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Abstracts WAOP-conference

Keynote: 10:00-11:00

Occupational Health Psychology: Looking back and ahead

Wilmar Schaufeli
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Occupational Health Psychology is a relatively young field that is strongly influenced by society. Unfortunately, it seems that academic research and practice have their own agenda's that do not correspond. Most research – including that of PhD's – is theory guided and deductive in nature, whereas practice calls for inductive research and the development of tools and interventions. Looking back, and taking research on employee wellbeing as an example, much has been achieved, both academically as well as practically. Nevertheless, many future challenges remain. In this lecture a personal view is presented on the past performance and future perspectives of Occupational Health Psychology.

First parallel session: 11:15-12:30

1.1 Demands

Appraisal of Challenge and Hindrance Demands: One Man's Meat, Another Man's Poison?

Peikai Li, Toon W. Taris & Maria Peeters

Purposes of the study. Many job stress models assume that a particular job demand (such as time demands, emotional demands, et cetera) is experienced in the same way by all workers – an assumption that may or may not be warranted and that has rarely been tested. Building on appraisal theory, we explore (a) how individuals appraise particular job demands (i.e., as a challenge or as a hindrance) and (b) how these appraisals affect the relationship between selected job demands and job engagement/burnout.

Method. A multi-occupation cross-sectional study was conducted among 527 Chinese workers (60.9% females). The data were analyzed using structural equation modelling. Mediation and moderation tests were conducted. All measures had satisfactory reliabilities, ranging from $\alpha = 0.76$ to $\alpha = 0.94$.

Results. We found that the appraisal of job demands (time urgency, role conflict, emotional demands) as a challenge or a hindrance both mediated and moderated the associations between these demands and employee well-being (burnout and engagement).

Conclusions. This study extends research on job characteristics within the challenge–hindrance framework by focusing on the moderating and mediating effects of appraisals. Given the important role of appraisal, we conclude that researchers should include appraisal more systematically in their theorizing and research on the effects of job characteristics on well-being.

Keywords: job demands, challenge appraisals, hindrance appraisals, engagement, burnout

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Qualitative job insecurity and informal learning: a longitudinal test of occupational-self-efficacy and psychological contract breach as mediators

Anahí Van Hootegem & Hans De Witte

Purpose of the study. Over the past two decades, the labour market has become more volatile, which has increased employees' worries about losing valued job features, coined as qualitative job insecurity. No prior research has investigated the relationship between this type of job insecurity and informal learning. However, informal learning might be particularly relevant for qualitatively job-insecure employees, as it might aid them to deal with the incessant changes in their work environment. Using conservation of resources theory and psychological contract theory, this study examined whether qualitative job insecurity is associated with lower levels of three types of informal learning activities: information-seeking, feedback-seeking and help-seeking behaviour, in which qualitative job insecurity is related to a decline in occupational self-efficacy and an increase in psychological contract breach, which, in turn, is associated with lower levels of informal learning behaviour.

Method. The current study employed a three-wave, six-months panel design to survey 1433 employees from one healthcare organisation. The hypotheses were tested using cross-lagged structural equation modelling.

Results. The results demonstrated that occupational self-efficacy mediates the relationship between qualitative job insecurity and information-seeking, feedback-seeking from colleagues and feedback-seeking from one's supervisor, while psychological contract breach only mediated the relationship between qualitative job insecurity and feedback-seeking from one's supervisor. Both mediators were not significantly related to help-seeking behaviour.

Conclusions. Qualitatively job-insecure employees are less likely to engage in informal learning due to a decline in occupational self-efficacy and an increase in psychological contract breach, thereby becoming even more vulnerable in an increasingly turbulent work environment.

Keywords: qualitative job insecurity, conservation of resources theory, psychological contract theory

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An experimental investigation of the impact of job-demands on physical activity behavior

Sven van As, Fiona Earle, Debby G. J. Beckers, Harm Veling, Stefi McMaster, Michiel A. J. Kompier & Sabine A. E. Geurts

Purpose. Recent findings and theorizing suggest that the influence of job demands on health and well-being are partially explained by leisure time physical activity levels. However, it is yet unknown to what extent mental job demands have a *causal* impact on subsequent physical activity behaviour. The aim of the current experiment is to establish the causal impact of mental job demands on subsequent physical activity behaviour. We expect endurance performance to be worse and physical activity preference to be weaker after working under conditions of high-demands compared to low-demands.

Method. Forty eligible participants (students) visited the lab on two days. On day one, participants performed an incremental cycling task to establish their peak power output. Then, participants worked on five simulated office tasks for 25 minutes to determine their natural working-pace. Subsequently, participants cycled for as long as possible on 70% of their peak power output to establish their baseline time-to-exhaustion. On day two, participants performed the same office-tasks as on day one for 90 minutes. Job demands were manipulated so that participants had to work at either 80% or 120% of their natural pace. Following the office work, participants performed a choice task. On 60 trials, participants choose between a potential physical and a potential non-physical activity to establish activity preference. Finally, participants performed a second time-to-exhaustion test.

Results. In contrast to our first hypothesis, no significant differences were found between the two groups on time to exhaustion. However, physical activity preference was *stronger* after working under conditions of high-demands compared to low-demands.

Conclusions. The current findings do not support the assumed adverse influence of job demands on physical endurance performance. However, they do imply a *positive* effect of job demands on physical activity preference. The small sample size asks for cautious interpretation and for replication of these findings.

Keywords: job demands, leisure time physical activity, work simulation

1.2 Scale validation

Incremental and radical innovative work behaviors: a validation study

Jana Deprez & Martin C. Euwema

Purpose of the study. In the economic and management literature, a differentiation between radical and incremental innovation is often made when discussing the innovation policies of organizations (Chang, Franke, Butler, Musgrove & Ellinger, 2014). However, when describing the innovative working behavior of individuals, the psychological/OB literature neglects this differences. Even despite the vast research attention on measuring these behaviors (recent overview of scales: Lukes & Stephan, 2016). As incremental and radical innovation are found to be two distinct dimensions that are not mutually exclusive, we sought to build on the existing research and to develop a new measure: Incremental and Radical Innovative Behavior Scale (IRIS).

Method. We reviewed the current literature and identified all previously used measures. Doing so, we generated a series of items that tap into both innovative behavior types. These items were later on reduced and checked for content validity in a second stage by 28 OB practitioners. The IRIS was subsequently administered to 206 undergrads and 224 employees to asses convergent and discriminant validity. A fourth stage with 258 undergrads investigated the veridical validity through a vignette study. Finally both temporal consistency and criterion related validity was assessed in a two wave survey study (second wave still in progress, first wave 2150 employees).

Results. The results of the first four stages lead to the development of a validated questionnaire with two distinguishable innovation dimensions. Our newly developed scale is found to show great content, convergent, discriminant, and veridical validity in different samples. As the last study is still in progress, these results cannot be shared at this point.

Conclusions. The different studies show the validity and added value of the newly developed IRIS over other existing innovative working behavior scales.

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Playful Work Design: Development and Validation of a Questionnaire

Yuri Scharp, Arnold B. Bakker & Kimberley Breevaart

Purpose. Integrating literatures on playfulness and individual work design, we introduce the concept of *Playful Work Design* (PWD). We propose that individual employees may proactively design their work to be playful (e.g., by setting competitive goals, using humor), and in this way improve the meaning of work, work-related well-being, and job performance. The central aim of our research is to develop and validate a questionnaire for the measurement of PWD.

Methodology. To fully capture the breath of PWD, 200 items were generated in collaboration with work design consultants. These items reflect frequently observed elements in play such as chance, achievement, imagination, rewards, narrative, and competition. Participants were recruited using social media and the personal network of the researchers. Study 1 explored the questionnaire's factor structure (N=589), as well as its convergent and discriminant validity (N=454). Studies 2 and 3 further examine the nomological net of PWD and test its predictive validity.

Preliminary Results. Study 1 revealed that PWD is best described by a three-factor structure that corresponds to three elements frequently observed in play: Achievement (9 items: α=.84), Fun (5 items: α=.82), and Competition (5 items: α=.80). Convergent and discriminant validity was assessed using measures of personality, work attitudes, and behaviors. In support of the use of three distinct factors, the factors exhibited unique correlation patterns with other constructs.

Conclusions. The current paper makes three major contributions. First, we introduce a new and unique approach to individual work design that revolves around play. Second, we construct and validate the measurement of a PWD scale. This questionnaire allows for systematic investigation of how, when, and why PWD is used at work. Finally, we shed light on how personality relates to PWD, and how PWD may influence the work experience and contribute to work creativity and performance.

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Conflict Negotiation Styles Questionnaire: Development and validation in a personnel selection context

Steven Vanmarcke & Paul van Leest

Purpose of the study. The individual (and organizational) conflict management style preferences can be considered a determinant of the job-person fit. However, the existing psychometric instruments to measure these styles only show moderate test-retest reliability and internal consistency. They remain below the threshold for making informed job selection decisions. Furthermore, these questionnaires generally use items prone to applicant faking. We have therefore developed the Conflict Negotiation Styles (CNS) Questionnaire and formulated two distinct research goals: (1) replicating the dominant dual concern model of conflict management in a personnel selection context and (2) examining group-level differences in conflict management style preferences based on gender, age, educational level and job description.

Method. The CNS consists of 90 items (each scored on a 10-level Likert scale) and was tested on a large sample of 43142 adult Belgian job applicants. We validated the questionnaire using both an exploratory principal component analysis and a multidimensional scaling analysis. Cohen's *d* and partial correlation coefficients were used to evaluate group-level differences.

Results. Our results indicate a 4-factor solution, consistent with the dual concern model of conflict management, with Cronbach's alpha between 0.83-0.95 and test-retest reliability between 0.62-0.75. Meaningful group-level differences were found for educational level, age and gender. We also observed differences based on the content of the job descriptions: people applying for leadership roles preferred more *problem-solving* styles, while candidates in sales opted more for *forcing*.

Conclusions. Our findings are in line with the dual concern model of conflict management and we observed meaningful individual- and group-level differences between the applicants. This indicates that the CNS is a psychometrically valid instrument to measure conflict management styles within a selection context.

Keywords: conflict management style, personnel selection, dual concern model

1.3 Job Search

Motivational Profiles in Unemployment: A Self-Determination Perspective

Leoni van der Vaart, Anja Van den Broeck, Ian Rothmann & Hans De Witte

Purpose of the study. The current study aimed (a) to examine profiles of job search motivation among the unemployed following Self-Determination Theory and (b) to explore the relations between the profiles and affective experiences, commitment to employment and job search behaviour. In doing so, the study contributes to the literature on unemployment by investigating one's motivation to search for a job and associated outcomes adopting a person-centred approach. It also contributes to SDT literature by extending profile research to a more pressurising context. Practically, profiling is beneficial for tailoring of interventions and policy.

Method. A quantitative survey design was used to collect cross-sectional data from 865 unemployed individuals in South Africa.

Results. Latent profile analysis highlighted four distinct motivational profiles ("identified and not amotivated", "motivated, but structurally impaired", "undifferentiated" and "amotivated"). Compared to the other profiles, the motivated (but structurally impaired) experienced unemployment as most negative, were highly committed but displayed relatively low job search. The identified (and not amotivated) and amotivated reported equally positive experiences with unemployment. While the identified (and not amotivated) were committed to being employed and invested most in job search, the amotivated were less committed, although they were also said to search for a job. The latter did not differ from the undifferentiated in these regards.

Conclusions. This study indicated that the different experiences of the unemployed can be understood from combined motivations that induce different affective, attitudinal, and behavioural consequences.

Keywords: attitudes, behaviour, experiences, latent profile analysis, motivation, person-centred

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A temporal perspective of job search: the relation between personality traits, motivation and job search behavior

Sarah van den Hee, Edwin A.J. van Hooft & Annelies E.M. van Vianen

Purpose. Job search is often experienced as a demanding process, which requires job seekers to self-regulate their behavior in order to obtain the goal of reemployment. Insights into the factors that can help or hinder job seekers during their search are important to provide guidance to them and to comprehend the search process. In this study we examined how individuals perceive time during job search and how their personality and motivation relates to self-regulatory job search behavior. We hypothesized that future temporal focus and autonomous job search motivation at Time 1 would positively relate to job search intensity, and negatively to job search procrastination and haphazard job search at Time 2. Also, we expected that trait procrastination at Time 1 would negatively relate to job search intensity, and positively to job search procrastination and haphazard job search at Time 2.

Finally, we proposed that autonomous job search motivation would moderate the associations of trait procrastination and future temporal focus with job search behavior.

Method. Our hypotheses were tested in a two-wave field study among unemployed job seekers (*n* = 397).

Results. Preliminary results provided support for our hypothesis on the positive relationship between future temporal focus and job search intensity, and for our hypotheses on the associations of trait procrastination with job search intensity, job search procrastination, and haphazard job search. Also, autonomous job search motivation moderated the positive relationship between trait procrastination and job search procrastination, and the positive relationship between trait procrastination and haphazard job search, such that these relations were weaker when job seekers were more autonomously motivated.

Conclusions. Our results suggest that trait procrastination can impair self-regulatory behavior and that job seekers with a stronger disposition to delay can benefit from being more autonomously motivated to engage in job search.

Keywords: job search, personality, autonomous motivation

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Differentiating in a Unique Way or in a Similar Yet Different Way: What is The Best Positioning Strategy for Organizations?

Lien Wille, Eva Derous & Bert Weijters

Purpose of the study. Conventional wisdom in employer branding research suggests that organizations need to differentiate in a unique way to become the employer of choice. Yet, the structural alignment theory (Markman & Gentner, 1993) suggests that job seekers may prefer organizations that offer the same as their competitors but better (e.g., more fringe benefits). Hence, it is unclear what the most effective positioning strategy is. We investigated whether organizations should offer something unique (non-alignable) or the same yet better (alignable) to be preferred and whether this depends on job seekers' work experience and education level. We hypothesized that organizations offering something unique would increasingly be preferred as job seekers' work experience and education level raise because of the increased capacity to derive diagnostic information from non-alignable attributes (Nam, Wang & Lee, 2012).

Method. Study 1 (*N*=213; 48.80% women; M_{age}=42.57 years) applied a 2 (score: worse vs. better than average) by 2 (attribute type: alignable vs. non-alignable) by 2 (education: low vs. high) by work experience (in years) between-subjects design. Study 2 (*N*=261, 60.90% women; M_{age}=34.13 years) used a 2 (job: alignable vs. non-alignable better) by 2 (education: low vs. high) by work experience (in years) mixed design with job as the within-subjects variable. Job preference was the dependent variable in both studies. Study 2 was more complex than Study 1 as the (non-)alignability of more attributes was manipulated.

Results. Participants' job preference was more positively affected by score when the attribute was alignable, this independent of participants' education level and work experience. In a more complex situation participants' work experience did have an effect: the alignable better job was increasingly preferred as work experience increased.

Conclusions. Offering the same yet better is the preferable positioning strategy especially when organizations target job seekers with more experience in more complex situations.

Keywords: recruitment, positioning strategy, work experience, education level

1.4 Personality

Integrating dark vs bright personality traits and various work outcomes into the Agency-Communion framework

Gloria Xiaocheng Ma, Marise Ph. Born, Paraskevas Petrou & Arnold B. Bakker

Purpose. This study investigates the relationships between a wide range of bright and dark personality traits, and work outcomes by using the agency-communion framework. We expect that different kinds of personality traits and work outcomes can be located into different quadrants of this framework, according to their correlations with agency and communion dimensions. Specifically, 1) personality traits (e.g., extraversion) and work outcomes (e.g., work engagement) which can be described as high agency and high communion are located in the high agency/high communion quadrant. 2) personality traits (e.g., psychopathy) and work outcomes (e.g., counterproductive work behaviors) which can be described as high agency and low communion are located in the high agency/low communion quadrant. 3) personality traits (e.g., detachment) and work outcomes (e.g., emotional exhaustion) which can be described as low agency and low communion are located in the low agency/low communion quadrant, and 4) personality traits (e.g., agreeableness) and work outcomes (e.g., job satisfaction) which can be described as low agency and high communion are located in the low agency/high communion quadrant.

Design/Methodology. Presently, data are collected among American employees through the platform of Mturk. The sample size is around 300 for now, targeted to reach 350. Participants filled out both the personality and work outcome questionnaires online. Agency and communion were measured with the International Personality Item Pool–Interpersonal Circumplex (IPIP-IPC) scale. Bivariate correlations between each personality trait, work outcome and the two dimensions of agency and communion will be reported to locate each personality trait and work outcome in the agency-communion framework.

Results. The expected results are that dark and bright personality traits, as well as work outcomes are located in respective quadrants of the agency-communion framework.

Conclusions. We expect that the agency-communion framework can serve to help us understand the associations of individual personality differences and behaviors in the workplace.

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Gender Differences in Goal Pursuit Strategies

Dinah Gutermuth & Melvyn Hamstra

Purpose of the study. In this research, we propose that men and women are encouraged to pursue their goals in different ways as reflected in their focus of self-regulation: *promotion regulatory focus* versus *prevention regulatory focus*. People with a promotion focus eagerly pursue their goals and focus on hopes and accomplishments. That means they pursue advancement, focus on positive outcomes, and are ready to take risks. People with a prevention focus vigilantly pursue their goals and focus on duties and obligations. That means they pursue maintaining a secure status quo, focus on (non)-negative outcomes, and averse to taking risk. We suggest that, due to a wide variety of gendered

socialization that happens to men and women in (young) adulthood, women should be more prevention-focused, whereas men should be more promotion-focused (Study 1). A possible explanation for this gender difference may be social and economic repercussions for showing behaviors that are associated with the focus of the other gender (Study 2 and 3).

Method and Results. Results from eight different samples using a variety of nationalities, languages, and regulatory focus measurements support our predictions that women are on average more prevention-focused whereas men are on average promotion-focused (Study 1). In Study 2 (student sample) and 3 (manager sample) we asked participants to evaluate a hypothetical job applicant who was either male or female and either promotion-focused or prevention-focused. In all cases, the promotion-focused woman was evaluated more negatively compared with the promotion-focused man. The opposite, in many cases, was observed for prevention focus.

Conclusion. Result support the assumption that women may not derive the same benefit of behaving promotion-focused than men, which may ultimately explain why women are on average more prevention-focused than men.

Keywords: regulatory-focus, gender bias, goal pursuit

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Exploring the relationship between burnout and personality

Steffie Desart, Wilmar B. Schaufeli & Hans De Witte

Purpose of the study. The present study investigates the nomological network of the Burnout Assessment Tool (BAT) by focusing on the relationship between burnout and personality. The BAT is a new instrument to measure burnout that assesses four core symptom clusters – exhaustion, mental distance, and impaired emotional and cognitive control. The development of a new instrument calls for a re-examination of the relationship between burnout and other related constructs. In the past, research has consistently linked employee's personality to their risk of burnout (for an overview, see Alarcon, Eschleman & Bowling, 2009). Even though personality seems to be an essential part of the multidimensional antecedents of burnout, research on this topic is less elaborated than research on organizational or occupational antecedents of burnout (Swider & Zimmerman, 2010). Personality is operationalized by using the Big Five Model, which distinguishes five broad dimensions: neuroticism, extraversion, conscientiousness, agreeableness and openness (McCrae & John, 1992). Burnout is operationalized by the four core dimensions and the overall score of the BAT, as well as by the three core dimensions of the MBI. We expected that neuroticism is positively related to burnout while extraversion, conscientiousness, agreeableness and openness are negatively related to burnout.

Method. The hypotheses are tested in a cross-sectional design with survey data of a representative sample (N=1,500) of the Flemish working population. Several hierarchical regression analyses were performed, controlling for age, gender and job position.

Results. As expected, neuroticism is positively related to burnout while extraversion, conscientiousness and agreeableness are negatively related to burnout. Openness was expected to be negatively related to burnout, but results reveal a positive association. The results are similar if we focus on the core dimensions of burnout, either measured by the BAT or MBI, with one exception – extraversion is positively, instead of negatively, related to impaired emotional control. Overall, the strongest association can be found between neuroticism and burnout (either in general or the core dimensions).

Conclusion. This study supports the convergent validity of the BAT, in terms of its nomological network between personality and burnout.

Keywords: *burnout, convergent validity, personality, Big Five*

Second parallel session: 13:30-14:45

2.1 Leadership 1

Servant Leadership and Organizational Outcomes: The Mediating Roles of Employee Proactive Feedback Inquiry and Organizational Goal Clarity

Emma C. E. Heine & Jeroen Stouten

Purpose of the study. As most organizations operate in dynamic environments today, rapidly increasing ambitious targets, globalization, and (economic) uncertainty are but several of the reasons for an organization to adjust quickly to a continually changing environment. Therefore, employees must adjust quickly to the changes within a firm to align with organizational goals. Leadership is a crucial parameter in allowing companies to change swiftly to demanding circumstances (Stouten, Rousseau & De Cremer, in press). Moreover, servant leadership has been shown to specifically be targeted at helping employees develop and grow (Hoch, 2016) which is argued to be an important element in successful change (Stouten et al., in press). We aim to provide a further understanding of the association between servant leadership and organizational outcomes during change. Drawing on the autonomous motivational framework of the self-determination theory (Ryan & Deci, 2000), we propose the positive sequential mediating roles of proactive feedback inquiry of employees and organizational goal clarity on the association between servant leadership and organizational outcomes.

Method. The hypotheses are tested using two-wave longitudinal survey data collected in a service company going through a merger. De study consisted of N = 459 employees at T1 and N = 401 employees at T2. Most participants (75.70%) were female. Confirmatory factor analysis and structural equation modelling were conducted using R to test the sequential mediation model.

Results. The results show that servant leadership predicts employee feedback inquiry across waves, which then relates to organizational goal clarity. Furthermore, both proactive feedback inquiry and goal clarity mediate the association between servant leadership and four organizational outcomes, namely organizational change commitment, both forms of organizational citizenship behavior, and customer orientation.

Conclusions. This study provides a theoretical and empirical validation of a mechanism through which servant leaders enhance organizational performance.

Keywords: servant leadership, feedback inquiry, goal clarity, organizational outcomes

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Can leadership style enhance or impoverish employee innovative work behaviour: the mediating role of psychological safety and team learning

Wilfred van den Brand, Ida Wognum, Irina Nikolova & Sara de Hauw

Purpose of the study. Innovation is increasingly important for organizations' survival. Whereas employees play a key role in the innovation process (i.e. the generation, promotion and application of

ideas is carried out mostly by them), it is far from evident how organizations can support their innovative work behaviour. This research focuses on two leadership styles (transformational and transactional) as potential factors that can influence employees' innovative work behaviour. In addition, a mediating role of the team factors team learning and psychological safety in this relationship is examined.

Method. We surveyed 164 employees working in 39 teams; specifically, our data was obtained from three media and marketing companies operating on the territory of the Netherlands. The design of this study is cross-sectional.

Results. Results obtained from the multilevel analyses showed a positive relationship between transformational leadership and innovative work behaviour; however, transactional leadership was not significantly related to innovative work behaviour. Moreover, a mediation effect from transformational leadership to innovative work behaviour through psychological safety and team learning was not found. These two team factors, however, were positively related to innovative work behaviour. With regard to the relationship between psychological safety and innovative work behaviour, an indirect effect was found from psychological safety through team learning to innovative work behaviour. In addition, psychological safety fully mediated the relationship between transformational leadership and team learning.

Conclusion. Our results underscore the importance of a positive and supportive leadership style (i.e. transformational leadership) for creating an atmosphere of psychological safety in the team and for fostering employee innovative work behaviour. Considering that psychological safety can facilitate the team learning process, and team learning can enhance employee innovative work behaviour, it is advisable that managers foster a work climate that promotes both employee psychological safety and team learning processes.

Keywords: innovative behaviour, leadership, psychological safety

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Social resources in the workplace: how leaders and teams strengthen work engagement through basic need satisfaction

Wouter Robijn, Martin C. Euwema, Wilmar B. Schaufeli & Jana Deprez

Purpose. Work engagement is important for both employees and organizations. For instance, employees who are engaged perform better, are less absent, and increase customer satisfaction. Previous research has shown that work engagement is related to basic need satisfaction, as proposed by Self-Determination Theory. The current study aims to investigate how engaging leadership and open conflict norms are related to these basic needs and work engagement. First, we expect that engaging leadership is directly related to basic need satisfaction and indirectly related with engagement. Second, we expect that open conflict norms also are related with basic need satisfaction and have a similar indirect effect on work engagement. Finally, we propose that engaging leadership is positively related to open conflict norms, and, thus, is directly and indirectly related to basic need satisfaction.

Method. Structural equation modelling was used in a longitudinal design with 133 employees who rated their leader, their team, and their own basic need satisfaction and engagement. Data was collected from a public insurance company from both front- and back-office employees.

Results. The analysis confirmed that both engaging leadership and open conflict norms, had an indirect effect on work engagement through basic needs satisfaction in the expected direction. Furthermore, engaging leadership had a positive effect on open conflict norms.

Conclusions. The current study adds to the validation of engaging leadership as it confirms that engaging leaders do increase work engagement through basic need satisfaction. Furthermore, it adds to the literature of SDT that basic need satisfaction is an underlying mechanism between (social) resources and engagement.

Keywords: engaging leadership, open conflict norms, basic needs satisfaction

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Winning by any Means Necessary, but at What Cost? Exploring the Relationship Between Leader Bottom-line Mentality and Employee Mental and Physical Health

Katrin Riisla

Purpose of the study. Previous research has found that leaders operating under a bottom-line mentality (BLM) are more likely to produce dysfunctional effects in the workplace. This 'win at all costs' mindset can create a highly competitive working environment, which can lead to social undermining, abusive supervision and destructive interpersonal behaviors. The present study goes beyond previous research by exploring how leader BLM affects employees' physical (somatic complaints) and mental (depression and anxiety) health. We also explore whether psychological capital (a combination of hope, efficacy, resilience, and optimism) and work-home segmentation preference can help in combating these adverse effects.

Method. To test our hypothesized model, we collected data at three points in time from 225 employees working in the Nigerian financial industry (Study 1) and 282 employees from different industries in the United States (Study 2). All variables were measured using validated measures and had strong reliability.

Results. Preliminary results reveal that leader BLM was positively associated with employee somatic complaints and depression via increased emotional exhaustion. Further, we found that only psychological capital mitigated the negative effects of leader BLM on employee emotional exhaustion, which in turn affected health outcomes. However, contrary to our hypotheses, we did not find support for the buffering role of segmentation preference or a connection between leader bottom-line mentality and anxiety.

Conclusions. Our research suggests that the sole pursuit of bottom-line outcomes by leaders can be harmful for employees' physical and mental health, depression in particular, by inflicting emotional exhaustion. To guard against these negative effects, interventions aimed at boosting employee psychological capital could be useful.

Keywords: bottom-line mentality, employee well-being, mental health, somatic complaints

2.2 Performance

Prepare for the Start… Go! Examining the Role of Employability in Enhancing Academic Performance Before the School-to-Work Transition

Rowena Blokker, Jos Akkermans, Svetlana Khapova & Paul Jansen

Purpose of the study. The literature on graduate employability argues that young adults should build their employability already during their studies to prepare for an adaptive school-to-work transition. However, to date, limited research has studied the role of employability in preparing for the school-to-work transition. In this study, we apply Job-Demands Resources theory in an educational setting and examine whether career-related competencies and perceived institutional support impact graduate students' employability, and whether this subsequently contributes to their academic performance before transitioning to the labor market.

Method. Three waves of data were collected among students from a Dutch university at the start of the Master's program (T1, *N*=715), six months in the Master's program (T2, *N*=175), and at time of graduation (T3, *N*=175). We measured career competencies and perceived institutional support at T1, study engagement and employability at T2, and academic performance was assessed through objective indicators such as GPA and ECTs via university records at T3.

Results. Preliminary findings suggest that both career competencies (as a career resource) and perceived institutional support (as job resource) at T1 were positively related to employability and study engagement at T2, and subsequently employability at T2 was positively related to GPA at the end of the Master's program (T3). Employability mediated the relationship between career competencies and GPA, such that those students who developed career competencies at the start of the Master's program, were more employable six months later and obtained higher GPA's.

Conclusions. This is one of the first studies to examine the role of employability during the school-to-work transition using longitudinal data and including objective outcomes. We provide support for the JD-R model by demonstrating the importance of developing career-related resources and employability already during the study career for achieving higher academic performance in preparation for the transition to the labor market.

Keywords: employability, Academic Performance, School-to-Work Transition

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Self-serving Justifications Shape the Unethical Behavior of the Powerful

Sanne Feenstra, Jennifer Jordan, Janka Stoker & Frank Walter

Purpose of the study. People want to maintain a positive and moral view of themselves and thus value self-serving justifications that allow them to act unethically while at the same time upholding a moral self-image (e.g., Bandura, 1990; Tsang, 2002). To date, scholars have assumed that such self-serving justification processes are equally important in shaping the unethical behavior of all organizational members - irrespective of their position in the organization. Drawing from the situated focus theory of power (Guinote, 2007), we propose, however, that because the powerful are freed from external

pressures and thus feel greater internal pressures and conflict when acting unethically, self-serving justifications are particularly important for shaping their (vs. the powerless') unethical behavior.

Method. We conducted two studies to test our hypothesis. In Study 1 we experimentally induced power (Galinsky et al., 2003) and manipulated self-justifications and measured unethical behavior with the die-under-the-cup-paradigm (Shalvi et al., 2011). In Study 2, we measured power in an organizational field setting (Lammers et al., 2010) and manipulated self-serving justifications and measured unethical intentions using scenarios (Detert et al., 2008).

Results. Across both studies, we show that power and the availability of self-justifications interact to influence unethical behavior and intentions. Specifically, results show that only high-power (versus low-power) individuals' unethical behavior is influenced by the availability of self-justifications, such that they act less unethical when self-justifications are not available, compared to when self-justifications are available.

Conclusion. In doing so, the current research provides a more complete understanding of the role of self-serving justifications in organizational contexts, and contributes to a more nuanced picture of power – in which power is not always a corrupting, nor a liberating force.

Keywords: self-serving justifications, unethical behavior, ethics, power

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Implicit Power Buffers the Emotionality/Counterproductive Work Behavior Relationship

Malte Runge & Jonas Lang

Purpose of the study. I/O psychologists have long been interested in predicting counterproductive workplace behavior (CWB). One line of research has focused on personality and identified conscientiousness, honesty-humility and emotionality/neuroticism predictor of CWBs. Although theoretical arguments suggest a link between emotionality and CWBs, a recent meta-analysis found limited evidence for a substantive correlation between emotionality/neuroticism and CWBs ($\rho = .11$) and substantial variation across samples in the neuroticism/CWB relationship ($SD\rho = .12$). A potential explanation could be that there are moderators of this relationship. We suggest that the emotionality/CWB relationship is moderated by *implicit power*. Implicit power is characterized by an implicit desire to influence others, to control the environment and the implicit desire to have a prestigious position in an organization. We suggest that implicit power will motivate employees with high emotionality to control their behavior because they see the potential harm that CWBs could inflict on their position within the organization.

Method. We tested our hypothesis using a sample of 121 German employee–supervisor dyads. Employees responded to the HEXACO-100 to measure personality and implicit power was measured with the operant motive test. CWBs were rated by the supervisors. To test our hypothesis, we conducted a moderated multiple regression analysis with all six HEXACO dimensions, implicit power, and the interaction between the emotionality and implicit power.

Results. Results revealed that the interaction was significant, $ß = -0.51$, $t(112) = -3.72$, $p < .01$. To investigate whether this interaction was in line with our hypothesis, we plotted the interaction (see Figure 1). The relationship between emotionality and other-rated CWB was smaller when power was low than when it was high. The results thus support our hypothesis that implicit power buffers the effect of emotionality on CWB.

Conclusion. We contribute to the understanding of CWB and suggest that implicit power moderates the link between emotionality and CWB.

Keywords: counterproductive work behavior, emotionality, power motivation

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Why and when employees recognize fuzzy problems: A framework for problem recognition in complex problem situations

Eva van der Lans, Onne Janssen & Tim Vriend

Purpose of the study. It is beyond a doubt that recognizing and solving complex problems (e.g., designing new work processes or creating the next generation of cars) is essential for organizations to survive and prosper in today's dynamic environment. Indeed, recently the World Economic Forum concluded that both *complex problem solving* and *creativity* are the first and third most needed skills in 2020. Unsurprisingly, in scientific research, an overwhelming number of studies have investigated the role of creativity in complex problem solving.

To date, research has mainly focused on solving complex problems, assuming that the problem is already recognized and clearly defined. In reality, however, most problems are not so obvious to the problem solver and first need to be recognized before any valuable solution can be generated. Consequently, although we know a great deal about how problems are solved, we hardly have any conceptual or empirical basis to explain where problems come from. This is unfortunate, as research has argued that the way in which problems are recognized has a major impact on the effectiveness of problem solutions.

In this conceptual paper, we develop a theoretical framework through which we explain how, why, and when employees recognize problems. Based on Regulatory Focus Theory and Proactivity Theory, we conceptualize problem recognition as the extent to which employees are motivated to observe opportunities (i.e., improvement of the status quo) or threats (i.e., worsening of the status quo) that are either proximal (i.e., encountering problems) or distal (i.e., creating and discovering problems). We argue that Regulatory Focus Theory allows for explaining why and when individuals recognize specific types of problems, whereas Proactivity Theory may explain why and when individuals adopt specific problem recognition strategies.

Thereby, we aim to offer a novel framework which may serve as a conceptual basis for studying problem recognition.

Keywords: creative problem solving, problem recognition, regulatory focus, proactive orientation

2.3 Diversity

How a diversity statement and a woman's past claiming behaviour influence observers' validity rating of a gender discrimination claim

Christopher Lennartz, Karin Proost & Lieven Brebels

Purpose of the study. Despite legal legislation, gender discrimination remains a pervasive problem in Western society (Baugh, 1997; Kishore, 2015). Although women increasing file claims against this type of discrimination, their call for equality often remains unheard and unanswered (Eyer, 2011; Goltz, 2005). We suggest that heuristic processing of the claim, triggered by contextual information of the claim and claimer, may be responsible (Elkins & Phillips, 1999).

In this study, we focus on two specific aspects that can lower the perceived validity of the claim. First, following signaling theory (Connelly, Certo, Ireland & Reutzel, 2011)we argue that an organizational diversity statement conveys the message that the organization is more ethical than others which reduces observers` validity ratings of a gender discrimination claim (H1). Second, based on attribution theory and stereotyping (Jones & Davis, 1965; Roy, Weibust, Miller, 2009), we argue that observers who learn about unsuccessful past claims of a woman evaluate her personality more negatively which also reduces validity ratings (H2). Third, we argue that both types of information in combination will lead to the lowest validity ratings (H3).

Method. Participants (N=212) rated the validity of gender discrimination claim in a scenario experiment with a 2 (Diversity Statement vs. Mission Statement) x 2 (Previous unsuccessful claims vs. No Information) between subjects factorial design.

Results. Results of a hierarchical regression analysis revealed significant negative main effects of a diversity statement (H1) , $ß = -.22$, $t(208) = -2.23$, $p < .05$, and of information about previous unsuccessful claims (H2), $ß = -.37$, $t(208) = -3.84$, $p < .001$ on participants validity ratings of the claim. We did not find support for H3.

Conclusions. Our preliminary findings reveal that information about the claiming women and the accused organization can influence the perceived validity of a claim. Implications for research and practice are discussed.

Keywords: gender discrimination, discrimination claim, diversity policies

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Diversity and inclusion from a JD-R model perspective

Janna Behnke, Evangelia Demerouti & Sonja Rispens

Purpose of the study. Research on the effects of workforce diversity consistently points out that a better understanding of the circumstances in which workforce diversity leads to positive outcomes for organizations is essential. Looking from a Job Demand-Resource Model perspective, we aim to offer a theoretical framework which is able to explain under which conditions an inclusive climate can be fostered and how this climate in return is related to favorable outcomes.

Method. Data will be gathered using an online questionnaire that will be administered to both academic and supportive employees of a technology university.

Results. We expect that job demands such as discrimination and harassment, as well as organizational demands like unfair organizational procedures will lower employees' perceptions of an inclusive work climate. Moreover, we expect that providing job resources (e.g. autonomy or the possibility to participate in decision-making), an inclusive leadership style as well as access to organizational resources (e.g. access to information) will help employees to cope with job demands and will be related to higher perceptions of inclusion climate in work teams. Finally, we expect that employees' beliefs about diversity and the degree to which the organization is diverse may moderate the above stated relationships. The preliminary results of our analysis may be presented at the conference as we are starting data collection in September.

Conclusion. This research will provide guidance and a theoretical outline for future studies in the field of diversity and inclusion, by showing how they are related to job and organizational characteristics. In this way, this research offers additional practical implications to practitioners regarding how to design jobs and organizational processes which foster equality and inclusion among employees.

Keywords: diversity, inclusion, job demands, job resources

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The Effects of Cultural Dissimilarity on Self-Other Agreement in Leader-Subordinate and Leader-Superior Dyads

Tim Vriend, Caroline Rook, Harry Garretsen, Janka Stoker & Manfred Kets de Vries

Purpose of the study. Multisource feedback systems are crucial for optimizing leader(ship) effectiveness. Culture plays an important role in the effectiveness of multisource feedback systems through its impact on self- and other-ratings of leadership behaviors. With few exceptions, however, most research studies leaders and observers from *the same* nationalities and cultures. In this study, drawing from Implicit Leadership Theory, we propose that *cultural dissimilarity* increases self-other *dis*agreement.

Method. We test this proposition using a unique dataset of 10,335 leaders from 64 nationalities rated by 31,230 subordinates and 13,820 superiors. We operationalized cultural dissimilarity through (mis)matches in cultural clusters and transformational, transactional, and intercultural leadership through items contained in the Global Executive Leadership Inventory that was administered to all participants.

Results. We estimated multivariate regression models with cluster-robust standard errors and used Wald tests to compare the effects of cultural dissimilarity for self- and other-ratings across leadership behaviors. Estimates indicate that cultural dissimilarity increases leader-subordinate disagreement on transformational and intercultural leadership behaviors and leader-superior disagreement on all leadership behaviors.

Conclusions. Our results corroborate earlier research by demonstrating that cultural dissimilarity decreases self-other agreement and expand it by demonstrating that this effect is partially contingent upon the hierarchical position of the observer (i.e., subordinate or superior) and the leadership behavior that is observed (i.e., transformational, transactional, or intercultural).

Keywords: cultural dissimilarity, leadership, self-other agreement

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A closer look into intra-team perceptions of HR differentiation and their relationships with employee outcomes

Alko van der Wiel, Lieven Brebels, Sophie de Winne, Elise Marescau & Luc Sels

Purpose of the study. The past decade has seen an increased interest in the use of formal HR practices that focus on the differential distribution of outcomes (e.g. bonus, training, flexibility) amongst employees, referred to as *HR differentiation practices*. Organizations can benefit from HR differentiation in terms of return on investment, employees in terms of an employment relationship tailored to their needs and preferences. A dearth of research in this area has left it fragmented, lacking validated measurement tools, and in need of a systematic examination of HR differentiation consequences for both employees and organizations. Since employee perceptions of HR differentiation are key in guiding their reactions, the current study developed and tested employee differentiation perceptions and consequences, beyond known effects emanating from perceived LMX.

Method. Focusing on four relevant HR domains (tasks & responsibilities, flexibility, financial incentives and development), we developed a survey to measure perceptions for each domain (1) level of differentiation within the group, (2) absolute outcome favorability, (3) comparative outcome favorability, and (4) extent to which differentiation outcomes match employees' relative strengths. Using a two-wave cross-lagged survey, we collected data from 200 employees. The aforementioned indicators were measured on t_1. Relevant employee outcomes such as team identification, perceived team proficiency, team-oriented extra role behavior, and turnover intentions were measured at t_2 (i.e. 4 to 6 weeks after t_1).

Results. Our results demonstrate that employees recognize and experience differences in HR differentiation, suggesting that it is a meaningful phenomenon. Based upon an exploratory factor analysis, we can distinguish between different concepts, which implies that HR differentiation is a complex construct with empirically distinct factors that reveal different relationships to employee outcomes at t_2. E.g, the perceived level of comparative and strength-based financial outcome favorability was positively related to turnover intentions, yet negatively to perceived team proficiency. Also, although higher levels of perceived task differentiation in the group led to lower levels of team identification, higher levels of comparative task favorability led to higher levels of team identification and extra-role behavior.

Keywords: HR differentiation, outcome favorability

2.4 Fatigue/Recovery

Music listening and psychophysiological recovery from stress: A meta-analysis of experimental studies

Krisna Adiasto, Debby Beckers, Madelon van Hooff, Sabine Geurts & Karin Roelofs

Purpose of the study. A significant portion of the European workforce reports constant exposure to work-related stressors. Empirical studies have shown that effective day-to-day recovery from stressors is vital for upholding health, well-being, and performance. Recovery can be defined as the process of psychophysiological unwinding that is opposite to the activation of stress systems during exposure to stressors. Against this background, studies investigating promising means for promoting recovery have become increasingly relevant. Music listening is theorized to be a potentially powerful tool to promote recovery following exposure to stressors. Despite this, the current literature presents itself with mixed findings. The present study therefore aims to determine the strength of cumulative evidence for the role of music in psychophysiological recovery from stressors.

Method. We conducted a preregistered meta-analysis (https://osf.io/qnx59) in accordance with PRISMA-P guidelines. An electronic search of literature was conducted, following which the effect sizes of included studies were calculated, weighed, and summarized using a random-effects model with robust variance estimation. A trim-and-fill analysis was conducted to identify possible publication bias. Lastly, subgroup analyses were performed to identify potential moderators of the relationship between music and psychophysiological recovery from stressors.

Results. We identified 2117 titles and abstracts, and included 21 experimental studies with size varying between 12 and 123 participants. Type of stress task, outcome measures, musical genre, and whether the music was experimenter- or self-selected varied between studies. Due to incomplete data, preliminary analyses were conducted with only 6 included studies. Preliminary results seem to suggest music has no effect on psychophysiological recovery from stressors (SMD .051 [95% CI -.221 to .323]).

Conclusions. None yet.

Keywords: music, recovery, meta-analysis

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The opportunity costs of using the smartphone while engaging with a task

Jonas Dora, Madelon van Hooff, Robert Kurzban, Michiel Kompier, Sabine Geurts & Erik Bijleveld

Purpose. *Why* do we look at our smartphone so often and *when* do we decide to interact with our smartphone (while at work)? We propose to think of the smartphone as a constantly available alternative to the current task activity. Kurzban's opportunity cost model states that fatigue may be an experience that arises when the alternative is unconsciously judged to have a more favorable cost-reward ratio than the current activity. Hence, we expected participants to experience more fatigue while working when the alternative to the task is the smartphone compared to a less rewarding alternative (H1) and in turn to take more breaks (H2). We also expected participants to recover more during the smartphone break (H3).

Methods. We tested this idea in two lab studies. During the experiment, participants repeatedly (1) indicate their current fatigue level, (2) make a choice for either working on a cognitive task (paid) or taking a break (unpaid), (3) then execute their choice. In the first study, all participants chose between the task and their smartphone. In the second study, additionally half of the participants chose between the task and reading in a boring magazine.

Results. We did not find evidence that participants experience more fatigue while working when the alternative is the smartphone. Consequentially, participants in turn did not take more breaks in the smartphone condition. However, participants in the smartphone condition did recover more during breaks. An exploratory analysis showed that participants got fatigued faster while working if they enjoyed the breaks more.

Conclusion. Combining our preregistered and exploratory analyses, we found some evidence for the opportunity cost model. Participants seem to get more fatigued while working and to recover more while resting when the alternative is more rewarding. However, the smartphone is not necessarily a highly rewarding alternative for everybody.

Keywords: mental fatigue, smartphone use, opportunity costs

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The Role of Recovery and Passion in Injury Incidence of Long-Distance Runners

Luuk van Iperen, Jan de Jonge, Josette Gevers & Steven Vos

Purpose of the study. Running is popular, but also causes a disproportionate amount of injuries, particularly in long-distance variants. The goal of this study was to explain this relation using the Demand-Induced Strain Compensation Recovery Model (DISC-R Model, 2003; 2012), which originates from work and organizational psychology. We tested whether this model, in the context of sports, accurately predicts injuries via demands, resources, and recovery. We also included passion, which has been proposed as a dualistic construct consisting of harmonious and obsessive passion. The first has been proposed as a possible positive influence, and the last as a negative influence on injury incidence.

Method. This study was a cross-sectional survey design. Long-distance runners were gathered via various channels (including mailing lists, social media, and athletic organizations), resulting in N = 425. Our questionnaire included the following independent variables: demographics, the DISC-R Sport Questionnaire and its various domains of recovery (i.e., emotional, cognitive, and physical), and the Obsessive and Harmonious Passion Scale. Our main dependent variable was injury incidence in the past 12 months.

Results. Reliability and factor analyses confirm our main constructs to function as predicted. A hierarchical regression showed that in Stage one gender nor years of running experience related to injuries. In Stage two, the three domains of recovery were added together with harmonious and obsessive passion, with only the last proving significant (□□= .26, $p < .01$).

Conclusions. We did not confirm our model as a whole. However, the positive relation of obsessive passion with injuries proves curious, and may suggest runners could lower injury incidence by lowering

their obsessive passion. However, lack of causality in this measurement warrants careful interpretation of these results. Further implications and recommendations will be discussed in detail during the presentation.

Keywords: DISC-R Model, injury, passion, recovery

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A componential emotion approach to moral distress episodes in health carers

Céline Baele & Johnny R. J. Fontaine

Purpose. Moral distress (MD), can be described as the feelings of unease that arise *'when a moral transgression has been committed, whether by action or omission'*. MD has been described as a major issue affecting several health care professional disciplines. Although there is a relative consensus on what MD is and when it arises, the empirical evidence concerning the *experience* of moral distress remains scarce. The present article aims to provide an empirically based deeper insight in the emotional features of this experience by taking a componential emotion perspective.

Method. In an open-ended survey, participants - 45 Belgian health carers - were asked to describe a recent experience of MD and the different emotion components they experienced: appraisals, subjective feelings, physical symptoms, expressions and action tendencies. They also described their emotion regulation and coping strategies. This qualitative data was analyzed using Nvivo 11.

Results. MD seems to be mainly situated in the domain of the so-called 'moral emotions' (compassion, disappointment, guilt and anger). The main appraisals are a sense of powerlessness, inadequacy, responsibility and transgression of a moral norm. Physical symptoms show typical patterns as seen in general stress experiences. The respondents felt mainly inclined to intervene, however, defensive and aggressive action tendencies were also reported. Interestingly, not even half of the respondents reported acting upon their initial inclinations. When it comes to emotion regulation, the respondents generally report using suppression strategies, whereas long term coping strategies are mainly active and engaged.

Conclusion. Considering MD as an emotion process, more specifically, as a moral emotion process, gives us more insight in the adaptive and motivational nature of MD in health carers. This might help us design interventions aimed at handling MD and might help health carers proceed toward effective moral decision making and morally courageous work behavior.

Keywords: moral distress, moral emotions, componential emotion approach

2.5 Conflict

How do intractable conflicts with the Dutch Tax office look? Characteristics of escalated conflicts between citizens and authorities

Valentijn Crijns

Purpose of the study. Citizens are rarely happy to pay taxes, and conflicts with the Tax authorities can easily occur. Some of these conflicts between citizens and authorities escalate in an extreme manner, becoming *intractable conflicts.* Such escalated conflicts are known in all western societies, making it highly relevant to investigate. The Dutch Tax and Customs Administration (DTCA) faces around 300 cases, within the Dutch government as a whole there are between 1.000 to 1.500. In the Netherlands knowledge about the characteristics of these very specific conflicts is virtually nonexistent. Aside from intractable conflicts in general, international research literature is very limited and merely focusing on partial aspects of the matter such as the deviant behavior of the citizens involved. The aim of the current study is to gain a deeper understanding of the characteristics and costs of such intractable conflicts.

Methods. We selected 100 conflict files within the DTCA, and did an in-depth case analysis of each of these, using documentary analyses, surveys and interviews with the tax officials, and in some cases also with the complaining citizen. We focused on conflict characteristics, handling costs, emotional burden for officers involved, and the parties' behavior.

Results. These files appeared to be, on average, 1.5 meters thick and have an average duration of over 10 years. The handling costs are on average 0.5 FTE = € 38,500 per year per case. The emotional burden for tax officers is very high. The behavior of the citizen-party often is –according to the tax officers- unreasonably cumbersome. The intervention repertoire of the officers is limited. Conflict files thus often turn out to be 'out of control'.

Conclusions. We discuss the need for specific interventions in these escalated cases. In many cases it seems more adequate to use interventions aiming on changing the conflict dynamics, than interventions aiming on a rapid conflict ending like mediation. Our findings, insights and recommendations are useful for other government agencies in the Netherlands and abroad.

Keywords: escalated conflict, handling costs, parties' behavior

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Servant Leadership and Leaders' Third Party Conflict Behaviors to buffer burnout: A Study in Women's Religious Congregation (WRC)

Innocentina-Marie Obi, Katalien Bollen & Martin C. Euwema

Purpose of the study. This study aims to investigate how servant leadership and leaders' third party conflict behaviors affect the level of emotional exhaustion as experienced by Catholic religious women (sisters). This is the first study to explore this subject in a religious setting. We assume a negative relation between servant leadership and emotional exhaustion (H1); a positive relation between leaders' third party conflict behaviors of avoiding as well as forcing with emotional exhaustion (H2a, b); a negative relation between leaders' problem solving behavior as a third party in conflict and emotional

exhaustion (H2c); leader's conflict behaviors as a third party moderate the relation between servant leadership and emotional exhaustion (H3a,b,c).

Method. We tested our assumptions with a cross sectional study consisting of *N*=453 sisters all belonging to one Women's Religious Congregation (WRC) in Nigeria. Sisters filled out a survey measuring perceptions of leaders' servant leadership, third party conflict behaviors (avoiding, forcing and problem solving), and emotional exhaustion. All measures had satisfactory reliabilities from $\alpha = 0.67$, to $\alpha = 0.85$.

Results. Hierarchical regression, after integrating control variables, showed that servant leadership and problem solving by a leader as a third party related negatively to emotional exhaustion. In contrast, forcing and avoiding by a leader involved as a third party add to emotional exhaustion. As regards the interaction effects, data show that leaders' third party problem solving as perceived by the followers moderates the relationship between servant leadership and emotional exhaustion. Moreover, we found no significant interaction effects between leaders' third party conflict behaviors of avoiding and forcing on servant leadership and emotional exhaustion.

Conclusions. Preliminary results support our assumptions that both servant leadership and problem solving as exercised by a leader as third party in conflict, can limit the level of emotional exhaustion as experienced by sisters (living in a community), while forcing and avoiding tend to increase the level of emotional exhaustion. In order to improve the psychological wellbeing of sisters and to limit emotional exhaustion, it is suggested that the congregation invest in leadership trainings and trainings on conflict management in order to foster servant leadership behavior as well as problem solving strategies when intervening in conflict between sisters.

Keywords: sisters, servant leadership, conflict management, avoiding, forcing, problem solving, emotional exhaustion

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Peacemaking at work and at home

Xiaolei Zhang, Katalien Bollen & Martin C. Euwema

Purpose of the study. Conflicts occur in every domain of our lives: family, work, and society. People act as informal mediators voluntarily to help each other deal with conflict, almost as daily practice. A peacemaker refers to a person who helps in a conflict between two or more others, on a voluntary basis, without formal authority over the conflicting parties, acts impartial, and works with either one or more of the parties to solve the conflict constructively (Zhang, Bollen, Pei & Euwema, 2018). As peacemaking is an activity which can be done in all groups people engaged in, such working teams, families, friends, or sports, we explore in the current paper the relations between peacemaking at work and at home.

Method. We investigate using both quantitative and qualitative methods. For the quantitative study 366 participants engaged in a survey to measure their peacemaking styles at work and at home. The measurement contains three dimensions of peacemaking styles (settlement oriented style, emotion oriented style, humorous style) and the impartiality of peacemaking. In our qualitative study, another 48 participants were invited to write down personal experiences of being peacemakers at work or/and at home.

Results. Results show that peacemaking at home correlates significantly with peacemaking at work. People tend to be peacemakers more at home than at work; use more humor, are more settlement oriented and give more emotional support at home than at work. However, people are more impartial at work than at home. The qualitative data is used to help interpret the quantitative findings.

Conclusion. Preliminary results support our central assumption that peacemaking at work and at home are positively related. At the same time some differences between peacemaking in these contexts are found. The implications for theory, future research and practices are discussed.

Keywords: peacemaking, conflict management, third party

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Our family is the best. Conflict management by male and female managers in family and non-family businesses

Maria Bernarda Guerrero Calle, Martin C. Euwema, Katalien Bollen & Dolores Sucozhañay

Purpose of the study. This paper aims to develop theory on family business conflict. Our study examines the interaction of type of firm (family or non-family) and gender on managers' conflict behavior with employees. We do so in Ecuador, filling the void of studies in small business, leadership and conflict management in Latin America.

Method. Survey data collected from 103 managers in Ecuador. Data were analyzed using MANOVA two-way.

Results. The findings reveal significant differences in conflict behaviors between managers in both conditions. Using Pillai's trace, a significant effect was found of type of firm and gender on: avoiding $F(1, 99) = 6.36$, $p < .01$, $F(1,99)$, accommodating $F(1,99) = 9.14$, $p < .01$, problem solving $F(1,99) = 11.16$, $p < .001$, and compromising $F(1,99) = 8.84$, $p < .01$, respectively. Women in family business show more problem solving and compromising than female managers in non-family business. Conflict behavior of male managers in family business is the same as in non-family business. Moreover, managers in family business used more compromising and problem-solving behaviors compared to managers in non-family business.

Conclusions. Managerial conflict behaviour differs as an interaction of type of firm and gender of the manager. This is limited to compromising, problem solving, avoiding and accommodating. In addition, conflict behaviours differ as an interaction of type of firm, for compromising and problem solving two most cooperative conflict behaviours. These results support theories on cooperative relations in family firms, and on gender. Implications for theory and practice, particularly in Latin America, are discussed.

Keywords: conflict management, family businesses, gender

Third parallel session: 15:15-16:30

3.1 Leadership 2

The Role of Engaging Leadership on Team Work Engagement, Mediated By Team Resources

Vivi Gusrini Rahmadani & Wilmar B. Schaufeli

Purpose of the study. This current research introduces a specific style of leadership that increases the level of team resources and team work engagement namely, engaging leadership which developed by Schaufeli (2015) based on Self Determination Theory. It proposes that engaging leadership as the predictor for team work engagement mediated by team resources.

Method. A survey was conducted among 607 Indonesian employees working in the production units of an agricultural company and the research model was tested using Structural Equation Modelling.

Results. The results showed that all the path-coefficients of the research model were positively significant as expected, and the model fit to the data significantly with the relative fit indices (AGFI, GFI, NFI, CFI, TLI are 0.95, 0.97, 0.96, 0.97, 0.96 respectively) and the value of RMSEA is 0.06. The main hypotheses were supported by the data and this study presents engaging leadership (leaders that strengthening, connecting, empowering and inspiring employees) promotes team work engagement (team vigor, dedication and absorption), partially mediated by team resources (team work, supportive work climate, and team spirit).

Conclusions. Thus, this study give the information of the role of engaging leadership to the teams in the organization. Engaging leaders who strengthen, connect, empower, and inspire the team members as a team can increase the level of their team work engagement both directly and indirectly via the fulfillment of their team resources.

Keywords: engaging leadership, team resources, team work engagement

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Leadership in schools promoting female teachers career ambitions: A Nigerian study

Cyriacus Nwaka

Purpose of the study. This paper aims to investigate the issue of the attainment of leadership positions for female staff in the Nigerian primary and secondary schools. This involves issues of gender stereotype or forms of discrimination that female teachers experience in these schools. This has placed a question mark on the current leadership styles in these schools, and how it motivates female teachers and their career ambition. Studies on leadership in schools in Nigeria is lacking.

Method. In order to achieve this, we investigate following areas: leadership practices, aspirations for leadership by female teachers in these schools, and hindrances for leadership by female teachers. We expect positive relations between gender of leaders, servant and engaging leadership and the aspirations of female teachers, who also will perceive fewer hindrances, and more opportunities for leading positions. We collected survey data on locations in Nigeria. In total, we have survey data from 93 leaders (37 male and 12 female principals & 42 Head mistresses 2 masters), and 818 teachers, (561

females &257 men). These data are collected from 49 secondary and 45 primary schools from Okigwe, in the Southeastern of Nigeria.

Result. First, it is noted, that women do hardly occupy leadership positions in secondary schools, while they do so in primary schools. Second, female leaders apply more engaging and servant leadership and engage more in problem-solving in conflicts, compared with male leaders. Third, results show that in schools with female leaders, teachers experience higher levels of wellbeing and have more career ambitions.

Conclusion. In conclusion, engaging/servant leadership is positively related to well-being and generally more positive perceptions of working conditions, promoting career ambitions of female teachers.

Keywords: gender aspirations, servant and engaging leadership, conflict management

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Literature Reading, Moral Awareness and Empathy: The Impact of a Literature-based Leadership Intervention

Inge Brokerhof, Sandra Sucher, Matthijs Bal, Frank Hakemulder, P.W.G. Jansen & Omar Solinger

Purpose of the study. The aftermath of the last financial crisis, and fraud in companies such as Enron and Volkswagen has reinforced the call for a stronger focus on moral awareness and empathy in the workplace, especially among business leaders. This study investigates an intervention whereby narrative fiction is used with the aim of increasing moral awareness in business school students. Reading narrative fiction has shown to be able to enhance interpersonal skills and foster empathy and ethical awareness in readers. In addition, stories have been hypothesized to be simulations of real-life situations that can stimulate mental processes similar to learning from experience, which could therefore prepare (future) leaders for moral complexities they could encounter in their future career.

Method. This study analyzed the impact of a 13-week narrative intervention to stimulate moral awareness in (future) business leaders. MBA students (*n*=58) at a business university in North-Eastern America, with on average 5,4 years of working experience, read world literature to reflect - both at a personal level and in a weekly group session - on complex ethical dilemmas, which was hypothesized to improve moral awareness, tolerance for ambiguity and empathy. The study investigated the impact of this intervention using observations of the weekly group discussions, interviews, and a within-subject design with validated pre- and post-measures (both quantitative and qualitative).

Results. The results of this study are currently still being analyzed! [Work in progress!]

Keywords: Moral leadership; Business ethics; Narrative fiction; Intervention; Mixed-method

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The relationship between (transformational and transactional) leadership and employees' cognitive processes

Anna Katharina Schopf, Emma C. E. Heine, H. M. Saidur Rahaman, Hanne Cosemans & Jeroen Stouten

Purpose of the study. Leadership has been argued to provide resources to employees in terms of, for example, emotional support, wellbeing, thriving at work, and cognitive advantages. Yet, the theoretical underpinning of this assumption has only scarcely been built and empirical evidence has been limited to emotional resources. Drawing on the conservation of resources (COR) theory, the present

research aims to test the aforementioned assumption by examining whether transformational and transactional leadership, by providing resources, influence cognitive processes of employees in terms of their attention, working memory, and problem solving capacities. These cognitive processes have been shown to be linked to employee performance at work, which is crucial for companies to achieve their strategic goals.

Method. A sample of 99 employees (53.5% males) from two Belgian organizations participated in the present study. They filled in the Multifactor Leadership Questionnaire, such that we could assess their perception of their supervisors' leadership styles. Then, the employees performed several cognitive tasks which were used to measure their attention, working memory, and problem solving capacities. Multiple regression and logistic regression analyses were conducted to test the hypotheses.

Results. No significant main effects of either transformational or transactional leadership were found on employees' cognitive processes. However, supplementary analyses showed a significant interaction effect of transformational and transactional leadership on employees' performance on a problem solving task (i.e. the Cognitive Reflection Test (CRT)). Specifically, the relationship between transactional leadership and employees' ability to solve the problems presented in the CRT was only significantly positive when levels of transformational leadership were low.

Conclusions. The findings of this research reveal that the relationship between transformational and transactional leadership and employees' cognitive processes might be rather negligible and possibly more complicated than the literature to date has assumed. Thereby, they also question the applicability of the COR theory to cognition.

Keywords: conservation of resources theory, leadership, cognitive resources

3.2 Diary studies/Daily events

Cognitive and risk-taking outcomes of strengths use and flow

Wei Liu, Dimitri van der Linden & Arnold B. Bakker

Purpose of study. This study tries to answer two questions, one is that are there any objective advantages of strengths use and flow experience? The other is that does strengths use lead to flow experience in practice? According to self-determination theory of flow, flow is produced after using strengths, but few studies have tested this and further tell about cognitive and decision-making performance after flow.

Methods. This study employs a diary study with longitudinal method. In total, 166 participants fill out our survey. They need to do it twice a day in 5-consecutive working days, the number of participators is between 110 (66.3%) and 133 (80.1%) among ten times. To measure their attention and risk-taking, we deploy Stroop color & word test and Balloon risk analogue task in Qualtrics and let participants do that in mobile device via giving links.

Results. All the analysis is done in MLwiN by using multilevel modelling with a 2 level approach. We found that flow positively relates to strengths use significantly, $b=0.696$ ($t=24.9$, $p<0.001$). However, the effect of strengths use on flow is moderated by support for strengths use and behavioral activation system separately, interaction effect for the two variables is separately 0.048 ($t=2$, $p=0.023$) and 0.116 ($t=1.97$, $p=0.025$). Besides, the preliminary results show that risk-taking behavior positively relates to flow experience, $b=0.162$ ($t=1.76$, $p=0.039$). Flow increases response time positively, $b=21.640$ ($t=2.97$, $p=0.002$).

Conclusions. The results approve that strengths use is a strong predictor of flow, the self-determination theory of flow model is verified by our data. Also we learn that flow will influence people towards a more risk-taking direction. Flow will result in a slower response time which may be caused by a wider visual attentional scope.

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The role of energetic mechanisms on fluctuations in job crafting behavior: a daily diary study

Daphne van der Kruijssen, Dorien Kooij, Marianne van Woerkom & Marc van Veldhoven

Purpose of the study. The workplace is a dynamic environment in which job characteristics and the knowledge, skills, and abilities required to do a job evolve continuously. To maintain the fit between these changing demands and their own motives and abilities, employees may engage in job crafting behavior, referring to self-initiated changes that individuals make in the task or relational boundaries of their work aimed at improving the fit between their work and their personal strengths and interests. Previous research has demonstrated that job crafting behavior has positive effects on the health and wellbeing of individual employees. However, these studies typically have cross-sectional designs, relying on global retrospective self-reports, thereby not providing insight in the psychological states and energetic mechanisms that may cause within-person fluctuations in job crafting behavior. In this paper we aim to study the micro processes that influence different job crafting behaviors on a daily basis. We hypothesized that sleep (both quality and quantity) determines employee's daily energy

rates and daily levels of PSYCAP and both positive affect and negative affect, which consequently relates to different daily job crafting behaviors.

Methods. A sample of 307 employees filled in a quantitative diary study for 3 consecutive working days (*n* occasions = 921). To clarify: daily questionnaires consisted of validated and reliable scales.

Results. Preliminary results of multilevel analyses in R showed that sleep was positively related to energy and PSYCAP, negatively related to negative affect and only sleep quality was positively related to positive affect. In addition the daily levels of energy, PSYCAP and both positive and negative affect influences different job crafting behaviors.

Conclusion. This study extends the literature on individual differences in daily job crafting behaviors by exploring energetic mechanisms (sleep and energy) as antecedents for different job crafting behaviors on a daily basis.

Keywords: energetic mechanisms, Job crafting, Daily diary study

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How to adjust statistical forecasts: the role of work- and personal characteristics in the planning task

Bregje van der Staak, Evangelia Demerouti, Philippe van de Calseyde, Rob Basten & Ton de Kok

Purpose of the study: Research repeatedly shows that planners do not rely entirely on evidence-based algorithms, and as a consequence they adjust statistically provided forecasts very often. However, the reasons why planners adjust these forecasts, and the effects of work- and personal characteristics are not yet known. This study is aimed at uncovering the relationship between daily working conditions and forecasting decisions made by inventory planners.

Method: Data were collected during the period of five consecutive workdays by means of a daily diary combined with event sampling. Every day a planner completed the diary, and every time (s)he adjusted a forecast, a reason had to be provided from a list of reasons. Besides the diaries and reasons provided by the participants, the actual changes made by the planner were also collected during these five days. The research questions addressed are (1) *What daily working- and personal characteristics predict adjustments made to the advice given by the planning system?* and (2) *What reasons can be provided for those adjustments?*

Expected results: The design of the research is based on the Job-Demand resources model and we expect that planners make smaller adjustments when they experience fatigue and larger adjustments when they show motivation on a particular day. Furthermore, we expect that planners with high levels of motivation make more adjustments than planners with low levels of motivation. The research will give insights in the way planners use planning systems, and how the use of these planning systems can be improved.

Keywords: job demands-resources model; judgmental adjustment; system crafting
Currently, the diary study is carried out, and possibly the first results can be presented during the WAOP 2018 conference

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It's All About the Small Things – Daily Events at Work and Employee Well-Being

Gudrun Reindl, Jonas W. B. Lang & J. Malte Runge

Purpose. One barrier for progress in research on work events is that the categorization of events in past research has typically been quite rough since they were mostly divided in positive and negative events. To overcome this barrier and work toward a more precise classification of events, several researchers have recently developed situation taxonomies (Ohly & Schmitt, 2015; Parrigon, Woo, Tay & Wang, 2017; Rauthmann et al., 2014). These new taxonomies allow to categorize work and other daily experiences more detailed. Building on this earlier work, the goal of this study is applying the newly developed taxonomies to study more specific effects of perceived work events on employees' affective well-being.

Methods. We designed a daily diary study for five consecutive workdays – 240 workers described 3590 events. After work, they described and evaluated their work events that day using the CAPTION situation taxonomy (Parrigon et al., 2017). CAPTION includes the dimensions complexity, adversity, positive valence, typicality, importance, humor, and negative valence. Participants then indicated their affective well-being.

Results. For analysis, we used structural equation modeling. Model 1 predicted after work positive affect (PA) with CAPTION and morning PA, and after work negative affect (NA) with CAPTION and morning NA. Within-person results suggested that adversity and humor predict PA after work beyond morning PA, and adversity, positive and negative valence predicted NA after work beyond morning NA. Model 2 predicted emotional exhaustion with CAPTION, morning PA, and morning NA. On the within-person level, adversity and negative valence predicted emotional exhaustion beyond morning PA/NA. The within-person findings differed from findings at the between-person level in both models.

Conclusion. Our initial results provide evidence that it is fruitful to apply multiple dimensions to work events and suggest that these dimensions are differently correlated with each other and outcomes at the within- and between-person level.

Keywords: work event – well-being – daily diary

3.3 Teams

Informal Hierarchy and Team Performance: The Importance of Considering Hierarchy's Origins

Jacoba Oedzes, Floor Rink, Frank Walter & Gerben van der Vegt

Purpose of the study. The literature advances two main perspectives on the consequences of informal hierarchy for team performance. Functional theorists argue that strong informal hierarchies are beneficial because of their coordinative function, while critical theorists posit that they are detrimental because of their conflict-inducing effects. Importantly, one main issue that sets these theories apart is the assumption that informal hierarchies generally emerge based on merit, meaning that team members' influence is aligned with their performance levels. Literature suggests, however, that next to merit, dominance is also a primary driver of who receives influence in teams – and therefore may just as well become the foundation of informal hierarchy at the team level. We therefore investigate these two primary drivers of hierarchy formation (i.e., performance and dominance) as moderators of the hierarchy strength–performance relationship. Specifically, we propose that the positive effects of informal hierarchy strength emerge when performance alignment is high, while the negative effects emerge when dominance alignment is high.

Method. We tested our hypotheses in a study among 152 work teams from a wide range of industries.

Results. Consistent with your expectations, we found a significant informal hierarchy strength × performance alignment interaction, such that informal hierarchy strength related positively to performance when performance alignment was high. Furthermore, we found a negative main effect of dominance alignment on team performance.

Conclusions. This study is one of the first to examine informal hierarchies' origins as an important factor in shaping its consequences, next to informal hierarchy strength. In addition, the findings shed light on the contradicting perspectives regarding informal hierarchy's relation to performance, by demonstrating that strong informal hierarchy is positive when it is performance based (in line with functionalist accounts) and negative when it is dominance based (in line with critical accounts).

Keywords: informal hierarchy, dominance, performance

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How variety in top management team affects firm performance: The role of strategic flexibility

Huatian Wang, Jia Li & Evangelia Demerouti

Purpose. In this paper, we present a moderated mediation model in which variety in top management team (TMT) is proposed to benefit firm performance by increasing strategic flexibility. The benefit is stronger if firms have greater government resources and lower financial demands.

Method. We used the data from 141 Chinese high-tech firms between 2008 and 2016 which were available in CSMAR database. We carried out a multilevel regression analysis as the measures were nested within firms.

Results. We found supportive evidence for the effects of TMT gender variety. The effect for TMT functional background variety is mostly consistent with our prediction except that the indirect effect is smaller when governmental resource is lower.

Conclusions. This paper contributes to a comprehensive understanding of how variety-diverse TMTs tend to make strategically flexible decisions and then such decisions enhance firm performance especially when firms operate in a favorable environment. This paper highlights an important role that variety-diverse attribute plays in TMTs and provides insights for high-tech firms to optimize TMT composition for greater strategic flexibility and better performance.

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Learning Apart Together: Facilitating Conditions for Virtual Team Learning

Arne Vanderstukken, Irina Nikolova, Yennef Vereycken & Monique Ramioul

Purpose of the study. Because of advances in communication and information technology, more and more employees are able to make use of teleworking and find themselves communicating with team members through virtual channels (e.g., e-mail, video conferencing, chat rooms). This trend seems to be a double-edged sword. On the one hand, employees in virtual teams have to deal with more cumbersome communications and misunderstandings, but on the other hand, under the right conditions, they have the opportunity to broaden their skill set. In the current study, we examine which contextual factors can facilitate such learning in virtual teams and thus increase the chance of positive effects. These contextual factors were operationalized both on the team level (i.e., trust, knowledge sharing, task interdependence) and on the organizational level (i.e., learning climate, skill utilization).

Method. To test our predictions, we conducted a two-wave survey study in nine Belgian organizations (N1 = 1297, N2 = 564), with a six month gap between the waves. We subsequently regressed T2 skills on T1 skills, T1 virtuality, T1 contextual factors, and the interactions between T1 virtuality and T1 contextual factors, taking into account the level of the factors (individual, team or organization).

Results. To our surprise, we only found evidence for the facilitating role of team knowledge sharing on learning in virtual teams; moderating effects of the other contextual factors were non-significant.

Conclusion. The results suggest that organizations would do well to stimulate a constant exchange of information among team members after implementing teleworking, and prevent team members from becoming isolated and therefore less able to learn new skills.

Keywords: virtual teams, skill development, context

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Values and team roles in personnel selection: conceptual and methodological considerations

Paul van Leest

Purpose of the study. The measurement of values in personnel selection is important for predicting person-group fit or person-organisation fit. Cebir has incorporated value measurement scales in two Big Five personality questionnaires: the Cebir Personality Test and the Cebir Big Five Test. These value scales are based on a model, proposed by Van Leest (1997, 2001), which was inspired by the models of Shalom Schwartz and Robert Quinn. In order to extend the measurement possibilities, especially for management positions, the value model has been extended to a model of 16 team roles: 8 management roles and 8 roles of people in non-managerial positions.

Method. We are now constructing questionnaires measuring these team roles. These questionnaires can be used in self-assessment and 360° assessment.

Results. In the presentation we present construct validity evidence of the value scales. We hope to present the first results of the management role questionnaire too.

Conclusions. We will discuss some conceptual and methodological issues in measuring values and team roles: values and roles, types or traits, multidimensional scaling and circumplex models, consequences of using forced-choice items (an important point of criticism of the Quinn model), how relevant are current team roles for a new organisation/position and measurement of organisational culture.

3.4 Resources

What Happens When Strengths Go Unnoticed? The Role of Colleague Recognition and Organizational Support

Hannah L. Moore, Arnold B. Bakker & Heleen van Mierlo

Purpose of the study. A strong predictor of work engagement is the extent to which people use their personal strengths at work (van Woerkom, Oerlemans & Bakker, 2016). But what happens when strength use goes unnoticed or is not supported? In this study, we investigate colleague recognition of strengths and organizational support for strength use as moderators of the indirect relationship between strength use and work engagement, with frustration and self-efficacy as mediating mechanisms.

Method. Dutch employees (*N*=447) from a broad range of job sectors completed an online survey on strengths, personal and job resources, frustration at work, and work engagement. Each participant was asked to solicit one close colleague to participate as well, which prompted them to indicate to what extent they recognized the focal participant's self-reported strengths as characteristic of them. A total of 158 colleagues responded (35%).

Results. Moderated mediation analysis supported the hypothesized interaction between strength use and colleague recognition, *b*=-.52, *t*(154)=-3.26, *p*=.001, in that low strength use and high but unrecognized strength use were both related to more frustration at work, which is in turn associated with less work engagement (indirect effect =.06, *SE*=.02, 95% CI=.03-1.0). When strength use and recognition were both high, frustration was at its lowest and work engagement at its highest. We will further test interaction effects between strength use and organizational support building on Job Demands-Resources theory.

Conclusions. Focusing on recognition and support of strength use at work can reveal fruitful information on how organizations can create environments in which employees reap the most benefits from using their strengths. Our findings point towards a strong role of external influences in predicting how strength use relates to work engagement, suggesting that the social aspect of strength use may be an underestimated factor.

Keywords: strength use, colleague recognition, organizational support

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The link between support provision and the provider's work engagement: The role of the receiver's emotional demands and learning goal orientation

Marijntje Zeijen, Paraskevas Petrou, Arnold. B. Bakker & Benjamin van Gelderen

Purpose of the study. Previous survey studies have shown that when people provide autonomously motivated support, the support provider satisfies his or her own basic psychological needs, and, thereby experiences improved subjective well-being. Presently, we aim at further refining these findings within a daily work context and include the role of the support receiver. Based on the JD-R and learning goal theories, we argue that the link between the autonomous motivation to support and the

support provider's need satisfaction is stronger when (1) the receiver's emotional demands are high and (2) the receiver's learning goal orientation is high.

Method. To test this, we collected experience sampling data over three moments among police officers (194 participants, 97 dyads, datapoints 227-491).

Results. Indeed, multilevel actor-partner analyses show that the autonomous motivation to support relates to the provider's daily work engagement through the satisfaction of daily needs, and the relationship between the support provision and need satisfaction is moderated by the emotional demands of the receiver. This means that on moments when the support receiver experiences high emotional demands, the autonomous motivation to provide support satisfies the provider's psychological needs more. Results also show that the relationship between the autonomous motivation to provide support and the provider's need satisfaction is moderated by the learning orientation of the support receiver in such a way that the provided support satisfies the provider's needs when the receiver has a learning orientation.

Conclusions. Supporting one's co-worker at work has an engaging potential for the support provider, as it satisfies the provider's basic psychological needs. These results possibly suggest that the support provider benefits from providing autonomously motivated support the most when the receiver needs it and when the receiver wants to learn from the support.

Keywords: intrinsic motivation, social support, emotional demands, work engagement, APIM, ESM

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Crafting Creative, and Energizing Interactions: The Role of Network Structure

Piet van Gool, Evangelia Demerouti, Gerrit Rooks & Frank Rozemeijer

Purpose. Both network structure and expansive job crafting can provide the resources and challenges that may spark energy and new ideas. Based on Job Demands-Resources theory we argue that these structural and crafted resources and challenges interact. We hypothesize that (1) seeking challenges is most effective in social interactions high on structural network resources (high dyadic constraint) and that (2) seeking resources is more effective in interactions high on structural network challenges (low dyadic constraint).

Design/Methodology. Using a contact diary (Fu, 2007) we collected data on job crafting behavior, relational energy and ideas generated during 517 interactions over 5 days of 60 boundary spanning employees. Dyadic constraint of the interaction partners (Burt, 1992) was derived from a network matrix that included all contacts mentioned.

Results. Seeking resources and seeking challenges during interactions are positively associated with the relational energy and idea generation during that interaction. The relationship between seeking challenges and both idea generation and relational energy is stronger in interactions with contacts that are high on dyadic constraint. The relationship between seeking resources and relational energy (but not idea generation) is stronger in interactions with contacts low on dyadic constraint.

Limitations. The contact diary approach did not capture the entire ego network of the participants.

Research/Practical Implications. Employees can create energizing and creative interactions using expansive job crafting strategies. The effects of these strategies depend on the structure of their network.

Originality/Value. We are among the first to study the interaction between (network-) structural and crafted resources and challenges.

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Two Tales of Autonomy: Doing What You Love Trumps the Freedom of Doing

Maxim Laurijssen, Gerben van der Veg, Bernard Nijstad & Floor Rink

Purpose of the study. Autonomy research presupposes that people strongly desire to experience volitional autonomy – the search and pursuit of choice –, and overlooks why and when people would want to exercise volition in the first place, which hampers our understanding of what autonomy truly is. This research distinguishes concordant autonomy – the pursuit of tasks and goals that reflect people's enduring interests and values – from volitional autonomy. We argue that volition is mostly unimportant to people when they experience high concordance, and that volition is compensatory to concordance. That is, people become motivated to increase their concordance when they no work on non-concordant tasks and goals, which requires the exercise of volition.

Method. Our assumptions were tested in a sample of medical specialists, where autonomy matters strongly (n = 236), using newly developed measured. We are currently running two studies to test whether people persist longer on tasks when they watch concordant videos (Study 2) or work on concordant tasks (Study 3), regardless of their volition (Study 2 and 3). Concordance and volition are manipulated in Studies 2 and 3 and measured in Study 1.

Results. Study 1 provides initial evidence (N = 236). We observed that concordance relates more strongly to job satisfaction than volition and that volition was only related to job stress under low concordance (Study 1).

Conclusions. Whereas autonomy research assumes that people need volition in order to work concordantly, preliminary evidence showed that (1) people do not require volition to work on what they find personally valuable and important, and (2) that a lack of volition is not necessarily damaging as long as concordance is high. Taken together, people do not need to suffer in their freedom experiences as long as they what they do aligns with their enduring personal interests and values.

Keywords: autonomy, Concordance, Volition

3.5 Identity and Fit

Identity Systems: A systems theory approach to identity management

Leon Hupkens

Research into psychological identity has recognized that people foster multiple identities that emerge from and are groomed by contextual and environmental influences. However, conceptualizations of multiple identities have generally been limited to the understanding of specific identity dyads. To expand on the concept, scholars have conceptualized the intrapersonal identity network (Ramajaran, 2014; Lane & Scott, 2007).

This study elaborates on this conceptualization, as we propose an identity system theory that clarifies the generative principles underlying the emergence and transformation of identity systems. Building upon networks and systems theory, we propose identity systems as emergent and interconnected entities in a neural network structure.

In this study we define the attributes and elements by which identity systems can be expressed and we posit mechanisms for both active and passive approaches by which identity systems are managed to account for the creation, development, and diminishing of identity systems. In addition, we propose determinants of system stability and expected changes to identity systems following different types of disruption.

Identity system theory advances identity literature by providing for an integrative account of the interrelationships among multiple identities, elaborating on the temporal dynamics that underlie the emergence, development and diminishing of identities, and predicting outcomes of internal interactions within the identity system.

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Low Sense of Continuity and Functional Indispensability as Drivers of Post-Integration Organizational Identification

Frederik Wermser, Susanne Täuber, Peter Essens & Eric Molleman

Purpose of study. Organizational psychology research strongly focuses on the negative effects of organizational integrations, such as mergers and joint ventures. Integrations are seen as disruptive for employees' sense of continuity which in turn negatively affects post-integration organizational identification. Recent studies contrast this pessimistic view by highlighting that integrations can be perceived as an opportunity. In this study, we test the hypothesis that in such an opportunity context a *low* sense of continuity can positively affect post-integration identification because it signifies the realization of opportunity-related change. Furthermore, we introduce functional indispensability as a driver of identification, which is particularly effective when integrations are seen as an opportunity. Specifically, we hypothesized that employees who regard integration partners as complementary and who feel that they therefore can make an indispensable contribution to the integrated organization, identify more strongly with this organization.

Method. We tested our hypotheses with a survey study among 489 soldiers of a newly integrated binational military unit.

Results. A mediation analysis showed that soldiers who perceive more change due to the integration have a significantly lower sense of continuity, which in turn had a significant positive effect on post-integration identification. Moreover, the analysis showed that soldiers who perceived integrations

partners to be complementary experienced significantly more functional indispensability, which in turn explained variance in post-integration identification above and beyond a low sense of continuity.

Conclusion. The present study offers first insights into processes of identification that unfold when integrations are perceived as an opportunity. Our findings indicate that previous findings on sense of continuity do not apply in the opportunity context and we identify functional indispensability as an effective driver of post-integration organizational identification.

Keywords: organizational identification, organizational change, sense of continuity, complementarity, functional indispensability

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Do employees have better family lives when they experience boundary management fit at work?

Yanne Bogaerts, Rein De Cooman & Sara De Gieter

Purpose of the study. Research on work-family spillover has been dominated by the negative impact of the work-life interface. Yet, work experiences and positive emotions derived from the work role act as enriching and energizing resources that help meeting family demands, thereby facilitating people's' performance and improving affect in their family life (Ford et al., 2008). Using insights from conservation of resources theory (Hobfoll, 1989) and the work-home resources model (ten Brummelhuis & Bakker, 2012), we propose that work-nonwork boundary management fit (WNWBMF) translates into experiencing a better family life. That is, the experience of fit between boundary preference and workplace supplies serves as a personal resource that is related to higher levels of satisfaction and performance at home. In addition, we propose a mediation model in which WNWBMF contributes to a decrease in work-life conflict, which positively influences employees' family life.

Method. We tested the hypotheses in two different longitudinal samples that varied in time (respectively one year and one month between T1 and T2). Participants were working parents with at least one child under the age of 12. We controlled for gender, the presence of a partner and home demands.

Results. Structural equation modeling in Mplus was used to evaluate the hypothesized model. Evidence for a full mediation model through work-life conflict was found in sample 1, while an additional direct path from WNWBMF to family role performance was found in sample 2, (partially mediated model).

Conclusions. The present study adds to the work-life literature by examining the positive impact of WNWBMF on one's family life. We found that WNWBMF serves as a personal resources and is positively related to satisfaction and performance at home, partially through a decrease in work-life conflict.

Keywords: work-life interface, work-life conflict, needs-supplies fit

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