations. Workplace norms refer to unwritten rules that prescribe the ways in which all members of an organization should approach their work and interact with one another. Previous studies have examined the relationship between WF-Culture and employees' experience of WFC and WFE, however, without considering the role of the workplace norms that underpin such culture. In the present study, we hypothesize that the link between workplace norms -performance and social relations- and employees' experiences of WFC and WFE builds upon individuals' perceptions of WF-Culture -support and hindrance-. We posit that the expectations and perceived obligations experienced through strong work performance norms will make employees more aware of how their work interferes with their ability to meet private life responsibilities, which in turn will contribute to a higher hindering WF-Culture and a lower supportive WF-Culture. On the contrary, we believe that social relations norms that emphasize cooperation with, sensitivity to, and support for others should be related to a higher supportive WF-Culture and a lower hindering WF-Culture. In a sample composed by 287 employees from a Spanish service organization, path analyses give support for the mediation role of WF-Culture on the link between workplace norms and employees' experience of WFC and WFE. Our findings emphasize the importance of examining aspects of the general organizational culture in order to uncover potential facilitators and inhibitors of a perceived supportive WF-Culture, and consequently of employees' levels of WFC and WFE.

Presentations: Employee Well Being - Coping and Support

Main topic area: Employee Well Being

Location: 0.4 Brussels (10:30-11:45)

Chair: Strauss, K., *University of Sheffield, Sheffield, UK*

COPING WITH WORKPLACE MISTREATMENT: ANALYZING THE DISCREPANCY BETWEEN ACTUAL AND IDEAL RESPONSES

Salin, D., *Hanken School of Economics, Helsinki, Finland*; Roberge, M.E., *Northeastern Illinois University, Chicago, IL, USA*; Salimäki, A., *Hanken School of Economics, Helsinki, Finland*; Berdahl, J.L., *Rotman School of Management, Toronto, Canada*

Abstract: The aim of this presentation is to examine target responses to workplace mistreatment. While some research has addressed revenge, forgiveness, and reconciliation in response to workplace victimization, the full breadth of coping responses to mistreatment has yet to be examined (cf. Cortina & Magley, 2009 on incivility). From the related literature on workplace bullying we know that there is a considerable discrepancy between how non-victims claim they would react to mistreatment and how those who actually experience bullying respond (Rayner, 1997). Here we contribute to the existing literature by analyzing how respondents of mistreatment actually coped with it and how they ideally would have liked to respond. The data were collected at a North-American university and 737 replies were obtained. Respondents were asked about their experiences of and responses to mistreatment and more precisely, about 'the person that had bothered them the most'. Furthermore, respondents provided open answers to questions about how they ideally would have liked to respond and what they felt were the perpetrator's reason(s) for his/her behaviour. The open replies were coded by two expert coders. Overall, respondents reported high frequencies for conflict avoidance, denial, minimization and seeking social support and low frequencies for confronting or reporting. If the perpetrator's and target's ethnicity differed, the discrepancy between how targets responded and how they wished they had responded was higher. Furthermore, organizational status was of importance. If the perpetrator was a superior or a subordinate, the discrepancy was higher than if (s)he was a peer. The results have important implications for managers as they demonstrate that targets themselves are unlikely to be able to stop maltreatment on their own. In particular, managers need to be aware that subordinates belonging to ethnic minorities feel particularly restricted to respond to mistreatment as they would like to.

DISENTANGLING ORGANIZATIONAL SUPPORT CONSTRUCT: THE ROLE OF DIFFERENT SOURCES OF SUPPORT TO NEWCOMERS' TRAINING TRANSFER AND ORGANIZATIONAL COMMITMENT

Simosi, M., *University of the Aegean, Syros, Greece*

Abstract: The purpose of the study is to investigate simultaneously the differential role that organizational support (POS), supervisory support (PSS) and co-worker support (PCS) - as perceived by newcomers - play to the transfer of the latter's training as well as the development of affective and normative commitment towards their work organization. The study also aims to address contradictory findings contesting the role of supervisor support to employees' attitudes and behaviours. Using a sample of two hundred and fifty-one new hires, a series of regression analyses was conducted to test direct and moderating effects. Findings showed that all three forms of organizational support examined had independent and direct effects on the dependent variables. Only perceived peer support did not add incrementally to the prediction of normative commitment when the other two support sources entered the equation. Further, the results supported the role of POS as a moderator in supervisor support - training transfer relationship as well as its role as a moderator in colleague support - affective commitment relationship. In specific, high POS was found to strengthen the PSS-training transfer and PCS-affective commitment relationships, while low POS weakened these relationships. Finally, both PSS and PCS were found to partially mediate the POS-affective commitment relationship. From a practical standpoint, and given the fact that extant training research has long identified a gap between learning and sustained workplace performance as well as that extensive resources are dedicated to newcomers' effective organizational adjustment, the present study contributes to practitioners' knowledge of the relative effectiveness of - and the mechanism by which - each source of support may enhance training transfer and build organizational commitment.

WHY DO LEISURE ACTIVITIES CONTRIBUTE TO WORK RECOVERY?

Brummelhuis, L. ten, *Erasmus University Rotterdam, Rotterdam, The Netherlands*; Bakker, A.B., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: For years, research on employee well-being has adopted a problem-centered approach, whereas more recently, studies have started to examine solutions for improving well-being at work. A good example is research on employee recovery. Several studies have shown that employees particularly recover from passive (e.g., reading a book), social (e.g., meeting friends), and physical (e.g., sports) activities. However, the underlying recovery process, explaining why those activities lead to recovery, is thus far unknown. Therefore, we aim to explain the mechanisms that underlie

the relationship between leisure activities and recovery from work. On the basis of the Effort-Recovery model and Conservation of Resources theory, we expect two recovery processes. First, recovery occurs as employees replenish personal resources that they have used during the day. This process is reflected by relaxation and psychological detachment from work. Second, recovery can take place due to a gain in personal other resources, such as mastery of new skills and having control over off-job activities. We expect that passive activities lead to recovery as they replenish personal resources (Hypothesis 1), whereas physical activities contribute to recovery due to an increase in other personal resources (Hypothesis 2). For social activities we expected that they both replenish and add to the employee's personal resources supply (Hypothesis 3) and therefore increase recovery. We conducted a multilevel analysis using a 5-day diary study among 74 health workers. The results showed that passive activities were positively related to next day recovery via psychological detachment and relaxation (Hypothesis 1). Hypothesis 2 was also confirmed as the positive relationship between physical activities and recovery was mediated by the mechanisms mastery and control. Finally, we found partial support for Hypothesis 3 as social activities contributed to next day recovery via psychological detachment, relaxation and control, but not via mastery. Summarizing, our results provide more insight in the recovery process by indicating which mechanisms link various leisure activities to recovery. These insights may aid employees seeking optimal work recovery. Leisure activities particularly contribute to recovery when they enable the employee to relax, detach from work, learn new skills and experience control over leisure time.

PROACTIVE AND HAPPY? THE RELATIONSHIP OF PROACTIVE WORK BEHAVIOR WITH HEDONIC AND EUDAIMONIC WELL-BEING

Strauss, K., *University of Sheffield, Sheffield, UK*; Parker, S.K., *University of Western Australia, Crawley, Australia*

Abstract: As organisational environments become more uncertain and job roles more complex and less prescribed, organisations depend more and more on their employees' initiative and proactivity, and increasingly aim to encourage and enhance proactive work behaviours. However, proactive behaviour is often risky, and its outcomes can be uncertain (Parker, Bindl, & Strauss, 2010). To date, the consequences of proactive behaviour for employee well-being have received relatively little attention. We explore the relationship of individuals' proactive efforts to shape and change their

individual work role with both hedonic and eudaimonic well-being. Where previous research has considered well-being as an outcome of proactive behaviour, this has been with regard to hedonic forms of well-being such as job satisfaction (Chan, 2006), the pleasure resulting from the appraisal of one's job (Locke, 1976). We argue that because of its risky and challenging nature, proactive behaviour will not necessarily increase hedonic well-being (see also Warr, 1994). However, it is likely to contribute to a person's self-realization and experience of meaning, i.e., their eudaimonic well-being. For the present study data were collected from 110 police officers and civilian staff of a police force in the UK. Eudaimonic well-being was assessed with the purpose in life and personal growth sub-scales of Ryff's (1989) psychological well-being scale which was adapted slightly to fit the work context. Hedonic well-being was assessed with three items measuring job satisfaction (Hackman & Oldham, 1974). Controlling for negative affect and job level, proactive behaviour was positively related to eudaimonic well-being ($= .19, p < .01$), but not hedonic well-being ($= .03, n.s.$), as predicted. This finding provides preliminary support for the idea that employees who proactively shape their role may not necessarily be more satisfied with their job. In contrast they are likely to show higher eudaimonic well-being; they perceive more meaning in life and more personal growth. This has practical implications for organisations aiming to encourage proactivity in their workforce, and calls for a focus on more holistic well-being concepts that go beyond job satisfaction as a single indicator of well-being. Theoretical implications and directions for future research will be discussed.

Symposium: Different Perspectives on Understanding Learning in the Workplace

Main topic area: Human Resource Management

Location: 0.5 Paris (10:30-11:45)

Chair: Wiel, M.W.J. van de, *Maastricht University, Maastricht, The Netherlands*

Abstract: The interest of researchers and organisations in learning in the workplace has been growing over the past years (Kozlowski & Salas, 2010). Effective learning of professionals during work is key to competence development, and hence, to organisational performance. The aim of this symposium is to widen our understanding of the learning that occurs in the workplace and to get more insight in the factors that contribute (or not) to this learning. The four papers in this symposium all show that learning at work occurs

during relevant work activities and benefits from the cooperation with colleagues and/or supervisors. Although the research was done in different contexts and situations and focused on different learning behaviours (team learning in diverse organisations; learning in engineering internships; learning from mistakes in modern enterprises; and learning from information and knowledge sharing among physicians) the common goal was to find conditions that foster learning in daily work and to provide suggestions to enhance this learning. A variety of methods was used to investigate the topic including questionnaires, interviews and the analysis of discussions. After the presentation of the papers the similarities and contradictions in the findings, as well as current research gaps and future research opportunities, will be discussed by the discussant and with the audience. The following pages contain an abstract of each paper.

LEARNING IN TEAMS: HOW DO GROUP DEVELOPMENT PHASES RELATE TO TEAM-LEVEL LEARNING BEHAVIOUR

Decuyper, S., *University of Leuven, Leuven, Belgium*; Nijs, S., *University of Leuven, Leuven, Belgium*; De-graeve, E., *University of Leuven, Leuven, Belgium*; Dochy, F., *University of Leuven, Belgium*

Abstract: When team members engage in collective team learning behaviours, such as giving feedback, sharing information, and constructive conflict, the probability that the team will live up to the expectations is increased. The positive effects of team learning on team effectiveness are attributed to increased capability of team members to work together, generation of new knowledge, and transformation of the team into a unit that is able to deal with future challenges (Sessa & London, 2008). Moreover, the importance of team learning has been stressed several times through the demonstration of its effect on individual and organisational learning (Hannah & Lester, 2009). Although team learning is described as one of the recently discovered keys to team effectiveness, group development was investigated since many decades. Both research strands start from the premise that teams will not be effective unless they collaboratively learn to overcome barriers such as team dictators, free riding, social loafing, etc. Currently, there is a lack of empirical research that crosses the gap between these two strands (Decuyper, Dochy, & Van den Bossche, 2010). In this study we answer two important questions at the boundary between team learning and group development research: How do different development stages relate to team learning behaviour? and To what extent

is group development related to conditions for team learning? We hypothesise that although each stage of group development is characterised by specific learning tasks, some stages are more favourable for team learning processes than others. Results from multiple regression analyses and ANOVA on a sample of 44 professional teams show that teams learn best in the trust and structure phase and in the work phase due to higher levels of team psychological safety and group potency.

EXPLORING LEARNING DURING INTERNSHIPS: THE INFLUENCE OF JOB-CHARACTERISTICS ON THE USE OF DIFFERENT SOURCES OF LEARNING

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Abstract: It is argued that internships have a distinctive contribution to professional education as the confrontation with the workplace triggers learning. Based on the Demand-Control-Support (DCS) model (Karasek, 1979; Karasek & Theorell, 1990) the present paper investigates the influence of job-characteristics such as job demands, job control, and social support on the learning in the workplace during internships. While earlier studies used self-report of occurrence of work-related learning behaviours as operationalisation of workplace learning, the present study explores a wider perspective. We investigated different sources that can guide the learning of interns during work (Oosterheert & Vermunt, 2001). Five such sources are distinguished: (1) external regulation; (2) self-regulation, (3) actively relating theory to practice, (4) collaboration with co-workers; and (5) avoidance behaviour. Moreover, we looked how these relate to the perceived competences reported by both the students and the supervisors. 66 engineering students conducting an internship and their supervisors in the companies participated by completing questionnaires based on existing and validated scales. Results of regression analyses support Karasek's learning hypotheses indicating that job demands, job control, and social support influence the use of different learning resources in the workplace. In addition, the analyses show that high job demands and support by colleagues contribute to (perceived) competence. Results diverged when examining the relation between sources of learning regulation and perceived competence: the results indicate that students during internships feel more competent

thanks to collaboration with co-workers, while the supervisors label students that integrate theory and practice in the workplace as more competent students. This study provides insight in workplace characteristics that affect learning during internships. Moreover, it disentangles different sources of learning regulation, hereby identifying different ways in which learning is shaped in the workplace. This suggests pathways to promote learning during internships.

LEARNING FROM MISTAKES IN DAILY WORKING LIFE

Harteis, Ch., *University of Paderborn, Germany*; Bauer, J., *Technical University of Munich, Munich, Germany*; Gruber, H., *University of Regensburg, Regensburg, Germany*

Abstract: Workplace learning circumscribes processes leading to the development of competencies and skills through daily work. It is of increasing importance for many modern enterprises, which consider themselves as being learning organisations, to make use of the potential of their employees in order to be competitive within global markets. Dealing with mistakes is a particular strategic source of workplace learning for such organisations, because contemporary work often is so complex that mistakes cannot be avoided. A workplace culture of learning from mistakes stands to maximise them as effective learning experiences. Two empirical studies were conducted in order to investigate conditions of learning from mistakes in everyday work in modern enterprises. Study 1 assessed the role of individual mistake orientation using a questionnaire. Through the comparison of 52 managers and 108 working staff members the variability of learning from mistakes was investigated. Study 2 assessed how communities of practice deal with mistakes and what is done to prevent them occurring in the future. Semi-structured interviews were conducted with 28 participants, 14 managers and 14 working staff members. Study 1 revealed a greater appraisal of mistakes as opportunities for learning by managers, but no differences in related strategies and emotions. Study 2 revealed that mistakes are constructively dealt with, and that they are appraised as learning opportunities. Both studies indicate the presence of a culture of learning from mistakes in everyday work. Conclusions are drawn about organisational and personal prerequisites for this kind of workplace learning.

LEARNING THROUGH INFORMATION AND KNOWLEDGE
SHARING IN PATIENT REVIEW MEETINGS

Wiel, M.W.J. van de, *Maastricht University, Maastricht, The Netherlands*; Hendriks, R., *Maastricht University, Maastricht, The Netherlands*; Hanssen, C., *Maastricht University, Maastricht, The Netherlands*; Koopmans, R., *Maastricht University, Maastricht, The Netherlands*

Abstract: The development of professional competence is to a large extent determined by informal learning in the workplace (Eraut, 2004). People learn by doing from the tasks they are involved in, the situations they encounter and the colleagues they work with. This is also the case in medicine where residents learn their profession while doing the job and experienced physicians need to continue learning to provide the best possible patient care. Several studies have provided qualitative evidence that everyday practices in the clinic play a pivotal role in the professional development of physicians (e.g., Van de Wiel et al., 2010). The patient problems encountered and the discussions about these patients with colleagues were thought to contribute most. The present study, therefore, investigated in detail patient review meetings that are held each week to discuss the current status of patients on the ward with a multidisciplinary team including residents and experienced physicians. Eight meetings of different subspecialties of internal medicine were video-recorded and transcribed to examine the knowledge and information sharing processes in the team and how they might contribute to learning. In particular, we looked whether complex cases were more elaborately and deeply discussed than routine cases. Coding with Atlas-ti of the 98 patient cases discussed revealed that experienced specialists were most active and complex cases triggered longer discussions. Learning, however, was largely implicit. Explicit teaching was only observed at four meetings. A short evaluation questionnaire disclosed that only half of the participants mentioned learning as a meeting goal. The results suggest that the meetings educational function can be increased by more focused learning efforts.

DISCUSSANT

Woerkom, M. van, *Universiteit van Tilburg, Tilburg, The Netherlands*

Presentations: Testing in Organizations

Main topic area: Human Resource Management

Location: 0.6 Madrid (10:30-11:45)

Chair: Christiansen, N.D., *Central Michigan University, Mount Pleasant, MI, USA*

JUSTIFYING COUNTERPRODUCTIVE WORK BEHAVIORS AND CONDITIONAL REASONING

Fine, S., *Midot, Ltd., Bnei Brak, Israel*

Abstract: Despite the popular use of overt integrity tests in personnel selection to mitigate counterproductive work behaviors (CWB), these tests have been criticized for their susceptibility to faking. A novel alternative to overt testing may be conditional reasoning (CR) testing (James, 1998). CR tests measure the implicit endorsement of certain justification mechanisms (JMs) in items disguised to measure logical reasoning do reduce fakability. Unfortunately, the CR literature is still very much lacking a measure of overall CWB. The present study set out to develop a theoretical typology for the justification of CWB as a basis for the development of a CR test for predicting CWB in applied settings. The data from three main sources were judgmentally analyzed for JM types: integrity tests, the professional literature, and a series of focus-groups with subject matter experts. Justification types were then rated by a sample of 108 undergraduates in questionnaire format and analyzed for their dimensionality. Finally, 20 CR test items were developed to measure these JMs and were administered to 120 job applicants for initial item analyses. The results of this process produced a theoretical model with three central neo-Freudian defense mechanism domains, a total of 6 facets and 12 sub-facets. The first domain, labeled "denial", refers to a reduced perceived severity of a situation by refusing to admit any meaningful wrongdoing as a result of one's actions. The second domain, labeled "distortion", refers to drawing illogical and sometimes hasty conclusions based on distorted perceptions of situational or emotionally influencing factors. The third domain, defined as "projection", refers to an overall refusal to take responsibility for one's actions, while placing the blame for one's actions on an external source. The results of this study are believed to make meaningful theoretical advancements in the understanding of how employees justify CWB as well as providing practical implications for the development of an implicit measure of CWB potential in personnel selection. With that, concerns were raised that the implicit measurement of constructs via CR may be influenced more by item content than by latent JMs.

THE EFFECTS OF CONTEXT: PERSONALITY AS PREDICTOR OF WORK CRITERIA

Vries, A. de, *NOA/VU University, Amsterdam, The Netherlands*; Vries, R.E. de, *VU University Amsterdam, Amsterdam, The Netherlands*; Born, M.Ph., *Noa/VU University, Amsterdam, The Netherlands*

Abstract: An important factor that may influence the predictive validity of personality concerns within-person inconsistency when filling out a personality inventory. In a traditional personality inventory, each person may complete the same item from a different perspective, e.g., one respondent may think of a home situation whereas another will think of a work situation. To avoid irrelevant individual score-differences due to such different perspectives, Schmit, Ryan, Stierwalt, and Powell (1995) added a specific context to each personality item. Such context specificity led to improved criterion validity. However, prior research mostly used Big Five personality measurements, whereas recent research has suggested that the six-dimensional HEXACO personality model, and especially the dimension Honesty-Humility/Integrity, adds incremental validity to the prediction of important criteria (Ashton & Lee, 2008). We expected both this dimension and the dimension Conscientiousness to be significant predictors of three work criteria, namely counterproductive work behavior (CWB), organizational citizenship behavior (OCB), and job performance. In addition, we expected that adding a relevant (work) context to Conscientiousness and Integrity items will result in higher predictive validities and that adding a non relevant (e.g., home) context will result in lower predictive validities. To test these hypotheses, data were collected on two moments. First, 300 employees from all kinds of jobs filled out Conscientiousness and Integrity items: 56 generic items, 56 work related items, and 56 home related items. The work and home related items were designed by adding the tag 'at work' or 'at home' to each item. Second, one week later, participants filled out questionnaires which measured self-report CWB, OCB, and job performance. In general, the results indicated that, compared with items without a specific context, adding a work context to the Conscientiousness and Integrity items resulted in significant higher predictive validities when predicting the work criteria CWB, OCB and job performance. Furthermore, adding a non relevant (home) context resulted in lower predictive validities, compared with items with a relevant (work) context, and even compared with items without a specific context. To include, the results imply that work criteria may be predicted with greater accuracy by adding a relevant con-

text to personality items.

UPGRADING YOUR GENERAL COGNITIVE ABILITY'S (GCA) SCORE: HOW PERSONALITY TRAITS CAN AFFECT THE ASSESSMENT OF GCA?

Denis, L., *University of Quebec in Montreal, Montreal, Canada*; Lavigne, L., *University of Quebec in Montreal, Montreal, Canada*

Abstract: I/O psychologists use general cognitive ability (GCA) tests for selection purposes (Boudrias, Petersen, Longpré, & Plunier, 2008) especially because it's one of the best predictor of job performance (Bertua, Anderson, & Salgado, 2005). However, some GCA measurement issues have recently been raised including the influence of time pressure on the validity of the results (Reeve & Bonnacio, 2008). Specifically, time constraints under which tests are administered might provoke test anxiety (Haladyna & Downing, 2004) which negatively influences performance (Ackerman & Heggstad, 1997). Consequently, researchers have studied the impact of administrating the test without a time constraint (Knapp, 1960). However, who will benefit from removing the time constraint remains unknown. Because anxiety is a personality trait, we postulated that personality facets related to emotional stability (i.e., anxiety, impulsivity and vulnerability) as well as facets related to openness to experience (i.e., idea and values) and consciousness (i.e., deliberation) could explain the amount of additional correct answers obtained between the timed and the untimed GCA test administration. For this study, 1425 candidates applying for a job requiring a university diploma in a large Quebec organization completed the Watson-Glaser Critical Thinking Appraisal test (WGCTAT) with and without a time constraint (Watson & Glaser, 1992) as well as the NEO PI-r personality inventory (Costa & Mc Crae, 1998). Hierarchical regression analyses revealed that anxious candidates ($\beta = .058$, $p < .05$), less impulsive ($\beta = -.064$, $p < .05$), conventional ($\beta = -.070$, $p < .01$) and candidates who take their time before acting or positing themselves ($\beta = .077$, $p < .05$) obtained more correct answers at the WGCTAT than their counterparts who do not possess such traits. Despite the fact that practitioners administered GCA tests with a time constraint, in accordance with test instructions and for cost issues, our results demonstrate that this constraint should be removed. GCA scores without a time constraint reflect more precisely individuals' GCA capacity in less stressful situations. Our results also suggest that personality traits should be considered when assessing GCA in selection context in order to hire the best candidates for

a job thus optimizing organizational performance.

USING WORK NARRATIVES TO ASSESS MOTIVES DISPOSITIONS IN THE WORKPLACE

Christiansen, N.D., *Central Michigan University, Mount Pleasant, MI, USA*; Rahael, J., *Central Michigan University, Mount Pleasant, MI, USA*; Ragsdale, J., *Central Michigan University, Mount Pleasant, MI, USA*

Abstract: Most research on the role of personality in the workplace has focused on explicit trait measures such as those assessing the dimensions of the Five Factor Model (FFM). Although traits such as extraversion may be important descriptions of behavioral tendencies, they do not reveal much about with the underlying motivation. In contrast, motive dispositions such as Need for Achievement and Need for Affiliation refer more directly to the drives and goals that guide human behavior and were once more popular in research on personality and work behavior. Someone low on extraversion but with a high need for affiliation may avoid large social gatherings but may be compelled to engage in small group interactions and activities to help satisfy their needs (Winter, et al 1998). Unfortunately, the coding of traditional assessments of implicit motives such as the Thematic Apperception Test tends to be cumbersome. This study developed and validated a revised method of coding motive dispositions based on work narratives, the stories people tell about memorable experiences in the work place. The coding system of narratives was piloted on 41 MBA students who also completed measures of the FFM and faceted job satisfaction. An example question used for the narrative coding was: 'Describe a specific work experience that was a significant turning point in your work life'. Inter-rater reliability for the composite of the coding from two raters was for Need for Achievement was .82 and .79 for Need for Affiliation. As predicted, Need for Achievement correlated more strongly with Conscientiousness ($r=.37$) than the other explicit traits and Need for Affiliation correlated most strongly with Agreeableness ($r=.35$). Results also indicated that motives incrementally predicted 6% of the variance in Growth Satisfaction, 6% of the variance in Promotion Satisfaction, 5% of the variance in Coworker Satisfaction, and 5% of the variance in Supervisor Satisfaction. Implications for the prediction of other work outcomes are discussed along with how such a coding scheme could be incorporated into employment interviews or open-ended survey items.

USING TESTS TO REDUCE TURNOVER IN CALL CENTERS.

Horst, A. van der, *Meurs HRM, Woerden, The Netherlands*; Leeuwen, A.E. van, *Meurs HRM, Woerden, The Netherlands*

Abstract: While call centers are increasingly known as a valuable resource in managing customer relationships, they have also developed a reputation as a stressful work environment (Proper, 1998). It is a big challenge to keep call centers cost-efficient while maintaining high-quality customer services. This often leads to rapidly changing and high demanding working environments, which cause high turnover, making turnover one of the biggest problems for call centers. In order to investigate if turnover can be reduced by using tests in the selection procedure, we examined data from 1380 candidates at two large call centers in Holland. Seven different test have been used for selecting the candidates: a multitasking test, a situational judgment test on customer related situations (SJT), a cognitive capacity test (GMA), a test for speed and accuracy, a grammar and spelling test, a typing test and a big five personality test. During one and a half year we monitored the turnover for the selected candidates. As we expected the results show that multitasking, GMA, SJT and grammar and spelling predict turnover, in that higher scores on these tests result in a lower probability of the candidate leaving the organization. For the big five personality test we found that candidates who leave soon after being hired (high turnover) score higher on the traits contact oriented, social skills, structured and conscientious. This means that turnover can be reduced by selecting candidates that show high scores on these traits.

Symposium: Health Services Effectiveness: Psychological Perspectives

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (10:30-11:45)

Chair: Dawson, J.F., *Aston University, Birmingham, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Health services are different from many other organizations for a variety of reasons. Competing priorities (e.g. quality of health outcomes, patient experience, financial management), the mix of leadership expertise (e.g. general managers, medical staff) and the necessity for inter-organizational effectiveness for

patient care, are three ways in which simple organizational models might not apply. This provokes particular consideration for work psychologists when considering the effectiveness of such organizations. Donabedian's (1980) model of patient care quality identified two aspects of patient care, technical and interpersonal, suggesting different outcomes to be considered; in addition, intermediate outcomes such as staff well-being and absenteeism are of interest to any organization but are of particular prominence to healthcare organizations due to the nature of the service – in which interpersonal care is key, and poor health amongst staff can directly impact upon the effectiveness of care provided (Boorman, 2009). This symposium features four papers that examine different features of healthcare organizations and how organizational behavior is linked to such outcomes. Two focus on the links between employee well-being, absenteeism and performance, but from different perspectives (strain and engagement) and at different levels of analysis; one looks at the relationships between meeting quality, social resources and nurses' motivation; and one examines the impact of a leadership intervention for clinicians. Between them they offer new perspectives on the most important factors to be considered by health services managers and policymakers.

EXAMINING ABSENTEEISM AS A MEASURE OF BEHAVIORAL STRAIN IN MEDIATING THE RELATIONSHIP BETWEEN PHYSIOLOGICAL STRAIN AND EXTERNALLY RATED HOSPITAL UNIT PERFORMANCE

Buttigieg, S.C., *University of Malta, Msida, Malta*; West, M.A., *Aston University, Birmingham, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Drawing on interactional models of the stress, absenteeism and performance literature, the current study investigated the extent to which hospital employees' physiological strains were associated with externally-rated hospital unit-level performance through the mediating effects of behavioral strain. Mediation refers to a process through which the exogenous variable causes variation in the endogenous variable through direct, indirect, and total effects (Bollen, 1987). Multilevel structural equation modeling (SEM) using Mplus was used to test several competing models of mediation—full, partial, or no mediation—in a sample of 1,137 employees nested within 136 units, in a hospital in Malta. Physiological strain was measured using the Physical Symptoms Inventory (Spector & Jex, 1998) that captured the physical and somatic health symptoms associated with distress. Be-

havioral strain was measured objectively using sickness absenteeism data from the HR department, whereas the 136 hospital units were rated by forty-four external raters using a tool adapted from that used by Borrill et al. (1999). Common method variance was avoided by the collection of three separate sources of data for the three constructs under investigation. The results suggest that behavioral strain partially mediates the relationship between physiological strain and hospital unit performance. The contribution of this study is towards achieving a better understanding of the link between stress and performance, particularly in the hospital context, where the presence of a healthy workforce is crucial for maintaining good quality of healthcare delivery

WORK MEETING QUALITY, SOCIAL RESOURCES AT WORK AND WORK MOTIVATION: A LONGITUDINAL STUDY AMONG ONCOLOGY NURSES

Le Blanc, P.M., *Utrecht University, Utrecht, The Netherlands*; Demerouti, E., *Technische Universiteit Eindhoven, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Within healthcare organizations, work activities have traditionally been organized around teams of care providers. However, due to the increasing specialization in their task environment, care providers have become increasingly interdependent and effective collaboration has become critical for the quality of patient care. In this respect, work meetings might be considered an important mechanism. The present longitudinal study focused on the quality of work meetings and its relation to the work motivation of nurses. By means of structural equation modeling (SEM), we tested a model in which social resources at work – operationalized in terms of supervisor support, colleague support and team cohesion – mediated the relationship between work meeting quality and nurses' work motivation. Moreover, we also tested reversed causal relationships between the study variables. Data were collected among 258 oncology nurses who filled out questionnaires on work meeting quality, social resources at work, and work motivation twice (with a 1-year time lag in-between). In order to assess work meeting quality, a 5-item scale was constructed that focused on meeting process aspects such as overall meeting organization, preparation by participants, dissemination of information, and laying down of agreements in writing. All other study variables were assessed with existing, validated scales. Results of SEM showed that social resources at work indeed fully mediated the relationship between work meeting quality at T1 and nurses' work

motivation at T2. Moreover, we also found support for reversed causal relationships: nurses' work motivation at T1 was significantly related to T2 social resources at work while social resources at T1 significantly predicted work meeting quality at T2. These results point to the existence of a gain spiral of meeting quality and work motivation. Meeting quality and work motivation are reciprocally related over time because they both contribute to enhanced social resources at work. Thus, social resources represent the linking mechanism: They offer the possibility to a work team to build up a more resourceful work environment which is beneficial for the work motivation of its members, and additionally, motivated nurses are expected to promote the quality of meetings because they mobilize more social resources at work.

THE VALUE OF PERSPECTIVE-TAKING IN MEDICAL PROFESSIONALS

Eckert, R., *Center for Creative Leadership, Brussels, Belgium*; Champion, H., *Center for Creative Leadership, Greensboro, USA*; Barker Caza, B., *Center for Creative Leadership, Greensboro, USA*; Hoole, E., *Center for Creative Leadership, Greensboro, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Recent studies of medical professionals suggest that we may underestimate the important psychological demands of medical work. In addition to being complex, the work is highly interdependent, requiring that individuals work closely with others in multiple different professional groups – especially in an institutional environment, such as hospitals. Hospitals are immensely complex organizations with a high degree of integration and interaction within work units, across different units, and between various occupational categories. The combination of the complexity, intensity, unpredictability and interdependence often make hospitals fertile grounds for a variety of conflict manifestations between individuals (for a discussion of the manifest nature of conflict in hospitals see for example e.g. Cox, 2001; for a discussion of the constant negotiation processes in hospitals see Strauss, 1978). In fact, according to one academic estimate, nursing managers spend as much as 20% of their time dealing with conflict (McElhaney 1996). However, many of these conflicts can be avoided by helping individuals to engage in perspective taking to better understand other professional groups. In this paper, we present findings from an interdisciplinary leadership development program, commissioned and delivered by an English health authority, called "Lead or Be Led". We discuss

medical professionals' reports of how this perspective taking has impacted their work experience and outcomes. Quantitative and qualitative data from 254 individuals in multiple healthcare professions including nurses, trainee doctors, managers and others, suggest that perspective taking benefitted individuals, their co-workers, their patients, and the organisations in which they work.

PSYCHOLOGICAL ENGAGEMENT AT WORK: LINKS TO ORGANIZATIONAL PERFORMANCE AND PATIENT OUTCOMES

Dawson, J.F., *Aston University, Birmingham, UK*; Topakas, A., *Aston University, Birmingham, UK*; Admasachew, L., *Aston University, Birmingham, UK*; West, M.A., *Aston University, Birmingham, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Psychological engagement is often defined as a positive, fulfilling work-related state of mind, characterized by three distinct but related dimensions: vigor, dedication and absorption (Schaufeli & Salanova, 2001). As such it is more closely related to work processes than attitudinal measures such as job satisfaction, and several recent studies have demonstrated clear links with work outcomes at both individual and organizational levels (e.g. Bakker, Schaufeli & Demerouti, 2005; Schneider et al., 2009), suggesting that the consideration of employees' engagement at a higher level is meaningful. In this study we examined the links between the psychological engagement of staff in 390 English healthcare providers and a series of organizational outcomes. Based on 154,726 responses to a questionnaire containing an adapted shortened version of the Utrecht Work Engagement Scale (UWES; Schaufeli, Bakker & Salanova, 2006), we studied links with staff absenteeism (from official records), patient satisfaction (from a separate, annually published survey of hospital inpatients), patient mortality (published ratios standardized for case mix) and overall organizational performance (ratings by the official healthcare regulator in England). The data showed that using an organizational aggregate of engagement was statistically justified: ICC2=0.71 and mean Rwg(j)=0.81. The results showed significant links between engagement and staff absenteeism ($B = -1.70$, $p < .01$), patient mortality ($B = -21.88$, $p < .05$), and overall ratings of quality of services ($B = 1.18$, $p < .05$). These effects are such that a change of one standard deviation in organizational-level engagement was associated with a 3% drop in absenteeism – equating to around £150,000 in salary costs alone for an average

hospital per year – and a 1.6% drop in patient mortality. These findings are discussed in the context of other research that has shown links between organizational factors and patient outcomes, particularly human resource management (West et al., 2006).

Presentations: Safety at Work

Main topic area: Health and Interventions

Location: 0.8 Rome (10:30-11:45)

Chair: Chmiel, N.R.J., *University of Chichester, Chichester, UK*

THE LINK BETWEEN PSYCHOSOCIAL LOAD AT WORK AND OCCUPATIONAL INJURIES IN BELGIUM.

Marzucco, L., *Universite de Liege, Liege, Belgium*; Riseghem, M. van, *Universiteit Gent, Gent, Belgium*; Braeckman, L., *Universiteit Gent, Gent, Belgium*; Hansez, I., *Universite de Liege, Liege, Belgium*

Abstract: Background: Occupational safety has been a subject of interest since the industrial revolution. In the nineties a focus on management systems and psycho-organizational aspects emerged in scientific literature as well as in some practices implemented in companies. However, nowadays the present Belgian accident registration form, like most systems of registration in Europe, still fail to include psycho-organizational factors that could impact the accident. Methodology: The objective was to develop a checklist of psycho-organizational factors that could be added to the present national accident registration form. This checklist was elaborated according to the scientific literature about the relation between psycho-organisational factors and accidents, the analysis of occupational injury registration forms, the comparison of existing world-wide accident recording systems and several focus-groups including key-actors in accident prevention. The final version of this checklist included topics about work content and circumstances at the time of the accident, employment conditions and relations at work. Additional questions were added for a purpose of evaluation of this tool. The pre-validation of the tool was performed on 100 cases of actual accidents at work in Belgian companies. Results: One major result is that, using the developed checklist, between 0 and 22 psycho-social factors - 6 on average - were identified for each of the 100 accidents analyzed. Besides, key-actors evaluated the checklist positively: clear, objective, easy to use and complete. Discussion: The principal result of this research is even more amazing

as our analyses of previous accident registration forms did include no or very few psycho-organizational factors. It demonstrates the attention that must be paid to these psychosocial factors and shows the benefit of this type of checklist: it makes it possible to identify psychosocial causes which play a part in the accident explanation. Outcome: The results are in line with the scientific literature and are also interesting in the current European debates about registration of occupational injuries on a policy level. From a preventive perspective, this checklist is very useful in identifying psycho-organizational factors that should be included in the cause trees of accidents. This suggests information sharing and sensitization of the prevention key actors.

PSYCHOLOGICAL DISTRESS AND OCCUPATIONAL INJURIES

Salminen, S., *Finnish Institute of Occupational Health, Helsinki, Finland*; Väänänen, A., *Finnish Institute of Occupational Health, Helsinki, Finland*; Koskinen, A., *Finnish Institute of Occupational Health, Helsinki, Finland*

Abstract: Background: Stress at work has long been recognized as a factor in increasing risk for mental and physical health problems. The extent to which work distress predicted injuries occur in a large population of Finnish paper-mill workers was studied. Methods: A total of 9,282 employees (7174 men, 2108 women) from Finnish multinational forest company participated in this study. Psychological distress, representing an indicator of potential undiagnosed minor psychiatric disorder, was assessed in the survey with a 14-item four-point scale measuring insomnia, overstrain, depressive symptoms, nervousness, fatigue, tension and anxiety. A summary scale was computed and dichotomised using a median split (Cronbach alpha = .89). The follow up of occupational injuries (n=569) was done over 20 years (from March 1, 1986 to December 31, 2008). Results: The results were adjusted for age, gender and occupational status (blue- vs. white-collar employees). Psychological distress predicted occupational injuries for all employees (OR 1.17, 95% CI 1.04-1.31) and especially younger workers (18-45 years of age) (OR 1.22, 95% CI 1.06-1.40). For older workers the connection was not significant. Conclusions: This study showed that distress was a predictor of injuries in the paper industry. This was true especially for young workers, whom distressed employees had 22% higher risk for injury involvement during the next 20 years. Thus well-being at work is an important factor for work safety, too.

THE SAFETY PARTICIPATION IN ORGANIZATIONS: DEVELOPMENT OF A COGNITIVE-MOTIVATIONAL MODEL OF PROACTIVITY

Curcuruto, M., *University of Verona, Verona, Italy*; Mariani, M.G., *University of Bologna, Bologna, Italy*; Battistelli, A., *University of Verona, Verona, Italy*

Abstract: This new theoretical contribution is aimed to describe the concept of proactive safety as a dynamic broad set of cognitive and motivational states toward workplace safety by workers and work-teams that facilitates the maintenance of safety, the prevention of accidents, and proactively managing safety related issues (Turner & Parker, 2003). Several researches and meta-analysis have evidenced the importance of the workers participation in workplace safety as fundamental factor in facilitating general safety performance in organizations (Neal & Griffin, 2006). In the most part of cases, safety participation has been studied as discretionary and proactive extra-role behavior, like organizational citizenship behavior or safety initiative (Hofmann, Morgerson & Gerras, 2003). Few studies have been focused on psychosocial processes that mediate the relationship between organizational dimensions (i.e. safety climate) and workers safety participation behaviors (Zohar, 2008). Then, a original model of 'proactive safety orientation' has been developed in relation to existing constructs of proactivity in organization adapted to safety issues in the workplace (i.e role-breadth self efficacy, flexible role orientation, change orientation, proactive coping, empowerment, responsibility aspiration) (Parker, Bindl & Strauss, 2010). The research (in progress) has been realized by a survey; a questionnaire (developed with 20 qualitative interviews and pretested in sample of 80 safety heads) is composed by six Likert-type scales; it has been administrated in a sample with more of 300 workers of three different chemical firms in Italy. The first explorative and confirmatory factorial analysis have shown a mainly good factorial validity (M of CFI = .96); reliability indexes are good (M of Alpha = .86). The validity of the model is excellent in relation to criteria dimensions (safety caring behavior and safety voice) and in relation to the convergent validity (safety climate, perceived safety support) and discriminant validity (unsafe behaviors, personal risk orientation, procrastination). Differential analysis shown the capability of the model to differentiate the safety orientations between professional roles and contexts (Further predictive validity analysis with multilevel analysis and multi-trait multi-method techniques are going to been tested). Practical implications could be considered in relation to the development of safety management systems that support proactive ori-

entations toward safety.

PSYCHOLOGICAL SAFETY CLIMATE: SCALE DEVELOPMENT

Haines, V., *University of Montreal, Montreal, Canada*; Pulido, B., *University of Montreal, Montreal, Canada*

Abstract: In recent years, occupational health research has expanded the demand-control model (Karasek, 1979) to accommodate organizational-level phenomena (e.g., Chowdhury & Endres, 2010). Drawing from the capabilities of multi-level designs, this new line of research has provided a structure for understanding the influence of organizational resources in stressor-strain associations. To further advance this expanded view of the demand-control model, we argue the pressing need for a measure of psychological safety climate. In doing so, we first define the construct of climate and explain its relevance in organizational research. We then review the construct of safety climate (Zohar, 1980) and point out its limitations with regards to understanding psychological strain in the form of emotional exhaustion, distress, and depression. Following this conceptual exploration, we provide a constitutive definition of the psychological safety climate construct. We then describe the scale development procedure that resulted in a ten-item scale. Using data from a large scale multi-unit, multi-organization survey, we tested the internal consistency and dimensionality of this scale. We then applied structural equation modeling to further test the psychometric qualities of this scale. Finally, given the nature of this construct, we aggregated individual perceptions of psychological safety climate and assessed within group agreement. The psychological safety climate construct should be of use to scholars who are striving to better understand those organizational resources that moderate associations between work demands and psychological strain. The scale developed and tested in this study may therefore be of use to those scholars. Managers, in turn, may find that their interventions are most effective when they pay attention to the psychological safety climate. Following the advice derived from research on organizational climate, they may also develop strategies to improve the psychological safety climate within their work unit.

INDIVIDUAL DIFFERENCES AND SAFETY BEHAVIOUR

Chmiel, N.R.J., *University of Chichester, Chichester, UK*

Abstract: Recently Christian, Bradley, Wallace & Burke (2009) proposed an integrative framework for

considering Situation-related factors such as psychological safety climate and Person-related factors such as personality. They proposed these factors have separable effects on safety behaviours, and hence injuries, through their effects on safety knowledge and motivation. In particular they proposed safety climate encourages safe behavior through reward or through principles of social exchange. This paper considers individual differences relevant to reward and social exchange processes (e.g. achievement-striving and trust) and cognitive processing efficiency alongside psychological safety climate, and investigates their effects on routine and situational violations. Hansez & Chmiel (2010) found that both types of violation were predicted by a core dimension of psychological safety climate and separate work engagement processes, but in addition routine violations were predicted by cognitive-energetical processes whereas situational violations were not, reflecting the theoretical conceptualization of routine violations as involving the selective concentration of effort on production-related processes. Given that different forms of risk-taking involve different aspects of personality (e.g. Soane & Chmiel, 2005) we hypothesise that individual differences in cognitive processing efficiency will affect routine rather than situational violations, and that achievement-striving and trust characteristics will influence the effect of psychological safety climate on both types of violation. These ideas were investigated in forestry workers operating under supervision in New Zealand. Results showed support for the hypothesis that cognitive processing efficiency relates to routine violations independently of psychological safety climate (workers' perceptions of their supervisor's safety expectations), and that trust and achievement-striving may partially mediate the relationship between psychological safety climate and situational violations. These results support the idea that different individual characteristics should be considered in relation to different types of task-related safety behaviour, and in particular that cognitive characteristics should be considered alongside personality. We discuss our results in relation to the approach taken by Christian et al. The practical relevance of our study is that, in contrast to a simple or universal approach, selection methods for choosing safer workers should take into account a variety of personality and cognitive characteristics relevant to particular safety management concerns.

Symposium: on Job Insecurity, part 2: Organisational consequences

Main topic area: Changing Employment Relations

Location: 0.9 Athens (10:30-11:45)

Chairs: Witte, H. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: The increase of the global recession did firmly put job insecurity research on the academic research agenda. Research thus far has documented the detrimental effects of job insecurity for individuals fairly well. Less research has focussed on the consequences for the organisations, however. In this symposium, some of these aspects will be discussed. First, Schreurs et al. will present the results of a weekly diary study in which the impact of job insecurity on aspects such as in-role and extra-role performance is analysed. Next, Hägerbäumer and Staufenbiel analyse the impact of job insecurity on a relatively new outcome variable (presenteeism), using longitudinal data. The association of job insecurity with ethical negotiation practices is the focus of the presentation of Reisel et al. Mauno and colleagues use multi-level analysis to examine the association between job insecurity and turn-over intentions, adding variables at the work department level to the explanation. Finally, Piccoli et al. test the buffer role of organisational justice in the job insecurity – outcomes relationship. The scope of this symposium is thus fairly wide. The data stem from five countries: Belgium, Germany, the U.S., Finland and Italy. A variety of methods is used, ranging from multi-level analysis to structural equation modelling. Finally, also a variety of theoretical accounts is put to the test, like Conservation of Resources Theory, the Stress-Retention Model, and the Uncertainty Management Model.

A WEEKLY DIARY STUDY ON THE BUFFERING ROLE OF SOCIAL SUPPORT IN THE RELATIONSHIP BETWEEN JOB INSECURITY AND EMPLOYEE PERFORMANCE

Schreurs, B., *Maastricht University School of Business and Economics, Maastricht, The Netherlands*; Emmerik, H. van, *Maastricht University, Maastricht, The Netherlands*; Guenter, H., *Maastricht University School of Business and Economics, Maastricht, The Netherlands*; Germeyns, F., *Human Relations Research Group Hogeschool-Universiteit Brussel, Belgium*

Abstract: The present study aims to contribute to the understanding of the job insecurity—job performance relationship by addressing two important research issues. First, we examine an intra-individual model linking job insecurity, conceptualized as a more or less continuous and chronic job stressor, to job performance. We argue that job insecurity fluctuates over time, and that employees will show higher job performance when

they feel secure about the future of their jobs. Second, we contribute to the small but growing literature delineating and testing theoretically derived boundary conditions of job insecurity by examining how the negative intrapersonal effects of job insecurity on performance may be alleviated by time-varying work-based social support (i.e., supervisor and colleague support). Fifty-six participants completed a diary questionnaire every week for three weeks and a survey questionnaire at the start of the study. Multilevel analysis was used for analyzing the data. Two dependent variables were used: Self-rated weekly in-role performance and extra-role performance. The results showed that job insecurity (and the other measures) varied significantly over time (i.e., weeks). Specifically, 17% of the variance in job insecurity was attributable to within-person variation. Weekly fluctuations in job insecurity negatively predicted week-level in-role performance. This finding provides additional support to the view that job insecurity is an undesirable work-related demand that interferes with employees' work goal attainment. Contrary to expectations, no relationship between job insecurity and extra-role performance was observed. As hypothesized, supervisor support moderated the intra-individual relationship between job insecurity and in-role performance, so that employees' in-role performance suffered less from feeling job insecure during weeks in which they received more support from their supervisor.

THE IMPACT OF JOB INSECURITY ON PRESENTEEISM

Hägerbäume, M., *Universität Osnabrück, Germany*;
Staufenbiel, T., *Universität Osnabrück, Germany*

Abstract: The present longitudinal study focuses on the association between job insecurity and presenteeism, which is the phenomenon of employees attending work ill. Presenteeism is supposed to lead to impaired health and can be a warning signal of future productivity losses in the organization. Based on conservation of resources-theory (Hobfoll, 1989) we assume that in a threatened situation employees show presenteeism to prevent resource losses in the form of job loss or occupational disadvantages. In the study we tested the hypothesis that higher perceived insecurity (i.e. a more threatening the situation) leads to more presenteeism. Job insecurity was measured in its quantitative (the fear of losing the job) and qualitative (the fear of losing valued feature of the job) form. A sample of N=193 employees (75% male, 13% with temporary contracts, 85% with full time employment) recruited via an online panel filled out complete questionnaires at two measurement points with 1 year in-between the waves.

Cross-lagged panel analysis revealed that in line with our hypothesis quantitative as well as qualitative job insecurity (T1) predicted presenteeism (T2). The results of this study reinforce the conclusion that job insecurity has predominantly negative consequences for the individual and the organization and should be reduced wherever possible.

THE INFLUENCE OF JOB INSECURITY ON ETHICAL NEGOTIATION PRACTICES.

Reisel, W., *St. John's University, Staten Island, NY, USA*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Maloles, C., *California State University, East Bay, CA, USA*; Banai, M., *Baruch College, CUNY, New York, USA*

Abstract: The present research is the first, to our knowledge, to examine the influence of job insecurity upon ethical negotiation practices. Job insecurity has already been shown to be associated with numerous negative individual and work outcomes though little is known about its influence upon negotiation practices. In this paper, we hypothesize that job insecurity will be related to less ethical negotiating practices. We assume that job insecure employees are willing perform less ethically in order to protect their jobs. To test this, we survey 200 employees in the U.S. working in a broad range of industries and analyze the correlation between job insecurity ethical negotiation practices on behalf of employers. Results and implications for theory and practice are presented.

OCCUPATIONAL UN-WELLBEING AS A MEDIATOR BETWEEN JOB INSECURITY AND TURNOVER INTENTION: A MULTILEVEL STRUCTURAL EQUATION APPROACH

Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Tolvanen, A., *University of Jyväskylä, Jyväskylä, Finland*; Kinnunen, U., *University of Tampere, Tampere, Finland*; Mäkikangas, A., *University of Jyväskylä, University of Jyväskylä, Finland*

Abstract: The present study examined the relationship between job insecurity and turnover intention by employing occupational un-wellbeing as a mediator between job insecurity and turnover intention. Specifically, we modelled these relationships at the individual and work department level by utilizing Multi-Level Structural Equation Modelling (ML-SEM). We seek to clarify whether the mediating mechanism was similar at both (within and between) levels. Theoretically, the

study was based on the stress-retention model (Podsakoff et al., 2007; Schauenbroeck et al., 1989). Self-reported data for the study were derived from Finnish University staff (2137 individual respondents; 78 work departments) in 2008. ML-SEM results showed that all key constructs were contextual, that is, shared experiences within work departments, providing adequate basis for multilevel modelling. We also found that occupational un-wellbeing (high exhaustion, low vigour) partly mediated the relationship between job insecurity and turnover intention at both levels. Thus, a direct positive relationship between insecurity and turnover intention prevailed significant at both levels also after entering the mediator into the model. Consequently, job insecurity had detrimental effects on withdrawal behaviour at work beyond individuals, confirming that emotional contagion does occur in the workplace. In order to avoid large-scale commitment problems in organizations those departments/units suffering most from job insecurity should be identified.

WHEN JUSTICE WORKS: TESTING THE UNCERTAINTY MANAGEMENT MODEL AMONG ITALIAN EMPLOYEES

Piccoli, B., *University of Verona, Verona, Italy*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Pasini, M., *University of Verona, Verona, Italy*

Abstract: Organizational justice can play an important role in buffering the harmful effects of job insecurity on work attitudes and behaviours (e.g. Brockner and Greenberg, 1990). There is widespread empirical evidence of the positive role of organisational justice, building on social exchange theory as theoretical explanation (e.g. Cohen-Charash and Spector, 2001). A limitation of social exchange-based explanations of employee behaviour is that these theories do not specify the conditions under which fairness concerns become important for employees. An alternative model that states accounts for this omission is Uncertainty Management Theory (UMT: Lind and Van den Bos, 2002). According to UMT, people especially rely on justice information when they are confronted with uncertainty: in this condition fairness judgements have a stronger impact on a variety of outcomes. This study tested the Uncertainty Management Model among Italian employees. In accordance with the model, we hypothesize that organizational justice moderates the negative relationship between job insecurity and work attitudes (commitment and satisfaction) and behaviours (performance and organizational citizenship behaviour). We

hypothesise that the effects of job insecurity on outcomes will be particularly strong in an unjust job situation. Consequently, high job insecurity together with low organizational justice will be associated with low levels of organizational commitment, job satisfaction, job performance and organizational citizenship behaviours; in turn, negative effects of the job insecurity for work attitudes and behaviours are moderated by high perceived justice. Data will be gathered in an organization of north-east of Italy, including temporary and permanent workers. The results will be presented at the conference.

Presentations: Research and Methodology: Measurements and Psychometrics

Main topic area: Research and Methodology

Location: 2.1 Colorado (10:30-11:45)

Chair: Aujla, S., *University of Guelph, Brampton, Canada*

JOB SATISFACTION SURVEY: A CONFIRMATORY FACTOR ANALYSIS BASED ON SECONDARY SCHOOL TEACHERS' SAMPLE

Astrauskaite, M., *Vytautas Magnus University, Kaunas, Lithuania*; Kern, R., *Vytautas Magnus University, Kaunas, Lithuania*; Vaitkevicius, R., *Vytautas Magnus University, Kaunas, Lithuania*; Perminas, A., *Vytautas Magnus University, Kaunas, Lithuania*

Abstract: For the last few decades job satisfaction has been one of the most popular interests' among scientists, researchers and practitioners (Blood et al., 2002; Spector, 1997). Although, the phenomenon of job satisfaction has been broadly researched, still, there are several problematic areas in the field. One of the problematic areas in the research field of job satisfaction is that specific samples, such as teachers are many times evaluated using general instruments that may not always reflect the properties and characteristics of the sample. Although, there is hypothesis that general job satisfaction instruments do not always reflect specific sample's characteristics (Spector, 1997), there were no studies made to explain this issue. Based on this problematic area we generated the main goal for our study. In the presentation, we discuss examination of the Job Satisfaction Survey's (P.Spector, 1996) relevance for estimation of job satisfaction of the teacher population. The schools for the study were chosen using a convenient sampling method. The sample of 351 teachers, 310 (88.3%) women, 31 (8.8%) men and 10

(2.8%) individuals who failed to identify their gender was obtained from 8 secondary schools' in Lithuania. The respondents were requested to complete the Job Satisfaction Survey developed by Paul Spector (JSS; Spector, 1996). Results of the Confirmatory Factor Analysis with the teachers' sample did not support the existence of 9 scales as described in earlier researches with other samples. The best model in the present study was determined to be a three facet model, including promotion, supervision and nature of work. Other six supplementary models did not demonstrate satisfactory results of the model-data fit. We expect that our study's findings should fix researchers', scientists' and practitioners' attention on the necessity to identify an instrument that best reflects specific sample's properties. Findings and recommendations for future researches will be discussed further in the presentation.

UNRAVELLING THE PROCESS OF WORKPLACE BULLYING

Notelaers, G., *Maastricht University, Maastricht, The Netherlands*; Einarsen, S., *University of Bergen, Bergen, Norway*

Abstract: An overwhelming majority of scholars agree that bullying is about repeated negative acts. Repeated and persistent negative behaviour does imply a process. Up till now, the process has only been described theoretically. Einarsen (1999) identifies four stages: aggressive behaviour, bullying, stigmatisation and severe trauma. In the first stage, the negative behaviour may be characterised as indirect aggression (Bjorkqvist, 1992), being subtle, devious and difficult to confront (Adams, 1992), and sometimes difficult to recognise even for the targets (Leymann, 1996). This phase tends to be followed by a stage in which more direct negative behaviour occurs, which involves that the target is ridiculed, humiliated and socially isolated (Leymann, 1990b, 1996). Here, the concept of workplace bullying applies since open, direct and frequent negative behaviour is experienced (Bjorkqvist, 1992; Leymann, 1990b, 1996). In consequence, the target becomes stigmatised and finds it increasingly hard to defend him or herself. In this phase, social isolation becomes more apparent, with victims being cut off from social support (Leymann, 1986). In this situation, it is easy for the target to become helpless, unable to do anything resembling effective coping (Einarsen, et al., 2003). As a result, severe trauma develops. Leymann (1993) refers to this stage as expulsion, whereby targets are forced out of the workplace - often with at least the passive approval of the management - whether through long term sickness absence or dismissal, or as

a result of feeling brutally harassed out of the organisation. Earlier research has shown that the different exposure groups of workplace bullying estimated with a latent class cluster approach, relate strongly to scholarly descriptions of the process of bullying. However, empirical evidence from studying transitions between exposure groups to investigate the process of workplace bullying is still lacking. In this contribution we aim to empirically test whether a process of bullying unfolds at Norwegian workplaces. We aim especially to test whether different stages in the process of bullying exist. Therefore a 3 wave with 2 year time lags dataset representative for the Norwegian working force will be analysed in Latent Gold 4.5.

MULTILEVEL CONFIRMATORY FACTOR ANALYSIS OF A SAFETY CLIMATE QUESTIONNAIRE

Brondino, M., *University of Verona, Cavallino-Treporti, Italy*; Pasini, M., *University of Verona, Verona, Italy*; Costa Agostinho da Silva, S., *ISCTE - Lisbon University Institute, Lisbon, Portugal*

Abstract: In the literature there is a general agreement about safety climate as a multilevel construct (Zohar, 2010) but often scales were not validated considering this safety climate characteristics. Shannon & Norman (2009), referring to factor analysis of safety climate surveys, affirmed the importance that a proper analysis requires adjustment to incorporate the multilevel nature of the data. The aim of this study is to conduct a multilevel confirmatory factor analysis (MCFAs) to evaluate the factor structure underlying a safety climate questionnaire composed of three scales: Organizational Safety Climate (OSC) scale, Supervisor Safety Climate (SSC) scale and Co-workers Safety Climate (CSC) scale. A two-level design was used, considering the individual level and the work-group level. Data collection involved 1312 blue-collar workers from 7 Italian manufacturing companies. According with Griffin and Neal research (2000), at the individual level a second-order factor structure with four first-order factors for OSC scale and for CSC scale was identified. At the same level for SSC scale (values-safety systems, and safety coaching-communication) a second-order factor structure only with two first-order factors emerged. At the group level the same factorial structure was confirmed only for the SSC scale (NNFI = .95; CFI = .96; SRMRw = .049 SRMRb = .032; RMSEA = .06). A model with a one factor structure at the group level fitted better the data for the OSC scale (NNFI = .91; CFI = .92; SRMRw = .042 SRMRb = .054; RMSEA = .06) and a model with four factors free to covariate seemed more plausible ((NNFI = .95; CFI = .96; SRMRw =

.035 SRMRb= .056; RMSEA = .051). These MCFA results demonstrated the importance to use proper analysis to date of the factor structure of a multilevel construct as safety climate. Griffin, M. A. & Neal, A. 2000, 'Perceptions of safety at work: A framework for linking safety climate to safety performance, knowledge, and motivation', *Journal of Occupational Health Psychology*, 5, 347-58. Shannon, H.S., & Norman, G.R. (2009). Deriving the factor structure of safety climate scales. *Safety Science*, 47, 327-329. Zohar, D. (2010). Thirty years of safety climate research: Reflections and future directions. *Accident Analysis and Prevention*, doi:10.1016/j.aap.2009.12.019

TOOLS FOR THE 'VALIDITY POLICE': AN EMPIRICAL PROCEDURE FOR IMPROVING CONSTRUCT CLARITY.

Solinger, O. N., *VU University Amsterdam, Amsterdam, The Netherlands*; Bal, P.M., *Erasmus University Rotterdam, Rotterdam, The Netherlands*

Abstract: This paper answers to a recent call for techniques that aim to improve construct clarity, which refers to the skillful use of language to persuasively create precise and parsimonious categorical distinctions between concepts (Suddaby, 2010, p. 347). This call was forwarded based on the concern that, despite of its importance, in extant research practice the process of construct clarification is not treated with as much rigor as the measurement of these concepts. We connect to existing guidelines which demonstrates that delineating and defining clear constructs is by no means common sense', as is subject to a large number of pitfalls, such as confounding denotation with the surplus of connotations, concept stretching (under specification), poor communicability (definitional clutter), and internal inconsistency. We therefore argue that the process of construct clarification should be rationalized by making use of the design cycle methodology, where definitions are subject to a process of pruning and iterative improvement, based on empirical comparisons between competing definitions of the same construct. The Program of Requirements against which definitions are tested includes inclusivity, generalizability, exclusivity, parsimony, coherence, and conservatism. We operationalize these requirements in falsifiable empirical criteria against which focal definitions are held. Specifically, a forum of respondents rate the degree of correspondence between the focal definition and the concepts which the focal definition is required to include or exclude. We apply our procedure to two literatures which have been subject to heavy debates due to unclarity on definitional issues, namely organizational

commitment and proactive behavior. Based on our results, we argue that this procedure is instrumental in improving construct clarity.

""Made in L. A. ""-A Documentary Film on Decent Work

Location: 2.13 Nile (10:30-11:45)

Presentations: Employee Well Being - Decent work

Main topic area: Employee Well Being

Location: 2.14 Amazon (10:30-11:45)

Chair: Macmahon, J., *University of Limerick, Limerick, Ireland*

ORGANIZATIONAL JUSTICE AND OUTCOMES: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORK-FAMILY CONFLICT.

Babic, A., *Universite de Liege, Liege, Belgium*; Stinglhamber, F., *Universite Catholique de Louvain, Louvain la Neuve, Belgium*; Hansez, I., *Universite de Liege, Liege, Belgium*

Abstract: Numerous studies have examined the consequences and determinants of work-family conflict (WFC). Among the consequences, evidence has shown that WFC has negative outcomes for both the worker and the company (i.e., increased stress, intent to quit, job dissatisfaction etc.). Among the determinants, research indicates that antecedents of WFC can be divided in three categories: expectations and responsibilities, psychological demands, and organizational policies and activities that organizations can take to ease WFC. One way that organizations can be responsive to work-family issues is by promoting justice in the workplace. Yet, very few studies have investigated the impact of organizational justice (OJ) on WFC. Filling this gap, Judge and Colquitt (2004) have examined the relationship between justice and stress, as mediated by WFC. Their results indicated that the presence of justice allows workers to better manage the balance of their work and family lives, which in turn reduces their stress. In line with this prior work, our study aims to examine the relationships between the different dimensions of justice, WFC, and several outcomes. Precisely, we hypothesized that (a) perceived organizational support (POS) will mediate the effects of the

justice dimensions on WFC, and (b) WFC will mediate the influence of POS on intention to quit, job satisfaction, negative stress and positive stimulation. 535 employees of a Belgian hospital were surveyed. Data were analyzed using the structural equation modelling approach. The results show that POS partially mediates the relationship between active procedural justice and WFC and fully mediates the relationship between informational justice and WFC. No significant relationships were found between the passive procedural justice and POS, and between distributive justice and POS. However, distributive justice has a direct effect on WFC. Finally, WFC mediates the links between POS and intention to quit, job satisfaction, stress, and stimulation. As a whole, our findings suggest that companies should develop work-family policies which are clearly and formally established, communicated and applied fairly.

MEANING OF QUALITY OF WORK-LIFE FOR PEOPLE WITH SEVERE MENTAL DISORDERS WORKING IN SOCIAL ENTERPRISES

Lanctôt, N., *University of Sherbrooke, Longueuil, Canada*; Corbiere, M.C., *University of Sherbrooke, Longueuil, Canada*; Durand, M.-J., *University of Sherbrooke, Longueuil, Canada*

Abstract: Background: People with severe mental disorders have difficulties maintaining employment on the regular job market. An alternative to the regular job-market are social enterprises. Social enterprise appears to be a favourable environment for longer job tenure and better quality of work-life (QWL) for those who have severe mental disorders. However, to our knowledge, the meaning of QWL has never been explored with people with severe mental disorders working in social enterprises. Aim: The purpose of this qualitative phenomenological study is to provide in-depth understanding of the meaning of QWL for people with severe mental disorders working in social enterprises. Method: To gain a deeper understanding of what QWL means for people with severe mental disorders, data were collected from individual semi-structured interviews with 14 participants. All interviews were audio-taped and transcribed verbatim. Colaizzi's framework for data analysis was used. Results: Eight themes emerged from the analysis which may be gathered into two major dimensions which relates to: A) the workplace itself, and B) the person working in the workplace. The first four themes relate to the prior dimension. The themes are the following: 1) tasks, 2) working conditions, 3) work environment, 4) work organization, 5) being a good worker, 6) relations with coworkers, 7)

relations with superiors, 8) emotional repertory. Conclusions: The findings highlight the importance of understanding the perspective of the people living with severe mental disorders regarding their QWL in order to tailor interventions to enhance their QWL. Although some elements of QWL identified in the present study were similar to those found in previous studies conducted with other populations, unique components of QWL, such as being a good worker and the emotional repertory, were identified by the participants. Specific QWL measurements that address these unique components are needed when assessing QWL of people with severe mental disorders.

STEP BY STEP: META-ANALYTIC FINDINGS ON PERSONAL WORK GOALS AND SUBJECTIVE WELL-BEING

Voigt, H.J.P., *Bielefeld University, Bielefeld, Germany*; Maier, G.W., *Bielefeld University, Bielefeld, Germany*

Abstract: Increasing personal well-being of employees could be seen as an end in itself for W&O psychologists. Consequently, much research has investigated the links between job characteristics and employee well-being. Warr (1987, 1994) clustered the specific aspects of a person's work environment into ten main factors, e.g., opportunity for personal control, opportunity for skill use, and variety. Each of these key features has been shown to be significantly associated with job-specific well-being. We propose that this environmentally focused approach should be complemented by an individual difference perspective. Not every person appreciates or strives for the opportunity for personal control the way another person does. Goal theorists posit that the pursuit of distinct personal goals in ways that are intrinsically valued and autonomously chosen should enhance well-being. Furthermore, not only pursuing personal goals influences well-being but also the perception of making progress toward these goals has a positive effect (e.g., Wiese, 2007). The process of moving towards goals provides a person's life with structure and meaning. But what if the meaningful goal is attained? Carver and Scheier (1998) postulate that in cases where goal achievement does not lead to further possibilities success feels empty. Empirical findings support this view and show that the rate of progress toward one's goals, rather than goal attainment, is crucial for well-being (e.g., Hsee & Abelson, 1991). The purpose of our research is to meta-analytically integrate the findings about the relationship of personal work goals and well-being in the work domain (e.g., job satisfaction). The literature search yielded $k =$

23 independent samples ($N = 6,088$). Successful pursuit of personal work goals was positively associated with well-being indicators. Moderator analyses indicated that operationalization of the constructs determined the size of the relation. Results are discussed with regard to practical implications for leadership and job design.

Symposium: Well-being in Organizations: From the Individual to the Organization.

Main topic area: Employee Well Being

Location: 2.7 Meuse (10:30-11:45)

Chairs: Wilks, D.C., *Universidade Portucalense, Porto, Portugal*; Gonçalves, S.P., *ISCTE-Lisbon University Institute, Lisbon, Portugal*

Abstract: The past two decades have seen a considerable amount of research on the topic of well-being in the workplace (e.g., Danna & Griffin, 1999; Warr, 2007). Despite some progress this still represents an area of inquiry deserving of more attention given the growing evidence that promoting well-being in organizations brings benefits to employees, organizations and indirectly to society as a whole (e.g., Cartwright & Cooper, 2009). With the goal of extending current understanding of well-being in the workplace, the symposium brings together a group of international scholars engaged in this research field. The symposium aims at providing a forum for up to date theoretical and empirical research contributions on organisational and individual variables related to well-being in organizations. The contributions come from three different European contexts and research is based on qualitative or quantitative techniques. Interventions have as object the enhancement of well-being in organizations. The symposium comprises five presentations. The first paper concentrates on the interactive effects of sex and age on job-related subjective well-being, analysing data collected from Portuguese employees in a diverse set of occupations. The second examines how the degree of fit or misfit between individual motivational preferences and specific job features is differently related to job satisfaction and engagement. The third paper analyses the role of perceptions of human resource management practices in well-being within the context of the Portuguese police force. The fourth paper presents a model for a resilient organization and presents the results based on a sample of Spanish companies. Finally, the fifth paper discusses the meaning of well-being and its utility, adopting an approach grounded in different stakeholders' perspectives.

THE INTERACTIVE EFFECT OF GENDER AND AGE ON JOB-RELATED SUBJECTIVE WELL-BEING

Wilks, D.C., *Universidade Portucalense, Porto, Portugal*

Abstract: The impact of socio-demographic variables on subjective well-being have long been recognised as important variables in psychological research (e.g., Cohen, 1993), although findings have not always been consistent (Warr, 2007). In respect to age and sex differences, studies on self-reported overall subjective well-being carried out in many countries have found either similar levels of well-being or modest differences in almost every society (e.g., Inglehart, 2002). Results for job-related subjective well-being tend also to follow this trend (e.g., Warr, 2007). Demographic variables are likely to act together in different combinations (Shirrom, Gilboa, Fried & Cooper, 2008) and lumping together different age groups may conceal gender related differences. Moreover, both sex and age are deeply rooted in social dynamics, are culturally defined and subject to macro-level changes. The trend towards sex equality and socio-legal adjustments to the concept of age in organizations may have an impact on well-being levels. There is therefore a need to re-examine and extend previous research. The current study focuses on the interactive effects of sex and age on job-related affective well-being analysing data collected from 446 Portuguese adults employed in a diverse set of occupations. Additionally, marital status, children's age, education level, occupation, self-rated health perceptions and sleeping difficulties were also examined. While some findings are in line with previous research suggesting the existence of significant differences related to age, sex and education, these differences do not always follow the same patterns.

PERSON-JOB FIT, JOB ENGAGEMENT AND JOB SATISFACTION

Inceoglu, I., *SHL Group Plc, Thames Ditton, UK*; Warr, P., *The University of Sheffield, U.K*

Abstract: Engagement and job satisfaction are often used alongside each other or even interchangeably in research and practical applications. Although feelings of engagement share much variance with job satisfaction, the two constructs can be placed in different quadrants of the affective circumplex (Remington, Fabrigar, & Vissar, 2000). While engagement emphasises the activated side of positive affect, satisfaction refers more to a passive (low activated) positive state. This difference between the constructs suggests that they will have partly different behavioural consequences and derive

from partly different job attributes. Building on the extensive literature on job design (e.g., Parker & Wall, 1998) and more recent studies of the work environment as a source of low or high engagement (e.g. Harter & Schmidt, 2008), this paper examines how the degree of fit or misfit between a person's motivational preferences and specific job features is differently related to job satisfaction and engagement. In this study 840 employees from several organizations completed an online questionnaire that measured 38 job features, extended from Warr's (2007) "vitamin" model. Respondents were asked to which extent they would want each feature in their ideal job, and about the extent to which each feature was present in their job (as perceived by the respondents). Job engagement (absorption and energy) and job satisfaction were also measured. Multiple hierarchical regression analyses were conducted separately for each of the 38 job features to examine two types of misfit (or fit) in relation to engagement and job satisfaction: algebraic (wanting more) and absolute (wanting more or wanting less) misfit. Results showed that misfit effects were found to vary between different job features and outcomes. Algebraic misfit effects were in many cases more significant for job engagement than for job satisfaction, as feelings of engagement were linked to wanting more of a feature. On the other hand, significant absolute misfit effects were more often found for satisfaction than for engagement, as dissatisfaction more often arose from wanting less rather than more of a feature. Implications are that interventions focusing on employee well-being and motivation need to be geared towards specific outcomes.

THE ROLE OF PERCEPTIONS OF HUMAN RESOURCE MANAGEMENT PRACTICES FOR WELL-BEING AT WORK ON PORTUGUESE POLICEMEN

Gonçalves, S.P., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Neves, J., *ISCTE-Lisbon University Institute, Lisboa, Portugal*

Abstract: From the literature survey it is possible to conclude that little is known about the relationship between how organizations are managed through their human resource management practices and the welfare of employees, and what is known is inconclusive and inconsistent (e.g., Baptiste, 2008; Peccei, 2004). In order to contribute to this field, this research focuses on the study of the perceptions of human resource management practices (HRMP) as predictors of well-being at work. Eight hundred fifty six policemen were enquired, being evaluated through a questionnaire about perceptions of five HRMPs (training, communication, performance assessment, health and opportunity for par-

ticipation) and level of emotional well-being at work. The results show a positive association between the perception of the HRMPs and welfare at work, as the more the policemen consider communication transparent and communal, the performance assessment clear and fair, training as a promoter of personal and professional development and the existence of health promotion practices as well as the participation in management activities, the higher are the levels of welfare. Perceptions of training and communication practices are significant predictors of well-being at work. This study refers to a specific work context. It is correlational, transversal and of self-fulfilment. In the future it will be important to replicate this study and other activities and include mediating variables such as person-organisation fit that contributes to a greater understanding of the relationship between HRMP and welfare at work. This study reinforces the idea that the organisational variables have an explanatory potential and should be included in the models of well-being at work and in interventions. In practice, this study points to a number of aspects that could be the target for intervention to promote well-being at work.

TOWARDS A HEALTHY AND RESILIENT ORGANIZATION (HERO) MODEL

Salanova, M., *Universitat Jaume I, Castellón, Spain*; Llorens, S., *Universitat Jaume I, Castellón, Spain*; Cifre, E., *Universitat Jaume I, Castellon, Spain*; Martínez, I.M., *Universitat Jaume I, Castellón, Spain*

Abstract: The aim of the current study is to test and develop a HEalthy & Resilient Organization Model, HERO (Salanova, Llorens, Cifre & Martínez, 2010; Salanova, et al., in press) on a sample of 14 Small & Medium-Size Enterprises (SME) comprised by a total of 14 top managers, nested on 84 immediate supervisors, 710 employees distributed in 89 work-units, and 860 customers from these enterprises. Among top managers, interviews were partially validated by inter-judge agreement. Results show agreement on the adjustment of the theoretical and empirical meanings of a healthy organization, as well as that healthy practices and healthy outcomes were positively appraised by coders. Furthermore, Confirmatory Factor Analyses supported the reliability and validity of the 26 first-order construct of the HERO Model among the 710 employees. SEM analyses on 89 work-unit constructs by aggregated data on employees show that work-unit perceptions of healthy practices show a positive relationship with healthy results through the impact of healthy employees. Moreover, the four first-order constructs related to healthy outcomes were val-

idated among 860 customers from 14 SME and using CFA. Further regression analyses using the aggregated database at the organizational level show that employee excellent job performance and employee empathy significantly predict customer loyalty and customer satisfaction. Finally, taking into account ten-key indicators of healthy organizations using top managers, employees and customers' perceptions, a tentative classification of healthy organizations is showed. Theoretical and practical implications are showed in the end of the article.

WELL-BEING AT WORK: WHAT DOES IT MEAN AND FOR WHOM?

Karanika-Murray, M., *Nottingham Trent University, Nottingham, UK*; Weyman, A., *University of Bath, UK*; Danford, A., *University of the West of England, UK*

Abstract: In this presentation we make a case for a fresh perspective on well-being at work. Despite a strong policy focus and a rich research base on the predictors of work-related well-being, a coherent conceptual framework on its meaning is still lacking. For example, work-related well-being is typically defined by job satisfaction and positive affect, overlooking important past work on growth and positive functioning. Some reasons for this lack of clarity include (i) the broad range of disciplines involved, each with different perspectives and assumptions, (ii) the selective translation of knowledge across domains, and (iii) a view of well-being as a monolithic entity despite the wide range of definitions and conceptualisations. The lack of strong empirical support for the relationship between well-being and work-related outcomes (performance, absence) attests to the need to clarify what we mean by well-being and for whom. We then adopt an approach grounded in different stake-holders' (employers, employees, policy-makers) perspectives to explore the meaning of well-being in the work domain and its utility for developing healthy individuals and healthy organizations. We explore these different perspectives and practical needs via interviews with a sample of employer representatives, employee representatives, and policy-makers. Finally, we present an integrated framework of individual and organisational well-being that focuses on what is practical for its management and promotion. Grounding our understanding of well-being in the work domain on stake-holders' experiences is a useful way forward.

Presentations: Climate: Formation and Implications

Main topic area: Organizational Structure, Culture, Climate

Location: 2.9 Euphrates (10:30-11:45)

Chair: Whittome, C.J., *Birkbeck, University of London, London, UK*

IMPACT OF THE TRANSFER CLIMATE ON THE TRANSFER OF TRAINING: MEDIATING AND MODERATING ROLE OF JOB SATISFACTION AND JOB ENGAGEMENT.

Peters, S., *University of Liege, Liege, Belgium*; Faulx, D., *University of Liege, Liege, Belgium*; Liégeois, A., *UNMS – Belgian Sickness Fund, Bruxelles, Belgium*

Abstract: This paper presents first results of a study that examines the impact of the workplace climate on workplace training effectiveness. Here training effectiveness is conceptualised in terms of transfer of training and the workplace climate is specified in terms of transfer climate. According to the theoretical framework by Carr, Schmidt, Ford and DeShon (2003), we hypothesise that the impact of the transfer climate on the transfer of training will be moderated and/or mediated by cognitive and affective states. Statistical analyses will be conducted to check the hypothesised mediating and moderating role of job satisfaction (affective state) and job engagement (cognitive state) between the transfer climate and the transfer of the newly acquired knowledge. Transfer climate has been broadly studied for its direct impact on transfer of training. The major issue of this study is to examine the interaction of the transfer climate with other variables. In a longitudinal quantitative study, data are collected at the Belgian Sickness Fund. Participants are employees who took part to a training session between March and December 2010 (N=680). Right after the conclusion of the training program, each trainee is invited to fill the Learning transfer System Inventory (Holton, Bates, & Ruona, 2000), a scale measuring 16 dimensions of the transfer climate. One month later, participants are asked to fill a second questionnaire about their perception of the transfer (general and specific performance), job satisfaction (Price, 1977) and job engagement (Schaufeli & Bakker, 2003). Carr, J. Z., Schmidt, A. M., Ford, J. K., & DeShon, R. P. (2003). Climate perceptions Matter: A Meta-Analytic Path Analysis Relating Molar Climate, Cognitive and Affective States, and Individual Level Outcomes. *Journal of Applied Psychology*, 88(4), 605-619. Holton, E. F.,

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FEATURES OF AN INCLUSIVE ORGANIZATION: THE DEVELOPMENT OF A MEASUREMENT INSTRUMENT

Jansen, W., *University of Groningen, Groningen, The Netherlands*; Otten, S., *University of Groningen, Groningen, The Netherlands*

Abstract: What are features of an organization in which employees, regardless of their cultural background, feel included and appreciated? What characterizes such an inclusive organization? Given the increased cultural diversity within organizations this is a highly relevant question. Therefore, using three different sources of evidence, we developed an instrument to measure organizational inclusiveness. Goal of the presentation is to report on the development of the measure, introduce its main features and dimensions, and to discuss its future practical relevance for organizations. In developing the measure, we first identified organizational features related to inclusiveness in existing literature; herein topics such as intergroup contact, dual and multiple social identities and diversity climate were especially relevant. Examples of such relevant features are task interdependency of employees with cultural diverse backgrounds, and the absence of strict protocols for employees' behavior. Second, we verified and enriched this framework by conducting semi-structured interviews with employees. Through these interviews, 'critical incidents' were collected, where employees indicated in which situations they experienced a sense of belonging and appreciation. In particular, we focused on forms of identity (e.g. dual identity), types of interaction (e.g. room for informal contact between employees, and decentralisation of responsibilities), and psychological climate (e.g. an open attitude towards diversity) that are perceived as characteristic for an inclusive organization. Based on Grounded Theory, the interview data were analyzed based on open, axial, and selective coding using AtlasTI. Combined with the features identified in the literature review, this systematic analysis resulted in an instrument for measuring organizational inclusiveness. In a third step, we operationalized the instrument and tested the validity and reliability in a pilot survey study. This led

to further refinement of the instrument. The resulting instrument can be used in organizations to assess their inclusiveness and possible obstacles for inclusiveness of organizations (e.g. absence of rewards based on group performance) as perceived by the employees. Herewith, the instrument offers valuable input, especially for HRM-managers in organizations, to reflect and possibly refine diversity management, and to give directions for possible interventions.

HOW ARE ORGANIZATIONAL CLIMATES FORMED? A CRITICAL REVIEW OF THE LITERATURE, 1983-2010

Whittome, C.J., *Birkbeck, University of London, London, UK*; Briner, B., *Birkbeck, University of London, London, UK*

Abstract: Renewed interest in organizational climate has resulted in three recent reviews of either the general construct or one facet of it (safety), (James, et al., 2008; Kuenzi & Schminke, 2009; Zohar, 2010). The latter two highlighted the process of climate formation as a priority for future research, echoing calls which have been made ever since Schneider & Reichers' 1983 seminal article on the etiology of climates (Young & Parker, 1999; Zohar & Tenne-Gazit, 2008; Kuenzi & Schminke, 2009; Zohar, 2010). That article identified three ways in which climates might be formed: through an organization's structural characteristics, the demographic homogeneity of its employees or through social interactions. Yet to date there has been no critical (or other) review of climate formation which could (a) identify the potential theoretical pathways through which climate may be formed, (b) highlight gaps in the literature and (c) suggest directions for future research. This review, which includes both theoretical and empirical research since 1983, seeks to achieve these aims. A range of academic fields were identified as being potentially relevant, including social psychology, affect at work, leadership and management scholarship, education, and team and group psychology. Key databases and leading journals as identified by their impact factor and the advice of experts in the field were used. The review is in two parts. First, a review of research into the antecedents of climate. This reveals an essentially static, quantitative approach, with a preponderance of cross-sectional self-report measures being used to determine associations between a range of variables and climate. Second, a review of the literature relating to the processes through which climate is formed. The practical implications of this review are twofold. First, a well-researched literature review of current understanding provides a solid foundation for any practical initiatives. Second, this review highlights the value of

conceptualizing climate as an ongoing process continually formed by events and reciprocal social interactions in order better to understand how it is formed and can be changed.

THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT FOR LEARNING ON STATE LEARNING ORIENTATION: EXPLORING THE MEDIATING ROLE OF JOB CHARACTERISTICS AND SELF-CONFIDENCE IN LEARNING

Davidson, T., *Vlerick Leuven Gent Management School, Gent, Belgium*; Remue, J., *Vlerick Leuven Gent Management School, Gent, Belgium*; Stobbeleir, K. de, *Vlerick Leuven Gent Management School, Gent, Belgium*

Abstract: Given the increasingly dynamic nature of work (Howard, 1995), understanding how to enhance employees' motivation to learn has become critical. While the concept of goal orientation provides a useful vehicle in this regard, many researchers treat goal orientation as a dispositional, individual difference factor (e.g., Fisher & Ford, 1998; VandeWalle, 1997). Recently, experimental, theoretical and empirical contributions (Button, Mathieu & Zajac, 1996; Dragoni, 2005; Chiaburu et al., 2010) demonstrated that individuals can be temporarily induced to prefer a specific achievement goal, i.e. a state goal orientation. However, there remains much to be learned about the situational influences that impact individual's state goal orientation. Therefore, the present study aims to add to our understanding of these situational influences by examining the relationship between perceived organizational support for learning (POSL) and state learning orientation, thereby investigating both individual (self-confidence in learning) and contextual (job characteristics) mechanisms potentially underlying this relationship. Using a survey method, we obtained a sample of 1166 workers within eleven organizations. Results of multiple hierarchical regression analysis show that job characteristics and self-confidence in learning are positively associated with a state learning orientation. Furthermore, perceived organizational support for learning has a positive effect on job characteristics and self-confidence in learning, as well as on state learning orientation. Mediation analysis revealed that job characteristics as well as self-confidence in learning fully mediated the relationship between POSL and state learning orientation. Our findings support recent theorizing and empirical findings with regard to the responsiveness of state learning orientation to situational influences and provide insight into contextual and individual antecedents affecting state learning orientation.

Hence, the created conceptual model can be an important steppingstone for scholars further investigating the concept of state goal orientation as well as practitioners analyzing or reviewing ways to induce employees to focus on learning at work.

COMPLEXITY IN ORGANISATIONAL COMMUNICATION AND CONFLICT MANAGEMENT CLIMATES

Kugler, K.G., *Ludwig Maximilian University, Munich, Munich, Germany*; Brodbeck, F.C., *Ludwig Maximilian University, Munich, Munich, Germany*

Abstract: Conflicts are inherent in the workday life. Thus, it is important for organisations to create an environment promoting constructive conflict management and cooperation. But how does such an environment look like? It has been shown that the level of integrative complexity is an important parameter in the context of conflict management. The concept describes the degree to which a potentially multidimensional issue is differentiated and integrated by a source of communication. Differentiation refers to the acknowledgement of different perspectives, which during integration are put in relation to each other and seen within an overarching frame. Mostly in the study of international relations but also in the study of negotiations and group processes it was found that aggressive acts, war, hostilities, competitive strategies, and setbacks in negotiations are often preceded and come along with a decrease in integrative complexity. In such situation an environment of black and white thinking and polarisation occurs, being an indicator for low levels of integrative complexity. In our research we investigated the level of integrative complexity displayed by organisations in their written communications to internal and external stakeholders in relation to the way conflict management and resolution are actually experienced by the organisational members in their immediate organisational environment. Results of a study (with 112 individuals from 67 different organisations), support the proposition, that in organisations with low level integrative complexity communications (assessed via internet documentations) respective employees perceive conflicts as being more competitive and less cooperatively managed within their proximate work environment (assessed by questionnaire) than in organisations with high level integrative complexity communications. Even though further research is required this study gives first empirical evidence to the notion that organisational level communication reflects the conflict management climate as perceived by individual employees within their work unit. The study offers an

approach to organisational research for addressing conflict management in organisations in a new and partially indirect way. As conflicts cannot be avoided it is essential for organisations to find ways to create an environment that promotes cooperation and constructive conflict management. Organisational communication is likely to be one key variable for doing so.

ENOP Symposium: Work and Organizational Psychology's contribution to the future of Quality of Working Life

Location: Auditorium 1 (10:30-11:45)

Chair: Grote, G., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*

DISCUSSANT

Guest, D., *King's College London, London, UK*

I-DEALS: WHEN EMPLOYEES BARGAIN FOR THEMSELVES

Rousseau, D., *Carnegie Mellon University, Pittsburgh, USA*

Abstract: I-deals, or idiosyncratic deals, are special arrangements employees negotiate individually with their employers. These deals go against common notions of fairness via standardization. Yet i-deals play an important but invisible role in many HR practices from flexibility to employee development. This talk presents findings from six empirical studies conducted in the United States and Germany testing and supporting i-deals theory. I-deals stand to benefit both workers and employers by attracting, motivating, or retaining valuable people. But they do have a downside, avoidable by applying principles based on ethics, relationship management, and HR strategy. How employees and their coworkers react to i-deals depends on the other HR benefits and practices their experience from their employer. Keeping i-deals distinct from their more dysfunctional, unfair look-alikes (e.g., cronyism or favoritism) is essential to making i-deals work. Rousseau describes how i-deals can best fit into the employment menu: helping workers enjoy both personal flexibility and collective fairness, while companies optimize use of an often misunderstood HR practice. Rousseau is the author of the award winning book *I-deals: Idiosyncratic Deals Employees Bargain for Themselves* (Armonk, NY: M.E. Sharpe)

CONFLICTING PRIORITIES IN QUALITY OF WORKING LIFE: THE EXAMPLE OF PATIENT SAFETY AND WORK HOUR REGULATIONS

Bajorek, Z., *King's College London, London, UK*

Abstract: The European Working Time Directive is one of a number of European-wide steps designed to improve the quality of working life. In August 2009, the UK implemented the forty-eight hour working week for junior doctors under the terms of this Directive. The lengthy working hours of junior doctors in the UK had long been viewed as seriously damaging for their quality of working life, as well as a potential risk to patient safety and service quality. In April 2010, three Major Trauma Centres were established in London to provide high quality immediate treatment of very seriously injured patients. The Major Trauma Centres necessitate a consultant resident on-call, twenty-four hours a day, seven days a week. Therefore, while seeking to benefit patients, the scheme requires very long working periods for doctors, challenging the spirit if not the letter of the Working Time Directive and potentially reducing the quality of working life of those doctors affected. The long shifts may also affect the quality of patient care. The aim of this paper is to report the findings of a study that evaluates the impact of the introduction of Trauma Centres for patient safety and for the quality of working life of doctors. Based on two waves of interviews with consultants in one of the Trauma Centres, the analysis focuses in particular on the impact of the working hours arrangements on the quality of working life of these doctors. Although their working hours fit within the Working Hours Directive framework, the analysis raises the potential paradox that an initiative to improve patient safety may have the perverse effect of reducing doctors' quality of working life due to the working hours requirements. The paper also aims to look at the impact of the changes within a wider systems approach, exploring how other staffing groups can be affected, both directly and indirectly. The results show that the introduction of the European Working Time Directive and the Major Trauma Centres to the UK National Health System raises important questions about achieving an appropriate balance between patient safety and quality of working life and about the process for introducing such changes.

BUILDING CONNECTIONS BETWEEN QWL AND OTHER HRM FIELDS: THE EXAMPLE OF CAREER RESEARCH

Arnold, J., *Loughborough University, Loughborough, UK*

Abstract: The purpose of this conceptual paper is to examine whether the characteristics of “good” jobs identified over many years in excellent research by job design experts are also good for the job-holder’s career development. In other words, has the attention to current quality of working life in this research been at the expense of a person’s future? Most people report that their most valuable learning at work happens on the job, so can jobs be designed even better to facilitate their learning for future roles as well as their present one? We construe “career” in an inclusive way, as any sequence of work-related experiences, roles and activities. That is, it does not necessarily involve promotions or predictable moves and is not necessarily in a high-status occupation. It is widely believed that in a changing and unpredictable world, individuals have increasing responsibility for managing their own careers. This requires attention to relevant competencies, adaptability, motivation and personal identity. Job characteristics identified in psychological research include autonomy, having complete tasks, variety, skill and cognitive requirements and social interactions. These can be considered as usually being helpful for career development as well as current quality of working life. However, they are not fully attuned to career concerns. Additional career-enhancing features of jobs (CEWCs) include new or unexpected situations, performance feedback that relates to possible future roles as well as the present one, transferability of skills requirements to other roles, contact with a social network that contains many people who for the most part do not know each other well, and contact with people in a position to offer career help, formally or informally. Questions for future empirical research include whether these career-enhancing job characteristics are indeed distinguishable from already-identified ones, and if so, whether they have a positive impact on subsequent career over and above those well-established job characteristics. There is also the ethical issue that some valuable experiences for future roles are very unpleasant at the time, and the practical question of whether HR managers and others with responsibility for job design will wish to incorporate CEWCs into jobs.

VARIATIONS IN THE DISTRIBUTION OF JOB TYPES IN THE EU: AN EXPLANATION USING INSTITUTIONAL THEORY

Holman, D., *Manchester Business School, University of Manchester, Manchester, UK*

Abstract: Theories such as strategic HRM indicate that different types of job should occur across the EU, and

that these job types will differ along a number of dimensions, i.e., work organisation, pay, skills and development, security and flexibility, representation. However, previous empirically derived taxonomies of job types in Europe have been based on one job dimension, namely, work organisation (Valeyre et al., 2009). As such, the first aim of this paper is to develop a taxonomy of job types in Europe with reference to all the main dimensions of a job. Job types are likely to vary in quality, as they will differ in the extent to which they have factors that promote employee well-being (Green, 2005). The second aim of the paper is to establish the job quality of each job type. But are high quality job types more likely to be found in certain European countries than others? The third aim of this paper is to use institutional theory to examine whether cross-national variation in the distribution of job types is a result of differences in national institutional regime, i.e., social democratic, continental, liberal, southern European, transitional (Epsing-Andersen, 1990; Gallicie, 2009). The analysis was conducted on data from a sample of 25614 employees of the EU-27 and drawn from the European Working Conditions Survey 2005. The analysis had three stages: a) establishing job types using a two-step cluster analysis of 38 variables covering the five main dimensions of job quality; b) establishing the job quality of each job type; c) identifying differences in distribution of job types between regimes using logistic regression. The analysis identified six job types, which were: ●Active (High quality), e.g., high job discretion, moderate job demands, high security and flexibility, moderate to high pay, low non-standard working hours. ●Saturated (High quality) e.g., high discretion and demands, high security and flexibility, high pay, high non-standard working hours. ●Team-based (Moderate quality), e.g., high team working, moderate discretion, moderate to high demands, low working time flexibility, moderate pay. ●Passive-independent (Moderate quality), e.g., low discretion and demands, low skill development, low working time flexibility, low pay. ●High-strain (Low quality), e.g., low discretion but high demands, low skill development, low working time flexibility, moderate pay. ●Insecure (Low quality), e.g., low security, high demands, low skills and development, low working time flexibility, low pay. As expected the proportion of high quality job types was higher in social democratic and continental countries, although continental countries had a relatively high proportion of passive jobs. Liberal countries had a lower proportion of high quality jobs than social democratic and continental countries but a higher proportion of higher quality jobs than Southern European and transitional countries. Liberal countries also had the highest proportion of insecure jobs. South-

ern European and transitional countries has the high proportions of low quality job types; with Southern European countries having the highest proportion of passive jobs, and Transitional countries having the highest proportion of team-based and high-strain jobs. Overall, these results suggest that the proportion of high quality job types is higher when countries have institutional regimes that seek to promote full employment and extend employment rights to all and when organised labour has a strong capacity to influence decision-making within firms and governments.

Kurt Kraiger (SIOP) - Cognition and Aging: Supporting Lifelong Learning and the Training of Older Workers

Location: Auditorium 2 (10:30-11:45)

Chair: Kraiger, K., *Colorado State University, Fort Collins, CO, USA*

11:30-12:30

Posters session: Teams and Workgroups

Main topic area: Teams and Workgroups

Location: Expo (11:30-12:30)

; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

WORK TEAMS: BIDIMENSIONALITY, INTERDEPENDENCE AND PERFORMANCE

Pinto, A., *University of Coimbra, Coimbra, Portugal*; Lourenço, P.R., *FPCE-University of Coimbra, Coimbra, Portugal*; Miguez, J., *University of Porto, Porto, Portugal*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: Introduction: Today, work teams are considered a promising solution to deal with certain events such as globalization. Therefore, understanding group functioning is essential to achieve a higher group efficacy. This research study aimed to analyse the relationship between internal team functioning and team task performance, as well as the role of task interdependence in this relationship. This research was based on the studies by Rousseau, Aubé and Savoie (2006), which we replicated so as to assess the consistency of the results obtained by these researchers. Method: The design of this study is non-experimental. To achieve

the abovementioned objectives self-administered questionnaires were used for data collection. For the independent variable, dimensions of the internal functioning of work teams, we used the Internal Functioning of Work Teams scale (Rousseau, Aubé & Savoie, 2006); the dependent variable, team performance, was measured using the Team Performance scale (Rousseau, Aubé & Savoie, 2006); for the moderator variable, interdependence, we used the Team Task Interdependence scale (Rousseau, Aubé & Savoie, 2006). We adapted these instruments to Portuguese. The scales were administered to a sample of 72 work teams (N=408). Data were analysed using correlations (relationship between the dimensions of internal functioning of teams and efficacy) and hierarchical multiple regression methods (role of interdependence on the relationship between the dimensions of internal functioning of teams and task performance). Results: The results were partially consistent with those obtained by Rousseau, Aubé and Savoie (2006). Thus, if, on the one hand, the study shows that both dimensions of internal functioning of work teams (interpersonal support and team work management) are positively related to team performance, on the other hand no empirical evidence was found regarding a moderator role of task interdependence on the relationship between internal functioning and team performance. Discussion: This study showed that both classical functions of the behaviour of team members (expressive and instrumental) are complementary, both contributing to team task performance.

WHEN TEAMS HELP YOU NOT GETTING DOWN: UNIT UNCERTAINTY, EFFECTIVENESS, AND COHESION PREDICTING BURNOUT IN NURSING UNITS

Mayor, E.M., *University of Neuchâtel, Neuchâtel, Switzerland*; Roulin, N., *University of Neuchâtel, Neuchâtel, Switzerland*; Bangerter, A., *University of Neuchâtel, Neuchâtel, Switzerland*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: Past research on antecedents of burnout focused mainly on individual-level factors (e.g., self-efficacy; Leiter, 1992 or social support; Etzion, 1984). But investigations of group-level factors have recently received significant attention (e.g., Yperen & Snijders, 2000; Garman, Corrigan & Morris, 2002). Studies have also examined burnout in relation to Karasek's (1979) Job Demand/Control model at both individual and group-levels. But other organizational factors have been less studied. Using data from nursing units, we investigate the relationship between 3 group-level factors (i.e. unit uncertainty, unit effectiveness and group

cohesion) and 2 aspects of burnout (i.e. emotional exhaustion and depersonalization). Work in high-uncertainty units is more demanding because such environments require more ad hoc, urgent and potentially stressful interpersonal communication than work in more predictable units (Galbraight, 1973). Therefore we hypothesized that unit uncertainty would be positively related to both emotional exhaustion and depersonalization. As perceived unit effectiveness (Schaufeli, Keijsers, & Miranda, 1995) and social support (Etzion, 1984) are related to burnout, we hypothesized that nurses working in effective and cohesive units would show lower levels of burnout than their counterparts working in less effective and cohesive units. Participants were 1030 nurses from 205 nursing units in 15 hospitals. They completed the Maslach Burnout Inventory (MBI), Good and Nelson's (1973) group cohesion scale, an adaptation of Shortell et al.'s (1991) unit effectiveness scale, and a nursing work-unit uncertainty scale we designed. Cronbach alphas and Rwg values were appropriate (.65) for all scales. Because data was clustered (nurses within units and units within hospitals), we used multilevel analyses. Our dependent variables were at the individual level and each predictor was aggregated at the unit level. Intraclass correlation coefficients (ICCs), representing the part of variance at each level of the null model, were not significantly different from 0 at the hospital level, but ranged from 0.024 (emotional exhaustion) to 0.095 (depersonalization) at the unit level. Results showed that unit uncertainty ($B=1.25$, $SE=.51$, $p<.05$; ns), unit effectiveness ($B=-1.99$, $SE=.91$, $p<.05$; $B=-1.32$, $SE=.53$, $p<.05$), and group cohesion ($B=-3.15$, $SE=.97$, $p<.05$; ns) influence emotional exhaustion and depersonalization, partially supporting our hypotheses.

REFLECTION AMONG WORK GROUP MEMBERS: IDENTIFYING PROMISING TRAITS AND COGNITIVE OUTCOMES

Damen, I., *Open University, Heerlen, The Netherlands*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: Certain stimuli cause people to rethink or think through their thoughts, feelings and actions. This practice is referred to as reflection. People are said to improve performance in assignments or project work because of reflection practices. It is argued, for instance, that reflection could help an individual adopt multiple frames of reference. As such, reflection identifies different pathways to cognition, thus facilitating to look at a problem from different angles. Reflection

is often categorized among educational, developmental or learning practices and as such involves cognitive processing. One of the objectives in this study is to identify the cognitive efforts that characterize reflective learning. Knowing whether reflection implies complex cognitive processing could influence our understanding about 'out of the box thinking' and innovation. Furthermore, reflection does not take place all the time and in every place. Reflection occurs now and then, and as such is considered a trait or disposition. The trait approach on reflection holds that people vary in their inclination to question argumentation. A second objective in this study, therefore, is to determine whether reflection is a trait or not. In the instance that some of the cognitive merits attributed to reflection are valid, HRM could for example identify reflective competencies. This study aims to demonstrate the prevalence of reflection as a trait and its relatedness to cognitive style. By means of a survey university students are questioned about their learning practices when working on their thesis. These students attend student groups called thesis circles, in which they apart from receiving feedback also reviewed each other's work. The questionnaire includes items on need for cognition, openness to experience, conscientiousness, and extraversion, cognitive complexity and (private) self-consciousness. To test whether traits influence private reflection and whether private reflection produces cognitive and affective outcomes at the individual level, we perform hierarchical regression analysis. In addition, structural equation modeling is used to test for the mediation effects of private reflection. The data stress the moderating role of reflection in the relationship between particular traits and cognitive outcomes.

ITALIAN VALIDATION OF THE ASTON TEAM PERFORMANCE INVENTORY

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Abstract: Purpose - Different types of team have been conceptualized, but all the definitions of team included the following features: a group of at least two individuals, who share one or more goals and perform tasks, interact (also virtually) among them, and therefore are work interdependently, having different roles and responsibilities, but also boundaries and linkages to the rest of their organization, to which they are collectively accountable for the work done. Team performance has been theorized and researched mainly using the input-process-output (I-P-O) scheme. The Aston

Team Performance Inventory (ATPI, West, Markiewicz and Dawson, 2005) follows this scheme. It is designed to assess team work amongst individual teams and team based working in organizations as a whole. The aim of the present paper is to validate ATPI in the Italian context. Methodology: ATPI was administered to 786 employees from Profit, Nonprofit and Public sector organizations. In terms of data analysis, we verified the dimensional structure of the questionnaire against the original version, through an exploratory factorial analysis run via SPSS 16.0 and confirmatory factor analysis run structural equation models via Lisrel 8.52. To verify reliability was calculated Cronbach-a Coefficients for each dimension. Findings: Principal component analysis and confirmatory factor analysis confirmed original structure of ATPI. Cronbach-a Coefficients are between .67 and .91. Practical relevance: The questionnaire is valid and reliable and therefore it can be used to monitor the team performance in the Italian organizations. Research limitations/implications: The group reached is a convenience sample, not a statistical representative sample. Originality: - ATPI emerged as an effective, valid and reliable tool to evaluate team performance in Italy context. The several dimensions investigated allow us to have a complete picture of team work and to individuate, where possible, areas in which work.

COGNITIVE STYLES AND TEAMWORK: AN INVESTIGATION OF THE EFFECTS OF COGNITIVE BASED TEAM COMPOSITION ON TEAM OUTCOMES IN THE CONTEXT OF MANAGEMENT EDUCATION

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Abstract: To answer the competitive challenges in the global marketplace, organisations increasingly turned to teams over the last decades (Accaro, Rittman, & Marks, 2001). Parallel with the increased popularity of teams in organisations, the interest of management education in teaching social and teamwork skills grew rapidly (Mumford, Zaccaro, Harding, Jacobs, & Fleishman, 2000). Different types of simulation exercises are used in this context to learn how to work in team. The purpose of the research project is to investigate whether team composition in such exercises has an influence on team performance and satisfaction. Using the 'Lost at sea' experimental task (Nemiroff & Pasmore, 1975), the study involved 24 four-person teams

of postgraduate master in management students from a leading European business school (N = 96; M age = 23.08; 68% men). Team composition was manipulated on the basis of students' cognitive profiles as measured with the Cognitive Style Indicator (CoSI: Cools & Van den Broeck, 2007). Taking a broad perspective with regard to team outcomes, objective team outcomes were assessed by measuring the team's decision quality and the time needed to complete the task (Nibler & Harris, 2003), and subjective team outcomes by measuring team members' satisfaction (Basadur & Head, 2001). Contrary to previous research, the time needed to complete the task was higher in homogeneous than in heterogeneous teams, and team composition had no effect on decision quality and on satisfaction. An explanation might be found in the type of task used in this study; judgement tasks (McGrath, 1984) often lead to conflicting viewpoints and heterogeneous teams might be better in communicating different points of view and in solving the conflicts. Further research is particularly needed to explore the effects of cognitive team composition on team outcomes using different types of team tasks. According to the findings of this study, the importance of taking team diversity into account when composing teams in the context of management education is contingent on the task the team has to perform, which is in line with suggestion made in previous team research (De Dreu & Weingart, 2003; Stewart & Barrick, 2000).

UNDERSTANDING THE USE OF CONFLICT HANDLING STRATEGIES CONSIDERING A DYNAMIC APPROACH TO GROUPS

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Abstract: The group development cannot be totally understood if we don't consider conflict, because conflict is an unavoidable phenomenon inherent to all human interactions. A great amount of studies were done concerning groups and conflict, but just few attempted to analyse, reciprocally, the intragroup conflict in the context of a dynamic approach to groups. In general terms, this study represents an attempt to analyse the way in which the different stages of group development proposed by the 'Integrated Model of Group Development' (Miguez & Lourenço, 2001) differ regarding the strategies of conflict handling used by the group members proposed by Rahim's model (1983). More specifically, we propose to identify what type of strategies of

handling conflicts (integration, domination, avoidance and accommodation), are more frequently adopted in each of the stages of group development. This study focuses on group level analysis and used a sample of 31 work groups of Portuguese organizations. Our results provided some evidences for the support of the model of group development in which we were anchored, as well as important data for this research field. In particular, we found that in the different stages of group development, groups use different strategies for handling conflict. In their initial stages they tend to use more 'non-confrontative' strategies (e.g., avoidance) and more 'power strategies' like domination than in the stages of greater maturity. By contrast in the stages of greater maturity the group members use more integrative strategies when compared with the initial stages. Definitely, the use of integration strategies to manage conflicts is connected with maturity in groups. Moreover, our research contributed to a deeper understanding of this dynamic present in all organizations quotidian and the enrichment of this field of study.

DOES TEAM AFFECTIVE CLIMATE INFLUENCE LEADER'S AFFECTIVE TONE? THE MODERATING ROLE OF CLIMATE STRENGTH AND LEADERS' EMOTIONAL COMPARISON ON THE RECIPROCAL RELATIONSHIPS

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Abstract: Team's affective climate has an effect on important organizational results (e.g. George, 1990; Pirola-Merlo, Hrtel, Mann & Hirst, 2002). It has been proved that one of the factors that have an influence on team affective climate is leader's affective tone (Sy, Ct & Saavedra, 2005; Hernández & Araya, 2007; Johnson, 2008). Social comparison and emotional contagion processes have been used to explain this influence. Nevertheless, current leadership theories point out different bidirectional relationships between leaders and followers that have not received enough attention in the literature (Hollander, 2009; Riggio, et al., 2008). Followers are not just receivers; they are active members of the organization who can introduce changes in the leadership process. This could be especially important when members consistently behave in a certain way or share a specific emotion. Focusing on emotions an affect, in this paper we argue that not only will the leader's affective tone have an influence on team's affective climate, but also that the leader's tone will be influenced by the

team's affective climate. It is expected that this last relationship will be stronger when the leader frequently compares his or her emotions with those shown by the team members and when team affective climates are strong. We test our propositions by means of a panel data design by comparing a number of nested models. The sample was made of 178 work teams and 170 team-managers in Time 1, and 154 work teams and 140 team-managers in Time 2. Focusing on negative affect the results confirm the influence of team's affective climate on leader's affective tone. In this case the relationship was not moderated by any of the moderators proposed. Focusing on positive affect, team climate also had an effect on leader's affective tone, but only when team affective climates were strong. The most important practical implication of this research is that organizations need to spread the focus beyond the leader and also focus on the power of team members to influence important organizational stakeholders, such as team managers.

COLLECTIVE EFFICACY AND FEEDBACK: EVALUATING PERFORMANCE SPIRALS

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Abstract: To develop further understanding about performance feedback practices for groups in organizations and to clarify the impact of feedback in supervisor-subordinate relationships, this study explored the construct of collective efficacy, a group's shared belief about its ability to successfully perform a task. This study investigated the relationships among collective efficacy, feedback acceptance, and performance in 2 randomly-assigned conditions: false positive and false negative feedback. Fifty groups of 2 consisting of 2 undergraduate students performed a 4-trial word-guessing game and received false negative or false positive feedback about their performance. The results revealed that false positive feedback significantly predicted an increase in collective efficacy over time, $p < .001$, and false negative feedback significantly predicted a decrease in collective efficacy over time, $p < .001$ as hypothesized. However, feedback acceptance did not predict post collective efficacy for either condition, $p = .953$ and $p = .107$, respectively. These findings suggest that over time, false negative or false positive feedback can have a significant impact on collective efficacy. Over a more extended period of time with more instances of false negative feedback, collective efficacy may continue to drop and lead to learned

helplessness and a loss of motivation to complete the task. When given false positive feedback, collective efficacy may increase, but groups may begin to feel overly confident, reduce goal-setting tendencies, and be less likely to accept constructive feedback in the future. Further research is needed to explore these hypotheses, but this study provides notable results about the influence of feedback on collective efficacy over a 4-trial period. This study also hypothesized that for groups in the false negative feedback condition, performance would decrease and the opposite would occur for those in the false positive condition. However, performance improved over time in both feedback conditions, $p < .001$. Groups in the negative feedback condition felt less confident about their performance over time, yet continued to improve. This is a notable finding, demonstrating that the impact of feedback may not be initially evident in performance, but may manifest itself in attitudes like collective efficacy.

THE IMPORTANCE OF APPROPRIATE TASK RELATED COMMUNICATIVE BEHAVIOR IN TEAMWORK

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Abstract: Operator teams, as well as other small professional teams are differentiated from other teams through exclusive membership of expert specialists. As long as all the team members represent different field of speciality, the importance of adequate communicative behaviour is unquestionable. The relevance of appropriate communication becomes more emphasised when these teams execute operations under technologically complex conditions, with more than normal chance of damaging material property, one's own life, or the life of others. In our present study we focus on the Nuclear Power Plant (NPP) operator team's communicative behaviour in order to identify and understand those key task related communication utterances that support the joint assessment of the current situation and develop adequate team strategies to face the unpredictable emergencies. NPP operator teams' communicative behaviours have been analyzed in a simulator center, based on the video recorded teams activity. Each team had to follow the selected scenario. Possessing complementary knowledge, the team members had to share information with each other to manage the problems occurred during the simulated malfunctions.

For data analyses a task oriented communicative behaviour coding system has been developed. The results have revealed the importance of well established task oriented communication utterances in integrating all the field specific knowledge of team members. The unexpected problems intensively load the team members' cognitive capacity, being unable to share their attention between the accomplishment of the task and communication. In this way, for the efficient knowledge integration it is important to adapt to the unpredictable problems through communicative behaviour that helps the team to focus and maintain the attention on the exchange of information. Appropriate information collection and distribution allows the team to understand better the situation, helps to build a shared conceptualization of the faced problems.

RELATIONSHIPS AMONG GENDER COMPOSITION IN WORK TEAMS, JOB SATISFACTION, AND CREATIVE CLIMATE

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Abstract: The rapid changes that have taken place in the workforce in recent decades permit organizations, to think about innovative strategies to contribute to changing the traditional structure of workforces. They can be made more flexible mainly, in work projects, dynamic processes, and based on work teams. Within these new characteristics, there are several factors (e.g., motivation, organizational climate, creativity), that influence the interaction between workers and workplace conditions. This is resulting in an increasing complexity of organizational behavior, which significantly affects the results and achievements of organizational goals. On this basis, interest in the study of work teams and their composition has increased in recent years, and diversity studies have played an important role in understanding work teams and their major effects such as productivity, communication, and job satisfaction (Bantel & Jackson, 1989; Blau, 1977; Fields & Blum, 1997; Horwitz, 2005; Van Knippenberg & Schippers, 2007). The aim of this study was to observe the relationship between gender composition in work teams and job satisfaction, and also to observe how creative climate mediated this relationship. This was a cross-sectional study and focused on group level analysis. The sample consisted of 56 work teams (230 members), from a savings bank in the Valencia Community. To test the relationships we used the steps

proposed by Baron and Kenny (1986) through lineal regression analysis. The findings indicate on the one hand, that both gender composition in work teams and creative climate are significant predictors of job satisfaction, creative climate being the most important of these relationships. On the other hand, gender composition in work teams had direction expected, but it was not a significant predictor of creative climate; therefore, the mediation could not be tested. The limitations of the study and implications for future research are discussed.

THE DEVELOPMENT OF THE ORGANIZATIONAL COOPERATION QUESTIONNAIRE (QCO) FOR PORTUGUESE PUBLIC LOCAL ADMINISTRATION SECTOR

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Abstract: Cooperation is a key concept for working teams. It is also a widely used expression in our organizational management and in the enterprises regulation documents. Developing, sharing, transferring are all important processes for organizational working which need several individuals cooperating together. However is this cooperation really happening in our organizations? During the present investigation we have developed the Organizational Cooperation Questionnaire (QCO) with the intention to measure several aspects well established in the cooperation literature. The aim was to provide an instrument with good psychometric qualities, to scientific community and organizational managers, starting from the public sector administration. The QCO was applied to 1354 employees of random sample from 81 public local administrations in Portugal. The results from Exploratory Factorial Analysis (EFA) show a structure composed by three factors, named cooperation for working team purpose, cooperation based in norms and cooperation for citizenship purpose. The characterization of the cooperation in the public local administration sector shows medium to low levels of this construct.

TEAM LEARNING AND WORK TEAM EFFECTIVENESS: A REVIEW OF THE EMPIRICAL STUDIES

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Abstract: The overall increase in the complexity of work nowadays forces organizations to rely more and more on work teams (Salas, Cooke, & Rosen, 2008). Even though one of the key factors that influence team effectiveness is team learning (Mathieu, Maynard, Rapp, & Gilson, 2008) the literature in this field still offers contradictory results regarding this particular relationship (e.g. Edmonson, 1999; Bunderson & Sutcliffe, 2003). In this context, the aim of the present study was to review the empirical studies that examined team learning in relation to work team effectiveness. This study has contributions to the understanding of how team learning was examined in relation to work team effectiveness. First, studies in this field were analyzed in terms of the theoretical background of team learning that has been used to examine the relationship between this construct and work team effectiveness. Second, the empirical studies were analyzed in terms of the research design and the method that has been used. Results revealed that most of the studies cross-sectionally examined team learning in relation to work team effectiveness as a process of acquisition and application of knowledge that leads to a change. Some of the studies examined team learning as a one-dimensional construct (e.g. Drach-Zahavy, Shadmi, Freund, & Goldfranch, 2009), while others considered it a multi-dimensional one (e.g. Savelsbergh, Van der Heijden, & Poel, 2009) using subjective measurements. Also, most of the studies suggested that the relationship between team learning and work team effectiveness is a positive one. Finally, the implications of these results are discussed and future research directions are proposed.

GOAL SETTING AND TIME MANAGEMENT AND ASSERTIVENESS TRAINING: TO DEVELOP SUCCESSFUL TEAM WORK IN A MEXICAN CAR DEALERSHIP

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Abstract: In Mexico, 72% of the formal jobs as well as the 98% of the economy is generated by small and medium enterprises (SMEs) according to the 'Department of Economy'. The importance of SMEs and the

lack of research, it was imperative exploring about teamwork and restructuring. During the research, two tests were applied. The WAIS and the ZAVIC with a result of a correlation of 0.75. These tests provided a better vision of the organization and the problems in it. The car dealership does not count on with organizational structure, time management programs and neither job description charts. Therefore, they could not perform their tasks and responsibilities individually and neither as a team. The main objective of the research was to achieve a level of productivity higher than the average, which the enterprise had reached on the last two months, through creating an efficient and effective teamwork. For building teamwork two programs were administered: 'Goal setting and time management' and also 'Assertiveness training'. In order to get better results the design of this research was Quasi-experimental and there was a comparison between two different groups of 100 employees each one. Were gender and education was undifferentiated variables. This research achieved valuable information about teamwork in SMEs. After the program was applied, it was possible to establish an effective teamwork over 60% higher than the average (in comparison with the last two months). Thus, the productivity of this organization was directly improved in a 30%.

WHAT MAKES TEAMS PROACTIVE? THE ROLE OF TRANSFORMATIONAL LEADERSHIP, PSYCHOLOGICAL SAFETY AND FELT RESPONSIBILITY FOR CHANGE.

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Abstract: Employee proactivity is increasingly important for organizations in order to adapt in uncertain and dynamically changing environments. Despite considerable research about individual factors and contextual characteristics which foster proactive behavior, only few studies have focused on proactivity at the team level (Bindl & Parker, 2010). Team proactive behaviour can be defined as the extent to which teams engage in self-starting and future-focused action that aims to change the external situation or the team itself (Williams, Parker, & Turner, 2010). Examples of team proactive behaviour include the team developing new and more efficient work methods, making innovative suggestions to enhance cooperation with other teams, identifying opportunities to improve organizational effectiveness as well as taking initiative to prevent problems for the organization. Based on questionnaire data

from 163 teams (N = 954 individuals) from a German non-profit organization, we examined the link between transformational leadership and proactive behaviour at the team level. Results indicate that transformational leadership is strongly related to team-level proactive behaviour and that this effect is mediated by the mean level of felt responsibility for change in the team and the teams climate of psychological safety. The results of our study suggest that in order to increase team proactivity, organizations can on the one hand train their leaders to show a more transformational leadership style. On the other hand team building interventions focusing on an open and risk-free culture in teams could help to foster team proactive behaviour.

TEAM COMPETENCIES, ACTION PLANNING AND PERFORMANCE

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Abstract: The team performance depends on the team competencies and the team improvement over time depends on the action planning and implementing process. Concerning the team competencies we developed in earlier studies a model of group competencies including social, coordination and regulation competence. It combines the autonomy criteria of Gullowson and the idea of the action regulation theory of Hacker and others on the team level. Based on the survey feedback approach we developed a questionnaire on the competencies and a guideline for the following improvement process, what can be applied by the teams or the team coaches themselves. Another important measure for the improvement of team performance are the team meetings, which should result in an action planning and implementation process. The effectiveness of the team meetings also depend on the competences and the meetings can help to improve the competences. To evaluate the effectiveness of team meetings it is necessary to look on the topics of the team meetings. Our study was done in an engineering company that has experience with work-groups about ten years in the assembly line and about five years in the manufacturing line. Besides data from longitudinal studies on the development of the team competences (33 teams and 53 teams) we now analyzed the action planning over three years in the manufacturing line. As objective data were not available on the group level we asked the supervisors of the teams to rate the performance on four criteria (team climate, productivity, quality, improvement). To sum up, the analyses confirm the relation between

competences, action planning and performance. In detail we find for example, a strong relation between the competence for meetings and the action plans concerning the self organization of the teams. The social competence and information topics result in a good team climate. In general we find a high compatibility of the self assessment of the teams and of their supervisors, but the exceptions underline the different perceptions of internal team processes. Practical implication will be drawn for the development of team competences and organization of team meetings.

FACTORS OF BANK EMPLOYEES' READINESS TO WORK IN TEAMS

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Abstract: Introduction. Psychological support of banks' activities plays an important role in their business success. Some psychological aspects of banks' activities have been highlighted in the investigations of a number of Ukrainian researchers (L.M. Karamushka, V. Zaichikova, P. Panasyuk (2006, 2010), A. Fil (2009), A. Andreyeva (2009, 2010), et al.) However, bank employees' team-work readiness has received little attention of investigators. Objectives: To find out effects of bank employees' organizational-professional (position) and social-demographic (age, gender) characteristics on their team-work readiness. Methods and design. The data were obtained using a set of instruments The role of teams in the work of banks (L.M. Karamushka, P.P. Bleshmudt, O.A. Fil, 2010) which included a number of tests and a questionnaire. The latter was made up of the questions about the bank employees' team-work readiness. The investigation was conducted on the sample of 298 bank employees (34.5 % males and 65.5 % females) from banks in Kiev and Dnepropetrovsk in 2010. According to their age the respondents were distributed as follows: 46.2% younger than 30 years, 32.2% 31 through 40 years, 15.4% 41 through 50 years, 6.2% older than 50 years. According to their position the respondents were distributed as follows: 41.3 % managers of different levels (3.5% top managers, 21.2% heads of departments (mid-level managers), 7.4% deputy heads of departments (mid-level managers), 9.2% heads of groups (line managers), and 58.7% rank-and-file employees. Results. 1. The respondents' team-work readiness was shown to correlate with their position ($p < 0.01$): the managers were more team-work ready than the rank-and-file employees and

top-managers and line managers were the most team-work ready among managers. 2. The investigation found statistically significant correlations ($p < 0.05$) between the respondents' team-work readiness and their gender: females were generally less ready to work in teams than males. 3. The investigation found statistically significant correlations ($p < 0.05$) between the respondents' team-work readiness and their age: very high level of team-work readiness was most present in two those younger than 30 years and those older than 50 years. Conclusion. The investigation found statistically significant correlations between the levels of the bank employees' team-work readiness and their positions, age and gender.

TEAM-BUILDING AS A CONDITION OF EFFECTIVE BUSINESS COMMUNICATION IN COMMERCIAL ORGANIZATIONS

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Abstract: Introduction. In a market economy the commercial success of organizations depends largely on the ability of their managers' to establish effective business communication both inside and outside the organization. One of the important conditions of effective business communication is team-work. Objective. To identify distinctive features of team building as a condition of effective business communication in business organizations. Method. The investigation was done on the sample of 108 managers from business organizations in Kiev using a specially designed questionnaire, content-analysis, R. Blake-J. Mouton inventory. Results. 1. One of the key characteristics of a successful manager is his/her ability to create a team and establish effective interactions with the team members creating conditions for each employees' self-realization. 2. Analysis of the significance of the team-work for managers showed that team-building was an important condition for efficient work of managers (54.2% of the respondents considered team-work highly important, 33.3% averagely important, and 12.5% lowly important). 3. The basic managers' motives for building teams were found to be: improvement of business efficiency (40.0%), effective interpersonal interactions and mutual support in the organization (28.5%), ensuring work-life balance (20.0%), and getting profits (11.5%). 4. Analyses of distinctive features of entrepreneurs'

task and personnel orientations found misbalance between the managers' task and personnel orientations as a prerequisite for effective team-work: task orientation prevailed (28.6% of the respondents had it at high levels) whereas high personnel orientation was not diagnosed at all. There is a contradiction between the managers' need of teams and the characteristics of their real work: the managers need teams but in reality they are not personnel-oriented, which is a serious barrier to effective business communication in organizations.

5. The investigation found correlations between the importance of team-work to entrepreneurs and their socio-demographic characteristics (Chi-Square Tests, $p < 0.05$): the entrepreneurs who were legal entities were more team-building oriented than the individual entrepreneurs. The most team-oriented were the respondents aged 25 through 34 years. Men and women attached equal importance to the role of teams.

Conclusion. The investigation proved the necessity of a special managers' team-building training to ensure effective business communication in business organizations.

THE ROLE OF UNCERTAINTY ON COLLABORATIVE PLANNING AND DECISION-MAKING BETWEEN AIR TRAFFIC CONTROLLERS DURING DIFFERENT MODES OF TASK DISTRIBUTION IN ENROUTE CONTROL.

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Abstract: Air Traffic Control in Enroute airspace sectors can be defined as highly collaborative teamwork: Two controllers (ATCOs), responsible for one single airspace sector need to continuously develop and maintain sector plans in order to deal with anticipated conflicts between aircrafts. This is especially challenging since ATCOs operate in a highly complex and high-risk environment with continuous changing conditions (e.g. Straussberger, 2008; Corker, 2003). Especially during conditions with high uncertainty (e.g. extreme weather conditions), plans are likely to be subject to change. The performance of the ATCO team is therefore extremely dependent on how ATCOs share traffic planning in their sector and how they develop strategies to deal with uncertainty. Previous research has already showed the impact of uncertainty on the mode of coordination between ATCOs (e.g. Joyekurun, 2008). The objective of our research was to understand a) how uncertainty impacts how ATCOs (implicitly and explicitly) share decision-making and planning concerning anticipated traffic and required conflict resolutions

and b) how ATCOs share decision-making and planning during different modes of task distribution (standard task distribution versus flexible task distribution) with varying levels of uncertainty. Data collection has taken place at a European Air Navigation Service Provider in Enroute Airspace sectors. Collaborative decision-making and planning has been observed and measured using an instrument for real-time data coding, allowing the recording of collaborative decision-making through direct interaction as well as through automation. Perceived uncertainty and performance of the ATCO team was measured using various objective sector statistics and subjective ratings. The results show that when and how planning is shared, is largely dependent on the amount of uncertainties influencing the resolution strategies. The more uncertainties, the more ATCOs explicitly communicated various characteristics of collaborative decision-making and planning. Furthermore, the results showed that flexible task distribution changes how ATCOs share decision-making and plans and that this mode of task distribution enabled ATCOs to distribute the workload between them more efficiently. Finally, the results indicated specific requirements with respect to system design, ATCO working methods and training requirements which optimally support efficient collaborative decision-making and planning using flexible task distribution in Enroute air traffic control.

Interactive posters: Technology and Knowledge-Research and Methodology-Customer Behaviour and Marketing

Main topic area: Consumer Behavior and Marketing

Location: Expo (11:30-12:30)

ARE WE 'BRIDGING THE DIVIDE' IN IWO PSYCHOLOGY ?

Bartlett, D., *London Metropolitan Business School, London Metropolitan University, London, UK*; Francis-Smythe, J., *University of Worcester, Worcester, UK*; Carter, A., *Sheffield University, Sheffield, UK*; Steele, C., *University of Worcester, Worcester, UK*; Arthur, J., *University of Worcester, Worcester, UK*

Abstract: Abstract. This paper examines the knowledge transfer process within the profession of work and organisational psychology. In consonance with the theme of the 2011 congress, it considers the extent to

which proposed bridging mechanisms' can provide useful vehicles for operationalising the pursuit of the dual goal of improving both the well-being of individuals and the effectiveness of work organizations. It considers the way in which the profession attempts to ground its concepts in a sound evidence base and then successfully mobilise this knowledge at the interface of research and practice. It does so by critically examining the scientist-practitioner model and the ways in which this model can be operationalised by practitioners and researchers. The criticism which is aimed at academics is that their research is irrelevant; it explores narrow concepts too often with student samples. Practitioners, on the other hand, are accused of too infrequently bringing scientific findings from the research literature to their practice. The problem has been cast in terms of both one of knowledge production and also knowledge transfer and is typified, at least in one direction - the impact of research upon practice, by what has in other professions, most notably medicine and more recently management, been called evidence-based practice. Denise Rousseau, in her 2005 presidential address to the American Academy of Management defined evidence-based management (EBM) as 'translating principles based on best evidence into organizational practices' and there have been a number of attempts to invoke a similar model of evidence-based practice in the field of work and organisational psychology. In 2007 Anderson described the academic-practitioner divide as natural', suggesting the way forward was to focus on bridging mechanisms' describing six which had been proposed at the 1995 SIOP conference. What is the situation a decade later? To what extent have these bridges been built? This paper explores the nature and extent of these bridges by presenting case studies and findings from a UK survey of IWO psychologists. References. Anderson, N. (2007). The practitioner-researcher divide revisited: Strategic-level bridges and the roles of IWO psychologists. *Journal of Occupational and Organizational Psychology*, Volume 80, pp.175-183.

INDIVIDUAL DIFFERENCES IN HOW WORK AND NONWORK LIFE DOMAINS CONTRIBUTE TO SUBJECTIVE WELL-BEING: USING FACTOR MIXTURE MODELS FOR CLASSIFICATION

Heidemeier, H., *Jacobs University Bremen, Bremen, Germany*; Göritz, A.S., *University of Würzburg, Würzburg, Germany*

Abstract: This study used factor mixture modeling to study individual differences in domain-specific life satisfaction. We used a model-based classification technique

to identify subgroups of individuals for whom work and nonwork life domains contribute differently to overall life satisfaction. Two subpopulations were identified in a sample of 1,704 working adults. In the first subgroup work- and nonwork-related life domains contributed almost equally to overall life satisfaction. In the second subgroup satisfaction with nonwork- rather than work-related life domains contributed most strongly to overall life satisfaction. Positive and negative affect at work contributed to life satisfaction in only one of the two subpopulations. Lower socio-economic status correlated with membership in a subpopulation of individuals for whom nonwork life domains made a comparatively stronger contribution to the overall level of life satisfaction. We discuss how model-based classification techniques that identify factorial invariance among unobserved subgroups can enrich the study of individual differences.

EFFECTS OF BRAND CREDIBILITY ON PURCHASE INTENTION: DOES GENDER DIFFER?

Basgöze, P., *Hacettepe University, Ankara, Turkey*; Özer, L., *Hacettepe University, Ankara, Turkey*

Abstract: One of the most important roles played by brands is their effect on consumer brand choice and consideration. When consumers are uncertain about brands and the market is characterized by asymmetric information (i.e., firms know more about their products than do consumers), brands can serve as signals of product positions. As a signal of product positioning, the most important characteristic of a brand is its credibility. Given the potential utility of brand credibility for marketers, the present research conceptualizes and investigates the relationships between brand credibility and high-technology products purchase intention. Moreover, it is aimed to study the relationship between brand credibility and high-tech product purchase intention can be moderated by gender. In order to measure statement's explanatory power of the variables, Confirmatory Factor Analysis was applied. Also, for investigating linear effects linear regression and for investigating moderation effects of demographic variables, hierarchical regression was used. The results suggest that brand credibility influence the purchase intention for high-tech products. In addition gender is likely to moderate the relationship between brand credibility and purchase intention. Theoretical and practical contributions and implications are discussed.

CONSUMER BEHAVIOUR AND SUSTAINABILITY: VALUES AND FOOD CHOICE

Castelli, L., *IULM University, Milan, Italy*; Milani, L., *Università IULM, Milano, Italy*; Russo, V., *Università IULM, Milano, Italy*

Abstract: This study investigate the main field of interest related to the sustainable consumption behaviour concept; in particular, the focus is on the food issues. The relations between values, attitudes and consumption behaviour was studied and analysed by using an expanded Theory of Planned Behaviour and the validated measure of the Schwartz Value model (PVQ); the approach draws on them to identify the key elements assessing the consumers' perspectives about the sustainable food consumption. Objectives The objective is to give a phenomenon overview identifying a consumer map based on consumers' attitudes toward sustainability themes. The second objective is to examine the consumers' value role in the construction of attitudes toward sustainability themes and their relevance in the food choice and consumption. Method A mixed method research designs was used: in the first explorative stage, qualitative data were collected through 2 focus groups; in the second stage an online questionnaire was developed to assess qualitative data: it was administered to 800 subjects, a representative sample of the Italian population. Data analysis and results Descriptive and inferential statistics were conducted to cluster consumers in conformity to their food choice criteria; the expanded Theory of Planned Behaviour constructions were analysed according to the Schwartz Value model (PVQ). The results show the presence of four consumer typologies, based on the more frequent behaviour acted with reference to the three sustainability dimensions (environment, health and social sphere). Within each consumer typology emerge some statistically discriminating behaviour; the socio-demographic variables are statistically significant too.

USE OF TYPICAL REGIONAL FOOD FOR THE SOCIAL WELLNESS: AN EMPIRIC ANALYSIS ABOUT YOUTH BEHAVIORS IN LOMBARDY

Crescentini, A., *SUPSI, Locarno, Switzerland*; Chiappa, M., *Università IULM, Milano, Italy*; Russo, V., *Università IULM, Milano, Italy*; Francisci Epifani, S. de, *Università Iulm, Milano, Italy*

Abstract: Goal of this contribution is to identify youth consumption attitudes in Lombardy with respect to the usage of typical food. Lombardy is an area in

north of Italy with highest GDP and richest agricultural industry. Several authors shown that food spending has some aspects related to the family structure and to the habits established into the originating family and culture. The research has been conducted in 2009 in collaboration with 'Dipartimento dei Servizi all'Agricoltura P.O. Promozione dell'agroalimentare, Regione Lombardia'. Data has been collected following a mixed methods approach (Tashakkori e Teddlie, 2010) with the aim of doing a work of triangulation of sources. Information has been collected using interviews and questionnaires, the latest managed in two different ways: online and face to face. 78 in depth interviews from subjects belonging to the customer chain of regional products (young people, retail, manufacturers) and 1273 questionnaires, 972 online and 183 face to face, from young people living in Lombardy (1155 valid) have been collected. The on field process last a couple of months. The data have been analyzed using a quali-quantitative approach. Main results of the search:: consistency with literature; family as medium to transmit food consumption traditions; identification of food consumption trends; identification of typical as healthy; presence of 'unconscious' consumption; taste as first driver of food consumption. In their speech authors will discuss how this results an be used in the development of communication of Lombardy typical production.

12:00-13:15

Symposium: Shared Leadership in Teams: The State of the Art.

Main topic area: Leadership and Management

Location: 0.1 London (12:00-13:15)

Chairs: Wegge, J., *TU Dresden, Dresden, Germany*; Werth, L., *TU Chemnitz, Chemnitz, Germany*

Abstract: Historically, the primary focal point of the study of leadership has been on hierarchical leadership: The relationship of leaders to their followers, their style of control, etc. Recently, however, there has been a movement away from simply focusing on the leader to an increased interest in understanding those around the leader, the followers, and how they interact with the leader and each other. This has opened a new avenue for conceptualizing leadership beyond that of a simple hierarchical role to an unfolding social process most commonly termed shared leadership. Shared

leadership is defined as “a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both” (Pearce & Conger, 2003, p. 1). The initial work on shared leadership has demonstrated that it can have a powerful influence on attitudes, behavior, cognition, and performance. Much work, nonetheless, needs to be done to advance the study of shared leadership. Accordingly, the purpose of this symposium is to provide a forum to further our understanding of shared leadership. We organized five contributions with presenters from three different countries. Together, these contributions place a firm stake in the ground on the state of the art thinking in shared leadership.

PROMOTING WORK MOTIVATION AND DISTRIBUTIVE LEADERSHIP IN ORGANIZATIONS: A REVIEW AND A NEW MODEL

Wegge, J., *TU Dresden, Dresden, Germany*; Piecha, A., *TU Dresden, Dresden, Germany*; Jeppesen, H.J., *Aarhus University, Aarhus, Denmark*; Silva, S., *ISCTE-Lisbon University Institute, Lisbon, Portugal*

Abstract: What are the best interventions that Work and Organizational Psychology offer today for promoting high work motivation? And should models of distributed leadership become a new tool in the organizational psychologists' armory to promote work motivation in organizations? This contribution seeks to answer this question in two steps. First, we briefly summarize the main findings from 26 meta-analyses concerned with traditional practices for enhancing work motivation such as goal setting, work design, financial incentives, or training. These practices can improve both organizational performance and the well being of organizational members. Second, we examine in more depth a new, increasingly important high performance work practice: Distributed leadership. This approach is built on theories focusing on organizational participation, shared leadership in teams, and organizational democracy. We also illustrate recently constructed measurement instruments for assessing these constructs. This synopsis leads us to the development of a new integrative, multi-level model of distributed leadership in organizations. The model includes several mediator (e.g., knowledge exchange, identification) and moderator variables (e.g., self-leadership competencies of employees and supervisors, trust, task uncertainty) that explain why and when this approach is effective. We conclude that future research and practice should focus on cross-level interactions of different forms of

organizational participation, shared leadership, and organizational democracy.

DEVELOPMENT OF NEW SHORT SCALES FOR ASSESSING VERTICAL AND SHARED LEADERSHIP IN TEAMS

Piecha, A., *TU Dresden, Dresden, Germany*; Wegge, J., *TU Dresden, Dresden, Germany*

Abstract: Previous studies have documented the positive impact of shared leadership on desirable team attitudes, behaviors and team effectiveness (for a recent review see Wegge et al., 2010). However, to date no economic (short) measurement instrument exists that takes into account also ineffective forms of shared leadership in teams such as laissez-faire behavior. Therefore, we developed – based on the shared leadership questionnaire introduced by Pearce and Sims, 2002 – six new short scales assessing empowering, transformational, transactional, directive, aversive and laissez-faire leadership. These scales are available for measuring both shared and vertical leadership. Item reduction and the investigation of the underlying structure of the scale are done by using confirmatory factor analysis based on a sample of 250 German employees participating in an online study (study 1). The final measure to be developed is intended to consist of 48 items (24 for shared and 24 for vertical leadership). Moreover, we will investigate the impact of different formulations of shared leadership items. Shared leadership can be assessed (a) as an aggregation of individual behaviors of others directed towards the rating person (e.g., my team members give me feedback) and (b) as the collective behavior of a group as a whole (e.g., we give us feedback). A sample of 300 elderly care nurses will be used to validate these scales (study 2). We invite all practitioners to use the new short scales and propose that not only positive but also negative aspects of shared leadership in teams should be considered in future.

MODELLING SHARED LEADERSHIP WITH THE ACTOR-PARTNER-INTERDEPENDENCE MODEL

Gockel, C., *University of Fribourg, Switzerland*; Werth, L., *TU Chemnitz, Chemnitz, Germany*; Kashy, D.A., *Michigan State University, East Lansing, MI, USA*

Abstract: In most prior empirical studies, shared leadership has been assessed by computing group-level scores from individual members' questionnaires. These scores depict the extent to which the whole team shows leadership behaviors. In our talk, we will present a new model for the study of shared leadership: the

Actor-Partner-Interdependence Model (APIM, Kenny, Kashy, & Cook, 2006). This model depicts influence processes in teams and can be estimated using multi-level modeling. Specifically, it suggests that within a team, an individual's outcome is a function of his or her own inputs (known as actor effects in the model), as well as the inputs of the other group members (known as partner effects). Partner effects represent the influence that can occur between team members. In leadership terminology, an actor effect would represent individual leadership: It shows to what extent a person's own leadership behavior affects that person's own outcomes (e.g., motivation). The partner effect would represent shared leadership: It shows to what extent other team members' leadership behaviors affect the person's outcomes. Using the APIM, it can thus be tested if the beneficial effects of sharing leadership responsibilities among team members stem from one's own feeling of influence or if they rather stem from other team members' influence. The APIM can also be used to test predictions from various theoretical directions. In our talk, we will point out additional advantages of this model for the study of shared leadership.

TEAMS WORKING IN PORTUGUESE NON-PROFIT ORGANIZATIONS: PRELIMINARY RESULTS OF A SHARED LEADERSHIP QUESTIONNAIRE

Pintor, S., *Lisbon University Institute, Lisbon, Portugal*; Silva, S., *ISCTE-Lisbon University Institute, Lisbon, Portugal*; Wegge, J., *TU Dresden, Dresden, Germany*; Piecha, A., *TU Dresden, Dresden, Germany*

Abstract: In the non-profit sector, a large scale study in the European Union recently identified the lack of leadership as the most important constraint for volunteering (GHK, 2010). Considering that team leadership plays a central role in the non-profit sector, stimulating team members to have an active role in team leadership and motivating team leaders to become facilitators of shared leadership within such teams becomes an important task (Pearce, Yoo, & Alavi, 2004). Therefore, this study investigates if the shared leadership approach can be successfully extended to the non-profit sector. We will use a theoretically extended version of the Pearce and Sims (2020) shared leadership questionnaire that was recently developed by Piecha and Wegge (in prep.). This instrument comprises short scales for measuring both shared leadership (24 items) and vertical leadership (24 items) based on six different types of leader behavior – aversive, directive, transactional, transformational, empowering and laissez faire behavior. First, we start by the end of 2010 collecting data in two Portuguese nonprofit organizations till the end

of January 2011. In this pilot study, around 50 teams representing 200 individuals will participate. Important dependent variables are indicators of team motivation, performance, health and turnover intentions. At the conference, the results of the pilot study will be presented. Overall, this research will contribute in gaining more insights about the dimensions of vertical and shared leadership in non-profit teams and provide a new measure that can be used in subsequent interventions seeking to promote the development of shared leadership in teams.

SHARED LEADERSHIP AND EFFICACY

Fausing, M.S., *Aarhus University, Aarhus, Denmark*; Jeppesen, H.J., *Aarhus University, Denmark*

Abstract: At a theoretical level it is hypothesized that self-efficacy is a prerequisite of shared leadership in a team. The focus of the present study is on the interactions among shared leadership, influence processes, and efficacy development in a team context. The study is accomplished with approx. 2500 participants working at a large Danish company. 1000 of the participants are working in teams with varying degrees of shared leadership. The rest of the participants (1500) are working under more individual conditions. Data will be collected through questionnaires in February 2011. We apply scales measuring team leadership, team autonomy, interdependence, self-, collective, and proxy efficacy, empowerment, and employee beliefs in organizational agents. Data will be analyzed in relation to shared versus hierarchical team leadership as predictors/associations of self-efficacy, collective efficacy, proxy efficacy, and empowerment. The study also investigates the importance of team-work defined by different levels of autonomy and interdependence (with varying degrees of shared leadership) compared to individual work in relation to empowerment and efficacy development. The preliminary results will be presented at the symposium. The perspectives and the practical relevance of the study lie in elaborating the knowledge on how and when teams with different kinds of leadership in comparison to individual work are most efficiently used and organized.

Symposium: Individual differences and different forms of Commitment and identification

Main topic area: Organizational Behavior

Location: 0.11 Pressroom (12:00-13:15)

Chairs: Toderi, S., *University of Bologna, Bologna, Italy*; Yang, L.Q., *Portland State University, Portland, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Organizational commitment and identification are two closely related motivational constructs that have both received a large amount of attention by work psychology and management scholars. Past research has shown their theoretical and practical implications for individuals' "decent work". However, even if empirical results are mostly consistent in revealing these constructs' antecedents and consequences including organizational outcomes, less is known about differences between dimensions within the constructs themselves, nor about the integration between the two constructs. Regarding organizational commitment, Johnson, Chang and Yang (2010), in a conceptual paper, have highlighted the challenges that researchers encounter when attempting to distinguish among different forms of commitment. They proposed a model that utilizes motivation-based individual differences (self-identity level and promotion/ prevention regulatory focus) to resolve impasses concerning the convergent and discriminant validity of organizational commitment dimensions. In the organizational identification literature it has recently been suggested to consider a wider range of possible forms of attachment to organizations, moving beyond the initial conceptualization of organizational identification. Kreiner and Ashforth (2004) proposed three additional, non-redundant aspects of identification, namely ambivalent identification, neutral identification, and disidentification. Empirical research is needed to confirm the structure and usefulness of these new dimensions of identification. The main goal of the symposium is, indeed, to show empirical evidence about how different forms of commitment and identification can be differentiated on the base of individual differences and organizational context. We hope such effort will contribute to future research on the integration of these two constructs. Toderi and Sarchielli will present data showing how organizational commitment dimensions are differentially correlated to different career anchors. Van Dick, Ullrich, Nimmerfroh, and Saper will present two empirical studies that support the validity of the expanded model of identification proposed by Kreiner and Ashforth (2004). Avanzi, Crocetti and Fraccaroli will present empirical results that support the importance of differentiating personal, relational, and organizational level identification, and their complex relation with employees' burnout. Yang, Zhang, & Caughlin will present results showing that employees' usage of different emotional labor strategies (Time 1) predicts different forms of organizational

commitment (Time 2) via burnout (Time 1).

THE RELATIONSHIP BETWEEN CAREER ANCHORS AND DIMENSIONS OF ORGANIZATIONAL COMMITMENT

Toderi, S., *University of Bologna, Bologna, Italy*; Sarchielli, G., *University of Bologna, Bologna, Italy*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Schein (1978) suggested that workers during the first years of work develop an accurate and stable career self-concept (career anchor). Eight career anchors were identified, divided in three categories: talent based (technical, managerial and creativity anchors), need based (autonomy, security and lifestyle) and value based (dedication to a cause and pure challenge). Career anchors research was mainly focused on individual and work outcomes. We propose that they can impact organizational and employees' motivational outcomes as well. In particular, we suggest that because career anchors influence the goals individuals hope to achieve and the type of motivation, they can impact on the relationship with the organization, determining different forms of organizational commitment. Pearson correlations showed, in a sample of 161 employees of the City Hall of a medium-sized city in Italy, that affective commitment is positively and significantly correlated to all the talent and the value based anchors, but not will the need based anchors. Continuance commitment was positively correlated with lifestyle anchor and security anchor, but not with autonomy. Normative commitment showed correlations with career anchors across the three categories. Results show that organizations could expect different commitments on the base of workers career self concept/ motivation, and this results are discussed on the base of the recent work of Johnson et al. (2010).

PROBLEMATIC FORMS OF ORGANIZATIONAL IDENTIFICATION: SOME EVIDENCE FOR THE USEFULNESS OF THE EXPANDED MODEL OF IDENTIFICATION

Dick, R. van, *Goethe University, Frankfurt, Germany*; Ullrich, J., *Goethe University, Frankfurt am Main, Germany*; Nimmerfroh, M.Ch., *Goethe University, Frankfurt am Main, Germany*; Saper, R., *Goethe University, Germany*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: A large literature documents that organizational identification has positive implications for retention and performance. When people identify with their

group, they define themselves in terms of group attributes and experience group successes and failures as their own. Recently, Kreiner and Ashforth (2004) proposed a theoretical model which argues that there exist three additional, non-redundant aspects of identification beyond self-stereotyping. Kreiner and Ashforth (2004) demonstrated that ambivalent identification, neutral identification, and disidentification can be theoretically and empirically separated. We present two studies that extend the evidence for the validity and utility of the expanded model of organizational identification. In the first study, 3500 members of all major political parties in Germany completed Kreiner and Ashforth's (2004) scales with regard to their identification with their party. Although the original scales were not found to be one-dimensional, we found support for the proposed four-factorial structure using abbreviated scales with three items each. We also present evidence for the divergent validity of the scales in terms of susceptibility to positive or negative experiences and of differences in perceived P-O-fit. In a second study, an experimental design was used. A heterogeneous sample of 308 employees was randomly assigned to groups either primed on positive or on negative aspects of their work. We found that the experimental condition did influence ambivalent and disidentification and that the effects were moderated by participants' core self-evaluation in the predicted direction. We argue that managers and leaders in organizations would be well advised to consider the impact of their actions not only on traditional identification but also on the other forms in the expanded model.

INTERACTIVE EFFECTS OF ORGANIZATIONAL AND WORK-GROUP IDENTIFICATION ON EMPLOYEE WELL-BEING

Avanz, L., *University of Trento, Trento, Italy*; Crocetti, E., *University of Macerata, Macerata, Italy*; Fraccaroli, F.F., *University of Trento, Italy*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Recently many authors (e. g., Ashforth, Harrison, & Corley, 2008) have shown that the link between the employees and their organization (identification) is complex. People can develop various forms of identification for different types of target such as their organization, workgroup, department, etc. In addition, it is important to take into account the different levels of identity: personal, relational, and social. The aim of this study was twofold. First, we investigated, by means of a person-centered approach, the interactive effects of identification with two different

targets: the organization and the work-group. Second, we examined the interaction between personal and social identity of employees, looking for a theoretical and empirical integration between two major psychological theories: the Identity Status Model and the Social Identity Approach. Participants were 395 teachers (86.3% women; Mean age = 46.82 years). Results indicated that, using cluster analysis, it was possible to extract four identification profiles: Dual Identification, No-Identification, Group Dominant, and Organization Dominant. Interestingly, teachers who identified with their school, but not with their work-group (colleagues) reported higher levels of burnout than teachers identified strongly with the work-group but not with the school. Finally, findings indicated that teachers who have achieved a firm personal identity were more likely to identify with both targets, organization and work-group.

EMOTIONAL LABOR AND BURNOUT: IMPLICATIONS FOR ORGANIZATIONAL COMMITMENT

Yang, L.Q., *Portland State University, Portland, OR, USA*; Zhang, X., *Beijing Normal University, China*; Caughlin, D., *Portland State University, Portland, OR, USA*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: As informed by Johnson, Chang, and Yang (2010), arguably motivation-based individual differences (self-regulatory foci and self-identity levels) may account for the differential formation processes of different dimensions of organizational commitment (affective, normative, continuance- sacrificed investments, and continuance-few alternatives). However, questions remain about whether different organizational contexts also account for motivational mechanisms underlying different levels of employee commitment. In this study, job demands related to emotional regulation, namely emotional labor (deep and surface acting; Hochschild, 1983), were hypothesized to predict employee burnout (emotional exhaustion, cynicism, and [lack of] professional efficacy), which in turn should contribute to an employee's level of organizational commitment. Based on data from a 789-case employee sample collected at two time points with one year apart, a bootstrapping approach (Preacher and Hayes, 2008) was used to test the proposed mediation effects of burnout in the emotional labor-commitment relations. Results indicated that deep acting, an antecedent-focused emotional regulation strategy, predicted affective, normative, and continuance-sacrificed investments commitment via cynicism and professional efficacy. Surface acting, a response-focused strategy, predicted the same

three dimensions of commitment via emotional exhaustion, cynicism, and professional efficacy. Interestingly, neither deep nor surface acting strategies predicted continuance-few alternatives commitment either directly or indirectly via burnout. This study contributes to the literature of organizational commitment as well as that of emotional labor.

Symposium: Group processes in distributed teams

Main topic area: Teams and Workgroups

Location: 0.2 Berlin (12:00-13:15)

Chair: Lauche, K., *Radboud University Nijmegen, Nijmegen, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The purpose of this paper is to describe and evaluate how collaborative technologies are used in global teams; what benefits can be achieved using those tools, e.g. does the selected tool meet the needs of the team; and what obstacles are experienced regarding technology usage. Moreover, this study analyzes the key success factors regarding collaboration technology usage and support. Communication and collaboration are becoming more important as companies transfer and outsource work and collaborate with partners in networks. Such global virtual teams need to overcome challenges related to distance and time differences between locations spread all over the world. In addition to new type of leadership and new work practices, these teams need appropriate collaborative working environments on team level enabled by information and communication technologies (ICT). Collaborative working environments in their widest sense refer to physical, virtual and social work environments and infrastructures that either enable or hinder collaboration processes. As communication is possible only via information and communication technologies in fully virtual work, it is necessary for global companies to invest and implement collaboration technologies in order to survive. This is a case study based on data collected from four Finnish companies operating globally. In each case company, interviews were conducted both on senior management level and team level. Senior management level interviews consisted of interviews of HR, IT and strategy managers. On team level, team leaders and 5-6 team members were interviewed. The answers were transcribed and analyzed qualitatively by using the Atlas.ti program. The results show quite large differences

in companies strategies and policies of using collaboration technologies. On team level, there were challenges in both implementing and adapting as well as using the provided technologies. Improvement recommendations are proposed based on the key factors found and also best practices are presented as managerial implications.

USING COLLABORATION TECHNOLOGIES IN GLOBAL WORK

Vartiainen, M., *Aalto School of Science and Technology, Espoo, Finland*; Hyytiäinen, H., *Aalto School of Science and Technology, Espoo, Finland*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: In globally distributed teams coordination is difficult due to the obvious restrictions of the use of information and communication technology (ICT) for communication processes. The most often used asynchronous ICT applications such as e-mail can only transfer text-based information. Although more advanced tools, such as chat, audio- and videoconferencing and sophisticated groupware tools are nowadays available to distributed teams, these teams seem to take more time to reach their goals. Also increased cultural diversity in distributed teams has been found to negatively impact distributed team coordination and communication. Teams with members who are culturally diverse, who speak different native languages, and who have few opportunities to meet face-to-face are therefore more likely to experience difficulties with reaching shared understanding than more homogenous teams. Previous research has found contradicting results for the effect of ICT mediated communication on team effectiveness. The development of shared understanding about tasks and goals may be more difficult in distributed teams due to reduced synchronous communication. On the other hand, the same process may lead to a far less biased use of shared information by distributed team members. Through a quantitative multilevel study among members (N= 175) and managers of 40 distributed teams, the relationships between leadership styles, shared understanding and distributed team effectiveness in terms of innovative behaviour and team performance are explored. The results suggest that leaders of globally distributed teams could improve team collaboration by initiating activities for reaching shared understanding among global distributed team members.

MANAGING A GLOBALLY DISTRIBUTED WORKFORCE THROUGH SHARED UNDERSTANDING: A MULTILEVEL TEST

Verburg, R.M., *Delft University of Technology, Delft, The Netherlands*; Rooij, J.P.G. de, *Tilburg University, Tilburg, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Groups are not only important for social interaction but also define part of one's self-conception and identity. As stated by Social Identity Theory, people prefer members of groups they belong to (in-groups) over those they do not belong to (out-groups). Even minimal, entirely random in-group/out-group differentiations are sufficient to cause a status gain of the in-group and simultaneous discrimination of the out-group, called the minimal group paradigm. The aim of the present study was to investigate the minimal group paradigm in the setting of online collaboration. In the experimental condition 98 participants were asked to rate fictional online user profiles of people they were supposed to work with in a virtual team and others belonging to a different team. In the control condition (N=39) no such categorization was applied. Results show that subjects preferred members of their supposed in-group over those belonging to the alleged out-group, resulting in more favourable ratings as predicted by Social Identity Theory. In the control condition, other categorization processes took effect. Therefore, there is evidence that the Minimal Group Paradigm also applies to virtual teams. In a second ongoing study we are currently investigating whether reduced user profiles conveying even less personal information yield the same effect, i.e. whether media richness is an important factor regarding social identity in a virtual setting. We will present results from both studies and discuss possible practical implications for work in virtual teams and the design of communication media.

DOES THE MINIMAL GROUP PARADIGM APPLY TO VIRTUAL TEAMS? AN EXPERIMENTAL STUDY ON SOCIAL IDENTITY PROCESSES IN ONLINE COLLABORATION

Janneck, M., *University of Hamburg, Hamburg, Germany*; Dietel, J.E., *University of Hamburg, Hamburg, Germany*; Bayerl, P.S., *Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Team planning, as recent research demonstrates, is not a unitary phenomenon but consists of several processes that differ in terms of timing and focus. Deliberate planning takes place prior to action, whereas reactive planning happens in parallel to action. What remains little understood, however, is the relative importance of these processes and how they are interrelated. Also research on team planning has so far focused on co-located work, largely neglecting planning processes in distributed work contexts where opacity of processes and lacking situation, social, and activity awareness present additional obstacles. In an exploratory, qualitative study in offshore oil and gas production teams we addressed these limitations and investigated distributed team planning for deliberate and reactive planning processes. Oil production teams consist of two closely linked subgroups with a clear separation of planning roles, namely mid- and long-term planning by engineers in the office and short-term planning for execution by platform staff. Our main interest in the present study was on the processes at the interface between the distributed subgroups. We specifically investigated the hand-over processes between high-level planning and the execution. Our study demonstrates the linkages among disparate processes of planning, which are traditionally seen as separate forms of planning. In our study we further describe how situated planning takes place in distributed teams and what factors play a role influencing collaboration types, that is, the choice between pooled, sequential, reciprocal and intense planning. The practical relevance of this study is to describe the so-far neglected context of distributed planning. Our findings can guide organizations in the choice of technologies to support distributed teams in planning tasks, as well as managers in their role to support the organization of distributed planning processes.

UNPACKING TEAM PLANNING IN DISTRIBUTED WORK CONTEXTS

Bayerl, P.S., *Rotterdam School of Management, Rotterdam, The Netherlands*; Günter, H., *Maastricht University, Maastricht, The Netherlands*; Lauche, K., *Radboud University Nijmegen, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: This study addresses decision making in hybrid drilling teams, who consist of subteams on the platform and various office of oil companies and their contractors. These teams rely on computer-mediated communication technology to monitor real-time technical

data, and to provide support for optimization and in critical situations. The challenge for teams is to establish adequate situation awareness and share interpretations, doubts and expertise through means of video or audio conferencing and shared screens. We observed decision making as it naturally occurred during 45 hrs of regular meetings and hand-over situations and collected episodes of trouble shooting whenever teams had to deal with unexpected events. Since unexpected events are by their very nature something one cannot plan for we also developed a simulation based on a past event and recorded data. This scenario was presented to five teams in the context of a training intervention to develop teamwork related knowledge, skills and attitudes using simulated onshore/offshore video-conference. The aim of the training intervention was to examine the quality of decision making and information sharing, as well as familiarity and confidence in the use of the computer-mediated communication technology. Although all teams received the same initial information (technical data) and access to technology, each of the teams generated diverse decisions. To some extent this result could be attributed to familiarity with the technology and the level of expertise of participants. Yet we found the main differences lay in the process of decision making, the problem identification, how the team drew on each other's expertise and established shared situation awareness. This paper presents a preliminary description of the critical influences on computer-mediated distributed decision making, and proposes methods to ensure that distributed teams adequately design and develop processes and techniques to enhance decision making.

DECISION MAKING IN DISTRIBUTED TEAMS: A SIMULATION STUDY

Crichton, M., *People Factor Consultants Ltd, Aberdeen, UK*; Lauche, K., *Radboud University Nijmegen, Nijmegen, The Netherlands*; Beek, D. van der, *TNO Quality of Life, Hoofddorp, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

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Symposium: Spillover and crossover at the work-home interface

Main topic area: Work Time and Work-family

Location: 0.3 Copenhagen (12:00-13:15)

Chairs: Niessen, C., *University of Konstanz, Konstanz, Germany*; Sonnentag, S., *University of Mannheim, Mannheim, Germany*

Abstract: The challenge of managing work and family demands is one of today's central issues. Due to global competition, work and career demands have been intensified. Moreover, demands in the non-work domain have been also increased because of a growing number of working women, and dual earner couples. It is important for employees' well-being and behaviour at work to meet the demands of both domains. In the present symposium we focus on spillover and crossover at the work-home interface. The studies presented add to research and practice by (a) introducing new concepts explaining spillover and crossover among partners, (b) discovering boundary conditions for the permeability of the work-home interface, and

(b) increasing our knowledge of how to foster positive spillover and to prevent negative spillover. From a methodological perspective, the studies focus on within-person and between person variations, and mutual influences in couples. The first paper by Demerouti investigates the positive spillover-crossover model among 131 dual-earner couples. She finds that work characteristics of one partner influence characteristics of the home domain as perceived by the other partner. In the second paper, Cifre and Salanova examine the role of the family for work engagement at the individual ($n=865$) and at the group level ($n=33$). Two studies show that family-to-work-conflict and family-to-work-support were related to work engagement. The third paper by Niessen, Sonnentag, Neff and Unger investigates in a diary study with dual career couples ($n=126$) boundary conditions of the permeability of the work-home interface. They find that the permeability of the work-home boundaries differ according to the career commitment of the partners. The fourth paper by Wiese and Freund demonstrates with a diary study ($n=163$) how emotional labor affects rumination at home. The final paper by Volmer and Binnewies finds in a diary study ($n=98$) that core-self-evaluations and procedural justice influence the spillover from daily conflicts with supervisors to well-being at home. In summary, the papers significantly add to the field of research on the work-home interface by focusing on innovative conceptual approaches to advance the understanding of spillover and crossover at the work-home interface.

THE POSITIVE SPILLOVER-CROSSOVER MODEL AMONG PARTNERS: THE ROLE OF WORK-SELF AND FAMILY-SELF FACILITATION

Demerouti, E., *Eindhoven University of Technology, Eindhoven, The Netherlands*

Abstract: Organizations have recognized the importance of work for individuals' lives and they have started to respond by enriching jobs through providing resources in order to promote life-long enhancement of their employees. The present study adheres to these trends and tests the positive spillover-crossover model among dual-earner couples. Job resources of one partner were predicted to spill over to their individual strength consisting of the ability and willingness to exert effort, i.e., fatigue and motivation. Consequently, individual strength was predicted to influence their partner's family resources that consequently influence the latter's levels of individual strength. The new constructs of work-self facilitation and family-self facilitation were hypothesized to transfer the favourable

effects of work and home resources, respectively, to individual strength. Work-self and family-self facilitation are defined as the extent to which an individual's engagement in one life domain provides gains (i.e., developmental, affective, capital, or efficiency) that contribute to enhanced functioning during time spent on personal interests. A sample of 131 couples was used to test these hypotheses. Structural equation modeling analyses showed that job resources influence one's own individual strength through work-self facilitation. Consequently, the levels of individual strength positively influence their partner's perception of home resources, which eventually spill over to the latter's levels of individual strength through experienced family-self facilitation. This study contributes to the literature because it uncovered the positive pathways through which work characteristics of one partner influence characteristics of the home domain as perceived by the other partner. Work-self and family-self facilitation were useful in explaining why resources in the work and family domains may enhance the levels of energy that individuals invest in different life domains.

IS YOUR FAMILY PROMOTING YOUR WORK ENGAGEMENT? THE IMPORTANCE OF FAMILY RESOURCES AT INDIVIDUAL AND GROUP LEVEL

Cifre, E., *Universitat Jaume I, Castellon, Spain*;
Salanova, M., *Universitat Jaume I, Castellón, Spain*

Abstract: The aim of this study is to test the role played by the work-home interface (work-family conflict and support, in both ways) to increase work engagement. To do it, two studies were performed in a sample of 865 public services workers both at the individual and at group level. In the first study, results of Multigroup Structural Equation Modeling showed that both family-to-work-conflict and family-to-work-support were related to work engagement, both in men and women, and not the other way around (work-to-family-conflict and support). In the second study, workers were grouped into 33 natural groups as agreement indexes supported this grouping ($ADM=.91$). Results of structural equation modeling on this aggregated data supported again the key role played by family-to-work-support to increase work engagement in its core dimensions. Then, the family support to the work carried out both by men and women resulted a key personal resource to consider both in research and in application work settings.

PERMEABILITY OF WORK-HOME BOUNDARIES IN DUAL CAREER COUPLES: THE ROLE OF CAREER COMMITMENT

Niessen, C., *University of Konstanz, Konstanz, Germany*; Sonnentag, S., *University of Mannheim, Mannheim, Germany*; Neff, A., *Maastricht University, Maastricht, The Netherlands*; Unger, D., *Maastricht University, Maastricht, The Netherlands*

Abstract: Work and home are important domains of an individual's life. There are different assumptions about the interrelationship between work and home experiences. Some researchers argue that experiences gained in the domains do not influence each other. There is also support for a significant relationship of the experiences in both domains. However, less research has investigated under which conditions spillover processes occur or not. The present study examined spillover of vigor at home to vigor at work as well as to work-related outcomes, and vice versa using a diary study of 126 dual career couples. Moreover, we examined the moderating role of career commitment in the spillover process. Multi-level analyses showed that a positive spillover of vigor at home to the work domain occurred only for individuals with a low career commitment. Additionally, among these individuals vigor at home was positively related to attention and performance at work. Individuals who were strongly committed to their careers showed no significant spillover from home to work. However, only strongly career committed persons carried vigor experienced at work to the home domain. In sum, findings suggest that individuals in dual career couples differ in their permeability of work – home boundaries: Low career commitment fosters a spillover from home to work, whereas high career commitment fosters a spillover from work to home.

CAN'T STOP THINKING ABOUT WORK! HOW EMOTION LABOR AFFECTS JOB-RELATED RUMINATION AT HOME

Wiese, B.S., *University of Basel, Basel, Switzerland*; Freund, A.M., *University of Zürich, Zürich, Switzerland*

Abstract: Ruminations are thoughts that involuntarily intrude. We suggest daily rumination about work-related problems when being at home to be an important internal facet of work-to-family conflicts. We tested whether these ruminations are influenced by how an employee deals with stressors during the workday. More precisely, in the present study, we focused on

emotional labor demands and strategies of emotion regulation at work. The effects of two strategies used during client interactions were compared: surface acting deep acting. Given that surface acting is associated with a dissonance between externally and internally felt emotions, it might lead to discomfort and to mental preoccupation with the disagreeable client interaction. In contrast, deep acting is expected to result in a rather authentic emotional display with low probability of subsequent mental preoccupation. Therefore, we assume that surface acting rather than deep acting increases rumination probability at home. Emotion regulation at work and work-related rumination at home were assessed with a diary study in a sample of 163 Swiss bank employees. As expected, our data showed that on days surface acting was used, the probability of rumination at home increased. Deep acting, in contrast, had no effect on rumination at home. These results imply that self-regulatory behavior at work makes a difference for whether or not daily work experiences involuntarily intrude our thoughts at home.

THE NEGATIVE SPILLOVER EFFECT OF CONFLICTS WITH SUPERVISORS TO EMPLOYEES' WELL-BEING

Volmer, J., *University of Erlangen-Nürnberg, Erlangen, Germany*; Binnewies, C., *University of Mainz, Mainz, Germany*

Abstract: Social conflicts are negative social interactions. We suggest that social conflicts during the workday have the potential to harm employees' well-being at home. Until today, there is almost no research on the immediate effects of conflicts for employees' well-being. Given the dominant role of leadership in organizations, we investigated the spillover effect of conflicts with supervisors on employees' well-being. Moreover, we examined the moderating role of core self-evaluations and procedural fairness in the spillover process. We applied a within-person design and conducted a diary study with 98 employees from civil service agencies in Germany. As expected, findings showed that perceived conflicts during the workday were positively related with negative affect after the workday. Moreover, our findings supported our assumption of the moderating role of core-self evaluations and procedural fairness in the spillover process. Our findings suggest that personal and situational factors determine the strength of the spillover effect.

Symposium: Environmental Sustainability in Organizations

Main topic area: Sustainable Environment and Organizations

Location: 0.4 Brussels (12:00-13:15)

Chair: Lo, S.H., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: The first two presentations of the symposium are concerned with the development of a sound theoretical framework and practical interventions for studying organizational environmental sustainability. The first speaker will present a systematic analysis of research on sustainability and corporate social responsibility (CSR) with regard to environmental aspects. The study aims to draw lessons from the CSR literature for the study of environmental sustainability in organizations. The second presentation will describe a framework for developing and evaluating intervention programs, Intervention Mapping (IM). Originally, IM was developed in the field of health promotion, but it may easily be applied to the case of environmental sustainability in organizations. The last two presentations of the symposium address a more specific research gap in the literature, namely that of research at the behavioral level of analysis. Previous research on organizations and the environment has mainly investigated the effects of external determinants and organizational characteristics on organizational engagement with environmental sustainability. Compared to household contexts, little research has addressed proenvironmental behavior in organizations. The third speaker will present a review of literature concerning employee participation in pro-environmental behaviors. Finally, the fourth speaker will present a comparative empirical study on proenvironmental behavior among office workers of a wide range of different organizations.

ENVIRONMENTAL ASPECTS AND ORGANIZATIONS WITHIN THE CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY RESEARCH: A SYSTEMATIC ANALYSIS OF THE LITERATURE.

Gurabardhi, Z., *Maastricht University, Maastricht, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*; Kok, G., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: During the last decade several studies have been conducted on corporate social responsibility and

sustainability or their related terms, in order to explore the congruence and dissimilarity between these areas of research. The results of those studies show that conceptualizations of CSR and (corporate) sustainability seem to be converging. This convergence creates opportunities for scholars to share theories, knowledge and methodologies. Our current research focuses on the theories used within the CSR and (corporate) sustainability literature in order to investigate their commonalities and differences. By comparing the theories used we hope to help researchers to gain greater insight into each field, and draw lessons from the CSR literature for the study of environmental sustainability. We used a systematic analysis of the literature as a method of research. The articles we analyzed were sampled from the scientific journals of four online databases that cover a period of two decades (1987-2009). We introduce and discuss the results in two parts. In the first part we present the descriptive statistics of the articles about CSR and (corporate) sustainability; in the second part we present our observations on the CSR- and (corporate) sustainability related theories which were first categorized and introduced to identify the differences and congruence between the two fields. Several theoretical categories such as those related to the stakeholder theory, communication theory and strategic planning provide a base for developing an understanding of the relationship between CSR and corporate sustainability. The comparison of other theoretical categories such as those covering synergistic theories and the social-environmental interaction, depict differences in the two fields. In this respect, the study may help the environmental sustainability researchers to extend the theoretical corpus of their research. In addition, the study can also help managers and practitioners apprehension of the meaning of corporate social responsibility and sustainability which might help avoid confusion about the terms and to better identify and implement their environmental sustainability goals.

DEVELOPING AND EVALUATING ENVIRONMENTAL SUSTAINABILITY PROGRAMS: AN INTERVENTION MAPPING APPROACH

Gottlieb, N., *University of Texas, Austin, TX, USA*; Kok, G., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: This presentation's objective is to apply Intervention Mapping, a planning process for the systematic development of theory- and evidence-based health

promotion interventions, to the development of interventions to promote healthy and sustainable behavior in organizational contexts. Intervention Mapping consists of six steps: Needs assessment, program objectives, methods and applications, program development, planning for program implementation, and planning for program evaluation. The socioecological approach, which is consonant with and encompassed by systems thinking, is one of the basic perspectives in Intervention Mapping. In the social ecological model, health and sustainability are viewed as a function of individuals and the environments in which they live, including organizations. In Intervention Mapping, we have adopted the approach of looking at agents, individuals or groups, such as boards or committees in positions to exercise control over aspects of the environment at each systems level. For example, at the organizational level, human resources managers would be relevant agents. Intervention Mapping describes, among others, the theoretical methods that external organizations (e.g., NGOs) apply to influence the organization-level agents decision making, as well as the methods that managers may apply to influence workers behaviors. Examples from the health promotion and energy conservation field are provided to illustrate the activities associated with these steps. It is concluded that applying IM to environmental sustainability programs may help the development and evaluation of behavioral and organizational change interventions, and thus develop a domain specific knowledge-base for effective intervention design.

A SYSTEMS APPROACH TO PROMOTING PRO-ENVIRONMENTAL WORK BEHAVIORS

Davis, M. C., *Leeds University Business School, Leeds, UK*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: Encouraging individuals to engage in environmentally sustainable behaviors is attracting an ever-increasing level of media, public, policy and research interest. Despite this however, a comprehensive literature review undertaken by the author in relation to pro-environmental behavior in the work place and behavioral change interventions in the domestic setting, has demonstrated a distinct lack of work examining how organizations can increase employee participation in pro-environmental behaviors. It is argued that encouraging pro-environmental work behavior can be considered akin to organizational change in general and that individuals often play a major role in the implementation of successful change programs. This presentation discusses how theory and practice in relation

to engaging workers in pro-environmental work behaviors may be extended. In particular, it outlines the need for organizational scholars to address individual behavioral change to help achieve long-term gains in organizational environmental sustainability. The presentation highlights the potential to learn from environmental psychologists in the design of effective interventions aimed at increasing participation in pro-environmental behavior in the workplace. Similarities are drawn between promoting pro-environmental behavioral change within organizational contexts and organizational change, in particular the adoption of new IT systems. It concludes by suggesting that in order to avoid the pitfalls learned from the organizational change literature, integrated interventions and the joint design of interventions, guided by socio-technical systems principles, are required to bring about sustained behavioral change. This presentation seeks to provide practical guidance to practitioners. In particular it will address efficacious behavioral techniques that may be employed to promote pro-environmental work behaviors. The presentation will discuss the design of interventions that integrate multiple behavioral change techniques, in addition to suggesting the need an appreciation of the wider context to implement these successfully.

ENERGY-RELATED BEHAVIORS IN OFFICE BUILDINGS: AN INTERORGANIZATIONAL COMPARISON OF AN INDIVIDUAL-LEVEL MODEL

Lo, S.H., *Maastricht University, Maastricht, The Netherlands*; Breukelen, G. van, *Maastricht University, Maastricht, The Netherlands*; Peters, G.-J., *Maastricht University, Maastricht, The Netherlands*; Kok, G., *Maastricht University, Maastricht, The Netherlands*; Ven, J. van de, *Tno Human Factors, Soesterberg, The Netherlands*

Abstract: An interorganizational comparison of an individual-level model of energy-related behaviors in office buildings is presented. Based on cross-sectional survey data from office workers of four organizations (two companies, one University, and one NGO) in two Dutch provinces, multigroup structural equation model analyses were conducted to test for interorganizational differences and similarities in the individual-level model. The results indicate that intention was the strongest direct predictor of printing behaviors, whereas habit was the strongest predictor of switching monitors and lights off. Of the social-cognitive individual determinants, attitude is overall the strongest predictor of intentions. A few background variables also had effects on behavior that were not (fully) mediated

by individual determinants. Organizational-level differences were mainly found in the strength with which most energy-related beliefs were held (i.e. assumption of equal intercepts), and to a lesser extent, in the reliability and relevance of beliefs as indicators of corresponding individual determinants (i.e. assumption of equal loadings). Finally, the magnitude of relationships between habit, intention, and behavior also differed across organizations.

Presentations: Labor Market Issues - Career Development & Unemployment

Main topic area: Labor Market Issues

Location: 0.5 Paris (12:00-13:15)

Chair: Stalder, B., *Institute of Work and Organizational Psychology, Neuchâtel, Switzerland*

DEVELOPMENT OF A THEORY OF CAREER BOUNDARIES

Rodrigues, R., *King's College London, London, UK*;
Guest, D.E., *King's College London, London, UK*

Abstract: We address recent calls for interdisciplinary careers research (Arthur, 2008) and propose a boundary theory approach to careers that aims to advance the field in three ways. First, boundary theory highlights the importance of giving primacy to the study of career boundaries. Even though the notion of boundary is embedded in the careers literature (e.g., the focus on organizational boundaries in the traditional career framework) research is yet to discuss how the perceived nature of boundaries shapes people's career trajectories. Second, boundary theory posits that social domains are shaped by multiple boundaries and offers a framework to explore the key domains that impose structure on people's careers. In the careers literature this view is reflected, for instance, in the work of King et al. (2005) who have explored the boundaries mediating IT independent contractors' access to work opportunities. Our paper discusses different types of boundaries (physical, social, psychological) and seeks to identify the range of salient boundaries that are likely to be systematically acknowledged by most individuals as relevant shapers. Third, boundary theory considers that boundaries are ubiquitous. When some boundaries are removed or become more permeable, other boundaries can take their place or become stronger. We address this proposition by considering the nature of boundaries under the core dimensions of strength, durability and salience. The

changing nature of contemporary careers should therefore be viewed as a rearrangement of boundaries instead of a diminishing importance or a disappearance of boundaries. Finally, we explore the breadth and the nature of career boundaries qualitatively among a sample of professional pharmacists in the UK. Our findings suggest that people identify a range of salient career boundaries (organization, occupation, geography, employment contract, and family) and that the perception of boundary characteristics (strength, salience) influences people's career trajectories. Our paper contributes to go beyond the primacy given to organizational boundaries by both organizational and boundaryless career research and argues that careers should be viewed as located on a continuum of perceived permeability across a number of multiple and coexisting career boundaries.

TURNOVER AND RETURN – A QUALITATIVE, LONGITUDINAL STUDY OF CLINICAL HEALTH PROFESSIONALS' EMPLOYMENT CHOICE DECISIONS

Loan-Clarke, J., *Loughborough University, Loughborough, UK*; Arnold, J.M., *Loughborough University, Loughborough, UK*; Coombs, C., *Loughborough University, Loughborough, UK*; Bosley, S., *Loughborough University, Loughborough, UK*; Hartley, R., *Loughborough University, Loughborough, UK*

Abstract: Introduction This paper reports a longitudinal study of turnover and return amongst Allied Health Professionals (AHPs) in England's National Health Service (NHS). The study also gathers data on AHPs working in England's private healthcare sector. Campion (1991) has highlighted that employee-stated reasons for leaving are rarely identified, and if they are, a single reason is sought. Research on individuals returning to the same organization is very limited. Tracking individuals over time in order to understand the multifaceted nature of their employment choice decisions is not common. Leavers were defined as those who left the NHS for other employment contexts. Returners were defined as those who chose to return to NHS employment from other employment contexts. Method A questionnaire was circulated at Time 1 and a 40.4% response rate was achieved. This sample comprised 735 NHS leavers and 375 NHS returners. At Time 2, consenting first wave respondents received a questionnaire and a 54% response rate was achieved. This sample comprised 45 NHS leavers and 20 NHS returners. Open response questions on the questionnaire identified respondents' key reasons for leaving or returning to the NHS. A detailed coding frame (over 600 codes) and good inter-rater-reliability (78%) allowed identification

of key reasons for staying, leaving and returning. In order to report in-depth longitudinal qualitative data, the paper will focus only on those who moved employment over the timescale of the study i.e. Time 2 Leavers and Returners. Results Findings identify that employment choice decisions do not reflect single reasons for leaving or returning, but are multi-faceted, often involving work and non-work domain influences. Sectoral changes e.g. restructuring and downsizing had more impact at the second stage of the study, as did labour market conditions e.g. lack of alternative job opportunities. Findings are analysed with particular reference to Steel et. al.'s (2002) contention that asymmetries may exist in the reasons underpinning staying and leaving decisions. We extend this thinking to the unusual category of those returning to an organization. Findings identify influential factors in turnover and return that could help influence retention policy.

CAREER DEVELOPMENT IN ADOLESCENCE: AN EVENT HISTORY APPROACH TO OCCUPATIONAL AND INTER-ORGANIZATIONAL CHANGE, DOWNGRADING AND DROPOUT

Stalder, B., *Institute of Work and Organizational Psychology, Neuchâtel, Switzerland*

Abstract: Changing jobs and employers helps matching personal interests and skills with available jobs and leads to higher job satisfaction and stability. On the other hand, such career transitions might be risky, as not all made voluntarily and in optimal circumstances. This paper looks at career transitions in adolescence in the specific setting of apprenticeships, which combine work and training in companies with education at vocational schools. Apprentices, who do not want to or are unable to stay in their apprenticeship, could aim to change the employer or the occupation. Most of them, however, drop out without concrete career plans, and risk to remain without any vocational qualifications. Aiming to better understand the antecedent conditions of such critical transitions, variables from two theoretical strands are combined: school dropout research, which stresses student background, academic performance and disengagement (Rumberger & Larson, 1998) and turnover research, which emphasized occupational and organizational commitment, and quit intentions (e.g. Chang, Chi, & Miao, 2007). Using longitudinal data from 2513 apprentices, four distinct career transitions are analyzed: occupational change, inter-organizational change, downgrading and dropout. Competing risk modeling was employed to study time dependent transition rates and effects of covariates on

the four transitions. Socio-demographic variables, cognitive ability, and prior educational attainment were included as time-constant variables. Work conditions, school performance, organizational and occupational commitment and quit intentions were included as time-varying variables. Results showed that time-dependent transition rates as well as covariate effects vary considerably between the four events. Dropout from apprenticeship was predicted by unfavourable social background, insufficient school achievement, conflicts at the workplace and higher quit intentions. Downgrading could be predicted by low cognitive ability and school achievement, and inter-organizational change was predicted by conflicts at the workplace and low organizational commitment. The pattern of occupational change was less clear. Results confirm that combining school dropout and job turnover approaches helps to better understand career development during apprenticeships. The findings have also practical implications as they strongly suggest considering both the school and the work place in the development of specific dropout prevention programs.

EXPLAINING THE READINESS TO RELOCATE FOR JOB-MOTIVATED REASONS: THE NEGLECTED IMPACT OF PERSONALITY DISPOSITIONS AND SOCIAL ORIENTATIONS

Otto, K., *University of Leipzig / Institute of Psychology, Leipzig, Germany*; Dalbert, C., *Martin Luther University of Halle-Wittenberg, Halle, Germany*

Abstract: Because of structural changes in the labor market caused by an ongoing globalization a lot of people feel compelled to relocate for making progress in career or for getting reemployed. While there is a lot of research evidencing the mostly positive impact of relocation mobility on career success, research regarding its possible antecedents is sparse. We, therefore, aimed at exploring central predictors of the readiness to relocate across different steps in working life. In three cross-sectional studies and one longitudinal study overall 380 German employees, unemployed individuals and apprentices were investigated. Besides relocation mobility readiness and various socio-demographic variables the personality dispositions (uncertainty tolerance, 'big Five' personality traits) and social orientations (collectivism, social norms, i.e. the perceived attitude of the social environment towards relocation mobility) of the participants were captured by questionnaires. Consistent with our hypotheses, we found that high levels of collectivism and agreeableness made employees less willing to relocate, whereas uncertainty tolerance,

openness to experiences and social norms were positively associated with relocation mobility readiness. Most of the findings were replicated among samples of unemployed individuals and apprentices. Moreover, a longitudinal study showed positive social norms to be a resource enhancing the readiness to relocate over time, and revealed that collectivism diminished mobility readiness among the employees only. As evidenced social orientations as well as personality dispositions played the key role in predicting relocation mobility readiness across career. These findings are discussed against the background that socio-demographic variables which were primarily investigated in earlier studies could only reveal a small influence. On a practical level possible ways to foster relocation mobility readiness of members of the labor force are discussed. For example, HRM should invest in efforts to gain the support of partners and the wider family by providing company-sponsored family activities, longer vacation periods or sabbaticals which the mobile employees can spend with their family and friends etc.

A LOSS MAY TURN OUT TO BE A GAIN: BUILDING EXTERNAL SOCIAL CAPITAL VIA EX-EMPLOYEES

Zhou, Q., *ISCTE Business School, ISCTE-Instituto Universitário de Lisboa, Lisbon, Portugal*; Santee-Eekhuis, J., *EMC Leren In Bedrijf, Groenekan, The Netherlands*

Abstract: Considering the increasing impact that human assets have on the competitive advantages and success of the organization, it is natural that companies are more concerned than ever about losing their people, particularly for those in the knowledge-intensive industry, where organizational performance is largely reliant on intellectual capabilities of their employees. Consistent with its practical relevance, there is a large body of research examining the phenomenon of employee turnover and its impact on organizational outcomes. Extant literature on employee turnover, however, has typically focused on its negative implications for organizations. We propose that employee turnover may become an opportunity for organizations to accrue their external social capital. Drawing on a social capital perspective, this research aims to examine how people relate to their former employers after the employment relationship ends and whether this relationship will influence organizational outcomes. We reported two studies in this paper. In Study 1, we interviewed 19 consultants, each of whom has left at least one organization in the last six years. According to the qualitative data, the ways that ex-employees related to

their former employers featured four dimensions: post-exit positive affects, post-exit negative affects, instrumental attachment and beneficial behaviours towards former employer. In Study 2, drawing on the attitude-behaviour model, we tested the relationships between the four dimensions derived from Study 1. Specifically, based on a sample of 152 consultants of five Dutch consultancy organizations, we examined whether the nature of post-exit relationship related to ex-employees' intention to benefit and actual beneficial behaviour toward their former employer. After controlling for a variety of variables, we found that: (1) post-exit positive affects positively related to both intention to benefit and beneficial behaviour; (2) instrumental attachment positively related to beneficial behaviour; and (3) post-exit negative affects negatively related to intention to benefit but not to beneficial behaviour. This study contributes to the literature by shedding light on the understudied topic of external social capital and examining ex-employees as a source of external social capital for organizations. It also highlights that organizations should extend their social network beyond the organizational boundary via their ex-employees.

Presentations: Career Development

Main topic area: Human Resource Management

Location: 0.6 Madrid (12:00-13:15)

Chair: Eckert, R.H., *Center for Creative Leadership, Bruxelles, Belgium*

THE JOINT EFFECT OF CAREER IDENTITY AND SELF CONSTRUAL ON CAREER DEVELOPMENT ACROSS DUTCH AND CHINESE TEACHERS

Yang, H., *University of Twente, Enschede, The Netherlands*

Abstract: The question of why employees follow different paths for career development is central to career research, but is under studied yet. By taking a psychological perspective in this study we highlight the function of employees' career identity and self construal for career development. Further, we contrast the joint impact of career identity and self construal across Chinese and Dutch employees. Derived from Schien's work (1974) we first distinguished two types of career development-internal versus external careers, and then argue that career identity (in terms of work centrality versus desire for upward mobility), self construal (in terms of independent versus interdependent), and national culture (Chinese versus Dutch) would jointly

play a role in shaping employees' choice for internal or external career development. A questionnaire survey study was performed. In the Netherlands, the sample consisted of 71 teachers and 10 supervisors from five middle schools. In China, the sample consisted of 95 teachers and 14 supervisors from four middle schools. Teachers filled in the scales measuring their career identity and self construal. Supervisors rated career development of their subordinate teachers on internal and external careers. In line with our assumptions the results showed that work centrality had a positive effect on employees' internal career development and this relationship was further strengthened by employees' independent self-construal. The desire for upward mobility had a positive effect on employees' external career development and this relationship was further strengthened by employees' interdependent self-construal. In addition, the results also revealed that the moderating effect of independent self construal was valid only for Dutch but not for Chinese teachers. In contrast, the moderating effect of interdependent self construal held true only for Chinese but not for Dutch teachers. Our findings have several practical implications for career guidance. First career advisors need to take individuals' career identity and self construal into account when offering suggestions for career development. Second career advisors should also be aware of the fact that functions of career identity and self construal for career development is subject to national culture.

ETHNIC DIVERSITY, SOCIAL NETWORKING, AND CAREER SUCCESS: A THEORETICAL EXPLORATION

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Abstract: In this conceptual paper we explore the relationships between ethnic diversity, social networking and career success over time. We build on well-established research traditions concerning the relationship between social networking and career success, and differences in the work-related social capital of ethnic and racial minorities. This paper is a starting point for using social network analysis as a method to help understand differences in career outcomes of members of different ethnic groups in similar organizational settings. Social networking is defined as a combination of social capital and networking behavior. Individual career success is conceptualized as both objective and subjective career success. Ethnic diversity denotes

the way groups of people differ from each other based on a shared history and/or cultural background. On the one hand, ethnic group membership is expected to have a direct effect on social networking, leading to differences in social capital and networking behavior between members of different ethnic groups. On the other hand, it is expected to have an indirect effect on the relationship between social networking and career success, leading to different career benefits of social networking for members of different ethnic groups. Starting from these unidirectional relationships, we refer to homophily, reciprocity, status construction, role congruity, and tournament models as the main theoretical foundations for proposing a reciprocal relationship between social networking and career success over time. Based on the assumption that this reciprocal relationship between social networking and career success over time creates an upward spiral, we propose that ethnic majority group members do not only advance to a higher level of career success compared to ethnic minority group members, but that they also advance exponentially faster compared to ethnic minority group members. We offer new insights into the complex relationship between social networking and career success in light of ethnic diversity, and we provide inspiration for future empirical research as well as levers for promoting diversity in organizations. (316 words)

PROACTIVITY FITS JOB PERFORMANCE AND CAREER SATISFACTION

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Abstract: In order to thrive in contemporary career settings employees are expected to take a proactive stance towards managing their careers. While previous studies identified relationships between proactive behaviors and career success, the current study expands upon this work by exploring the proposed mediating mechanism of an individual's compatibility with the work environment. It is suggested that individuals who engage in proactive career behaviors forge a better match between themselves and their work environment which results in higher levels of job performance and career satisfaction. Based on dyadic supervisor-employee data (N=166) fit was modeled as a mediator of the relationship between career initiative and the outcome variables job performance and career satisfaction. Results of SEM analyses showed that the relationship between career initiative and career satisfaction was partially

mediated by needs-supplies fit (i.e. the compatibility of an employee's needs, desires, or preferences with the work environment), whereas the relationship between career initiative and job performance was partially mediated by demands-abilities fit (i.e. the compatibility of an employee's knowledge, skills, and abilities with the requirements of the job). These findings suggest that person environment fit (PE fit) is a worthwhile avenue for future research to investigate how proactive behaviors result in the attainment of beneficial outcomes both for the individual and the organization. Moreover the current study attempts to contribute to the PE fit literature by simultaneously exploring differential outcomes of demands-abilities fit and needs-supplies fit in a unified model. From a practical perspective, the current findings imply that organizations may benefit from providing space and opportunity to employees to take a proactive role in managing their careers. Giving leeway to these proactive behaviors can foster the development of a good match between the employee's abilities and job requirements, as well as the fulfillment of the employee's values and needs.

CAREER FACILITATORS OF MALE AND FEMALE MANAGERS IN FIVE EUROPEAN COUNTRIES

Eckert, R.H., *Center for Creative Leadership, Bruxelles, Belgium*; Lyness, S., *Baruch College, Cuny, NY, USA*; Ruderman, M.N., *Center for Creative Leadership, Greensboro, USA*; Gentry, W.A., *Center for Creative Leadership, Greensboro, USA*; Sywulak, L., *Baruch College, Cuny, New York, USA*

Abstract: Recent theoretical views that careers can be 'boundaryless,' in that they transcend organizational and other types of boundaries (e.g., Arthur & Rousseau, 1996) and 'protean,' in that careers can be self-directed and based on the individual's values (e.g., Briscoe & Hall, 2006). In this environment, informal means of development become more important as career facilitators. Yet what informal means are actually resulting in development? Various studies have examined the variables that could work as career facilitators and barriers in the careers of men and women managers, classifying them at the individual, interpersonal, and organizational level (Herzfeldt et al., 2008; Ragins & Sundstrom, 1989; Tharenou, 1999; Metz, 2003). Studies comparing career paths of male and female managers generally find that women face more career barriers and experience different types of career facilitators than men (See Lyness & Terrazas, 2006 for a review). However, much of the prior research lacked a cross-cultural focus, focusing primarily

on career experiences in the US. As culture is acknowledged as a major influence on gender equality (Hofstede 2004; House, Hanges, Javidan, Dofrman & Gupta 2004), it would be important to examine whether this influence is also mirrored in the types of career facilitators that female and male managers experience in different European countries. . Our qualitative research study addresses this question. Specifically we conducted semi-structured interviews with 53 men and 45 women managers in the Netherlands (n=16), Norway (n=21), Russia (n=21), Turkey (n=20) and Spain (n=20). All interviewees were experienced managers in large multinational firms, originated from the country in which they were interviewed, and spoke fluent English. To identify career facilitators in the data, we combined the grounded theory approach of Glaser and Strauss (1967) with the coding techniques of Boyatzis (1998). The analysis identifies differences and similarities in career facilitators experienced by men and women managers, with a particular focus on proactive, career self-management practices associated with protean careers. These findings are explored in light of country differences in gender equality and employment laws. The presentation concludes with implications of the research for the development of managers.

Symposium: Values in for-profit and non-profit work contexts: cross-national results

Main topic area: Organizational Behavior

Location: 0.7 Lisbon (12:00-13:15)

Chairs: Scheel, T.E., *University of Leipzig, Leipzig, Germany*; Rigotti, T., *University of Leipzig, Leipzig, Germany*

Abstract: In the aftermath of financial and economic crises, and in prelude to the next ones, periodically the call for recurrence to social core values arises. Our symposium provides evidence of several ways values contribute to Decent work and – especially – Beyond. Study samples are derived from five European countries, and notably mirror the conference theme by its range of contexts, including the non-profit and volunteering sector. Noone would dare to disagree with the claim that "labor participation needs to be increased to sustain prosperity" – though the question arises, whether this is the only possible way. Meanwhile, our research will account for nonpaid work as a substantial factor in national economies and also show where values can lay ground for sustaining prosperity within marketing and different nations. Extending

self-congruity research, higher congruence between personal values and perceived brand values results in a positive attitude towards the brand in a German sample (Soucek et al.). Cross-national comparison revealed different patterns of the association of personality and values to psychological capital, with psychological capital being highest in Portugal, intermediate in Bulgaria, and lowest in Finland (Gomes & Brandt). Ideological or value-oriented obligations are especially relevant, though not exclusively, within volunteer context. In a two-wave study with Belgian volunteers, work effort is highest when both promised and delivered ideological inducements are maximized (Vantilborgh et al.). Transparency as an antecedent of psychological contracts is negatively related to transactional, and positively related to relational and value-oriented reciprocal obligations as perceived of German volunteers (Scheel). Our symposium highlights the practical relevance of values (being) at work in contexts as diverse as marketing, different cultures, and the nonprofit sector. Organizations acting according to their core values and explicitly appreciating personal values of employees contributes to the idea of “renewing organizations”, because values influence, e.g., consumer attitudes, employee psychological capital and volunteer well-being.

SHARED VALUES: THE INFLUENCE OF SELF-BRAND CONGRUENCE ON BRAND ATTITUDE

Soucek, R., *Universität Erlangen-Nürnberg, Erlangen, Nürnberg, Germany*; Filo, R., *Universität Erlangen-Nürnberg, Germany*; Schmidt, A., *Universität Erlangen-Nürnberg, Germany*

Abstract: The concept of self-congruity has received much attention due to its influence on consumers' attitudes and purchase decisions. Self-congruity describes the fit between consumers' self-image and the perceived brand image (e.g., Sirgy, 1986). The current study applies self-congruity theory to the domain of personal values (e.g., Schwartz, 1992). Thus, we assume that the congruence between one's personal values and perceived brand values has an influence on the attitude towards the brand. In particular, we are interested in the means by which customers' attitudes are shaped by value congruence, and therefore, adopted the distinction between symbolic and utilitarian product meanings (e.g., Allen, 2001). In order to address these questions, we conducted a web-based study (N = 330). The participants' personal values were assessed with the Portraits Value Questionnaire (PVQ). Furthermore, participants were asked to evaluate two

sport goods brands with regard to different value dimensions as well as their attitude towards the particular brand. The two brands were experimentally randomized. Finally, we assessed symbolic and utilitarian product meanings. The results reveal an effect of value congruence on brand attitude. In particular, a higher congruence between personal values and perceived brand values results in a positive attitude towards the brand. A more specific analysis reveals that the influence of value congruence is mediated by symbolic product meanings rather than by utilitarian product meanings. Thus, value congruence exerts an influence on brand attitudes by means of symbolic product meanings and hence serves the consumers' need to express and maintain their personal value beliefs. The findings of this study suggest some practical implications for relationship marketing. First, brand managers should identify relevant value dimensions of their target consumers and should ensure a clear communication of the corresponding brand values, e.g., by means of a mission statement or marketing campaigns. Second, our results point out that communication of brand values should especially accentuate symbolic product meanings.

THE INTERPLAY BETWEEN PSYCHOLOGICAL CAPITAL, PERSONALITY, AND VALUES: A COMPARISON BETWEEN THREE EUROPEAN COUNTRIES

Gomes, J.F.S., *ISEG – Technical University of Lisbon, Lisbon, Portugal*; Brandt, T., *University of Vaasa, Finland*

Abstract: This research presents the findings from a study involving three cultures from the Eastern, Northern and Southern regions of Europe, each represented by one country: Bulgaria, Finland and Portugal. The theoretical background (e.g. Oakland, Pretorius & Hun Lee, 2008, Routamaa, Nalikka & Hautala, 2008) suggests that differences may exist across nations as far as personality and values are concerned. Furthermore, following other literature (Luthans & Youssef, 2004; Seligman & Csikszentmihalyi, 2000), we propose that psychological capital may be defined as an inner-state which is the result of both individual factors (i.e. personality in the current study), and social factors (i.e. values, in the current research). Combining these literatures, the current research explores differences and similarities between three cultures/nations, with regards to values, personality and psychological capital. 231 people completed a questionnaire in which the main variables were assessed through well-known instruments (e.g. MBTI, for personality, Psycap, for psychological capital). Results show that countries differ

in several sub-dimensions considered within the main variables, with Bulgaria and Finland revealing a closer pattern as far as basic values systems are concerned. The Portuguese sample scored higher in psychological capital, with Finland indicating the lowest scores of the three countries. Differences were also detected in the regression and path models, when psychological capital is a dependent variable in a model with values and personality as independent variables. The paper ends with a discussion of the main implications for theory and management of distinct workforces.

HOW BREACH AND FULFILLMENT OF PERCEIVED IDEOLOGICAL OBLIGATIONS INFLUENCES VOLUNTEERS' WORK EFFORT: AN EMPIRICAL EXAMINATION

Vantilborgh, T., *Vrije Universiteit Brussel, Brussels, Belgium*; Bidee, J., *Vrije Universiteit Brussel, Brussel, Belgium*; Pepermans, R., *Vrije Universiteit Brussel, Brussel, Belgium*; Willems, J., *Micro-Economics for Profit and Non Profit Sector, Vrije Universiteit Brussel, Belgium*; Huybrechts, G., *Micro-Economics for Profit and Non Profit Sector, Vrije Universiteit Brussel, Belgium*; Jegers, M., *Micro-Economics for Profit and Non Profit Sector, Vrije Universiteit Brussel, Belgium*

Abstract: We investigate the effects of ideological psychological contract breach and fulfillment (Thompson & Bunderson, 2003) on volunteers' work effort. We use polynomial regression and response surface analysis to look into these effects (Edwards & Parry, 1993), but estimate parameters in a structural equation model, allowing us to take measurement error into account (Edwards, 2007). A two-wave survey yielded data from 299 Belgian volunteers. In case of fulfillment, our findings indicate that volunteers' work effort is highest when both promised and delivered ideological inducements are maximized. However, the curvilinear U-shaped relationship apparent in our data suggests that, for volunteers, work effort tends to be higher when no ideological inducements are promised and delivered compared to when average ideological inducements are promised and delivered. In case of breach, work effort is lowest for under-fulfillment and rises for over-fulfillment. Our study demonstrates that NPO managers should deter from making promises relating to the values or mission of the organization if these cannot be kept.

TRANSPARENCY AS ANTECEDENT OF (VALUE-ORIENTED) PSYCHOLOGICAL CONTRACTS OF VOLUNTEERS

Scheel, T.E., *University of Leipzig, Leipzig, Germany*

Abstract: Despite the manifest evidence of a variety of important consequences of psychological contract (PC) breach for employees as well as employers (e.g., meta-analysis by Zhao et al., 2007), little is still known about antecedents of psychological contracts. Also, research is not yet reflective of the important role of volunteer work within the national economy. PC depend on shared understanding, which is mainly constructed by reciprocal information, thus communication as the interaction of organization and individual is crucial (Liao-Troth, 2005). As the religious context is one main area for volunteering, transparency (i.e., information and communication) in German protestant parishes and its association to the transactional, relational and value-oriented PC of 171 volunteers was examined by multilevel analyses. Communication methods, as rated by 28 priests representing organizational agents, included job, recruitment and top-down communication (Guest & Conway, 2002). As expected, information is negatively related to transactional, and positively related to relational and value-oriented, organizational as well as volunteer obligations. Amount and effectiveness of communication methods are positively related only to value-oriented and relational volunteer obligations. Information on the job and at beginning were found to have unique patterns of relationships with, e.g., value-oriented obligations, with information on the job as rated by volunteers was positively, and as rated by the priests was negatively associated with value-oriented volunteer obligations. Information at beginning showed the reverse picture. As transparency is a means to beneficially shape PC, organizations and their agents should focus on distribution of distinct types of information and communication methods, be it for-profit or non-profit sector. Thus, volunteer or paid employees acquire a realistic picture of the organizations obligations, and can adequately adjust their own, in order to avoid breach perceptions.

Presentations: Absenteeism and Employee Health

Main topic area: Health and Interventions

Location: 0.8 Rome (12:00-13:15)

Chair: Johns, G., *Concordia University, Montreal, Canada*

PRESENTEEISM: A SHORT HISTORY AND A CAUTIONARY TALE

Johns, G., *Concordia University, Montreal, Canada*

Abstract: Presenteeism refers to attending work while ill and to the productivity decrement that can result from this act. Although the subject is of considerable interest in the occupational health disciplines, it has only recently attracted the attention of work psychologists. The practical relevance of understanding the dynamics of presenteeism is immense. For many people, going to work despite asthma, allergies, migraine, depression, or musculoskeletal problems is commonplace. In addition, the possibility of workplace contagion exists. Although research suggests that aggregate productivity loss due to presenteeism is much higher than that due to absenteeism, this research base can best be described as rudimentary. This paper traces the evolution of the presenteeism concept and locates it in the context of the literature on work withdrawal (especially absenteeism) and full work engagement. Various definitions of the concept are reviewed, evaluated, and contextualized. The forces that led to the convergence of presenteeism in the domain of health are discussed. These include the expansion of the criteria for the evaluation of health interventions to include economic factors, the inclusion of health probes in labor force surveys, and the wave of corporate restructurings, downsizing, mergers, acquisitions, layoffs, and impermanent employment that threatened job security. Several problems with contemporary presenteeism research are discussed. First, it is argued that conflation of the act of presenteeism with attendant productivity loss, typical of most research in occupational health, is scientifically unsound. Next, it is argued that a limited, one-dimensional conception of job performance underpins contemporary presenteeism research. Third, equivocal evidence for the construct validity of many work loss measures is reviewed. Fourth, the potential for common method variance in presenteeism studies is illustrated. It is shown that several factors that are associated with this problem are typical in presenteeism studies. Finally, it is argued that a lack of theory development is a major factor limiting progress in understanding presenteeism. A modest agenda for progress in presenteeism research is presented.

THE ROLE OF SELF-EFFICACY AND JOB SATISFACTION ON ABSENCES FROM WORK

Borgogni, L., *Sapienza University of Rome, Rome, Italy*; Dello Russo, S., *Università 'Sapienza' di Roma, Rome, Italy*; Miraglia, M., *Università 'Sapienza'*

di Roma, Rome, Italy; Vecchione, M., *Università 'Sapienza' di Roma, Rome, Italy*

Abstract: Background: Although health is an important determinant of sickness absence, social relationships at the workplace may also affect absence levels. This study examined the extent to which pupils' self-assessed satisfaction with school was predictive of teachers' sick leaves in Finnish lower secondary schools. In an international comparison, although the Finnish school system has been a success in academic comparisons, Finnish 15-year-olds were amongst those who most disliked school. Methods: School satisfaction was measured by a survey of 17 033 pupils aged 14 to 16 (the School Health Promotion Study) and aggregated to school-level (n=90 schools). These school-level data were then linked to sickness absence records for 2364 teachers in the survey year and the following year. For sickness absence longer than nine days, diagnoses were obtained from national health registers. Results: Multilevel Poisson and logistic regression models adjusted for relevant baseline covariates showed a rate ratio of 1.2 (95% confidence interval 1.0-1.5) for long-term (>3 days) sickness absence among teachers working in schools with average and most dissatisfied pupils when compared with teachers of the most satisfied pupils. Diagnosis-specific analysis suggested a particularly strong association with psychiatric sickness absence among teachers (OR 1.9, 95% CI: 1.1-3.2), and more specifically, neurotic and stress-related disorders (OR 2.6, 95% CI: 1.2-5.9). Pupils' school satisfaction was not associated with teachers' self-certified sickness absence episodes (1-3 days). Conclusions: These data suggest a link between social relationships at school, as expressed by pupils' school satisfaction, and teachers' health, especially with regard to long-term sickness absence due to mental health problems. Relevance to practice: The findings imply that attention should be paid in policies improving pupils' school satisfaction because they probably would not only benefit the pupils but would also improve teachers' health. Mental health problems among teachers may lead to a vicious circle at school, in turn affecting pupils' satisfaction, academic achievement and health.

WORK-RELATED SENSE OF COHERENCE (WORK-SOC) AS A MODERATOR CONCERNING THE RELATIONSHIP OF JOB DEMANDS/RESOURCES AND SELF-RATED HEALTH

Fuellemann, D., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Brauchli, R., *Swiss Federal Institute of Technology Zürich (ETH),*

Zürich, Switzerland; Jenny, G.J., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Müller, F., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Inauen, A., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Bauer, G.F., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*

Abstract: Background Sense of coherence (SoC) was originally introduced as a global, non-specific life orientation that mediates between health resources and coping with stress, capturing an individual's perception of his/her life being comprehensible, manageable and meaningful. In the context of organizational intervention research, Bauer and Jenny (2007) transferred the global SoC to the setting of work: They specify work-related SoC (Work-SoC) as an individual perception of the comprehensibility, manageability and meaningfulness of someone's working situation, which varies in an individual's lifetime, e.g. due to changes in the working environment or job qualification. Objectives Since Work-SoC is conceived as a transactional concept, firstly, we want to examine whether Work-SoC is determined, as assumed, by past work experiences and skills as well as the characteristics of the present working situation (job demands/resources). Yet, the main aim of the study is to test the hypothesized moderating effect of Work-SoC on the relationship between job demands/resources and health outcomes, i.e. whether Work-SoC can buffer the negative effects of job demands on health and, moreover, whether it can foster the beneficial effects of job resources on health. Methods A 2-year longitudinal stress management intervention study (SWiNG) conducted within 8 medium- and large-scale companies in Switzerland provides the basis for the statistical analyses. In 2008, 3'414 (68.6%) employees completed a baseline questionnaire, covering a variety of work- and health-related topics with validated instruments including a 9-item measure of Work-SoC. The baseline survey was followed by two individually linked follow-up surveys in 2009 (N= 3'085; 60.5%) and in 2010 (currently ongoing). Results By the end of 2010, the 24-month follow-up data will be available and analyzed by regression analyses and structural equation modelling. In addition to the examination of the above-mentioned hypotheses, the longitudinal database will also permit analysis of the variability of the Work-SoC over time. Practical Relevance Work-SoC is an innovative concept. We suggest Work-SoC as a promising indicator in assessing the salutogenic quality of the working situation of employees. Work-SoC can be used as a practical screening instrument to detect needs for further investigation and interventions in the applied field of organizational health develop-

ment.

JOB STATUS AND HEALTH. ASSESSING JAHODA'S LATENT BENEFITS OF EMPLOYMENT IN TWO WORKING POPULATIONS.

Batinic, B., *University of Linz, Linz, Austria*; Selenko, E., *University of Linz, Linz, Austria*; Stiglbauer, B., *University of Linz, Linz, Austria*; Paul, K.I., *University of Erlangen-Nürnberg, Nuremberg, Germany*

Abstract: It is known that employment is important for psychological health. The present paper claims that the reasons why employed persons report better well-being than unemployed persons might also explain why those in some occupations report better well-being than others. Jahoda's latent deprivation theory (1982) was that employment provides a number of latent beneficial functions, which she identified as time structure, social contact, collective purpose, identity/status, and activity. We argue that this theory can be extended to account for differences in well-being between occupations with different levels of status. Data from two studies, one conducted on a representative German sample (n=565) and the other from a large-scale online study (n=826), largely support this argument. Group differences in well-being and access to latent benefits were found, and mediation was partly supported. The findings are discussed not only in relation to the latent deprivation model but also in relation to common approaches to job satisfaction and mental health.

Presentations: Research and Methodology: Advances in Methods and Analyses

Main topic area: Research and Methodology

Location: 0.9 Athens (12:00-13:15)

Chair: Roe, R.A., *Maastricht University, Maastricht, The Netherlands*

CONTEXTUAL ACTIVITY SAMPLING SYSTEM (CASS) FOR TRACKING ACTIVITIES, PLACES, AND AFFECTS OF MOBILE WORK

Muukkonen, H., *University of Helsinki, University of Helsinki, Finland*; Toikka, S., *University of Helsinki, Helsinki, Finland*; Vartiainen, M., *Aalto University School of Science and Technology, Espoo, Finland*

Abstract: The Contextual Activity Sampling System (CASS) research methodology and the CASS-Query mobile application have been developed for contextually tracking of participants' everyday activities. An

essential aspect of CASS, or generally event sampling, methodology is to provide a large number of measures (e.g., 25-60 per participant) regarding activities across situations and contexts during intensive follow-up. Background for development is afforded by the Ecological Momentary Assessment (EMA) (Bolger, Davis, & Rafaeli, 2003; Reis & Gable, 2000) and Experience Sampling Method (ESM) (Csikszentmihalyi & Larson, 1987), which provide methods of assessing participants' contextual activities, events, and personal experiences. The CASS-Query tool is a Java application that runs on 3G mobile phones with the Symbian operating system. CASS-Query delivers queries (surveys) to participants' mobile phones, data are returned to a server database and can be downloaded to statistics program (Muukkonen et al. 2008). This study reports findings from a project on mobile and multi-located work workload factors. Nine professionals took part in the pilot data collection. During the three-day data-collection, participants answered the query every 1.5 hours between 7-23, resulting in 239 responses in the database. The research questions addressed positive and negative affects that are experienced in various contexts (home, transportation, main office, other office, public space), the types of doing, disturbance, and work engagement associated with the various contexts. Participants made photos and audio-recordings, and answered to open-ended and Likert-scale question in the query. Interviews were accompanied with a visualization of the self-reported doings, times, contexts, and affects of the data-collection period. The findings provide evidence for possibilities of event sampling methodology in understanding daily fluctuation of, for instance, activities, contexts, emotions, and leisure. Participants were continuously addressing the challenges of multiple contexts, work stretching into leisure period, and being able to fulfill the various dimensions of their job description within reasonable working hours. Participants valued the opportunity for self-reflection, possibly together with an occupational health care expert, based on the visualization of the event sampling data. The tools present a novel type of data-collection possibility to address workload factors, disturbances, and work ergonomics of mobile work.

WHAT IS WRONG WITH MEDIATORS AND MODERATORS?

Roe, R.A., *Maastricht University, Maastricht, The Netherlands*

Abstract: An often made assumption in W&O research is that covariance between variables across people can be interpreted as showing covariance over time. This

particularly applies to mediator and moderator studies that use regression analysis of cross-sectional data to test models in which the order of variables - from left to right - is supposed to show sequence and causal direction. This paper criticizes the way in which W&O researchers use moderator and mediator models to analyze antecedent-consequence and cause-effect relationships. It argues that interpretations of results in terms of "an order of influence" are based on a temporal illusion and that alternative arrangements of variables produce models that explain relations between variables equally well. In fact, for each 3-variate model (whether mediator or moderator) five alternative models can be devised. This is empirically demonstrated with a number of models and data from a large-scale study on employee attitudes and behaviors. It is asserted that mediator and moderator research leads to conclusions that are at best unfounded and at worst wrong, and that the only way to examine sequence and causal order is by means of temporal research. These insights will help researchers to develop better research designs and will prevent practitioners from relying on invalid conclusions drawn from mediator and moderator research.

PURPOSEFUL SAMPLING IN CASE-STUDY RESEARCH: A THREAT TO VALIDITY

Antonakis, J., *University of Lausanne, Lausanne, Switzerland*

Abstract: Quantitative researchers use randomization to treatment or model the selection process so as to identify causal effects (Shadish, Cook, & Campbell, 2002); however, qualitative researchers sample in a "deliberate" and "purposeful" manner and samples are selected to "provide" the information needed to address the research questions (Maxwell, 1996). I examined whether this qualitative approach leads to valid findings, given that (a) restrictive sampling might prompt researchers to find associations between variables in ways that are intuitively appealing (based on selective sampling experience), and (b) with selective samples (or "sampling" on the dependent variable) it is impossible to determine associations. However, even though sampling units from restrictive samples share certain characteristics, this occurrence does not mean that these characteristics predict the dependent variable (Denrell, 2003). In two experiments (n= 396) I provided participants with cases describing individual managers and their performance (using both qualitative and quantitative information). I systematically varied two characteristics of the managers in tandem

with their performance and also described the managers on 19 other characteristics that were not correlated with the dependent variables in the population. I then randomly assigned subjects in 1 of 10 groups, varying the number of cases and the representativeness of the cases with respect to the dependent variable. I theorized that only subjects given representative or random cases could recover the associations in the data (i.e., which characteristic predict performance). Planned contrasts indicated that subjects who received representative or randomly samples generally performed best. These results indicate that qualitative researchers must exercise extreme caution when selecting sampling units; if they do not exhibit a high degree of variance in the dependent variable then the validity of conclusions that are drawn may be severely compromised. References: Denrell, J. (2003). Vicarious learning, undersampling of failure, and the myths of management. *Organization Science*, 14(3), 227-243. Maxwell, J. A. (1996). *Qualitative research design: An integrative approach*. Thousand Oaks, CA: Sage Publications. Shadish, W. R., Cook, T. D., & Campbell, D. T. (2002). *Experimental and quasi-experimental designs for generalized causal inference*. Boston: Houghton Mifflin.

EFFECTS OF RESPONSE MODALITY (NORMATIVE VS. IPSATIVE) AND FAKING ON CONSCIENTIOUSNESS STRUCTURE

Táuriz, G., *University of Santiago de Compostela, Santiago De Compostela, Spain*; Alonso, P., *University of Santiago de Compostela, Santiago de Compostela, Spain*; Salgado, J.F., *University of Santiago de Compostela, Santiago de Compostela, Spain*; Moscoso, S., *University of Santiago de Compostela, Santiago de Compostela, Spain*

Abstract: In the last two decades, a series of meta-analysis showed that conscientiousness (C) is a valid predictor of job performance and other organizational criteria and that C generalizes validity across occupations. In spite of C validity, some researchers cautioned about the use of personality measures because they are susceptible of faking. Among other procedures for reducing/avoiding faking, ipsativization of items is one which has received more attention. However, a question scarcely researched is whether scoring modality (normative vs. ipsative) affects the factor structure of personality questionnaires, i.e. if the structure remains relatively stable independently of the way in which the questionnaire is responded. A second question is whether faking affects the factor structure and,

if there are effects, if they are the same for the two response modalities (normative and ipsative). These two questions were examined in the current study, using a personality questionnaire based on the Five Factor Model., and that it provides two versions: one normative and another ipsative. The conscientiousness scale of the questionnaire D5D (Rolland et Mogenet, 2001) in both versions were answered by 350 individuals, who responded both in a sincere condition and a faking condition. Therefore, the total number of questionnaires was $350 \times 4 = 1400$. Next, we carried out a factor analysis (principal axes) with every version in each condition, thus we conducted four factor analyses. The factor loadings as well as the coefficients of congruence Burt-Tucker were examined. The results showed that the factor structure of C as assessed by the D5D is affected by the response modality (normative and ipsative) as well as by the faking condition. Lastly, we discuss the implications of the results for the theory and practice of personnel selection.

USING GROUNDED THEORY ANALYSIS TO DEVELOP A STRUCTURAL THEORY OF WORKPLACE INCIVILITY

Aujla, S., *University of Guelph, Brampton, Canada*; Shalla, V., *University of Guelph, Guelph, ON, Canada*; Hausdorf, P., *University of Guelph, Guelph, ON, Canada*

Abstract: Workplace incivility represents intentionally ambiguous low-intensity deviant behaviours that violate social norms in organizations. Although low in intensity, workplace incivility, if not controlled, has been suggested to potentially result in high-intensity deviant behaviours, such as aggression and violence at work. Andersson and Pearson published a theoretical framework introducing the construct of workplace incivility in 1999. In spite of a great deal of focus on the topic since then, there is no extant empirical theory to understand workplace incivility. I used grounded theory analysis to develop a structural theory of workplace incivility that identified the key structural factors that explain how incivility manifests at work. I conducted semi-structured telephone interviews with nine participants who had experienced incivility spiral into overtly aggressive or violent behaviours within the past year at work. Three main categories were identified from the data - 'individual characteristics,' 'relational aspects,' and 'organizational culture and nature of work.' Each category had five higher-order concepts that represented critical factors within, between, and outside the individuals involved in incivility dyads. Interaction among these concepts provided the basis for the development of a structural theory of workplace incivility.

The fifteen concepts from this theory can be used by organizations to conduct holistic risk assessments of their workplace to ensure safe and non-toxic work environment. Also, this technique of developing a theory from the ground up, allowed an inductive approach to determine structural factors that would otherwise have been missed by incivility researchers using only a quantitative approach. In doing so, the use of grounded theory approach helped fill a significant gap in the quantitative literature on the pervasive organizational problem of workplace incivility.

Presentations: Knowledge Management and Transfer

Main topic area: Technology and Knowledge

Location: 2.1 Colorado (12:00-13:15)

Chair: Thomas, R., *Technical University of Brunswick, Braunschweig, Germany*

A PROCESS-ORIENTED VIEW ON THE TRANSFER OF EXPATRIATE KNOWLEDGE

Thomas, R., *Technical University of Brunswick, Braunschweig, Germany*; Kauffeld, S., *Technical University of Brunswick, Braunschweig, Germany*

Abstract: Systematical research into the knowledge generation process of expatriates was until now connected to their repatriation and it seems to be unquestioned that knowledge can only be transferred at the end of the expatriation process. This article proposes a process oriented approach as it shows that the expatriate is gaining new knowledge from the first day of his stay abroad on, which has to be reintegrated into the organization in a continuous process, accompanying the individual process of acculturation. An expatriate is according to acculturation models like Oberg's going through five phases until he has adjusted to the new cultural environment. The phases are not having the same length or duration for two individuals nor do all phases happen for all expatriates but the model is helpful as it is mapping the time-dependent adjustment to a foreign culture. During each of the phases the individual is gathering specific knowledge which will only be reflected and available during a certain time frame. As the distance and therefore perceptions change during the acculturation process, the knowledge which is not captured and reintegrated into the organization at the right time, will change and transform into tacit knowledge which, at the point of repatriation, will be hard to recall as it has turned into implicitness.

By analyzing the learning diaries of current expatriates, this work is examining the acquired knowledge in each phase of the acculturation process, it analyses the mechanisms by which this knowledge is gained by the expatriate and gives practical recommendations how the knowledge can be passed on to the organization. The model used for this purpose is a four-field matrix, which, backing on Nonaka, uses the classification of knowledge by Polanyi into tacit and explicit knowledge. It combines the existing knowledge (beginning of the arrow) and the new form of knowledge (arrow-head), whereby the fields of the matrix show the means of knowledge transfer. Thereby the model is suitable to discuss advantages and disadvantages of forms of transfer between the foreign culture and the expatriate as well as between the expat and the organization.

PRACTICES ON COMPETENCIES TRANSFER IN A MULTICULTURAL WORK ENVIRONMENT: THE CASE OF MANAGERS IN A FRENCH COMPANY IN ROMANIA

Oprea Ciobanu, R., *Universite Lyon 2, Lyon, France*

Abstract: Conceptual framework Work studies in organizational environment (Strauss, 1999; Zarifian, 1996; Norman, 1993; Engestrom, 2000) have highlighted the role of technical and organizational artefacts in activities. With this proposed study we are attempting to investigate and explore the competencies transfer in a multicultural context. This ethnographical research is based on the understanding of the implementation processes of a company owned by France being operated in Romania. The research aims to identify the manner in which competencies are transferred from one country, one team or group work to another through the process of work environment. Knowledge transfer in diversity environments is quiet inseparable from learning and the sharing of the work practices in an organisation. Cooperative and collaborative skills are therefore required. To make these process available and effective for all employees the organization need to proceed carefully. Methodology The study maintained necessary focus on a textile company being operated since 1995 in Romania and currently working with 8 Romanian subcontracting textile manufacturers. In the first instance, we met with the French responsible of the company in Eastern Europe in order to understand the reason and rationale of their operational implantation and the stages of the activity transfer process. After the French company's agreement to participate to this research study, we had the opportunity to go and visit Romanian counterpart and do necessary interactions with the employees and the subcontractors in order to observe the work practices. The methods we

used for this study are diverse: activity's observations, interviews, photos and photo's consecutive verbalisations, document analyses, etc.). Results The first result demonstrates that the competencies transfer has a double dimension: (1) intuitive transfer (organizational artefacts are highly visible in this process) and (2) formalised transfer (technical artefacts are used). The findings of this study will help researchers and practitioners to have a better understanding of the knowledge transfer process in a multicultural context. It can also guide work and organizational psychologists in identifying and developing the key competencies needed for the activity.

MBTI AND IT INFLUENCE ON ONLINE LURKING AND ENGAGEMENT: A CASE STUDY

Pheiffer, G., *London Metropolitan University, London, UK*; Holley, D., *Anglia Ruskin University, Chelmsford, Essex, UK*; Jones, A., *London Metropolitan University, London, UK*

Abstract: The use of IT and technologies such as web2.0 in learning is rapidly increasing and the use of these has attracted considerable research. One issue is the engagement of learners in the learning process. While some learners actively engage others seem to 'lurk' rather than actively engage in the process. A common and often used definition of lurking is found on many websites and essentially states that lurking is very common practice of reading an online or e-mail discussion without taking part in the discussion. The use of the term 'lurking' seems to imply in its usage is that some people benefit a great deal from a discussion without ever offering to enrich it with their own information or ideas. For example, Kollock and Smith (1996) describe lurkers as 'free-riders', i.e., non-contributing, resource-taking members. Lurkers reportedly make up the majority of members in online groups and discussion lists in particular yet little is known about who they are, why they lurk, what they do, or how widespread lurking is among online groups (Nonnecke 2000). This practice is, however, not value neutral, indeed, there is a debate around the role and nature of the lurker'. Our position is to encourage more learner lurkers' to move from their silence to contribute to online discussions, and thus engage with their studies fully across the blend of learning offered. We do not consider lurking in the negative; understandably many people spend much more time reading or 'listening' than writing or 'speaking' online. The presentation uses both quantitative and qualitative data from a case study of a Occupational Psychology course and

its Blackboard (the institutional Virtual Learning Environment) discussion board use and explores the nature of lurking. Building on a previous piece of work (Holley and Pheiffer, 2009), the MBTI (Myers-Briggs Type Indicator) is used as a tool to try understand the online behaviour, specifically what contributes to lurking behaviour and engagement. From the case study areas for further research and practical guidelines as to how to introduce and manage online learning is suggested.

""Made in L. A. ""-A Documentary Film on Decent Work

Location: 2.13 Nile (12:00-13:15)

Alliance for Organizational Psychology - Milton Hakel

Location: 2.14 Amazon (12:00-13:15)

Chair: Hakel, M., *Bowling Green State University, Bowling Green, OH, USA*

Symposium: Perceived Employability in The Context of Job Insecurity

Main topic area: Changing Employment Relations

Location: 2.7 Meuse (12:00-13:15)

Chairs: Cuyper, N.E. de, *Katholieke Universiteit Leuven, Leuven, Belgium*; Bernhard-Oettel, C., *University of Stockholm, Stockholm, Switzerland*; Witte, H. de, *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: This symposium brings together four papers on the subject of perceived employability; i.e., the individual's perceived likelihood of obtaining and retaining a job. Perceived employability is placed in the context of job insecurity, defined broadly in either subjective terms (i.e., the worker's concern about potential job loss) or objective terms (e.g., temporary employment). The aim of the symposium is to discuss innovative approaches in research on perceived employability in a context of job insecurity. The symposium firstly addresses factors like career motivation, competencies, and job characteristics that may contribute to perceptions of employability in samples that are traditionally seen as insecure; namely students, in the study by Akkermans et al., and temporary workers in the study by De Cuyper and Forrier. Secondly, two

other papers investigate the role of perceived employability in relation to perceived job insecurity. The study by Mäkikangas et al. shows that job insecurity predicts changes in perceived employability over time. Berntson and Bernhard-Oettel investigate how perceived employability and job insecurity relate to the perceived quality of employment relationships and the individuals' reaction towards it. With these contributions, the symposium presents a broad picture with data from different countries (the Netherlands, Peru, Finland and Sweden) that are analysed with different approaches (variable approach in paper 1 & 2 and classification approach in paper 3 & 4). The symposium thus opens for an interesting final discussion of new findings relating perceived employability to job insecurity.

FROM A COMPETENT STUDENT TO AN EMPLOYABLE EMPLOYEE. THE RELATIONSHIP BETWEEN CAREER MOTIVATION, ENGAGEMENT, CAREER COMPETENCIES AND EMPLOYABILITY FOR INTERMEDIATELY EDUCATED STUDENTS PREPARING FOR THE LABOR MARKET.

Akkermans, J., *Utrecht University, Utrecht, The Netherlands*; Brenninkmeijer, V., *Utrecht University, Utrecht, The Netherlands*; Blonk, R., *TNO, Quality of Life, Hoofddorp, The Netherlands*

Abstract: Due to changes on the labor market such as increased need for flexibility, the traditional, organizational career is slowly being replaced by a career in which employees actively seek opportunities and take initiatives to develop their own careers. To be able to obtain and retain a job, experience less job insecurity, and subsequently develop a career, career self-management has become increasingly important for employees. Actively managing a career requires an individual to gain career competencies (i.e. abilities, skills, and knowledge) and to become employable. These statements also hold true for students preparing to make the school-to-work transition, who face many challenges trying to start a successful career. We propose that engagement and career motivation are predictors of employability, and that this relationship will be mediated by the development of career competencies. Preliminary results indicate that both work engagement and career motivation have a significant positive relationship with employability, as do career competencies. Moreover, career competencies seem to fully mediate the effect of career motivation and partially mediate the effect of engagement on employability. These results indicate that the development of

career competencies can play an important role in increasing employability of students who are about to make the transition to the labor market. Improving the preparation of these students by supporting them in the development of career competencies could be an important means of increasing their employability and decreasing job insecurity on the labor market.

JOB CHARACTERISTICS AND PERCEIVED INTERNAL AND EXTERNAL EMPLOYABILITY AMONG TEMPORARY AND PERMANENT WORKERS.

Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Forrier, A., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: JOB CHARACTERISTICS AND PERCEIVED INTERNAL AND EXTERNAL EMPLOYABILITY AMONG TEMPORARY AND PERMANENT WORKERS. Nele De Cuyper & Anneleen Forrier. K.U. Leuven, Belgium. Perceived employability concerns the individual's perceived likelihood of obtaining and retaining a job, either with the current organization (i.e., "perceived internal employability") or with another employer ("perceived external employability"). Perceived employability is mostly portrayed as a critical resource in the contemporary era of continuous change. Accordingly, it has attracted regained research attention in recent years. We want to contribute to current employability research in two ways. First, we aim to identify factors that may contribute to perceived internal and external employability. Previous studies in this respect have mostly focussed upon factors that are tied to the person, for example dispositions or competences. Unlike these studies, we advance job characteristics (autonomy, skill utilization and time pressure) as possible antecedents of perceived internal and external employability. Second, we pay specific attention to a group of workers for whom perceived employability is particularly relevant, namely workers in insecure jobs, as is the case for temporary workers as opposed to permanent workers. Our overall aim then is to investigate autonomy, skill utilization and time pressure in relation to internal and external perceived employability among temporary and permanent workers. Data was collected in Spring 2008 in a sample of 652 Peruvian workers from eight organizations. Results from regression analyses showed that temporary workers perceive themselves to be more employable than permanent workers, both in the internal and the external labour market. Furthermore, autonomy and time pressure related positively to perceived external employability, and the relationship between time pressure and perceived external employability was partic-

ularly strong among temporary workers. Furthermore, skill utilization related positively to perceived internal employability. This relationship was again relatively stronger among temporary compared with permanent workers.

A LONGITUDINAL PERSON-ORIENTED VIEW TOWARDS PERCEIVED EMPLOYABILITY: INVESTIGATING THE ROLE OF JOB INSECURITY

Mäkikangas, A., *University of Jyväskylä, Jyväskylä, Finland*; Cuyper, N.E. de, *WOPP-Katholieke Universiteit Leuven, Leuven, Belgium*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Tolvanen, A., *University of Jyväskylä, University of Jyväskylä, Finland*; Kinnunen, U., *University of Tampere, Tampere, Finland*

Abstract: A wealth of studies have shown that perceived job insecurity carries substantial risks for the occupational health and well-being of workers. Instead, perceived employability is seen as a resource in today's labour market with favourable well-being outcomes. Studies, especially longitudinal ones, on the inter-relations between job insecurity and perceived employability are rare. The present study adds to our understanding on the development of perceived employability and the prospective relations between job insecurity and employability over a one-year period. The present study is based on one-year longitudinal data gathered among Finnish university workers (N = 1314). The main methods of analysis were Growth Mixture Modeling (GMM), Cholesky decomposition approach, and multinomial regression analysis. On the basis of the GMM, it was possible to identify four latent classes of perceived employability which were different from each other in the level and change over time. These latent classes were: 1) Stable relatively high perceived employability (n = 641); 2) Decreasing perceived employability (n = 45); 3) Increasing perceived employability (n = 24); and 4) Stable relatively low perceived employability (n = 603). In addition, job insecurity predicted the latent class membership of perceived employability. Low levels of job insecurity were associated with the favorable employability classes (i.e., stable and relatively high or increasing levels of employability), whereas high levels of job insecurity associated with the unfavorable employability class (i.e., decreasing levels of employability). The findings of this study revealed heterogeneity both in the level and change of perceived employability over the one-year follow-up period; thus, several diverse latent classes were found indicating either mean-level stability or change over time. Perceived job insecurity

turned out to contribute to the level and changes of employability over time.

ASSOCIATIONS OF PSYCHOLOGICAL CONTRACT PATTERNS WITH EMPLOYABILITY, JOB INSECURITY AND ORGANIZATIONAL OUTCOMES: A SWEDISH STUDY ON EMPLOYMENT RELATIONS

Berntson, E., *Stockholm University, Stockholm, Sweden*; Bernhard-Oettel, C., *University of Stockholm, Stockholm, Switzerland*

Abstract: Previous research has pointed out the psychological contract as an important factor in understanding modern employment relations. Although some attention has been put on the change of the contract's content it has been argued that psychological contract fulfillment, violation and perceptions of fairness and trust are more central for employment outcomes. In addition to investigating outcomes of employment relations it is important to further understand what characterizes people with good and bad employment relations. In this context, it may be argued that experiences of job insecurity and employability are associated with the quality of the employment relationship. In this study, we have investigated patterns of employment relations in working life and how such patterns relate to variables such as intention to quit and satisfaction. Furthermore, we specifically wanted to study if high levels of employability and job insecurity were overrepresented in some of these patterns. The study was based on questionnaire data from a sample of Swedish workers from three sectors. Cluster analyses were carried out on four variables reflecting employment relations (fulfillment of contract of employer and employee, trust and violation of psychological contract). Preliminary results indicate that the sample consisted of five distinct clusters of employment relations, comprising very positive as well as negative patterns. Furthermore, the preliminary results indicate that employment relations are bound to organizations rather than individuals. Also, in the clusters with poor employment relations, turnover intentions were stronger and job satisfaction lower than in other groups. High levels of employability and job insecurity were primarily found in poor employment relations. A possible explanation could be that the degree of job insecurity affects the quality of the employment relationship in a negative way. Furthermore, when employees find their relation to the organization to be poor they are more actively engaged in finding a new job, whereas in situations with good employment relations such intentions are not necessary.

Presentations: Organizational Values and Culture

Main topic area: Organizational Structure, Culture, Climate

Location: 2.9 Euphrates (12:00-13:15)

Chair: Ayub, N., *Leiden University, Leiden, The Netherlands*

THE ETHICAL ORGANIZATIONAL CULTURE AS A CONTEXT FOR MANAGER'S PERSONAL WORK GOALS

Huhtala, M., *University of Jyväskylä, Jyväskylä, Finland*; Hyvönen, K., *University of Jyväskylä, Jyväskylä, Finland*; Mauno, S., *University of Jyväskylä, Jyväskylä, Finland*; Feldt, T., *University of Jyväskylä, Jyväskylä, Finland*

Abstract: The aims of the study were to investigate, what kinds of personal work goals Finnish managers have, and how the ethical organizational culture is related to the contents of these goals. Goal processes can be seen as interactions between person and environment (Little, 2007), and our study contributes to both organizational culture studies as well as goal research by investigating the link between ethical culture and work goal contents. Personal work goals were inquired with an open-ended question, and the responses were approached using categories from a previous study (Hyvönen et al., 2009) and a data-driven qualitative analysis. The ethical culture of organizations was measured with the Corporate Ethical Virtues-scale (CEV; Kaptein, 2008). We used the total CEV-score and its' eight sub-dimensions: clarity, congruency of management, congruency of senior management, feasibility, supportability, transparency, discussability and sanctionability. The participants consisted of 902 managers from various organizations across Finland, who responded to a postal questionnaire study in Autumn 2009. The average age of the participants was 46.40 years (SD = 9.29), and 69.7 percent were men. 47.1 % of the participants were in upper management, and 52.9 % in middle management. Majority of the participants were working in the private sector (80.9 %), and a large majority had a permanent employment contract (98.4 %). Nine work-related goal content categories were found: (1) organizational goals (31.6%), (2) competence goals (24.5%), (3) well-being goals (10.0%), (4) progression goals (6.4%), (5) career ending or retirement goals (6.2%), (6) prestige and influence goals (6.1%), (7) job change goals (4.3%), (8) job security

goals (2.0%), and (9) financial goals (1.8%). The managers who reported organizational goals (e.g. the success or performance of the organization), also evaluated the culture of their organization to be more ethical. However, if managers named job change and career ending/retirement goals, they also gave lower ratings of the ethical culture. Therefore, investing into ethical virtues in the organizational culture can promote personal work goals that are profitable for the organization.

WHAT DO MANAGERS TRUST: SCIENTIFIC EVIDENCE OR THEIR GUT FEELING?

Ohlemann, S., *University of Mainz/Institute of Psychology, Mainz, Germany*; Dormann, C., *University of Mainz, Mainz, Germany*; Stumm, S., *University of Mainz/Institute of Psychology, Mainz, Germany*

Abstract: Aim When making decisions most managers have probably asked themselves the question whether they should trust what researchers propose as scientific evidence or whether they should base their decision on their gut feeling. Following Pfeffer and Sutton (2006), we refer to these types of knowledge-orientation as evidence-oriented management (EOM) and evidence-substitute-orientated management (ESOM). The lack of EOM in managerial practice recently gave rise to a vivid discussion of the concept of evidence-based management (EBM). EBM is founded on the idea of evidence-based medicine. Since there is no empirical evidence for the concept of EBM so far, we aimed at investigating what kind of knowledge organizations use and if they differ from each other in this regard. We expected to find the above-mentioned two factors, EOM and ESOM, which together characterize the level of EBM in an organization. Method A new questionnaire to measure different types of knowledge acquisition and knowledge-based decision-making was applied to 11 public administration agencies. The items referred to the knowledge acquisition and decision-making of top managers or 'how this is done in the organization,' and they were given to employees at lower organizational levels. The data were analyzed using CFA and exploratory PCA of individual and aggregated data (when ICC and rwg indicated sufficient agreement within organizations). Results Our findings confirmed the two proposed knowledge-orientations: EOM and ESOM. Furthermore, EOM can be further differentiated into internal EOM and external EOM (use of evidence from inside and outside the organization). Furthermore, results demonstrate that organizations differ in their level of internal and external EOM. Conclusions The fact that organizations differ in their level

of EOM and that employees share perceptions of how their organization acquires and uses knowledge suggests that EOM can be conceptualized as an organizational climate. Organizational EOM climate might well be able to predict organizational performance, which future studies have to confirm. Furthermore, organizational climate literature suggests that for a climate to emerge, specific foundation issues need to be established, which should be identified and confirmed by future research, too.

A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE PORTUGUESE ORGANIZATIONS CONSIDERING THEIR ORGANIZATIONAL VALUES.

Ramos, V., *Faculty of Psychology and Educational Science, Porto, Portugal*; Morais, T., *Faculty of Psychology and Educational Science, Porto, Portugal*; Jordao, F., *Faculty of Psychology and Educational Science, Porto, Portugal*

Abstract: Organizational values do not only influence the organization, but are influenced by organizational characteristics. Studies have been made to identify the relationship between organizational values and the legal form of organizations, but each organization is subject to the cultural context where it performs. To Felcman (1999) public organizations are characterized by a low orientation to people and to organizational goals, while private organizations have a low orientation to people but a high orientation to their goals. Culture is a regional concern and the results founded by Felcman do not necessarily relate to the reality of other countries but are a starting point to make hypothesis. Our study presents the significant differences between public and private organizations in Portugal according to their organizational values. We divided Portugal in three regions (North, Centre and South) to compare differences between them. The 50% of the organizations belonged to the public sector and the other half to the private sector. We selected 300 organizations with different ages, different sectors of the economy and different sizes. We analyzed their web sites and the documents published on them. This allowed us to identify the explicit and implicit values that the organizations communicate. The analyzed values worked as elements of the actual and desired behaviour that the organizations wanted for their employees. We used content analysis in the identification of the organizational values and each value was related to a description. The determination of the differences between public and private organizations was made using the Mann-Whitney test. The mean-rank allowed us to

identify which value was a characteristic of which specific legal form. This type of study may be a reference to researchers of other countries as a way to identify the organizational values on their specific culture. As a consequence, it also provides the procedure used to relate the identified values to the organizational characteristics. Through this study, the legal form can be used as a predictor of the presence of specific values and it sets the necessary basis for cultural comparisons between organizations, regions and countries, as a contextualization of organizational studies in Portugal.

TYPE OF GROUP CULTURE IN ETHNICALLY DIVERSE WORKGROUPS AND COMMITMENT

Ayub, N., *Leiden University, Leiden, The Netherlands*; Kalyal, H., *NUST, Islamabad, Pakistan*; Ayub, A., *Florida Institute of Technology, Orlando, FL, USA*

Abstract: In this study, we examine the moderating role of organizational culture in ethnic diversity to commitment relationship. We focus on two types of commitment: attitudinal commitment and job satisfaction as it appears that the interpersonal issues related to national differences, in ethnically diverse groups, are likely to affect such types of commitment. Attitudinal organizational commitment is the degree of involvement that a person has with his or her employing organization (cf. Hakim & Viswesvaran, 2005). Job involvement is the degree to which employees psychologically relates to his or her job and to the work performed therein (cf. Hakim & Viswesvaran, 2005). Whether diversity brings work-related advantages or not, it appears to negatively affect members' commitment, which is likely to reduce effective performance. We, therefore, hypothesize that ethnic diversity will be negatively related to commitment. We use the concept and definition of organizational culture in terms of culture at the group level. Organizational culture is defined as a pattern of shared basic assumptions that group members learn as they adapt to and integrate into a group (Delobbe, Haccoun, & Vandenberghe, 2002). We hypothesize that group culture will positively affect this relationship, that is, it will serve as a moderator of the relationship such that members of ethnically diverse workgroups will have higher commitment in the presence of people-oriented culture compared to groups with task-oriented culture. We are collecting data through a field study using surveys including selected scales in Pakistan. The measures will first be translated into Urdu. We use the organizational culture questionnaire developed by Delobbe et al. (2002). We have Allen and Meyer (1990) commitment scale to measure attitudinal (affective) commit-

ment and Kanungo (1982) scale to measure job involvement. We will control for group size, gender, race, and general levels of conflict in all the analyses. We will conduct psychometric analyses (e.g., factor analyses, reliability tests) to validate the constructs. Regression analyses will be run to test main effects and moderation hypotheses. This study will emphasize the importance of group culture for managing diverse workgroups and maintaining individuals' commitment.

Presentations: Labor Market Issues - Inclusive Organizations

Main topic area: Labor Market Issues

Location: Auditorium 1 (12:00-13:15)

Chair: Nijhuis, F., *Maastricht University, Maastricht, The Netherlands*

SALIENT COMPONENTS IN SUPPORTED EMPLOYMENT PROGRAMS: PERSPECTIVES FROM EMPLOYMENT SPECIALISTS AND CLIENTS

Corbiere, M.C., *Universite de Sherbrooke, Longueuil, Canada*; Lanctôt, N., *Universite de Sherbrooke, Longueuil, Canada*

Abstract: Background: Supported employment programs are now recognized as evidence-based practices to facilitate the work integration of people with severe mental disorders. However, a better understanding of the key components of SE programs is needed to identify those most important factors in helping people with severe mental illness obtain and maintain competitive employment. Aim: This study is part of a larger study conducted on SE programs in three Canadian provinces: British Columbia, Ontario and Quebec. The purpose of this prospective study is to identify the most salient components of SE programs for facilitating work integration from the perspectives of the employment specialist and clients with severe mental illness. Method: Semi-structured interviews were conducted with 69 employment specialists and ninety-nine (99) clients who successfully obtained employment through SE programs in three Canadian provinces. Results: The findings describe five themes important to getting a job and to keeping a job: 1) philosophy of the program, 2) programmatic SE components, 3) employment specialists' skills and characteristics, 4) clients' skills and characteristics, and 5) elements related to employers. Employment specialists perceived a positive attitude and a client-centered program philosophy to be important for obtaining employment, while

they perceived the support offered, the frequency and length of the follow-up as essential elements for maintaining a job. Clients perceived the employment specialists' skills and characteristics (e.g., positive attitude, marketing skills) to be important components. Conclusions: Employment specialists' skills and characteristics are closely intertwined with programmatic SE components and program philosophy to help people with severe mental disorders obtain and maintain employment. These results suggest a need to update the essential components in SE programs, or to include additional SE components.

THE CAUSES AND CONSEQUENCES OF ATTRIBUTION OF RESPONSIBILITY AMONG THE LONG-TERM UNEMPLOYED INDIVIDUALS

Retowski, S., *Warsaw School of Social Sciences and Humanities, Sopot, Poland*

Abstract: According to Brickman et al. (1982), a clear distinction between the attribution of responsibility for a problem and the attribution of responsibility for a solution is necessary to our understanding of four models of coping with difficult situations. In our research the theoretical model of Brickman's et al. was applied to unemployment situation. The first research aim is to understand the factors that impact personal responsibility and to investigate further consequences of the phenomenon. The aim of the second study is to examine the role of intelligence and personality traits in predicting personal responsibility for a problem of unemployment and personal responsibility for finding a job. Data from two studies of Polish unemployed are presented. In the first study 300 long-term unemployed were examined. In the second study 388 long-term unemployed, participants of two training programmes, were rated on Big 5-personality questionnaire and their general level of intelligence was estimated. In both studies attribution of responsibility for a problem and for a solution were assessed. Results have shown that Big 5 dimensions are better predictors for personal responsibility for finding a job than for responsibility for a problem. Contrary to expectations, the results have revealed that intelligence has no relationship with two types of responsibility. In line with the theory, our findings confirm that style of coping is related to hopelessness, life satisfaction, job-search intensity and perception of negative consequences of unemployment. Multiple hierarchical regression analyses support the hypotheses that personal responsibility for a solution mediates the relationship between well-being (hopelessness, life satisfaction, perception of negative consequences of unemployment) and perception

of chances to take on a new job. The present study indicates that the Brickman's models of coping appear to be valid for the understanding of behaviour of unemployed people. Personal responsibility for finding a job seems to be more important than responsibility for a problem. These findings indicate a potential for more effective vocational counselling.

EVALUATING THE MOTIVATION TO GET AND SUSTAIN EMPLOYMENT IN PEOPLE WITH SEVERE MENTAL ILLNESS.

Villotti, P.V., *University of Trento, Rovereto, Italy*; Corbiere, M.C., *Universite de Sherbrooke, Montreal, Canada*; Zaniboni, S., *University of Trento, Rovereto, Italy*; Fraccaroli, F.F., *University of Trento, Rovereto, Italy*

Abstract: Background: Despite the proliferation of programs developed in the last decades to help people with mental illness gain and sustain employment, those persons still experience a very high unemployment rate and a short job tenure. One of the major theme found in the literature identified as being important in helping participants return to work or remain employed following the onset of a severe mental illness is having the motivation to work. To our knowledge, no specific instrument has been developed to specifically capture the motivation to find and keep a job in persons with severe mental illness. Aim: The purpose of this study is to determine the validity of the Motivation to Find a Job and the Motivation to Keep a Job scales in individuals with severe mental illness. Method: To achieve the main objective of the study, two studies were needed. Study 1: validation of the Motivation to Find a Job scale with a Canadian sample (people with severe mental illness registered in supported employment programs, n=366). Study 2: validation of the Motivation to Keep a Job scale with an Italian sample (people with severe mental illness employed in social enterprises, n= 268). Results: Exploratory Factor Analysis suggested a one-dimension scale explaining 55,1% of variance. The Motivation to Find a Job scale has an internal consistency alpha coefficient of 0.85. Confirmatory Factor Analysis conducted on both samples showed good fit indices. Conclusions: The validation of the Motivation to Keep a Job scale offer to the scientific community and to different stakeholders a useful tool to measure the motivation to work in people with severe mental illness. Also, knowing more about the motivation to work in this population can be important for the research field, being the motivation a significant predictor of vocational success.

INCLUSIVE ORGANIZATIONS: A NEW PERSPECTIVE

Nijhuis, F., *Maastricht University, Maastricht, The Netherlands*; Mulders, H, *UWV, Amsterdam, The Netherlands*; Zijlstra, F.R.H., *Maastricht University, Maastricht, The Netherlands*

Abstract: Jobs have become more complex, and therefore impose a high level of demands on workers: such as a higher level of responsibility, professional skills, social and organizational skills. People want to have more control over their activities. Modern work processes are focused on teamwork and on a flexible workforce. Work processes are often built on a socio-technical approach leading to jobs that minimize coordination problems. Both developments are influencing the capacities workers need to have to function on the labour market. The modern worker has to be flexible, autonomous, and to be able to work in groups under high pressure. Most jobs consist of a high variety of tasks, simple and more complex tasks. These developments have an impact on the labour participation of persons with disabilities, since most of these tasks cannot be fulfilled by workers with a disability. It is generally acknowledged that persons with disabilities have in general a lower level of education than persons without a disability. Therefore they often need jobs that exist of elementary tasks (high routine, low responsibility, structured, etc.). In the same time in most developed and underdeveloped countries, social security policies are developed to increase the participation of persons with disabilities. This participative approach can also be seen in different international conventions or agreements (UN convention, EU Agreement Lisboa). These two lines, 1) jobs becoming more complex and 2) a need to increase the participation of persons with disabilities, are conflicting. Yet, there is a possibility to overcome these conflicting tendencies. A newly developed approach shows that it is possible to create new jobs based on an analysis of the work processes and the existing functions. Goal of this analysis is to split current jobs in two different types of jobs: those consisting of elementary tasks and those consisting of the more complex activities. This makes it possible to use the qualities of the professional and in the same time creating jobs for persons with disabilities. Thus organizations can become more inclusive: and it presents a new perspective for increasing the labour market position of people with disabilities and creates jobs that are tailored to the qualities of various groups of employees.

BEYOND THE ORGANIZATION VS SELF DICHOTOMY –
THE ROLE OF REFERENCE GROUPS IN INDIVIDUAL CAREERS

Gubler, M., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Tschopp, C., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Gerber, M., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*; Grote, G., *Swiss Federal Institute of Technology Zürich (ETH), Zürich, Switzerland*

Abstract: The debate regarding the often claimed occurrence of 'new careers', characterized by increasing mobility, boundary crossing and self-directedness, and the assumed decline of the traditional, organizational career is a key theme in current career literature. One major shortcoming of 'new career' concepts is their rather vague and one-sided conceptualization. They stress the increasing importance of the individual career actor as compared to the employing organization, but tend to neglect other potentially relevant reference groups such as occupational communities and family. The focus on the dichotomy 'organization versus self' in the current academic discourse may therefore not adequately represent an individual's career reality and impede theoretical and practical progress in career research and career management practices. This presentation is based on an ongoing longitudinal study of participants in two managerial education programmes at Swiss universities. The two programmes focus on currently employed individuals who aspire to a job change, either in terms of upward movement within their current organization or in terms of changing employers and, possibly, occupations. The results will be based on two waves of semi-structured interviews. The first interviews were collected this summer (n=23), a second, larger set of interviews will be conducted in November 2010. Preliminary results indicate that social reference groups may, indeed, be of high relevance for individual careers. For example, extra-organizational reference groups seem to be central to an individual's evaluation regarding his or her own career success. Also, the number and the diversity of social reference groups an individual is engaged in seem to be positively related to the frequency of an individual's career transitions. Our findings reinforce the need to think beyond the dichotomy 'organization versus self' in the new careers literature. Taking into account the role of social reference groups for individual career transitions may also be of practical relevance in various ways. For example, it may be beneficial in the further tailoring of postgraduate management programmes as well as in enhancing organizational career management schemes. Also, the

results may inform career counsellors and HRM professionals with regards to individual career coaching. Further implications will be discussed at the conference.

Symposium: New European Industrial Relations (Neire): The Top-Ten for innovative employment relations

Main topic area: Changing Employment Relations

Location: Auditorium 2 (12:00-13:15)

Chairs: Munduate, L., *University of Seville, Seville, Spain*; Euwema, M.C., *Katholieke Universiteit Leuven, Leuven, Belgium*; Elgoibar, P., *University of Seville, Seville, Spain*; Ittner, H., *University Otto Von Guericke, Magdeburg, Magdeburg, Germany*; Medina, F.J., *University of Seville, Seville, Spain*; Nauta, A., *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: In the XXIth century employment relations are changing very quickly to be adapted to the new European context, where globalization and competitiveness are priorities. The effect of the new employment relations in the negotiator role from shop stewards will be discussed, as they need to be empowered to negotiate the changing conditions for workers. The European comparative analysis of the different Industrial Relations systems, and of their effects on social agents and society itself, allows us to pre-empt the changes brought about in other countries, and to learn from their successes as well as from their errors. It will be made up of the partner organisations involved in, and in charge of Research on Industrial Relations in Europe, in order to put into practice improvement strategies through knowledge transfer and action plans which are more efficient for society. In this symposium an array of relevant contributions on this issue will be presented. Euwema will focus on Belgium, Nauta will consider the situation in The Netherlands, Viemose will reflect about the Danish context, Ittner will present the German situation and Munduate, Elgoibar, and Medina will report about the situation in Spain. The Authors will adopt an integrative analysis to show the influence of national characteristics of the countries, union's policies, and characteristics and perceptions of the union representatives. These contributions will provide the opportunity of getting a comprehensive overview of recent research developments affecting the role of union representatives in the context of the new European industrial relations, and getting to know about the NEIRE project.

CULTURE AND GENDER AS MODERATORS IN THE NEGOTIATOR ROLE OF EUROPEAN SHOP STEWARDS

Elgoibar, P., *University of Seville, Sevilla, Spain*; Euwema, M.C., *Katholieke Universiteit Leuven, Leuven, Belgium*; Munduate, L., *University of Seville, Sevilla, Spain*; Medina, F.J., *University of Seville, Sevilla, Spain*

Abstract: An important role of the shop steward is negotiating with management on behalf of the employees. Acting as a mediator between management and their co-workers, they find themselves often in a challenging position, and in many European countries it becomes more and more difficult to attract and maintain competent shop stewards. In this, it is remarkable, that still only a small percentage of shop stewards appear to be female, compared with men. Do women also have a different idea on the role of a shop steward, and have different ways of negotiating and conflict management? In this project we explore the experience of work by male and female shop stewards. Do they perceive different levels of stress in their role, and different demands and job resources? And is their approach to conflict and conflict management different from their male colleagues? In the following study we analyze a sample of more than 2000 shop stewards, both male and female, from five European countries (Spain, Belgium, Holland, Denmark and Germany) to investigate these issues. We arrive at the conclusion that women perceive autonomy and social support differently than men, but only in the more masculine countries. Whereas, in the more feminine ones the perception is similar. Consequently, the conflict management behavior of men and women is affected differently. We focus on the accommodating behavior in women, which we see as detrimental to their position and the holding of power inside the organizations. We explore interventions to promote women in the role as shop stewards.

I – DEAL EMPLOYMENT RELATIONS.

Nauta, A., *University of Amsterdam, Amsterdam, The Netherlands*

Abstract: In the XXIth century employment relations are changing very quickly to be adapted to the new European context. As there is a growing need for more flexibility and individual freedom in negotiating working conditions, I-deals are getting popular in some European companies. Employees prefer personal flexibility due to individual needs and interests that are more and more diverse in relation to working hours, schedules, personal development, work-home balance, task

content, etc. Employers prefer flexible arrangements to meet the specific demands and labour situation in their organisation. To increase I-deal making, organizations have to build trust, justice and social exchange relationships at collective and individual levels. What should shop stewards do in this new context? Should they promote or discourage i-deal making at the level of individual employment relations? Could it be that this is dependent upon the trust level within the organization? Aukje Nauta will answer these and other questions, based on a questionnaire study performed in 2008 among Dutch shop stewards, as well as best practices that are currently on the rise within Dutch organizations.

IMPACT OF PERCEIVED PROCEDURAL JUSTICE ON BURN-OUT OF JOB STEWARDS

Ittner, H., *University Otto von Guericke, Magdeburg, Magdeburg, Germany*; Euwema, M.C., *Katholieke Universiteit Leuven, Leuven, Belgium*

Abstract: The Job Demands-Resources Model (e.g. Bakker & Demerouti, 2007) stresses the importance and ability of job resources (e.g. autonomy) to buffer negative impacts of job demands (e.g. emotional demands). Based on that we want to introduce theoretically and empirically perceived procedural justice as a crucial, so far carelessly neglected factor differentiating the relationship between job resources and burn-out. For that reason we conducted an online standardized questionnaire addressed to shop stewards in Germany (N=509). Even for that quite specific sample results confirm impressively the impact of perceived procedural justice on burn-out. Results allow important theoretical conclusions for organizational justice research differentiating the interplay of procedural justice, job resources and job demands and their impact on burn-out as well as for the design of organizational interventions in practice.

COOPERATIVE BEHAVIOUR: THE DANISH WAY OF LIVE.

Viemose, S., *Kalovig Center, Ronde, Denmark*

Abstract: Following Tjosvold (1999) "management and union representatives with cooperative goals expressed their opposing views openly, listened open-mindedly and convey to work for mutual benefit". In this study we focused on the relation between trust in management, perceived union support and the conflict management pattern followed by shop stewards and the

moderator effect of the power distance in these relations. Analyzing the data among 474 Danish shop stewards from different industrial sectors we concluded that Danish Shop Stewards use a more cooperative pattern when they manage conflicts with the management than in other European countries with a higher power distance culture as Spain. Furthermore, the high level of trust in the management lead on direct information exchange helping the cooperative behaviour while the perceived union support doesn't influence in their conflict pattern.

12:30-13:30

Posters session: Technology and Knowledge, Research and Methodology, Consumer Behavior and Marketing

Location: Expo (12:30-13:30)

; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

UNIVERSAL TESTING SYSTEM

Burokas, J., *Human Study Centre, Vilnius, Lithuania*; Chomentauskas, G., *Human Study Center, Vilnius, Lithuania*; Dereškevičienė, E., *Human Study Center, Vilnius, Lithuania*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: Universal Testing System is a online based tool for creating, publishing and analyzing different types of tests and surveys. This system allows user to enter different types of questions (with pictures or videos as well), adjust presentation settings (provide questions in random order, in groups, limited time for answering etc.), add filling directions and send invitations for participants. User also can choose what kind of statistics to use for data analysis. Universal Testing System provides possibility to use not only descriptive statistics, but also to make higher level analysis evaluating such parameters as standart scores, standar deviations, scale values, Cronbach's alfa etc. and making various comparisons. Finally, the system allows to create and send different types of reports (individual, group, department, company) where unique statistics and its interpretations will be shown. Universal Testing System provides user with usefull wizards, questions filling forms, reports templates that will let to create even advanced surveys such as 360 degree feedback survey or organizational survey in quick and easy way. Moreover, tests' validity and reliability surveys

also can be done using the system. In conclusion, Universal Testing System is a highly functional tool which can help to optimize process of working with tests of different types and difficulty.

DIGITAL SIGNAGE AS AN INTERNAL CORPORATE COMMUNICATION CHANNEL: A GOOD WAY TO TRANSFER KNOWLEDGE?

Retzbach, A., *University of Koblenz-Landau, Landau, Germany*; Schneider, F.M., *University of Koblenz-Landau, Landau, Germany*; Maier, M., *University of Koblenz-Landau, Landau, Germany*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: To meet the challenges of today's business world (e.g., increasing competition, the permanent need for change) organizations need well informed and qualified employees who know about the organization's objectives and flexibly adapt to new situations. An important prerequisite for such behavior is a good information flow. While communication and information technologies in offices are boosting, blue-collar workers still hardly have access to the digital flow of communication at work, for instance via intranet or e-mail. To provide them with up-to-date information, organizations might use an innovative technical system called Digital Signage (DS). On specially installed screens a number of alternating charts with text, pictures or films can be presented. DS is best known for its use in out-of-home advertising (e.g., in-store marketing near cashpoints in department stores) but it offers many possibilities for internal communication too. Given that employees accept and use DS, this technology should facilitate the employees' knowledge acquisition for the presented information is easily accessible and can quickly be updated and adapted to local circumstances. To evaluate the usage of DS, its acceptance, and the effect on knowledge acquisition, we conducted a multi-methodological study (N=115) in two stores of a European retailing company with a DS system, including standardized observation, questionnaires, focus-groups, and a memory test. The results show that the majority of the personnel do look at the screens during their breaks and accept this information technology very well"even better than the company's in-house magazine and its business TV programme. Crucial to the acceptance were a high actuality of the content and its relevance for the daily work-routines of the employees. Still, the memory test revealed that most of the presented information was not retained by the majority of the personnel. Based on the results of our study, we discuss the merits and demerits of DS in contrast to other internal media and

describe under what conditions DS might provide an added value for an organization. Furthermore, we recommend running an analysis of costs and benefits before establishing a DS system and give some practical advice on the criteria to consider in such an analysis.

KNOWLEDGE MANAGEMENT PROCESSES: A CROSS-NATIONAL AND CROSS-SECTORAL MODERATION STUDY

Ferreira Peralta, C.M., *University of Coimbra, Coimbra, Portugal*; Cardoso, L., *University of Coimbra, Coimbra, Portugal*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: This study seeks to present and empirically validate a procedural model of knowledge management processes that includes strategic knowledge management (SKM), cultural orientation towards knowledge (COTK), knowledge management practices (KMP) and social and discursive knowledge management (SDKM) (Cardoso, 2003), and to analyze the strength moderator effects of country (Portuguese industrial sector and Brazilian Industrial sector) and sector (Portuguese industrial sector and Portuguese local government sector). This research took the form of a cross-sectional questionnaire study. Three different samples were used: subjects from Portuguese industrial sector ($n = 1215$), from Brazilian industrial sector ($n = 633$), and from Portuguese local government sector ($n = 1361$). We used an established questionnaire: Knowledge Management Questionnaire - Short Form (Cardoso, 2003). In terms of analytic strategy, measurement invariance, configural invariance of the structural model and strength moderation were undertaken through multi-group structural equation modeling using maximum-likelihood estimation procedures. Empirical evidence supported the proposed model across Portugal (industrial and local government sectors) and Brazil (industrial sector). Indeed, the various measures of goodness of fit used indicated that the proposed model had a good fit with the data. The core of the structural model proposes that strategic knowledge management affects knowledge management practices and social and discursive knowledge management through the mediation of cultural orientation towards knowledge. These results evidence strategic knowledge management as an engine of the whole process and cultural orientation towards knowledge management as a core vector of knowledge management. Moreover, the effects of SKM on COTK as the effects of last process on SDKM were significantly different across Portuguese sectors. Also the moderator country moderates the strengths of the following paths: COTK - KMP,

and COTK - SDKM. We discuss the implications of this study for research and practice, shedding light on the process of knowledge management. The study provides empirical and conceptual supported mechanisms for organizations to manage knowledge in a sustainable and competitive way, considering moderation aspects. Moreover, the relationships hypothesized foster knowledge management integration through the incorporation of neglected constructs, namely strategic knowledge management and cultural orientation towards knowledge.

WHO CONTRIBUTES TO LEARNING IN VIRTUAL COMMUNITIES OF PRACTICE – ESTABLISHING A MEMBER TYPOLOGY

Fischer, J.A., *Ludwig Maximilian University, Munich, München, Germany*; Eberle, J., *Ludwig Maximilian University, Munich, München, Germany*; Stegmann, K., *Ludwig Maximilian University, Munich, München, Germany*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: Virtual Communities of Practice (VCoP) are considered promising means for situated learning through knowledge communication within and between organizations. The attachment to the community and its task (i.e., sense of virtual community, intrinsic motivation) has been regarded as an important predictor for the amount and quality of knowledge communication. In contrast, important aspects known from research on small group learning (i.e., domain-specific expertise, self-efficacy expectancy, personality traits of the individuals) are often neglected. Our contribution aims to reveal typical profiles of members of VCoPs based on the before mentioned aspects to verify the classification of members into core group, active members, and peripheral participants. Based on questionnaire data of 61 members of a mailing list of software engineers and analyses of their contributions to the mailing list during the last five years, three types of users could be identified via cluster analysis: 'attached experts', 'non-attached experts', and 'non-attached novices'. Furthermore, we identified several core group members regarding the number of written messages. However, these members did not participate in our survey. 'Attached experts' are characterized by high levels of expertise, self-efficacy, and attachment to the community, as well as specific personality traits (i.e. extraversion, agreeableness). 'Non-attached experts' also display high amounts of expertise and efficacy, but neither report any relatedness nor have personality traits associated with knowledge sharing behavior. 'Non-attached novices' neither show expertise

nor attachment to the community, yet their high scores on specific personality traits like conscientiousness and agreeableness imply their willingness to share and acquire knowledge. External validation gave further support to our findings: 'Attached experts' wrote substantially more emails, showed higher amount of helpfulness and reported more altruistic motives for participating than 'non-attached experts' and 'non-attached novices'. However, 'non-attached novices' have been with the mailing list for a shorter time than 'non-attached experts'. Our findings clearly showed the existence of active members ('attached experts'). The peripheral participants split up into two subgroups: 'non-attached experts' and 'non-attached novices'. Human resource managers may concentrate on the integration of non-attached novices because the personality traits of non-attached experts make it less likely to support their development towards active membership.

A DECADE OF INVESTIGATION ON KNOWLEDGE MANAGEMENT: LESSONS LEARNED AND FUTURE CHALLENGES

Meireles, A., *University of coimbra, Coimbra, Portugal*; Cardoso, L., *University of Coimbra, Coimbra, Portugal*; Monteiro, S., *University of Beira Interior, Covilha, Portugal*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: During the last ten years in the Faculty of Psychology and Education Sciences at the University of Coimbra (FPCEUC), a set of approximately thirty investigations have been carried out with the objective of studying the subject of knowledge management (KM), seeking to clarify its role in organizational performance and its relationship with other organizational processes. Those investigations were developed in articulation in public and private, national and international organizations, belonging to various sectors of activity (manufacturing, creative industries, public administration, higher education, tourism, social economy, services). In this communication we intend to reflect on the studies made up to now, systemizing and discussing the results obtained and looking at future directions in the sphere of knowledge management. In this sense, we appoint three main objectives for the communication proposed. First, to focus on conceptual issues about knowledge and its management, emphasizing the conceptual model that served as a basis for all the investigations carried out. Second, to describe the instrument designed from that model - the Knowledge Management Questionnaire (KMQ), which allowed us to carry out all the studies developed and devoted to the knowledge management field. Lastly,

to review some of those investigations, with the objective of exploring the variables studied, the methodologies used and the results obtained. Overall, the results showed the impact of knowledge management on organizational performance (considering economic, social and environmental dimensions) and also the importance and contributions of some additional organizational variables, as facilitators or inhibitors factors, for the knowledge management. Within this set of factors, we can point the following: information and communication technologies; work-life quality; organizational commitment; human resource management; and quality management. To conclude, we aim to formulate some considerations about the route taken, mentioning the contributions allowed by the reviewed studies. We also undertake some suggestions for future investigations.

KNOWLEDGE SHARING NETWORKS: AN INTER-ORGANIZATIONAL STUDY

Meireles, A., *University of coimbra, Coimbra, Portugal*; Cardoso, L., *University of Coimbra, Coimbra, Portugal*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: In the 'Knowledge Age' the competitive advantages of an organization are supported not only by its business activity but also by the value of its intangible resources. In this context, organizational knowledge and its management have attracted much attention as key success factors in today's unpredictable and highly competitive environments. Much of the conceptual and intervention knowledge management issues have been heavily focused on the intra-organizational level, which is in harmony with the assumptions of the inter-organizational competitiveness paradigm. Currently, knowledge management literature reached the point of acknowledging the importance of the inter-organizational level, consonant with the network and cooperative paradigm. Following this, we intend to present an investigation project that we are developing at this moment, and it is focused on knowledge sharing networks in an inter-organizational dimension. In this sense, we aim to present the main theoretical assumptions that sustain this project, its objectives and research design, considering participant's agents/organizations and methodology. In advance, we can state that the main objective of this investigation is to analyze the functioning of a formal business network, which involves a coordinator institution, 42 business association and more than 10.000 enterprises, belonging to the centre region of Portugal. We intend to develop this analysis through the knowledge sharing

network approach. We planned to analyze the potentially relevant role and performance of each knowledge agent in the development, promotion and success of the knowledge sharing within that business network. To carry out this project, a social network questionnaire is already elaborated, and aims to identify: main knowledge sharing partners; knowledge areas which are shared; frequency of the sharing behaviors; importance of the sharing behaviors for the organizational performance. The data gathered will be analyzed through the technique of social network analysis, and they allow depicting the knowledge sharing profile of the business network, considering a set of network metrics (e.g. connection, distance/distribution, prominence, mediation, isolation, popularity and centrality). Few organizations accomplish their missions or their necessary knowledge resources by acting alone. That's why we believe in the importance and impact of the conceptual and practical implications underlying the inter-organizational knowledge sharing networks.

RESEARCH AND METHODOLOGICAL PRACTICES IN THE FIELD OF COGNITIVE STYLES: A TWO-DECADE REVIEW

Cools, E., *Vlerick Leuven Gent Management School, Gent, Belgium*; Armstrong, S.J., *Hull University Business School, Hull, UK*; Sadler-Smith, E., *University of Surrey, School of Management, Surrey, UK*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: In line with the increased attention for cognition within work and organisational psychology, quite some research has been done in recent years on cognitive styles (i.e., consistent individual differences in ways of organising and processing information). Cognitive styles are considered to be crucial determinants of organisational behaviour that manifest themselves in individual workplace actions and in organisational processes. Following the broad interest in cognitive styles, this study aims to provide further insights into the research and methodological practices that have shaped this field over the past two decades and to shed light on possible gaps and avenues for future research. Although different scholars express the need for using particular research designs and methods within the cognitive style field, these calls for the further methodological development of the field tend to be piecemeal and not based on any systematic review. Based on a carefully designed selection process, 102 style-related articles (representing 175 studies) were included in the methodological review. These articles were content-analysed using a coding scheme that focused upon the

theoretical framework, research design, measurement, and data analytic approach. This content analysis shows that the field of cognitive styles research mainly uses quantitative, cross-sectional, and single-source designs and heavily relies on self-reports, sample surveys, and student samples. International collaborative studies are scarce. While these findings might indicate a potential vulnerability to internal and external validity, a rather strong emphasis on construct validity has also been found. In conclusion, three specific recommendations are made to further enhance the rigour and relevance of the cognitive style field: (1) triangulation by striving towards more diverse research designs and ways of data collection; (2) collaboration by increasing both scholar-practitioner cooperation and the number of international studies; and (3) contextualisation by embodying the context as well as a time dimension in style research, by conducting more multi-sample studies, and by striving towards more purposeful sampling. To further increase the value of this first systematic methodological review of the cognitive style field, similar studies are necessary to strengthen the findings, extending the scope of the current study to a broader time period and unpublished research.

THE INTEGRITY PROFILE OF THE GENERAL WORKING POPULATION IN SOUTH AFRICA

Myburgh, C., *University of Pretoria, Pretoria, South Africa*; Marais, D.D., *University of Pretoria, Pretoria, South Africa*; Merwe, G.M.M. van der, *IPAC, Pretoria, South Africa*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: The Integrity Profile of the General Working Population in South Africa Integrity as a psychological construct is receiving a more attention in South Africa, as more companies require integrity profiles of applicants. This paper presents the findings of individuals assessed on the South African Integrity Scale (SAIS) representative of the general working population. The SAIS measures integrity in five subscales, Honesty, Norm Abidance, Punitiveness, Responsibility, and Trustworthiness. The paper presents the SAIS by thoroughly discussing the content, the constructs measured, reliability, validity and the empirical results of bias testing on 800 individuals. Integrity instruments are widely used in South Africa, and a global awareness of this type of instrument fosters the popularity and aid in universally assessing people fairly and unbiased, whilst focussing on providing accurate and reliable assessments to aid in selection processes.

THE RELATIONSHIP BETWEEN INTEGRITY AND SIXTEEN PERSONALITY FACTORS

Myburgh, C., *University of Pretoria, Pretoria, South Africa*; Marais, D.D., *University of Pretoria, Pretoria, South Africa*; Merwe, G.M.M. van der, *IPAC, Pretoria, South Africa*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: The purpose of the study was to investigate the empirical relationship between Integrity, as a psychological construct, and sixteen personality factors. Integrity refers to the degree to which individuals act in accordance with relevant moral values and norms. In particular, the degree to which an individual is honest, norm abiding, punitive towards rule breaking, responsible and trustworthy. The study aimed to determine whether there is a relationship between integrity (as measured by the SAIS) and various personality factors (as measured with the 16PF). The sample consisted of 950 respondents in the South African working population, who completed the South African Integrity Scale (SAIS) and the Sixteen Personality Factor Questionnaire (16PF). The relationship between the variables was tested by means of Pearson's Correlation Coefficient and a regression analysis. The results are discussed and presented on the poster.

BIG FIVE TESTING: NORMATIVE, IPSATIVE OR COMBINED?

Leest, P.F. van, *Cebir, Kortenberg, Belgium*; Böhler, A., *Cebir, Kortenberg, Belgium*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: In personality questionnaires, there are two major item formats. Normative items consist of a statement and a Likert-scale, on which persons must indicate to what extent this statement is typical for them. On ipsative items they are forced to choose which statements are the most or the least typical of them. Advantages and disadvantages of both methods are discussed, using data from instruments used in selection contexts on thousands of candidates. Furthermore, results of a questionnaire that contains ipsative as well as normative items are discussed. Can a combination of these items formats moderate the disadvantages of the item formats?

MEASURING INTRINSIC AND EXTRINSIC MOTIVATION: EVIDENCE AND SUGGESTIONS REGARDING THE WORK PREFERENCE INVENTORY IN GERMANY

Rossberger, R.J., *University Klagenfurt, Klagenfurt, Austria*; Krause, D.E., *University Klagenfurt, Klagen-*

furt, Austria; Breitenecker, R., *University Klagenfurt, Klagenfurt, Austria*; Schwartz, E., *University Klagenfurt, Klagenfurt, Austria*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: The Work Preference Inventory (WPI; Amabile, Hill, Hennessey, & Tighe, 1994) is a thirty-item inventory which measures work motivation, especially components of intrinsic and extrinsic motivation. Confirmatory factor analyses supported two facets of intrinsic motivation (enjoyment and challenge), and two factors of extrinsic motivation (outward and compensation). The heavily cited WPI has been used and tested in studies in the U.S., Canada, and China. Both, student and employee samples have been used. However, so far no empirical study exists so far that uses the WPI for German-speaking regions. Consequently, the purpose of the present study is to examine the factor structure of a translated version of the WPI. We examine this question using a sample of N=354 German students. The results are comparable with the original research as well as with reported results of other studies, and support the four factor solution mentioned above. However, overall model fit indices suggest that adoptions are recommendable when using the inventory in Germany. Structural equation modeling shows that reallocation of the original items can increase the overall model fit. Based on the review of the results of prior studies using the WPI in different countries, it is argued that unreflected use of the WPI will presumably lead to inaccurate results. We interpret the results in the light of cultural factors that might influence the interpretation of the items. Cultural values have to be taken into account when applying the WPI in different countries. Therefore, this study provides not only a German version of the WPI, but also the basis for discussion and suggestions for its adequate cultural adoption. Thus, recommendations for cultural adaptations of this well-known inventory are provided to managers and human resource professionals working in an intercultural setting.

THE ENTREPRENEURIAL APTITUDE TEST (TAI) AN INSTRUMENT TO MEASURE ENTREPRENEURIAL POTENTIAL

Cubico, S., *University of Verona, Verona, Italy*; Favretto, G., *University of Verona, Verona, Italy*; Toro Alfonso, J., *University of Puerto Rico, Rio Piedras, Puerto Rico*

Abstract: The present work aims to illustrate metric characteristics and selected research applications of an instrument that can be used to define aptitude for an entrepreneurial profile (created in the 1990s;

Favretto et al., 2003a). TAI 'Test di Attitudine Imprenditoriale - Entrepreneurial Aptitude Test', uses 75 items with multiple choice responses, and describes entrepreneurial potential with regards to eight factors (the actual version is described in Cubico et al., 2010): -Factor 1: Goal Orientation - tendencies toward creativity and innovation, degree of determination in reaching goals, and personal perception as to overall handling of work situations; -Factor 2: Leadership - attitudes toward management and leadership; -Factor 3: Adaptability - ability to perceive environmental change and adaptability; -Factor 4: Need for Achievement - the desire for fame, success and social affirmation and respect from others -Factor 5: Need for Self-Empowerment - the desire to realize oneself through one's job, which must be enjoyable, satisfying and interesting, apart from any economic goals -Factor 6: Innovation - curiosity for what is new; -Factor 7: Flexibility - tendency to reorient one's goals according to external situation; -Factor 8: Autonomy - necessity of having one's own independent space to make decisions and choices. The Entrepreneurial Aptitude Test has acceptable metric characteristics (Cronbach Alpha, Internal Consistency Reliability) and sufficient Criteria Reliability (measured by the 'Performance Questionnaire'); the instrument presents significant correlations with career development and entrepreneurial jobs. The analysis highlights that the TAI and its specific items can be used to discriminate between entrepreneurs and non-entrepreneurs. We present research carried out in different application fields: generational transition process and the relationship between seniors and juniors, analysis of entrepreneurial success and career guidance, and small business management. Cubico, S., Bortolani, E., Favretto, G., Sartori, R. (2010). Describing the entrepreneurial profile: the entrepreneurial aptitude test (TAI). *Int. J. Entrepreneurship and Small Business*, 11(4), 424-435 Favretto G., Pasini M., Sartori R. (2003), *Attitudine imprenditoriale e misura psicometrica: il TAI*, *Risorsa Uomo*, 9(3-4), 271-282. Milano: Franco Angeli

FACETS OF CREATIVITY: PSYCHOMETRIC QUALITIES OF THE CREATIVITY QUOTIENT, CREATIVE ACHIEVEMENT QUESTIONNAIRE, AND CREATIVE EXPERIENCES QUESTIONNAIRE

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Abstract: In the creativity literature a number of creativity measures are used. We study the psychometric qualities of three of these instruments. To what extent do they measure similar or different parts of an overall creativity construct? Do they discriminate creativity from other task-performance enhancing traits and behaviors? We focus on the Creativity Quotient (CQ: see Bossomaier et al., 2009; Snyder et al., 2004), an idea-generation task measuring ideational fluency, the manifestation of an individual's creativity. The second measure we use is the Creative Achievement Questionnaire (CAQ: see Carson et al., 2005), which takes an inventory of different experience areas respondents feel they have more talent, ability or training than the average person. Third, we use the Creative Experiences Questionnaire (CEQ: see Merckelbach et al., 2001) which measures fantasy proneness. This third measure is a trait-based interpretation of creativity, while the other two measure the behavioral dimension of creativity. Our study is executed among students at a design school at the vocational level. We expect the creativity measures to correlate. We also include locus of control, self-efficacy and reflexivity, expected to especially predict the behavioral component of creativity. We hence expect some correlation with the creativity measures. We intend to combine these measures in a comprehensive creativity test battery, for selecting individuals possessing above-average creativity in application procedures for a job or school. Second, academic studies on creativity will find the battery to be useful. References Bossomaier, T., Harr, M., Knittel, A., & Snyder, A. (2009). A semantic network approach to the creativity quotient (CQ). *Creativity Research Journal*, vol. 21, p. 64-71. Carson, S., Peterson, J.B., & Higgins, D.M. (2005). Reliability, validity, and factor structure of the creative achievement questionnaire. *Creativity Research Journal*, vol. 17, 37-50. Merckelbach, H., Horselenberg, R. & Muris, P. (2001). The creative experiences questionnaire (CEQ): A brief self-report measure of fantasy proneness. *Personality and Individual Differences*, vol. 31, 987-995. Snyder, A., Mitchell, J., Bossomaier, T., & Pallier, G. (2004). The creativity quotient: An objective scoring of ideational fluency. *Creativity Research Journal*, vol. 16, 415-420.

CONTROLLING THE QUALITY OF MULTIPLE CHOICE TESTS

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Abstract: In Italian Universities, multiple choice tests, an examination methodology particularly popular in the United States, is becoming not only an admission or vocational guidance tool, but also a form of examination within the course itself. The University of Verona has for long been developing and utilizing complex methodologies, like item randomization and optical scanning providing automatic score conversion to process multiple choice tests. Aim of this article is to verify similar performances on the same Business Management multiple choice test, taken by three groups of students from different faculties: law, training science, and computer science. The comparison methodology is based on inductive statistics (Chi Squared tests and One-Way Anova). This work has been one of our efforts to control the quality of the assessment services offered to the students by the Docimological Center. No significant performance differences between the groups have been noticed: it can mean either that the students coming from the three different faculties can be considered equivalent regarding aspects of learning such as intelligence and motivation, or that the employed performance assessment test is not able to evidence any performance difference. We are aware of the current early stage status of this research, so we plan to continue it in order to keep making sure that the multiple choice tests being developed are eligible to be considered reliable ones. The long term outcomes likely to be pursued are specific reliability measurements and improved test quality. The number of relevant performance-related variables is potentially huge. However, that has not discouraged us and has lead us to collect further variables (i.e. personal data) on dedicated questionnaires, which will probably enlighten us for future results that will be preferably obtained by mean of a multivariate statistics approach.

DEVELOPING A PERSON – ORGANIZATION FIT QUESTIONNAIRE CONSIDERING THE CONTEXTUALIZATION OF ORGANIZATIONAL VALUES

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Abstract: In Person - Organization Fit studies we usually find two types of approaches. The first is using general questions to ask about this fit and the second approach is to use a questionnaire such as the OCP (Organizational Culture Profile). Both approaches measure

the perception of the employee about this subject. In order to identify the specific items of culture that are involved in the perception of the fit, we cannot use a general approach like the first one. Also, we should avoid the use of instruments that were created specifically thinking about the culture of other countries. Our study is a proposal of a method to construct an instrument to measure the Person-Organization fit according to values, which can be suitable for different cultural contexts. The process involves three stages: the first is the identification of the organizational values of the country or region where the instrument is going to be applied, the second is the construction of a questionnaire and the third is its validation. For the first stage we must select the organizations from several regions of the country. They should be different in size, age and other general characteristics. These organizations provide the necessary documents where the researcher can extract the explicit and implicit values. On the second stage the questionnaire must be constructed with two columns: one to describe the personal characteristics and the other to describe the organizational characteristics. Both of them are the result of the employee's perception. The characteristics are related to the conceptualization of organizational values and not to the name of the value. On the last stage of the process we should calculate the reliability of the instrument and validate it. We applied this method for Portuguese organizational culture and it can be extended to other countries and regions. The use of contextualized characteristics of culture for measure Person - Organization Fit is relevant because we're getting more accurate about this subject. Meanwhile, we're gaining knowledge about the characteristics and the dynamics of the specific culture of the region and country where the research is taking place.

PSYCHOMETRIC CHARACTERISTICS OF THE ITALIAN VERSION OF PODSAKOFF ET AL. (1990)'S SCALE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR

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Abstract: Introduction The model of Organizational Citizenship Behaviour (OCB) proposed by Organ (1988) refers to five dimensions: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. This model has appeared in the majority of studies on OCB which have been carried out up to today and, as a consequence, has obtained the largest amount of empirical evidence and support for its construct validity.

The current study presents the psychometric characteristics of the Italian version of Podsakoff et al. (1990) questionnaire, measuring OCB by referring to the Organ's five dimensions. Method The original questionnaire was translated into Italian language and modified in order to allow people to self-evaluate how often the various OCBs come into play in their working lives. 1066 participants took part in the present study. They were equally balanced in terms of gender, with an average median age of 40, a medium-high level of education and generally a clerical roles within the service sector. Researchers administered the questionnaire to the participants individually or in small group meetings, where the aims of the study were fully described and the anonymity of the participants' answers was guaranteed. The data were analysed in three stages: (1) a preliminary analysis of the scale, by exploratory factor analysis (oblimin rotation) and item analysis of the sub-scales; (2) a confirmative factorial analysis, to verify the models stability; (3) a cross-validation analysis to check the structural generalizability. Results The results indicate that the dimensions of organisational citizenship hypothesised by Organ (1988) and Podsakoff et al. (1990) are only partially reflected when using the model which is presented here: in fact only the Altruism, Civic Virtue and Conscientiousness variables can be said to match, whereas the variables Sportsmanship and Courtesy were not demonstrated. Conclusions This Italian version of the questionnaire has the necessary characteristics for use in research as well as in applied contexts because the three areas which emerged from the present study are those which are most frequently used to explain and analyse the behaviours of organisational citizenship.

NEW WORKAHOLISM ASSESSMENT METHOD: WORKING CRAVING SCALE (WCS). PSYCHOMETRIC ANALYSIS

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Abstract: The present studies were designed to verify and validate new workaholism measurement method: Working Craving Scale. Based on conceptualizations of cravings for cigarettes (Tiffany & Drobes, 1991), and investigations on workaholism (Robinson, 2007), we hypothesized that the factorial structure of craving to work comprise: (1) Obsessive-Compulsive Desire to Work, (2) Anticipation of Positive Outcomes (Self-Worth), and (3) Anticipation of Reduction of Negative Emotion and Withdrawal Symptoms that could be derived from engaging into work. Moreover we assumed

that working craving is more complex addiction than substance-related addictions, because of its origin and personality antecedents, so working craving could be seen as an aspect of (4) Perfectionism. We hypothesized that the factorial structure of working craving would comprise of four factors listed above. Furthermore, we hypothesized that there would be connections between high level of working craving and self-esteem, negative and positive affect, depressive tendencies, and unmitigated agency. We generated a pool of 28 items (7 per each factor). We create items not only to differentiate workaholics from non-workaholics, but especially to discriminate between workaholics and work enthusiasts. In the purpose to validate the WCS method through the associations with related constructs: self-esteem, positive and negative affective states, depressive tendencies, agency and communion orientations were assessed. In the study 1 the analysis confirmed WCS structure ($\chi^2(344) = 1396.84$; $p < .001$; RMSEA = .073; CFI = .973; SRMR = .055); $N = 569$. The analysis didn't confirmed one-factor structure ($\chi^2(347) = 1962.17$; $p < .001$; RMSEA = .11; CFI = .955; SRMR = .063). Four-factor structure had better fit. In the study 2 we obtained moderate correlations between WCS factors and self-esteem, negative and positive emotions, depressive tendencies, unmitigated agency and communion orientation. In conclusion, Working Craving Scale demonstrated a high concurrent validity and had good predictive validity. Robinson, B. E. (2007). *Chained to the desk: A guidebook for workaholics, their partners and children, and the clinicians who treat them.* New York: New York University Press. Tiffany, S. T. & Drobes, D. J. (1991). The development and initial validation of a questionnaire of smoking argues. *British Journal of Addiction*, 86, 1467-1476.

REPLICATION OF THE MULTIDIMENSIONAL INDIVIDUAL DIFFERENCE ACCULTURATION (MIDA) MODEL IN A SHORT-TERM ACCULTURATION PROCESS AS EXPERIENCED BY EXCHANGE STUDENTS

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Abstract: Psychophysical health as well as in- and out-group contact were found to be crucial criteria of a successful acculturation. Core determinants of these criteria are hassles, psychological well-being, cultural competence and ethnic identity as well as support by members of the in- and out-group. Previous research examining the effects of these constructs in one acculturation model, the multidimensional individual differ-

ence acculturation (MIDA) model, has put its focus on long-term acculturation processes of immigrants (e. g., Safdar, Struther, & van Oudenhoven, 2009). Thus, it was the aim of this study to test the proposed MIDA model in a temporary short-term acculturation process as it is experienced by exchange students (N = 235). Results of multiple regression and path analyses indicate that especially support of the out-group as well as high cultural competence led to more out-group contact, whereas support of the in-group as well as strong ethnic identity led to more in-group contact. Furthermore, people experiencing only a small amount of hassles and large psychological well-being as well as support of the out-group show greater psychophysical health. Concluding, our results show that the MIDA model can be transferred into a temporary acculturation process. Therefore, it might be advisable to use the model to train students' competences before sending them abroad

THE THEORY OF DISCONFIRMATION OF EXPECTATIONS TODAY: THE INTERNET MARKET

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Abstract: The study of customer satisfaction has become a very interesting phenomenon, not only for researchers but also for businesses that offer their goods and services to consumers and that are immersed in an increasingly competitive market. Achieving customer satisfaction becomes a source of advantage and competitive differentiation that involves a series of beneficial results for organizations, such as word of mouth communication among potential clients, loyalty and financial profitability. Nevertheless, at the day of today, a consensual customer satisfaction definition is not possible. One strong research tradition emphasizes the cognitive processes that underlie consumers' appraisals. This cognitive tradition assumes the conception of the consumer as a subject who is capable of processing information while carrying out consumption activity and of responding to this information through satisfaction. This tradition was developed earlier and more extensively but most of these studies have been referred to the traditional market. With this in mind, the goal of this work is the study of the theory of disconfirmation of expectations in the Internet Market. For this purpose, we have used two independent samples. The first one (products) comprises 90 buyers and the second one (services) 122 buyers. The results show that

cognitive variables are important customer satisfaction predictors in the two buying setting.

ETHICAL CONSUMER DECISION MAKING: THE CASE OF FAIR TRADE IN ITALY

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Abstract: Fair Trade is an alternative market-based approach aimed to promote better trading conditions for disadvantaged producers in developing countries, fostering a sustainable development and a full respect of workers' rights (Bowen, 2001; De Pelsmacker & Janssens, 2006; Guido, 2009). It has experienced a constant and significant increase in popularity, attracting a growing number of socially and ecologically concerned consumers (DAWS, 2008). Nonetheless the market share of fair trade brands is still extremely limited (MacGillivray, 2000), emphasizing a relevant gap between consumers' attitudes and behavior (De Pelsmacker & Janssens, 2006) and claiming for a deeper investigation of ethical concern in purchasing behaviors (Freestone and McGoldrick, 2008). Hence it is critical to understand the decision-making process of actual and potential consumers of fair trade products, particularly where marketing must consider alternative means of product promotion that do not rely on the large cash resources of large mainstream companies. This will be critical to understanding the drivers to growth and how these may be further developed. The main goal of our study is investigating fair trade consumers' decision making process and its implications for market sustainability and growth. In particular we adopted as theoretical framework a modified Theory of Planned Behavior model (Shaw & Shiu, 2000, 2002, 2003) that, besides the original model measures of attitude, subjective norm and perceived behavioral control additionally includes dimensions of personal moral' or ethical' obligation and self identity. As further factors of potential influence we investigated also scepticism, personal values and civic moral disengagement (Shaw & Shiu, 2000, 2002, 2003; De Pelsmacker & Janssens, 2006; Guido, 2009). The participants for this study were about 300 adults with a mean age of 39 years (SD = 13). An anonymous self report questionnaire was administered. Results of our analysis revealed that the addition of such measures has been found to improve the explanation of intention to buy fair trade products. In summary the tendency to hold strong feelings of obligation for others has an impact on the purchase choices. Furthermore ethical consumers make

ethical consumption choices because ethical issues have become an important part of their self-identity.

CONSUMERS AFTER THE CRISIS: TOWARDS NEW MODELS OF CONSUMPTIONS?

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Abstract: Economic crisis is a recurrent reference in recent analysis of consumers. The present study, referred to Italy, focuses on the period 2009-2010 and aims at analyzing from a consumer psychology perspective: 1) consumers' perceptions about the crisis; 2) consumers' reactions to it. The study has a descriptive-exploratory nature and analyses the data of a quantitative continuative monitor of Italian consumers' perceptions and orientations (Social and Consumption Climate - GfK Eurisko) that started in 2001. This monitor is articulated in four waves by year. Each wave consists in 1000 telephone interviews based on a structured questionnaire. Samples are representative of the Italian population (over 18 years old) as regard to age, gender, geographical area and education. Results show that: a) consumers' perspectives about the economic crisis are fairly independent from (even greatly discrepant with) the macro-economic scenario; b) recently (2010), a new representation of the crisis emerged, not linked to the financial one (US, September 2008): the 'new crisis' is lasting, with a length that requires deep revision of consumption models; c) Signs of this revision of consumption models are visible in three directions: revised quantity of consumption; re-negotiation of consumption priorities (from 'owning' to 'usage competence'); extension of the consumption value from the 'individual-private' context to the 'social-public' one. We discuss the opportunity of furthering the study of financial crisis from the consumer's perspective, also in the light of the emergent revisions of the consumption model.

INOCULATING OLDER CONSUMERS AGAINST TELEMAR- KETING FRAUD: THE EFFECTIVENESS OF PEER COUN- SELLING

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Abstract: Consumer fraud is a major problem in Western countries. For example, in the U.S. the Federal

Trade Commission estimates that consumers lose close to 3 billion dollars per year to fraud schemes. Research on victim profiles suggests that older adults may be especially susceptible. The American Association for Retired People (AARP) has established Fraud Fighter Call Centers to deliver peer counseling warning calls in an effort to protect vulnerable consumers from telemarketing scams. The present research tests whether current efforts are effective in reducing fraud susceptibility over several days and weeks after people have received 'inoculation' messages. Volunteers at the Call Centers delivered either (1) a warning about a stimulus grant scam, (2) a warning about a pharmaceutical scam, or (3) a control call asking about TV preferences. Either 2 or 4 weeks later, a professional telemarketer called the participants and pitched the fraudulent stimulus grant scheme. Participants either accepted or rejected a free starting package with paperwork (which was not actually sent). After a 2-week delay, participants who had been warned specifically about the grant pitch were significantly less likely to accept the package than the control group. Interestingly, after a 4-week delay, only participants who had been warned about a different scheme were significantly less likely to accept the package than the controls. Findings are intriguing and point to a possible ' sleeper effect ' which merits further exploration. Notably, already these findings attest to the fact that peer counseling delivered via telephone can be an effective tool in protecting older consumers against fraud.

A DESCRIPTIVE APPROACH OF CONSUMER PERCEPTION OF TODAY'S ECONOMIC CRISIS SOURCES IN SPAIN

Palací Descals, F.J., *UNED, Madrid, Spain*; Ruiz Marin, M., *UNED, Madrid, Spain*; Alejandro, S.A., *Consumer Institute From Castilla la Mancha, Castilla la Mancha, Spain*; Javier, G.P., *National Association for Social and Psychological Studies, Zaragoza, Spain*

Abstract: Economic crisis has been evident in Spain since 2008, Changes in the behavior and consumers attitude have been a consequence of such crisis. Some of these changes are considered like short term changes, but the others seems to be more constant changes in the mind and behavior of Spanish consumers. Considering this framework, and from the consumers point of view, the present exploratory study have two main objectives. The first one is related to the consumers perceptions about the origin of the crisis. In the second part of the study, we are going to identify some of the long term changes that are appearing in Spanish consumers because the crisis. For these purposes

we have worked with two independent samples. The first one comprises 123 consumers who are affected by the crisis. The second sample comprises 157 consumers who are not affected by the actual crisis. The results show that consumers affected by the crisis are more aligned with long term changes

Speaker: Vermeulen, G., *Research manager - Surveys and Trends Unit, European Foundation for the Improvement of Living and Working Conditions (Eurofound), Dublin, Ireland*

13:30-14:15

Keynote 3: Greet Vermeulen - Quality of Work and Employment in Europe: Findings from the European working Conditions Survey

Location: Auditorium 1 (13:30-14:15)

14:15-14:45

The Closing Ceremony

Location: Auditorium 1 (14:15-14:45)

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