

WAOP **Amsterdam**
Conference 2019

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WAOP 2019

Schedule and Study Abstracts

LOCATION

UvA Roeterseiland
Campus Amsterdam,
Nieuwe Achtergracht
166, 1018 WV
Amsterdam

DATE

November 22, 2019

Content of Sessions WAOP Conference 2019, University of Amsterdam

11:00-12:00 First Parallel Session

1.1 Signature Session I: (Un)sustainable Work Behavior – REC B2.02 – Chair: Maria Peeters

Keri Pekaar & Evangelia Demerouti • *Boosting sustainable work behavior: A daily diary intervention study*

Ömer E. Koçak & Arnold B. Bakker • *Recovery and thriving at work: A diary study*

Judith Langerak, Jessie Koen & Edwin A.J. van Hooft • *How (not) to cope with job insecurity: Unfolding the relationship between cognitive job insecurity and psychological strain*

Renée Boesten & Gerrit Rooks • *How does loneliness affect academic burnout?*

1.2 Round Table I: Leadership – REC C3.04 – Chair: Marie Thommes & Tim Vriend

Marie S. Thommes, Sijr Uitdewilligen, Ramón Rico & Mary J. Waller • *The dynamics of shared leadership and adaptive team performance in dynamic environments*

Tim Vriend, Janka I. Stoker & Harry Garretsen • *Heterogeneity explained: The influence of leader-organization fit of directive and supportive leadership on team innovation climate*

1.3 Technology & Environment – REC C1.07 – Chair: Madelon van Hooff

Ruben Cambier & Peter Vlerick • *You've got mail: Does workplace telepressure relate to email communication?*

Sandra Geiger & Michelle Van Laethem • *Always connected, always stressed? Exploring how organizational identification and social support influence work-related smartphone use and work stress after work*

Sophia Frick, Leander van der Meij, Karin Smolders, Evangelia Demerouti & Yvonne de Kort • *When the lights go out: The effect of light on burnout*

1.4 Personnel Selection – REC CK.08 – Chair: Reinout de Vries

Paul F. van Leest & Steven Vanmarcke • *Age differences in work related abilities*

Nadine Janssen, Dirk H.M. Pelt, Janneke K. Oostrom, Marise Ph. Born, Sylvie P.J.W. Schrijen, Batsheva Mannheim & Diddo Van Zand • *Comparing person-fit statistics in a proctored vs. unproctored general mental ability test in low- and high-stakes test situations*

Batsheva Mannheim, Pelt, Dirk H.M.*, Sylvie P.J.W. Schrijen, Nadine Janssen & Diddo Van Zand • *Practicing for cognitive tests: Is computerized adaptive testing the answer?*

1.5 Decision Making & Corruption – REC CK.06 – Chair: Mark van Vugt

Tessa Coffeng, Elianne van Steenbergen, Femke de Vries & Naomi Ellemers • *On the difficulty to monitor and improve decision quality: A hidden-profile field experiment among supervisory and managing board members*

Bregje van der Staak, Philippe van de Calseyde, Rob Basten, Evangelia Demerouti & Ton de Kok • *Human preference for rounding behavior in sales forecasting*

Nils Köbis, Ina Kubbe, Shaul Shalvi & Bruno Verschuere • *Bribery games – A meta-analysis*

1.6 Creativity & Job Resources – REC B3.02 – Chair: Jessica de Bloom

Gerben Tolcamp, Tim Vriend, Bart Verwaeren, Bernard Nijstad & Roni-Reiter Palmon • *Disentangling the creative process: how leader expectations spark employee incremental and radical creativity through different processes*

Huatian Wang, Evangelia Demerouti & Jia Li • *Crafting jobs in diverse work environments: The role of resilience and self-monitoring*

Burkhard Wörtler, Nico W. Van Yperen, Jesus M. Mascareño & Dick P.H. Barelds • *Fostering employees' proactivity through vitality*

13:30-14:30 Second Parallel Session

2.1 Signature Session II: Fostering Sustainable Performance – REC B1.03 – Chair: Heleen van Mierlo

Hodar Lam, Meir Shemla & Steffen R. Giessner • *Breaking free from loneliness at work: The role of subjective power and upward self-disclosure*

Lara Solms, Annelies E.M. van Vianen, Jessie Koen, Tim Theeboom, Anne P.J. de Pagter & Matthijs de Hoog • *Killing two birds with one stone: Coaching can help to prevent and cure burnout among physicians*

Anniek Postema, Arnold B. Bakker & Heleen van Mierlo • *Study-sport enrichment in student-athletes: From study crafting to sport performance*

Sven van As, Debby G.J. Beckers, Harm P. Veling, Sabine A.E. Geurts & Michiel A.J. Kompier • *Towards a better understanding of the relationship between work and leisure time physical activity*

2.2 Round Table II: Personality – REC C2.04 – Chair: Stefan Kuipers, Roger Wu & Dimitri van der Linden

Stefan Kuipers, Wim Bloemers, Liesbeth van Leeuwen, Jozien Silvester & Jelle Geertsma • *Who's cheating on UIT's? Effects of personality on cheating behavior during online intelligence assessments*

Roger Wu & Dimitri van der Linden • *Emerging leadership and the general factor of personality (GFP): A quasi-experimental test of the social effectiveness account*

2.3 Physical Activity & Recovery – REC B1.02 – Chair: Yannick Balk

Luuk van Iperen, Jan de Jonge, Josette Gevers & Steven Vos • *Vigor in long-distance runners: The interplay of running-related demands, resources, and recovery*

Pam ten Broeke, Erik H. Bijleveld, Erik; Debby G.J. Beckers, Sabine A.E. Geurts, Dick Thijssen, Anna Lichtwarck-Aschoff & Merlijn Olthof • *Sit happens: Exploring the dynamics of sitting and standing at work*

Jian Shi • *We are in this boat together: The sleep-deprived contagion perspective of leader-subordinate relationship*

2.4 Strengths Use & Development – REC C1.07 – Chair: Peter Vlerick

Hannah L. Moore, Marianne van Woerkom, Arnold B. Bakker & Heleen van Mierlo • *Lifting each other up: Self- and other-oriented strengths use at work*

Wei Liu, Dimitri van der Linden & Arnold B. Bakker • *Strengths use, and personal growth at work*

Valesca Tobias, Marianne van Woerkom, Piety R. Runhaar & Arnold B. Bakker • *Enhancing teacher commitment to professional development: A HRM-process approach to study the role of the strengths-based approach*

2.5 Job Loss & Job Search – REC B3.02 – Chair: Edwin van Hooft

Ilse Remmits • *Social anxiety and unemployment: The relationship with job search strategy, job search self-efficacy and attentional control*

Janske van Eersel, Toon W. Taris & Paul A. Boelen • *After the ball: Risk factors and reciprocal relations of complicated grief following job loss*

Jarno Vrolijk, Stefan Mol & Gábor Kismihók • *Exploiting hyperbolic embeddings to infer a skills hierarchy from job vacancies*

2.6 Job Crafting – REC B2.08 – Chair: Hyclo Nijp

Daphne van der Kruijssen, Mattis van den Bergh, Dorien Kooij, Marianne van Woerkom & Marc van Veldhoven • *Workload, stress, and decreased energy levels on a daily basis: The mitigating role of job crafting towards strengths and interests*

Yuri S. Scharp, Kimberley Breevaart & Arnold B. Bakker • *Daily playful work design: Dealing with demands*

Zhang Ruobing, Josette M.P. Gevers, Jia Li & Evangelia Demerouti • *Conceptualization and measurement of team work crafting*

15:00-16:00 Third Parallel Session

3.1 Signature Session III: Sustainable Organizations – REC B1.02 – Chair: Evangelia Demerouti

Janna Behnke, Sonja Rispens & Evangelia Demerouti • *Embracing diversity and inclusion in STEM universities: How workforce diversity and inclusion influence the effects of workplace demands on individual well-being, attitude, and extra-role behavior*

Bram P.I. Fleuren, Fred R.H. Zijlstra, Andries de Grip & Ilmert Kant • *We need to slow down: A two-wave study on healthcare employees' sustainable employability*

Karen Pak, Mo Wang, Dorien T.A.M. Kooij, Annet H. de Lange & Marc J.P.M. van Veldhoven • *Disruptiveness of private life events and work ability: The moderation roles of use of developmental practices and supervisor support climate*

Erik Waltré, Bart Dietz & Daan Van Knippenberg • *The role of open communication for managing followers' emotion regulation: A field experiment*

3.2 Round Table III: Open Science – REC C2.04 – Chair: Jonas Dora

Jonas Dora, Madelon L.M. van Hooff, Sabine A.E. Geurts, Michiel A.J. Kompier & Erik H. Bijleveld • *Introducing the adoption of Open Science practices in work & organizational psychology: The Nijmegen workflow*

3.3 Job Fit & Work-Life Balance – REC B2.05 – Chair: Annelies van Vianen

Merel Feenstra-Verschure • *Are you in job-lock or locked-in? A literature review and research agenda*

Lianne Aarntzen, Belle Derks, Elianne van Steenbergen, Michelle Ryan & Tanja van der Lippe • *Work-family guilt as a straightjacket. An interview and diary study on consequences of mothers' work-family guilt*

Shi Chen, Leander van der Meij, Llewellyn van Zyl & Evangelia Demerouti • *Life crafting: A holistic approach for meaning making*

3.4 Personality – REC C2.07 – Chair: Barbara Nevicka

Ard Barends, Reinout E. de Vries & Mark van Vugt • *A serious game to measure Honesty-Humility: Investigating its construct and predictive validity*

Emma J.G. van Gerven, Annebel H.B. de Hoogh, Deanne N. den Hartog & Frank D. Belschak • *Visionary or Inconsistent? The link between leader narcissism and follower task performance*

Steven Vanmarcke & Paul F. van Leest • *Dedicated People Questionnaire: Development and validation in a personnel (selection) context*

3.5 Job Demands & Stress – REC B2.08 – Chair: Kimberley Breevaart

Rendel de Jong & Wim Nieuwenboom • *Stress in managers and entrepreneurs: A second look from the perspective of the General Unsafety Theory of Stress (GUTS)*

Anne-Kathrin Kleine • *Effects of misfit between current abilities and future job demands on strain among graduates: The role of misfit appraisal – A research proposal*

Peikai Li, Toon W. Taris & Maria C. W. Peeters • *Longitudinal changes in employees' appraisal of their job demands: A latent transition analysis*

3.6 Job Resources – REC C3.04 – Chair: Roy Sijbom

Marijntje E.I. Zeijen, Paraskevas Petrou & Arnold. B. Bakker • *When asking for help is helpful: A dyadic study on the episodic effects of social support*

Wenrui Cao & Reine van der Wal & Toon Taris • *Forgiveness in the workplace: When and why forgiveness is associated with work outcomes*

Maike Liu, Marjan J. Gorgievski & Fred Paas • *How person-environment fit affects students' course engagement and entrepreneurial performance? Entrepreneurship program and self-determination theory*

Posters – viewed during lunch and drinks

Krisna Adiasto, Debby G.J. Beckers, Madelon L.M. van Hooff, Sabine A.E. Geurts & Karin Roelofs • *Music and psychophysiological recovery from stress: A systematic review with meta-analysis of experimental studies*

Dewi D. Kanters, Marjan J. Gorgievski, Daantje Derks & Arnold B. Bakker • *Proactive entrepreneurs*

Onur Sahin, Jojanneke van der Toorn, Wiebren Jansen & Naomi Ellemers • *Intersecting dissimilarities: The additive effect of perceived dissimilarities on social inclusion*

Sandra Geiger & Michelle Van Laethem • *Always connected, always stressed? Exploring how organizational identification and social support influence work-related smartphone use and work stress after work*

Abstracts: WAOP Conference 2019, University of Amsterdam

Welcome & Keynote: 9:30 - 10:45

Sustainability Risk: Stressing the Performance while Suppressing the Personal

Prof. Dr. Alicia A. Grandey
Penn State University

This keynote talk will cover the tradeoffs between performance and our personal self with a particular focus on gender and diversity. The talk will address how we (especially women) are expected to suppress factors such as work-family conflict, emotions/feelings, reactions to mistreatment/harassment, and personal health concerns in a work context. Further, the talk will demonstrate how this suppression and ignorance is personally taxing and performance debilitating.

Signature Session I: (Un)sustainable Work Behavior

REC B2.02 – Chair: Maria Peeters

Keri Pekaar & Evangelia Demerouti • *Boosting sustainable work behaviour: A daily diary intervention study*

Purpose of study. The last decade has given rise to a growing societal concern for the sustainable performance of organizations. This development is not only driven by explicit governmental regulations, but also by an increased awareness that we have the responsibility to not exploit environmental and human resources with our production and consumption. Nevertheless, organizational intentions to integrate sustainability in their daily operation often fail. Important reasons may include the different priorities of the people working for an organization, ineffective communication between managers and employees, or employees' lack of resources to make more sustainable decisions at work. One way to address these barriers is by considering employees' sustainable work behaviour (i.e., individual work-related activities aimed at improving or conserving environmental and social conditions). In fact, employees' daily sustainable work behaviour can make or break an organizations' sustainable performance. The current study draws from the Theory of Planned Behaviour to boost employees' daily motivation to act more sustainably at work and to encourage them to seek resources that facilitate daily sustainable work behaviour. In doing so, we contribute to the literature by (1) adopting an individual and bottom-up perspective on the sustainable performance of organizations, (2) focusing on sustainable work behaviour on a daily basis, and (3) by testing and developing a job crafting intervention based on the Theory of Planned Behaviour.

Method. In our five-day diary intervention study, half of the participating employees (target N = 75) will receive an online self-training intervention including daily exercises and reminders. The training will focus on employees' attitude, social norms, and perceived behavioural control to increase their motivation and engagement in proactively seeking resources that facilitate daily sustainable work behaviour.

Results and conclusion. The study will be conducted in September 2019. At the WAOP conference we will present our results and conclusion.

Keywords: *sustainable work behavior, theory of planned behavior, personal resources, diary intervention study*

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Ömer E. Koçak & Arnold B. Bakker • *Recovery and thriving at work: A diary study*

Purpose of study. Sustainable performance is highly demanded by organizations due to the need to adapt to the rapidly changing environment. Beside job characteristics and personality, it may also depend on what employees do out of working hours. Building on effort-recovery model and conservation of resources theory this study investigates how off-job activities influence next day thriving experiences (vitality & learning) through recovery experiences (psychological detachment and mastery). Up to date, no study has been published investigating how recovery after working hours may influence thriving at work. Furthermore, studies examining both activities and experiences are scarce and usually cover passive recovery (psychological detachment and relaxation). Mastery experiences have not been studied adequately. Finally, whereas most of the previous studies test links between variables separately, this study tests the links between variables simultaneously. **Method:** A five-day diary design and multilevel structural equation modelling was used to test. One hundred two participants were asked to respond to the questionnaires after working day (thriving at work) and in the evening (off-job activities, detachment and mastery). As a result, 456 usable observations were gathered from 97 employees.

Results. Multilevel confirmatory factor analysis supported higher order thriving at work structure. Mediation analysis with Monte Carlo method showed that different effects exist for psychological detachment and mastery experiences. Social, physical, and low-effort activities negatively predicted next day thriving through psychological detachment. On the other hand, physical, social, and intellectual activities positively predicted next day thriving through mastery experience. Household chores and video-gaming had a negative indirect effect via mastery experiences.

Conclusion. These results showed that off-job recovery is an important predictor of employee thriving at work. However, as results points out, passive recovery strategies(detachment) are not useful for employee thriving at work which implies how engagement and thriving have different mechanisms. Employees should adopt active recovery strategies which help them recover through knowledge or skill acquisition.

Keywords: thriving at work, off-job recovery, well-being

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Judith Langerak, Jessie Koen & Edwin A.J. van Hooft • *How (not) to cope with job insecurity: Unfolding the relationship between cognitive job insecurity and psychological strain*

Purpose of study. Job insecurity is an unavoidable stressor in today's labour market. It can lead to a variety of negative outcomes, such as poor well-being and decreased performance. Research indicates that some forms of coping can buffer the negative impact of job insecurity. Yet, this research fails to incorporate the distinction between cognitive job insecurity (the perception of the likelihood of losing one's job) and affective job insecurity (the worry or fear of losing one's job), making it

impossible to uncover how coping influences how the job insecurity process unfolds. As such, we examine how coping behaviour influences the indirect relationship between cognitive insecurity and psychological strain via affective insecurity. We propose that adaptive coping behaviour (seeking distraction, actively approaching, seeking support) mitigates the indirect relationship between cognitive insecurity and psychological strain, while maladaptive coping behaviour (withdrawal and ignoring) amplifies this relationship. To uncover the placement of the moderation effect, we explored whether coping moderates the relationship between cognitive insecurity and affective insecurity and/or the relationship between affective insecurity and psychological strain.

Method. A cross-sectional survey study among 158 employees with fixed-term contracts confirmed that the relationship between cognitive insecurity and psychological strain was mediated by affective insecurity (95% CI [.03, .16]), and that this indirect effect was moderated by adaptive coping behaviour and maladaptive coping behaviour. Specifically, the indirect effect was no longer significant when adaptive coping behaviour was high (95% CI [-.01, .13]) and when maladaptive coping behaviour was low (95% CI [-.04, .05]).

Results and conclusion. The results furthermore indicated that coping behaviour moderated the relationship between affective insecurity and psychological strain, rather than between cognitive insecurity and affective insecurity. In other words, people experience less strain when they engage more in adaptive coping and less in maladaptive coping.

Keywords: job insecurity, strain, coping

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Renée Boesten & Gerrit Rooks • *How does loneliness affect academic burnout?*

Purpose of study. The aim of this research is to investigate the effect of loneliness on academic burnout. Loneliness is an issue relatively many students are grappling with. It can be understood as a feeling of dissatisfaction with the interpersonal social life, a gap between expectations and the reality of social status, or a lack of emotional connection. Very little is known about the effects of loneliness, and how loneliness depends on students' social networks. In this research, we hypothesize that the quality of the network of a student affects the loneliness and the social support of a student. We also hypothesize that loneliness will make it more difficult to mobilize social support. Finally, we expect loneliness to affect academic burnout.

Method. The data is collected with a quantitative survey among students (n=204). The survey contained items like academic burnout, defined as academic exhaustion and academic disengagement (OBLI-S), loneliness, social support, and the network of the students, which was measured using a name generator. The quality of a students' social network is measured using an indicator of the closeness of relations and the network size. The data is analyzed with structural equation modelling.

Results. Results showed that loneliness has a positive effect on academic exhaustion, but no significant effect on academic disengagement. Social support is a suppressor of this relation. Social

network did have a negative effect on loneliness but did not have a significant effect on social support and academic burnout.

Conclusion. This research is the first to look at the influence of the students' social network on loneliness and academic burnout. Moreover, it provides insight on how students can use their network to experience less loneliness, but how this network does not increase social support during studying. This indicates that the network of the students does not contain study-related resources.

Keywords: Loneliness, burnout, social support

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Round Table I: Leadership

REC C3.04 – Chair: Marie Thommes & Tim Vriend

Marie S. Thommes, Sjur Uitdewilligen, Ramón Rico & Mary J. Waller • *The dynamics of shared leadership and adaptive team performance in dynamic environments*

Purpose of study. Previous research suggests that shared leadership increases team effectiveness in complex, ambiguous environments. Yet, little is known about how the shared leadership process dynamically unfolds over time and how it is related to a team's adaptive performance. In this study, we examine the dynamic relational pattern between shared leadership, task complexity and adaptive team performance using an experimental set-up.

Method. 80 four-person student teams will be randomly assigned to a shared leadership or control training condition and will perform a series of team tasks using the computer simulation Networked Fire Chief (Omodei & Wearing, 1995). Tasks consist of nine simple or complex scenarios with changing situational demands. We will code team interaction based on video recordings made during the experimental sessions. As data collection is currently ongoing, our presentation will focus on the theoretical background and the methods of this study.

Conclusion. By using longitudinal, multi-source data and an experimental manipulation for shared leadership, we causally test for the positive effects of shared leadership on team adaptation and examine team member's leading and following behaviours as a mediator in this relation. Further, we investigate task complexity as an important moderator in the relation between shared leadership and team performance. Thereby, we add to the current understanding on how teams working in dynamic environments remain effective over time.

Keywords: shared leadership, task complexity, team performance

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Tim Vriend, Janka I. Stoker & Harry Garretsen • *Heterogeneity explained: The influence of leader-organization fit of directive and supportive leadership on team innovation climate*

Purpose of study. Leadership is crucial in forming and maintaining team innovation climates (Tierney, 2008). Team innovation climates are typically reduced by task-oriented (e.g., directive) and enhanced by relation-oriented (e.g., supportive) leadership. Such effects are often heterogeneous (Anderson et al., 2014; Rosing et al., 2014), however, and may be contingent on the broader organizational context (cf. Colbert et al., 2008; Porter & McLaughlin, 2006; Shalley & Gilson, 2004). Drawing on person-environment fit perspectives (Kristof, 1996; Kristof-Brown et al., 2005), we propose that the effects of directive and supportive leadership on team innovation climate are conditional upon their fit with an aggregated organizational-level norm for directive and supportive leadership.

Method. We test our propositions using a unique dataset of 542,560 employees across 113,895 leaders/teams from 773 organizations collected as part of a management training program by Korn Ferry Hay Group (see also Euwema et al., 2007; Wendt et al., 2009). Referent-shift, group consensus measures (cf. Kozlowski & Klein, 2000) for directive and supportive leadership and team innovation climate were administered to employees. We aggregated these to the leader/team level and further aggregated directive and supportive leadership to the organizational level.

Results. We followed polynomial regression procedures developed by Edwards (2002) and estimated a multilevel regression model with random-intercepts at the organizational level (cf. Snijders & Bosker, 2012). Results indicate that the negative effect of directive leadership on team innovation climate is attenuated when it fits with organizational-level directive leadership and that the positive effect of supportive leadership is enhanced when it fits with organizational-level supportive leadership.

Conclusion. Our contextual and multilevel approach explains a substantial portion of heterogeneity in the relationships between directive and supportive leadership and team innovation climate. This has substantial implications for current research practices in which the broader organizational context is often ignored.

Keywords: *Team innovation, (organizational) norms, leadership, teams, field study*

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Technology & Environment
REC C1.07 – Chair: Madelon van Hooff

Ruben Cambier & Peter Vlerick • *You've got mail: Does workplace telepressure relate to email communication?*

Purpose of study. Email is ubiquitous at the workplace and responding to these messages in a timely manner might be considered as a sign of good performance. Yet, few studies empirically investigated the cognitive underpinning of computer-mediated business communication in general or work-related email behaviour in particular. The purpose of the present study was to gain more insight into the impact of workplace telepressure on behavioural email outcomes (i.e., reply quantity and response latency). To date, no empirical studies had investigated this relationship in a truly objective manner (i.e., monitoring email traffic).

Method. Our study tried to fill this void by examining logged data of incoming and outgoing work emails in a convenience sample of 55 employees during five successive days of a workweek. In line with results based on self-reported email usage measures, we hypothesized that workplace telepressure would be associated with a higher response rate and a shorter response time in actual email communication. However, our results partially supported these hypotheses.

Results. Hierarchical regression analyses revealed that employees' workplace telepressure was positively related to their email reply quantity and, surprisingly, unrelated to their email response latency. In other words, employees' experience of workplace telepressure elicits a more frequent response behaviour to emails without affecting their response speed.

Conclusion. Even though workplace telepressure is commonly defined in scientific literature as the preoccupation with and urge for responding promptly to work-related asynchronous computer-mediated communication (e.g., email), our results have shown in a valid and methodological sound manner and in contrast with this definition, that the experience of telepressure does not result in more prompt responses to incoming emails.

Keywords: Workplace telepressure, email behaviour, pressure

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Sandra Geiger & Michelle Van Laethem • *Always connected, always stressed? Exploring how organizational identification and social support influence work-related smartphone use and work stress after work*

Purpose of study. In today's digital world, smartphones allow employees to stay connected to their workplaces, thereby impairing their well-being (e.g., Ohly & Latour, 2014; Van Laethem et al., 2018). Such research sparked controversial debates, with several companies (e.g., Daimler) now switching off their always-on culture to protect employees' well-being, while undermining its most

crucial benefit, work flexibility. To overcome this drawback, we investigated a person-oriented approach that aimed to identify social support as an individual resource and organizational identification as an antecedent of work-related smartphone use (WRSU) after work. The perseverative cognition hypothesis (Brosschot et al., 2005) suggests that repeated mental representations of work demands, such as WRSU after work, prolong stress reactions. As social support can reduce these stress reactions (DeLongis & Holtzman, 2005; Puterman et al., 2010), we hypothesized that work-based and private social support mitigated the effect of WRSU after work on prolonged work stress. The self-categorization theory (Turner et al., 1987) posits that when employees identify with their organization, they are likely to exceed formal job requirements (i.e., organizational citizenship behaviour). As WRSU after work can be considered as such a behaviour, we expected organizational identification to promote WRSU after work.

Method and results. Given that the variables examined were prone to fluctuate daily, we have conducted a daily diary study. Employees completed a general questionnaire assessing organizational identification and control variables (i.e., demographics, workload, and segmentation preferences), followed by an evening and a morning questionnaire on five consecutive workdays. The evening questionnaire measured social support and work stress, whereas the morning questionnaire assessed WRSU after work. Multilevel path analyses will be used to analyze the data.

Conclusion. The results will contribute to the ongoing debate about interventions regarding after-hours availability. Moreover, they might pave the way for developing alternative interventions that protect employees' well-being, while allowing for work flexibility.

Keywords: diary study, organizational identification, social support, stress, well-being, work-related smartphone use

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Sophia Frick, Leander van der Meij, Karin Smolders, Evangelia Demerouti & Yvonne de Kort •

When the lights go out: The effect of light on burnout

Purpose of study. Despite the increasing prevalence of burnout in the work place, our understanding of how burnout progresses over time and the impact of work-related physiological conditions is not yet complete. Previous studies have focused primarily on the psychological concepts, symptoms and possible treatments. Therefore, we propose a new model with two different reinforcing cycles, that integrates physiological conditions (light and circadian (mis)alignment) with psychological concepts to explain the long-term development of burnout.

Method. Combining psychological theory with insights from physiology, we conduct a literature review to support our model.

Results. In order to explain the relevance of light and circadian (mis)alignment in the temporal development of burnout, our model integrates physiological insights with psychological theory from the Job Demands-Resources Model. We expect the results of our analysis to implicate light and

circadian (mis)alignment as drivers in the energy cycle leading to either exhaustion (burnout) or vitality (engagement). We hypothesize that light and circadian (mis)alignment impact the ability to access resources and recover appropriately from daily demands. This can result in one of two different reinforcing cycles. One of these cycles is positive in nature, whereby being exposed to good lighting leads to vitality both directly and indirectly through circadian alignment. The other is a negative cycle whereby bad lighting leads to exhaustion through circadian misalignment and consequent lack of recovery from demands.

Conclusion. We contribute to understanding of the development and prevention of burnout. By taking into consideration physiological effects of work conditions, the implications of this study have the potential to prevent burnout-related symptoms, before they become severe and lead to work disability. This framework can be used by organizations to create sustainable employment conditions or by researchers aiming to understand the longitudinal development of burnout.

Keywords: Burnout, Work environment, Lighting, Job Demands-Resources model

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Personnel Selection

REC CK.08 – Chair: Reinout de Vries

Paul F. van Leest & Steven Vanmarcke • *Age differences in work related abilities*

Purpose of study. In general, younger persons perform better on mental processing speed or fluid intelligence tasks. Older people generally perform better on crystallized intelligence tasks and some social tasks. This leads to the assumption that the abilities of workers develop similarly during their careers (although longitudinal evidence is limited and there is conflicting evidence about cohort effects). In our study, we try to replicate the general findings on age differences in work related abilities for Flanders.

Method. We have analysed nine of our cognitive tests and situational judgment tests, as well as personality tests. Most of our research is based on large groups of Dutch-speaking Belgian personnel selection candidates. We have computed the effect sizes of differences in mean scores between age groups and have compared our results with those reported in the research literature.

Results. Older candidates generally perform better than younger candidates on tasks measuring crystallized intelligence such as verbal reasoning, social judgment and technical insight. Younger candidates perform better on tasks measuring fluid intelligence, administrative tasks and planning tasks. In general, the kinds of tests having positive or negative relations with age were the same as those reported in the scientific literature.

Conclusion. Workers' abilities differ between age groups. We assume that the abilities of individual workers develop in a similar way when getting older. Older and younger workers can both

be valuable to the organization, providing that the job content reflects these developments. We advise to monitor these abilities during someone's career (for instance, by using tests) and to look for ways to adapt the job content or career path to these capabilities.

Keywords: Age, personnel selection, intelligence

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Nadine Janssen, Dirk H.M. Pelt, Janneke K. Oostrom, Marise Ph. Born, Sylvie P.J.W. Schrijen, Batsheva Mannheim & Diddo Van Zand • *Comparing person-fit statistics in a proctored vs unproctored general mental ability test in low- and high-stakes test situations*

Purpose of study. Currently, unsupervised ('unproctored') online tests for the purpose of personnel selection are popular. The unstandardized test conditions and opportunity to cheat on unproctored cognitive ability tests may introduce response inconsistencies possibly threatening the test validity. This threat may be particularly large in high-stakes test situations where the incentive to cheat is stronger. To reduce this threat current best practice is the use of a computerized adaptive test (CAT) with a supervised ('proctored') confirmation test. Previous studies investigating the presence of cheating by comparing proctored vs unproctored test scores on CATs reported mixed findings. However, cheating might not be visible at the group-level in observed test scores. Studies using other psychometric methods to identify cheating are scarce. In the current study, we contribute to this gap in the literature by comparing person-fit statistics – specifically designed for the detection of response inconsistencies – across test situations. Specifically, we hypothesize more inconsistent response behaviour in unproctored test in high-stakes test situations.

Method. In a natural experiment with a 2 (proctored vs unproctored setting) x 2 (career advice vs employee selection test situation) design real-life candidates complete a validated general mental ability CAT. Two person-fit statistics (CUSUM and normed G) will be calculated. Data collection continues until September 2019.

(Preliminary) results. Inconsistent response behaviour was similar in proctored and unproctored test in career advice and employee selection situations (N = 53 per group; May 2019). However, while data are still being collected, results may change.

Conclusion. In unproctored vs proctored tests in low- and high-stakes test situations, different factors (e.g. motivation, unstandardized test conditions, cheating, anxiety) could influence responses resulting in similar inconsistent response behaviour across test conditions. Person-fit statistics could be implemented in practice to detect and examine inconsistent responses to safeguard the validity of individual test scores in all test conditions.

Keywords: unproctored tests, online tests, cheating

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Batsheva Mannheim, Pelt, Dirk H.M., Sylvie P.J.W. Schrijen, Nadine Janssen & Diddo Van Zand •
Practicing for cognitive tests: Is computerized adaptive testing the answer?

Purpose of study. Nowadays, applicants are likely to practice for cognitive ability tests, knowing that such tests will be part of the selection procedure. Practicing for cognitive ability tests generally leads to higher observed IQ-scores, while this does not reflect true increases in general intelligence (g). This practice effect is most likely caused by candidates learning test-specific strategies during practice. Learning depends on an individual's available working memory capacity; in computerized adaptive tests [CAT] items continuously match the ability level of the participant, requiring more working memory resources than regular fixed item tests [FIT]. CATs may thus prevent learning during practice by reducing the availability of working memory capacities. We therefore predict a weaker practice effect when CATs are administered, as compared to FITs. Furthermore, given that participants with higher g and higher need for cognition learn more easily, we expect a stronger practice effect for this group. To our knowledge, this is the first study to investigate the effects of practicing on CAT's compared to FITs.

Method. 200 participants from a research panel are randomly assigned to one of 2 (practice/non-practice) x 2 (CAT/FIT) conditions. Hypotheses are tested based on differences in (practice) effect sizes between the groups.

(Preliminary) results. Based on preliminary results (total N = 83), no differences in practice effects were found between CATs and FITs. However, data are still being collected at the moment, so results may change in the future.

Conclusions. Based on the preliminary results, it does not appear that CATs are the solution to the problem of the practice effect. Yet, the study provides novel insights into this effect, and may eventually be used to enhance the validity of test scores obtained, leading to better selection decisions.

Keywords: intelligence, personnel selection, adaptive testing, test-effects

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Decision Making & Corruption

REC CK.06 – Chair: Mark van Vugt

Tessa Coffeng, Elianne van Steenbergen, Femke de Vries & Naomi Ellemers • ***On the difficulty to monitor and improve decision quality: A hidden-profile field experiment among supervisory and managing board members***

Purpose of study. Board members are often in group decision-making situations that impact entire organizations and are, therefore, expected to reach decisions in a deliberative manner. The current research investigates the quality of information exchange and resulting decisions of

supervisory and managing board members. In an experimental design, we also examine whether an advocacy procedure improves decision quality.

Method. We conducted a field experiment using the hidden profile paradigm among supervisory and managing board members (N = 72). These high-level decision makers were randomly assigned to groups of three to participate in a candidate selection task. Each group member received shared as well as unique information about three candidates, privately wrote down his or her initial preference, and engaged in a group discussion to jointly choose the best candidate. The best alternative could have been found by the group if all unique information was pooled during group discussion. Prior to group decision-making, we offered participants in the experimental condition (N = 39) an advocacy procedure. Participants in the control condition (N = 33) were not offered any procedure.

Results. Results showed that only 27 percent of the groups chose the best alternative. This finding was, however, not a result of the group discussion. Rather, the initial preference of the majority predicted the groups' decisions. Nevertheless, groups were satisfied with the decision-making process and outcome, especially when using the advocacy procedure. This procedure did, however, not improve the actual decision quality.

Conclusion. Whereas participants had the subjective feeling that they were successful in choosing the best alternative, the actual decision quality was not improved by the advocacy procedure but biased by the initial preferences of the majority.

Keywords: Group performance, decision making, hidden profile paradigm

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

Human preference for rounding behaviour in sales forecasting

Purpose of study. Research consistently indicates that human forecasters regularly adjust statistical forecasts, i.e., between 65 and 90% of the forecasts are adjusted. While research primarily focuses on testing the impact of these adjustments on the accuracy of a forecast, no research to date has identified what these newly generated sales forecasts actually look like. In this study, we show that human planners have a strong preference for round numbers when judgmentally adjusting forecasts, and that this preference is stable over time.

Method. we use two large datasets on sales forecasting to research whether human forecasters have a preference for round numbers, i.e., a disproportionately large amount of forecasts end in zero, and we use a third large dataset in which a planner repeatedly constructs the same forecast over time, to research how this rounding behaviour evolves over time.

Results. The present research indicates that planners have a strong preference for round numbers when adjusting sales forecasts. We also find that this rounding behaviour is stable over time, which implies that a planner has a preference for round numbers. This result rejects the hypothesis

that additional information, which a planner receives over time, leads to a more precise estimate. These round estimates furthermore result in a lower forecasting accuracy.

Conclusion. In this study we extend the research on round number digit preference to the field of forecasting. Furthermore, by disentangling the underlying mechanisms of rounding behaviour, we show that, in the forecasting context, rounding behaviour is a human's preference, and that it is not directly related to receiving additional information over time. This research adds to the literature on judgmental forecasting by showing that planners have a digit-preference when judgmentally adjusting sales forecasts. Furthermore, it adds to the rounding literature by investigating rounding behaviour over time.

Keywords: Judgement, forecasting, preferences

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Nils Köbis, Ina Kubbe, Shaul Shalvi & Bruno Verschuere • Bribery games – A meta-analysis

Purpose of study. Corruption – commonly defined as the abuse of entrusted power for private gains – has immense societal costs. Understanding and eventually curbing corruption requires a look at the behavioural elements of corruption, a research stream that becomes increasingly popular. An increasing number of corruption games have been developed in behavioural economics, political science and psychology, aiming to translate real-world corrupt practices into standardized games – with little to no systematic differentiation.

Method. This meta-analysis therefore fills this gap by presenting the first aggregate insights into the situational and individual factors of corrupt behaviour.

Results and conclusion. The results provide an overview of some of the most important predictors and consequences of corruption as well as sketching practical decision guidelines to facilitate the choice and use of corruption games for academics and practitioners alike.

Keywords: Cheating, corruption, meta-analysis, experimental games

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Creativity & Work Engagement

REC B3.02 – Chair: Jessica de Bloom

Gerben Tolkamp, Tim Vriend, Bart Verwaeren, Bernard Nijstad & Roni-Reiter Palmon •

Disentangling the creative process: how leader expectations spark employee incremental and radical creativity through different processes

Purpose of study. Employee creativity is of vital importance for organizational performance and survival. Attempting to better understand creativity, scholars have recently started taking more

interest in creative processes, particularly problem construction, information search and encoding, and idea generation. Although theoretical research largely assumes that these creative processes are conceptually distinct, with their own sets of antecedents and creative outcomes, an empirical test of this has been lacking. In this study, we develop and test a theoretical model in which leader creative expectations differentially affect the three creative processes, and that the three creative processes differentially impact the generation of incremental and radical creativity.

Method. As part of a larger research project, we collected survey data amongst 653 employees across 166 leaders employed by 24 different small-medium enterprises in the Northern part of the Netherlands.

Results. We estimated a multilevel structural equation model in which we separated employee- and leader-level variance and effects. As a test of our conceptual model, we focus on the employee-level variance and effects. In line with our expectations, we found that leader creative expectations were related to all three creative processes, but significantly more strongly related to idea generation. Furthermore, we found that problem construction and idea generation were both positively related to radical creativity, but that only idea generation was positively related to incremental creativity.

Conclusion. Our study demonstrates the importance of disentangling the different creative processes, problem construction, information search and encoding, and idea generation. We encourage both researchers and practitioners to take the distinct antecedents and consequences of creative processes into account.

Keywords: leader creative expectation, creativity

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Huatian Wang, Jia Li & Evangelia Demerouti • *Crafting jobs in diverse work environments: The role of resilience and self-monitoring*

Purpose of study. Work environments are increasingly diverse. For example, diversity exists on a horizontal level pertaining to heterogeneous knowledge and skills among employees, and on a vertical level pertaining to uneven distributions of power and social status. However, we know less how employees' proactive behaviours (e.g., job crafting) can enhance work engagement in horizontally- and vertically-diverse work environments. Therefore, we argue and examine how perceived work group diversity influence the links between job crafting and work engagement, and how personal resources (e.g., resilience) and personal strategy (e.g., self-monitoring) moderate the interactive effects of job crafting and perceived work group diversity on work engagement.

Method. We collected data from 258 employees in 38 work units of three Chinese hospitals over 4 consecutive weeks. The participants were asked to complete a weekly diary with week-level measures of job crafting (including seeking job resources, seeking job challenges, and reducing job demands), resilience, self-monitoring, work engagement, and person-level measures of perceived

work group horizontal and vertical diversity. We tested a moderated moderation model using multilevel analysis approach.

Results. We found that job crafting is positively related to work engagement. Resilience and self-monitoring strengthen the positive interactive effects of job crafting and perceived horizontal diversity on work engagement; weaken the negative interactive effects of job crafting and perceived vertical diversity on work engagement.

Conclusion. We uncover the double-edged effects of perceived work group diversity on employees' proactive behaviours. We underline the perceived horizontal and vertical diversity are two important job conditions when employees craft their job resources and demands. Besides, we highlight the important role of personal resources and strategy – resilience and self-monitoring – when employees implement proactive behaviours. These two abilities contribute to an in-depth understanding of how employees recover themselves from difficulties and regulate themselves towards goal completion in diverse work environments.

Keywords: Diversity, work-engagement, resilience, self-monitoring

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Burkhard Wörtler, Nico W. Van Yperen, Jesus M. Mascareño & Dick P.H. Barelds • *Fostering employees' proactivity through vitality*

Purpose of study: Proactivity has the potential to increase the effectiveness of individual employees, teams, and organizations. Hence, a central question in the literature is how to enhance employees' proactive behaviour. We predicted that employees' proactive behaviour varies as a function of their sense of vitality at work. In an intervention study (Study 1) conducted among 354 employees from the U.S., our findings provide initial evidence for a positive causal relation between work-related vitality and employee proactivity.

Method. We conceptually replicated this relation in a cross-sectional study (Study 2) using an organizational sample of 85 employees from Mexico.

Results and conclusion. As hypothesized, a positive link between employees' sense of vitality at work and managers' ratings of their employees' proactive behaviour was found only among employees low in personal fear of invalidity (i.e., the dispositional apprehension of the costs/risks of committing errors). Taken together, our findings suggest that employees' proactivity can be enhanced by interventions targeting their sense of vitality (Studies 1 and 2), which may be particularly effective among employees low in personal fear of invalidity (Study 2).

Keywords: Vitality, proactive behaviour, personality, field study, intervention

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2.1 Signature Session II: Fostering Sustainable Performance

REC B1.03 – Chair: Heleen van Mierlo

Hodar Lam, Meir Shemla & Steffen R. Giessner • *Breaking free from loneliness at work: The role of subjective power and upward self-disclosure*

Purpose of study. As a basic human need, meaningful and satisfactory workplace relationships are crucial to positive employee performance and well-being. With unmet relational needs at work, employees would experience loneliness, an emotion that reflects a discrepancy between actual and desired social relationships. Previous studies often only examined collegial relationships holistically as a proximal factor to explain the emergence of workplace loneliness. Yet the nature and developmental process of hierarchical relationships (i.e., relationships with superiors and followers) and peer relationships are inherently different. This study extends the limited literature of workplace loneliness by focusing on the relationship development with superiors and followers. Drawing on the approach-inhibition theory of power and social penetration theory, we hypothesized powerful employees would approach social resources from hierarchical relationships to prevent loneliness. We further proposed a dual-pathway of self-disclosure to explain the negative relationship between subjective power and workplace loneliness.

Method. Through a cross-lagged survey study of mid-level managers and two scenario experiments, we found that employees who felt more powerful reported less loneliness at work. Upward, but not downward, self-disclosure mediated this negative relationship.

Results. Specifically, subjective power positively related to the sharing of personal, sensitive information to the superiors, which then predicted lower levels of workplace loneliness.

Conclusion. Finally, we emphasise that loneliness is an important mental health concern by empirically showing its positive associations with emotional exhaustion, ego depletion, and sleep problems. Theoretical and practical implications are discussed.

Keywords: *loneliness, power, resources, exhaustion, well-being*

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Lara Solms, Annelies E.M. van Vianen, Jessie Koen, Tim Theeboom, Anne P.J. de Pagter & Matthijs de Hoog • *Killing two birds with one stone: Coaching can help to prevent and cure burnout among physicians*

Purpose of study. Both work engagement and well-being (i.e. a lack of burnout) are crucial for the optimal functioning of physicians. Yet, the stressful demands in healthcare put physician functioning severely at risk, posing a threat to patient care and safety.

This study aims to evaluate the benefits of a 10-month long coaching intervention offering individual coaching to medical specialists and residents in two academic hospitals in the Netherlands. Compared to a control group (n = 57), physicians who participated in the coaching intervention (n= 57) were expected to show increases in personal resources, well-being and work engagement. We did not expect changes on job demands and job resources.

Method. To assess the effect of the intervention, we measured burnout and work engagement as well as personal resources (i.e., psychological capital, self-compassion, psychological flexibility), job resources (i.e., social support, autonomy), and job demands (i.e., workload, job insecurity, work-life-interference) before the intervention (T1) and after the intervention (T2).

Results. We tested our hypotheses with separate 2x2 ANOVAs ((treatment vs. control group as between factor) and two measurement points as within factor)) for each of the outcomes. We followed up on these analyses with a series of paired comparisons. Our results showed support for our hypothesis. Specifically, physicians in the treatment group showed increases in well-being (i.e., reduction in burnout symptoms) and personal resources (e.g., psychological capital, self-compassion) at T2, with all p's < .05, while there were no such changes in the control group. No effects were found for work engagement.

Conclusion. Our results imply that the intervention group strengthened their resources and showed improved well-being after the coaching intervention. This study suggests that coaching is an effective way to increase especially personal resources and promote well-being that ultimately help to foster optimal functioning among physicians.

Keywords: Coaching intervention; work engagement; well-being

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Anniek Postema, Arnold B. Bakker & Heleen van Mierlo • *When study-sport enrichment in student-athletes: From study crafting to sport performance*

Purpose of study. Drawing on the work-home resources model, we propose that proactive study behaviours (i.e. study crafting – proactively changing study demands and resources) are positively related to sport performance (i.e. self-reports), through personal resources such as positive affect. Resources created in the study domain are added to the personal resources supply, which may be used in the sport domain. We aim to show how experiences in the study domain can contribute to

study-to-sport enrichment, thereby extending the work-home resources model to a study-sport environment.

Method. In this two-wave study, student-athletes (N = 117) completed two questionnaires on study behaviour, personal resources, and sport performance.

Results. Preliminary results show an indirect link of study crafting behaviour (T1) with self-rated sport performance (T2), through positive affect (T1). Specifically, study crafting was positively related to positive affect, which was, in turn, positively related to athlete's sport performance.

Conclusion. We advance the literature on role enrichment by testing the work-home resources model in a study-sport environment. Furthermore, we show the value of study behaviour for a student-athlete's sport performance – student-athletes who take control over the study day (i.e. engage in study crafting), may boost their personal resources and benefit in terms of enhanced sport performance. The sample size, however, is small – we are collecting more data to test a more elaborate model. Taken together, our study illuminates the value of a proactive attitude for student-athletes in the study context: Taking control over the study day might go beyond the study domain.

Keywords: personal resources, (study) crafting, sport performance, positive affect

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Sven van As, Debby G.J. Beckers, Harm P. Veling, Sabine A.E. Geurts & Michiel A.J. Kompier •

Towards a better understanding of the relationship between work and leisure time physical activity

Purpose of study. Recent findings (Fransson et al., 2012) and theorizing (Häusser & Mojzisch, 2017) suggest that demanding psychosocial work characteristics, such as high mental job demands, can have a detrimental impact on leisure time physical activity (LTPA). However, the underlying mechanism and moderating factors of this relationship are still largely unknown. The current study therefore aimed at identifying such mediators and moderators. In line with previous findings, we expected job demands to be negatively related to LTPA. Based on the compensatory control model (Hockey, 1993), we assumed this relationship to be mediated by work-related fatigue. Additionally, we expected job control, autonomous exercise motivation and spontaneous action planning to attenuate the relationship between job demands and LTPA.

Method. To investigate these assumptions, a large-scale longitudinal survey study was conducted in collaboration with TNO. A representative sample of Dutch employees in sedentary jobs reported on the constructs of interest in 2017 and 2018 (N = 1281 and 772 respectively). Our assumptions will be tested by means of two Structural Equation Models to gain insight into both the cross-sectional as well as longitudinal relationships.

Expected results. We expect that higher job demands are related to higher levels of work-fatigue, which in turn relates to lower levels of LTPA. The relationship between job demands and work-fatigue is expected to be attenuated by job control while we expect the relationship between work-

fatigue and LTPA to be attenuated by autonomous exercise motivation and spontaneous action planning.

Conclusion. This will be the first preregistered study on the relationship between job demands, LTPA and its mediating and moderating factors. The study will thereby contribute to our understanding of the way in which mentally demanding work influences LTPA and aims to provide insight into key factors that can help to reduce physical inactivity among employees with demanding work.

Keywords: Physical activity, job demands, work-related fatigue

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2.2 Round Table II: Personality

REC C2.04 – Chair: Stefan Kuipers, Roger Wu & Dimitri van der Linden

Stefan Kuipers, Wim Bloemers, Liesbeth van Leeuwen, Jozien Silvester & Jelle Geertsma • *Who's cheating on UIT's? Effects of personality on cheating behaviour during online intelligence assessments*

Purpose of study. In a previous study (Bloemers, Oud, & Van Dam, 2016) we studied how people actually cheat on unproctored Intelligence Tests (UIT's), what methods they use and to what effect. We found an overall cheating effect for successful cheaters around .5 SD, compared to a non-cheating control group and unsuccessful cheaters, with small effect variations depending on test content and methods used. Most effective ways of cheating were related to technical manipulations of the testing process. So we knew what kind of cheating strategies people use, and to what effect. But what kind of people cheat on a web-based test during an assessment? To explore this question, we just finished a follow up study, aimed at exploring relationships between (dark side) personality traits and cheating (tendencies). We tested six hypotheses; based on dark triad behaviour outcomes (Paulhus and Williams 2002). Negative relations were expected between cheating tendencies and Agreeableness (Hypothesis 1) and Conscientiousness (Hypothesis 2). Positive relations were expected between cheating and Antagonism (Hypothesis 3), Disinhibition (Hypothesis 4), Emotional Stability (Hypothesis 5) . Our sixth hypothesis was based on one question from the Dirty Dozen (Jonason and Webster 2010) : "I tend to exploit others towards my own end" (Hypothesis 6). According to Kajonius et al. (2016, p. 17) " This item "may capture the essence of what the Dirty Dozen actually measures".

Method. People were invited on several test websites to take a web based assessment, consisting of: 1) a personality questionnaire with 68 items: 49 from the Q1000 personality questionnaire (Silvester and Van Zoelen 2011), 18 from the Elemental Psychopathy Assessment super-short (EPA-ss) (Collison, et al. 2016) and one item from the Dirty Dozen (DD) (Jonason and Webster 2010). 2) an intelligence test, consisting of four sub tests: figure series, analogies, number series and diagrams. Each category contained twelve items: four anchor items from the original Q1000 capacity test and eight newly constructed items 3) several open questions specially constructed for the

experiment. To create an assessment procedure similar to a high stakes selection assessment, and to elicitate cheating tendencies, a prize of 250 euro was awarded to the participant with the highest score on the intelligence test, thus inviting them to “beat the test”. Total assessment time was estimated at 45-60 minutes.

Results. Due in September. About 700 participants took the assessment, about 500 completed the total assessment. We are especially interested in the structure of the personality questionnaire: what kind of personality traits explain a tendency to cheat?

Keywords: Cheating, unproctored tests, personality

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Roger Wu & Dimitri van der Linden • *Emerging leadership and the general factor of personality (GFP): A quasi-experimental test of the social effectiveness account*

Purpose of study. Recent research has confirmed the existence of a general factor of personality (GFP) that emerges from the intercorrelations of lower-level personality traits (e.g., the Big Five). In terms of the Big Five, high-GFP individuals are relatively open-minded, diligent, sociable, friendly, and emotionally stable. One of the leading explanations on the nature of the GFP is that it reflects a general social effectiveness that supports the attainment of goals such as finding a mate, or acquiring a high status. The present study tested this explanation by examining whether the GFP can predict who will emerge as a group leader.

Method. 136 students from a Chinese college were randomly assigned to 34 subgroups of four persons. In the instruction, each individual participant was given the goal to try to become the leader. Self-reported personality (Big Five) was assessed at the beginning of the study. Participants first could decide who became the representative/leader of their subgroup. Subsequently, those who were elected as subgroup-leaders went on to the next stage, in which all subgroup leaders campaigned to become the general leader. Specifically, they had to win votes from the remaining participants. In addition, four research assistants rated the subgroup leaders on their leadership potential during the general campaign

Results. We found that participants who became subgroup leaders, on average, scored significantly higher on the GFP than non-leaders. Second, in the general leader campaign, candidates' GFP scores were positively related to the number of votes they got from voters as well as the rating scores from experimenters. We also found that regarding subgroup and general leadership, it was mainly the GFP that drove the relationships between leadership and lower-order personality dimensions: in this case, the Big Five.

Conclusion. To our knowledge, this is the first controlled social (quasi) experiment with a high ecological validity, showing that the GFP is related to being able to successfully lobby for being elected to a leadership position. The findings in this study are in line with the social effectiveness interpretation of the GFP.

Keywords: leadership, GFP, general factor of personality, Big One, social effectiveness

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2.3 Physical Activity & Recovery

REC B1.02 – Chair: Yannick Balk

Luuk van Iperen, Jan de Jonge, Josette Gevers & Steven Vos • *Vigor in long-distance runners: The interplay of running-related demands, resources, and recovery*

Purpose of study. Running provides many benefits to its practitioners and in this study we aim to investigate the interplay of running-related demands, resources, and recovery in the prediction of long-distance runners' vigor. We compared three different theoretical models, originating from work and organizational psychology, that make specific predictions using combinations of these constructs: the Demand-Induced Strain Compensation (DISC) Model, which highlights balancing demands with resources; the Effort-Recovery (ER) Model, which emphasizes balancing demands with recovery; and the Demand-Induced Strain Compensation Recovery (DISC-R Model), which integrates both models and predicts that resources and recovery strengthen each other's effects in balancing demands.

Method. We measured all constructs on physical, cognitive, and emotional dimensions, and expected stronger effects on runners' vigor if interactions matched more on the same dimension. To determine which of the models' predictions explains runner's vigor best, we used cross-sectional survey data from 623 long-distance runners (i.e., half and full marathon).

Results. Hierarchical regression analyses revealed the DISC-R Model as the best fitting model, explaining most variance in vigor, with interactions most common on the emotional dimension. Adjusted R2 values ranged from .14 to .17.

Conclusion. Findings of this study highlight the importance of considering both runners' resources and recovery (i.e., the DISC-R Model), particularly of emotional kind, for understanding vigor of long-distance runners. However, generally only few of the interactions predicted by our models were found. Interestingly, recovery was capable of strengthening or antagonizing the relation between demands and vigor under different dimensional combinations; high emotional recovery was associated with a negative relation between some demands and vigor, and vice versa, directly contrasting our expectations.

Keywords: Physical activity, recovery, vigor

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Pam ten Broeke, Erik H. Bijleveld, Erik; Debby G.J. Beckers, Sabine A.E. Geurts, Dick Thijssen, Anna Lichtwarck-Aschoff & Merlijn Olthof • *Sit happens: Exploring the dynamics of sitting and standing at work*

Purpose of study. Sitting for extended periods, which people often do at work, negatively affects mental and physical health. Recently, researchers have tried to understand employee's sitting behaviour. Prior research mainly studied sitting behaviour on a person or day level, neglecting the temporal dynamics of individual sitting and standing events during the workday. In this study, we explored these dynamics, as well as whether and how they relate to time of the day, previous activity, and individual differences in physical fitness.

Method. 167 employees provided demographics and wore a thigh-mounted activPAL monitor measuring all sit-stand transitions during several workdays. Using a split-samples cross-validation procedure, we randomly split the data into a training sample for exploration (N = 83), and a testing sample for preregistered confirmatory analyses (N = 83). We used time-to-event analysis to examine sit down and stand up events.

Results. Results on the training sample indicated that employees were most likely to stand up in the first minutes sitting, and this likelihood decreased while the sitting episode lasted longer. The same was true for sitting down, but employees were faster to sit down when standing than to stand up when sitting. The likelihood of standing up was higher later during the day, potentially suggesting that employees engage in more stand up events with increasing mental fatigue. Time of the day did not predict sit down events. More previous activity was related to a higher likelihood to stand up, and a lower likelihood to sit down. Physical fitness was not related to both events. Confirmatory findings are expected before the presentation.

Conclusion. These findings endorse the usefulness of examining dynamic sitting patterns. Moreover, the findings preliminarily suggest that sitting, unlike exercising, is habitual behaviour, driven by higher order goals and states, like mental fatigue, rather than by physiological needs.

Keywords: *sedentary behaviour, health, activity monitoring*

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Jian Shi • *We are in this boat together: A depletion contagion mechanism of leader-subordinate relationship*

Purpose of study. Given the prominence of sleep to an individual's health and well-being, relatively little research has been conducted in the management and organizational behaviour literature on the relationship between sleep and work behaviour.

Method. Using self-regulation theory and spillover/crossover theory, we conducted an experience sampling study involving 101 supervisors and subordinates over 5 consecutive working days (N = 524 occasions). In doing so, we extended the literature by investigating the supervisor-

subordinate sleep relationship and argued that supervisor sleep is a predictor of abusive supervision which, in turn, affects subordinate sleep.

Results. Results demonstrated a spillover effect for the supervisor's poor night's sleep on his/her next-day abusive behaviour due to morning depletion. We also found that the spillover effect of supervisor's poor sleep on his/her next-day abusive supervisory behaviour via morning depletion has a crossover negative effect on his/her subordinate's sleep. Finally, results indicated that physical exercise moderates the influence of abusive supervision on subordinate sleep.

Conclusion. Future research should continue to examine the supervisor-subordinate sleep relationship and identify interventions in both the work and non-work domains of supervisor and subordinates as avenues for improving sleep health.

Keywords: sleep, abusive supervision, health

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2.4 Strengths Use & Development

REC C1.07 – Chair: Peter Vlerick

Hannah L. Moore, Marianne van Woerkom, Arnold B. Bakker & Heleen van Mierlo • *Lifting each other up: Self- and other-oriented strengths use at work*

Purpose of study. Most research on strengths-use at work has focused on intrapersonal outcomes, such as work engagement and performance. However, employees use their strengths not only for their own purposes, but also to help others. According to the self-concern and other-orientation as moderators (SCOOM) hypothesis, employees' motives differ in their extent of concern for the self and for others. In this diary study, we investigate whether these trait-level orientations interact with fluctuations in strengths use and how they relate to work-related outcomes on a day-to-day basis.

Method. Dutch employees from various work sectors (e.g., 17% healthcare; 17% service industry; 12% IT sector; and more) filled out a diary survey twice a day for one workweek using a smartphone application. To date, 185 people (41% female), aged 19 to 65 (M = 30.85, SD = 11.48) participated in the ongoing data collection. Measures include trait-level orientations and day-level strengths use, organizational citizenship behaviour, and in-role task performance.

Results. Preliminary aggregated analyses reveal that other-orientation (but not self-concern) relates positively to levels of strengths use, $b = .24$, $t(163) = 3.52$, $p = .001$, work engagement, $b = .32$, $t(159) = 4.01$, $p < .001$, in-role performance, $b = .12$, $t(159) = 2.50$, $p = .013$, and OCB, $b = .16$, $t(159) = 2.05$, $p = .042$. We expect this can be explained by examining daily fluctuations. Therefore, multilevel structural equation modeling will be performed using MPlus to investigate cross-level interaction effects of trait self- and other-orientation and daily fluctuations of strengths use and its outcomes.

Conclusion. Investigating whether employees with different trait orientations use their strengths to different ends reveals how best to design strengths-based approaches, e.g., whether to tailor them more to the individual. Furthermore, it increases knowledge on how and why employees differ in their strengths use at work.

Keywords: strengths use, engagement, performance

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Wei Liu, Dimitri van der Linden & Arnold B. Bakker • Strengths use, eudaimonia and hedonia at work: a diary study on attentional and risk-taking outcomes

Purpose of study. The present study aims to research on the relationship between strengths use, eudaimonia, and objective outcomes at work. Combining strengths use and well-being theories, we hypothesize that strengths use is positively related to eudaimonia and hedonia, and these would further affect objective outcomes (i.e., attention and risk-taking) at work. Specifically, we predict that the high eudaimonia and hedonia at work are negatively associated with attentional performance and heightened risk-taking preference. We attempt to understand how strengths use and well-being would influence employees' objective outcomes at work through the present study.

Method. We employ experience sampling method in the present study, and recruit employees who are working in China. During the study, participants fill out a trait survey voluntarily first ($N = 86$), and then are required to fill out daily surveys across five consecutive working days by one time per day ($N = 365$). To implement the design, we used two computerized tasks to assess employees' attention (Stroop Color and Word Test) and risk-taking (Balloon Analogue Risk Task) outcomes at work.

Results. Concerning the relationship between strengths use and well-being, multilevel analysis results show that strengths use is positively associated with meaningfulness at work ($b = .637, p < .001$), and also positively related to personal growth at work ($b = .486, p < .001$); yet, strengths use is negatively related to hedonia at work ($b = -.311, p < .001$). In relation to objective outcomes, meaningfulness at work significantly negatively predicted the attentional performance ($b_1 = 67.802, SE = 30.718, p = .027; b_2 = 49.610, SE = 19.986, p = .013$). Yet, hedonia at work was not significantly related to the objective outcomes ($p \geq .241$). Besides, strengths use indirectly predicts attentional outcome through meaningfulness at work ($b = 30.931, SE = 11.475, p = .007$).

Conclusion. First, the preceding meaningfulness at work would not contribute to employees' attentional outcome presently. This negative relationship might be because employees are entirely immersed and concentrated when they conduct their work meaningfully, and the immersed state in the preceding episode would not end when new tasks is introduced. Second, employees are more likely to do eudaimonic behaviours (i.e., meaningfulness and personal growth) instead of hedonic behaviours during work episodes when using their strengths. Strengths use could facilitate employees' meaningfulness at work, and promote their personal growth.

Keywords: flow, personal growth, well-being

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Valesca Tobias, Marianne van Woerkom, Piety R. Runhaar & Arnold B. Bakker • *Enhancing teacher commitment to professional development: A HRM-process approach to study the role of the strengths-based approach*

Purpose of study. Worldwide teachers' professional development is viewed as a means to increase the quality of education. However, initiatives aimed at stimulating teacher development often fail to materialize. This may be due to the frequent use of formally organized learning activities that disregard the specific interest and strengths of teachers (Darling-Hammond, 1998; Rust & Freidus, 2001). A 'strength-based' HR-philosophy to professional development that encourages initiatives that teachers take to further their individual strengths might be more effective in strengthening teachers' commitment to professional development (Smith et al., 2015). However, we do not yet know whether strengths-based HR philosophies exist in schools and if they influence the HRM process (Wright & Nishii, 2007). Therefore, in this study we aim to examine whether these philosophies exist, which strengths-based practices are implemented by HR and team leaders, how teachers perceive these practices, and ultimately how this influences teacher commitment to professional development.

Method. We conducted five case studies in Dutch Vocational Education and Training schools. At each school, we reviewed HR policy documents and conducted semi-structured interviews with HR-employees, team leaders, and teachers individually.

Results. Preliminary results show that although most HR-professionals have adopted the HR-philosophy that teachers can only develop and flourish when they are able to play to their strengths, these philosophies are not translated into clear HR-practices. Many team leaders are actively experimenting with different strengths-based activities (e.g. stimulating teacher to identify their strengths), but struggle with the implementation due to the lack of guidelines. When teachers perceive team leader support in using their strengths, they do experience it as a motivating force for their professional and personal development.

Conclusion. In conclusion, it appears that a strengths-based approach seems valuable to enhance teachers' commitment to professional development. However, clear HR-practices are needed to support team leaders in implementing strengths-based activities.

Keywords: teacher professional development, strengths-based HR approach

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2.5 Job Loss & Job Search

REC B3.02 – Chair: Edwin van Hooft

Ilse Remmits • *Social anxiety and unemployment: The relationship with job search strategy, job search self-efficacy and attentional control*

Purpose of study. Feelings of social anxiety in social settings are quite common. The findings of different studies showed that persons with social anxiety were more likely to be unemployed and have a higher chance of long-term unemployment (Lecrubier et al., 2000; Moitra, Beard, Weisberg, & Keller, 2011; Tolman et al., 2009). However, few studies investigated the role of social anxiety during job search. The aim of this study was to examine the relationship of social anxiety and job search strategy. We expected to find a positive relationship between social anxiety and a haphazard job search strategy and a negative relationship with a focused and exploratory job search strategy. We hypothesized that job search self-efficacy would mediate the relationship between social anxiety and the use of a job search strategy and that attentional control would moderate the relationship between social anxiety and a haphazard job search strategy.

Method. 435 unemployed job seekers completed an online survey. To test our hypotheses we used bootstrap mediating analyses and a bootstrap moderated mediation analysis.

Results. Results were only partly in line with our expectations: social anxiety was positively related to a haphazard job search ($B = .04$, $SE = .01$, $t = 3.12$, $p < .01$), but also to a focused job search ($B = .44$, $SE = .02$, $t = 2.66$, $p < .01$). No relationship was found between social anxiety and an exploratory job search strategy. The mediating role of job search self-efficacy was confirmed for all kinds of job search strategies.

Conclusion. No support was found for the moderating role of attentional control on the relationship between social anxiety and haphazard job search.

Keywords: Social anxiety, unemployment, job search, personality

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Janske van Eersel, Toon W. Taris & Paul A. Boelen • *After the ball: Risk factors and reciprocal relations of complicated grief following job loss*

Purpose of study. There is increasing evidence that involuntary job loss can lead to symptoms of complicated grief (CG). To date, in spite of their possibly serious consequences, little is known about which factors relate to the development and maintenance of CG symptoms following job loss (e.g. socio-demographic variables, loss characteristics, coping strategies, or cognitions). The same applies to how job loss-related CG symptoms interact with other common symptoms following job loss:

depression and anxiety. The aim of this study was to explore risk factors for job loss-related CG, and the reciprocal relationship between symptoms of CG, depression, and anxiety.

Method. For this study 485 Dutch workers who had lost their job were recruited, including 239 men and 246 women, with an average age of 50.2 years. A subsample of 128 participants also completed questionnaires at the follow-up, six months later.

Results. Multiple regression analyses showed belief in an unjust world was related CG symptoms following job loss, cross-sectionally and longitudinally. There was also a significant relationship between job loss-related CG symptoms and a preference for maladaptive coping over adaptive coping styles and a low level of self-esteem. This effect remained stable over time. Cross-lagged analyses revealed that changes in job loss-related CG symptoms can predict depression and anxiety symptoms at time 2, and changes in depression can predict CG symptoms at time 2. However, no significant effect was found for changes in anxiety level predicting CG symptoms at time 2.

Conclusion. These findings can strengthen the development of interventions for early detection and treatment of job loss-related CG symptoms. This is important because these CG symptoms can lead to more psychological problems, which can decrease the chance of re-employment.

Keywords: Job loss, well-being, coping styles

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Jarno Vrolijk, Stefan Mol & Gábor Kismihók • *Exploiting hyperbolic embeddings to infer a skills hierarchy from job vacancies*

Purpose of study. The rate at which the job market is continuously changing leaves job seekers feeling uninformed about the skills that they should acquire in order to attain and sustain their employability (Sibarani, Scerri, Morales, Auer, & Collarana, 2017). Educators too, are struggling to offer courses that meet the expectations of fast-evolving sectors (Sibarani et al., 2017). The complexity of many contemporary job roles means that little is known about the specific skills of which they are comprised, and how insights into hierarchical skills structures can be leveraged to enhance specific skills and subskills. Inference pertaining to the actual job demands and efforts, and capturing them in fully adequate taxonomies of job characteristics has been narrow, incomplete, and problematic (Binning et al., 1989; Morgeson & Humphrey, 2006). Even taxonomies constructed from large resources like Wikipedia or WordNet may lack domain specific and long-tailed knowledge. These problems call for the development of a conceptually more coherent criterion that better captures the context and reality in which the criterion judgments are made through dynamic taxonomies (Austin, T. & Villanova, 1992; Tett et al., 2009; Ones & Viswesvaran, 1996). Further increases in the scalability and the quality of the hypernymy extraction are key. This study proposes a domain-specific method for the induction of dynamic taxonomies from job vacancies and educational curricula.

Method. By treating noun phrases as nodes in a large directed acyclic graph, allows us to construct a Hearst Graph from domain-specific raw text corpora (Hearst, 1992; Le, Roller, Papaxanthos, Kiela, & Nickel, 2019). The terms and the found relationship between the terms will be stored as a weighted directed graph $G = (V, E, w)$, where V is the set of all extracted terms, $E = (u, v)$, and w is the weight that represents the amount of reachable nodes from the node V (Le et al., 2019). Due to the skewness of the occurrence probabilities of constituent words and the fact that not all true relationships will occur in the corpus, Hearst patterns can produce sparse graphs (Hearst, 1992; Le et al., 2019). Therefore, noisy graphs are the starting point of our architecture, where after pruning the graph it will be embedded and optimized in hyperbolic space (Leetal., 2019; Velardi, Faralli, & Navigli, 2013; Velardi, Navigli, Cucchiarelli, & Neri, 2005; Roller, Kiela, & Nickel, 2018; Kozareva & Hovy, 2010).

Keywords: job search, profiles, competencies, text-based methods

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2.6 Job Crafting

REC B2.08 – Chair: Hyclo Nijp

Daphne van der Kruijssen Mattis van den Bergh, Dorien Kooij, Marianne van Woerkom & Marc van Veldhoven • *Workload, stress, and decreased energy levels on a daily basis: The mitigating role of job crafting towards strengths and interests*

Purpose of study. Nowadays employees experience work pressure leading to high stress levels which is detrimental for employees' health and well-being. Therefore we focus on how employees' most important resource, their own energy levels, are affected by workload and stress. Additionally we test whether job crafting, 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, is a strategy to sustain their energy. Previous research has demonstrated that job crafting has positive effects on employees' health and well-being. However, most of these studies have cross-sectional designs, relying on global retrospective self-reports, thereby not providing insights in the added value of job crafting as a successful strategy to manage stress on a daily basis. Therefore we aim to study the micro processes that influence employees' energy levels hypothesizing, based on the activation theory, that daily workload determines employees' daily stress levels which relates to daily energy levels. Additionally, we test whether daily job crafting behaviour buffers the effect of daily stress on daily energy.

Methods and results. A sample of 307 employees filled in a quantitative diary study for 3 consecutive working days (921 occasions). Preliminary results of ML-analyses in R showed that daily workload is positively related to daily stress which in turn is negatively related to employees' daily

energy levels. Furthermore we found that daily strengths crafting moderates the relationship between stress and energy in such a way that stress becomes less harmful for employees energy levels.

Conclusion. Job crafting can be seen as a successful way to deal with work demands and stress levels on a daily basis. This knowledge is important for managers and employees, as a manner to sustain and enhance employees' most valuable resource namely their energy.

Keywords: Job crafting, job demands, stress

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Yuri S. Scharp, Kimberley Breevaart & Arnold B. Bakker • *Daily playful work design: Dealing with demands*

Purpose of study. Building on the literature on play (Csikszentmihalyi, 1975; Lieberman, 2014) and the conservation of resources theory (COR; Hobfoll, 1989), the present study aims to investigate how playful work design (PWD) affects the relation of daily job hindrances with daily work engagement. Specifically, we suggest that employees who playfully design their work, negate the adverse relation of emotionally draining and unchallenging work settings with work engagement. Moreover, we suggest that this process subsequently fosters creative, task, and extra-role performance.

Method. We employ a daily diary methodology. Roughly one week after filling out the trait questionnaire, including demographics, employees received a link to an online survey at the end of each day for five consecutive work days. Data collection finishes at the end of June. Currently, more than 200 participants have participated with over 800 daily observations, allowing us to report preliminary results at this point. We conducted moderation and mediation multilevel analyses to test our hypotheses

Results. In support of our hypotheses, the relation between daily emotionally draining settings and daily work engagement was negated for employees who scored high (vs. low) on daily designing fun. Similarly, the relation between daily unchallenging settings and daily work engagement was negated for employees who scored high (vs. low) on daily designing competition. Finally, work engagement mediated the relation between PWD and creative, task, and extra-role performance.

Conclusion. First, we contribute to the literature on PWD by providing further support for the discriminant validity of its two dimensions. That is, designing fun and designing competition negate different types of adverse work settings. Second, we contribute to COR theory and the literature on play by investigating how individuals may proactively protect their energetic resources through play. Finally, we advance our understanding of what strategies employees may employ to maintain their performance under adverse settings.

Keywords: Playful work design, work engagement, diary methodology

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Zhang Ruobing, Josette M.P. Gevers, Jia Li & Evangelia Demerouti • *Conceptualization and measurement of team work crafting*

Purpose of study. Job crafting helps individuals reconstruct their job to adapt to changes in the work environment. However, as employees increasingly work in team-based arrangements, the question arises whether teams are more adaptive and responsive to challenging dynamic organizational environments when team members craft together. Most previous studies on crafting in teams use aggregates of the individual team members' job crafting behaviour. We argue that crafting in teams is more than an aggregate of individual crafting behaviour. It has distinct properties that arise from the team as a whole that add value over and above the crafting undertaken by individuals within the team. Therefore, in this research, we are introducing a new concept of team work crafting that conceptualizes and measures crafting as a team-level phenomenon.

Method. Based on a literature review and interviews with 14 employees and managers from various organizational contexts, we developed a measurement scale for team work crafting to complement the scale on individual job crafting. We also tested empirically the dimensionality and psychometric quality of the team work crafting measure and examined its discriminant validity against the individual level job crafting scale.

Results. We are currently analyzing the qualitative data to determine the processes involved in team work crafting as well as its dimensionality and functions. We expect to obtain results by the end of July.

Conclusion. To our knowledge, this study is the first to conceptualize and assess team work crafting as a team-level phenomenon rather than the aggregate of individual members' crafting behaviour. This study provides insights regarding what team work crafting is, the processes and dimensions involved, and to what extent team work crafting is distinct from aggregate measures of individual crafting in teams in terms of meaning, dimensions, processes, and functions.

Keywords: Job crafting, team work crafting, teams, field study, interviews, measure construction

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3.1 Signature Session III: Sustainable Organizations

REC B1.02 – Chair: Evangelia Demerouti

Janna Behnke, Sonja Rispens & Evangelia Demerouti • *Embracing diversity and inclusion in STEM universities: How workforce diversity and inclusion influence the effects of workplace demands on individual well-being, attitude, and extra-role behaviour*

Purpose of study. Inclusionary human resource practices have been found to enable employees to make use of the full potential offered by workforce diversity. However, studies on diversity and inclusion failed to incorporate other work characteristics, such as job/organizational demands, and thus miss out to enhance our understanding of how diversity and inclusion interact in organizations and affect employee well-being, attitude, and behaviour. The research question examines to what extent the interplay of diversity, inclusion, and job demands (i.e., work-self conflict, harassment, work pressure, and unclear/unfair procedures) influences employee outcomes in a STEM university. We hypothesized that the interaction of perceived diversity and inclusion modifies the negative effects of work demands on attitudes (affective commitment), behaviour (organizational citizenship behaviour) and well-being (exhaustion [reversed relationship]). Employees who are highly included are enabled to deal with the challenges related to rising diversity and work demands. Thus, we expected the effects of work demands to be less detrimental if employees experience high inclusion in more diverse work places.

Method. The three-way interactions were tested in a sample of 1759 employees working at a STEM university. Data were analyzed, using conditional process analyses (Hayes, 2018).

Results. The results indicate that high perceived workforce diversity strengthens the negative effects of work demands only for employees who experience low inclusion. Therefore, in environments perceived as diverse work demands are less detrimental to employees' well-being, attitude, and behaviour if employees simultaneously experience high inclusion.

Conclusion. Based on the results we believe that inclusionary HRM practices enable employees to efficiently deal with work demands and differences of individuals in their environment. The findings further enlarge our understanding of the interactions between the work environment and perceived diversity and inclusion. They point out that simultaneously to building more diverse workforces in STEM universities, inclusion among employees needs to be increased to buffer the detrimental effects of work place demands.

Keywords: diversity, inclusion, well-being

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Bram Fleuren, Fred R.H. Zijlstra, Andries de Grip & IJmert Kant • *We need to slow down: A two-wave study on healthcare employees' sustainable employability*

Purpose of study. Labor market changes and prolonged working lives complicate and necessitate facilitating the sustainable employability of healthcare employees. Therefore, this paper aims to identify which employment characteristics can contribute to healthcare employees' sustainable employability.

Method. First, using two-wave self-report data from 2,346 employees, we compare healthcare employees' sustainable employability to that of employees from other sectors. Second, we estimate a series of structural equation models including various employment characteristics as predictors of sustainable employability among 455 healthcare employees.

Results. The first analyses reveal small differences in healthcare employees' sustainable employability over time compared to that of employees in other sectors. The second analyses show that task variety and organizational tenure both predict healthcare employees' sustainable employability positively, whilst being personally attacked or threatened predicts it negatively. Additionally, regarding the specific components of healthcare employees' sustainable employability are mainly predicted by the psychosocial aspects, HR practices, and working time arrangements.

Conclusion. Our findings suggest that to study or optimize sustainable employability, intersectoral differences should be taken into account. Additionally, healthcare organizations should help their employees in handling negative interpersonal interactions, provide varied work and healthy working time arrangements, and carefully consider potential negative health effects of developmental HR practices to foster sustainable employability.

Keywords: employability, healthcare, sustainable employment

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Karen Pak, Mo Wang, Dorien T.A.M. Kooij, Annet H. de Lange & Marc J.P.M. van Veldhoven • *Disruptiveness of private life events and work ability: The moderation roles of use of developmental practices and supervisor support climate*

Purpose of study. Previous research on work ability extensively examined the role of job demands as a predictor, but largely overlooked home demands such as disruptive private life events as a potential predictor. The aim of this study is to contribute to the literature on work ability by adding home demands as a potential predictor of work ability. More specifically, we investigate whether private life events have a negative impact on work ability, and examine whether the use of development practices and a supervisor support climate can moderate this relationship.

Method. To this end, we conducted a cross-sectional study amongst 2123 healthcare employees.

Results. Results showed that private life events have a negative impact on work ability. Moreover, making use of development practices on the job combined with low levels of supervisor support climate is more detrimental for employees who faced major life events with a high impact than not making use of development practices on the job combined with low levels of supervisor support climate.

Conclusion. This study gives HR practitioners in the healthcare sector insight into the HR practices and job resources that are effective in overcoming the negative impact of private life events on outcomes related to the extension of working lives.

Keywords: *work ability, development, supervisor support, private life events*

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Erik Waltré, Bart Dietz & Daan Van Knippenberg • *The role of open communication for managing followers' emotion regulation: A field experiment*

Purpose of study. Modern jobs – in the service-sector and elsewhere – are defined by demands that make failure, rejection, and emotional labor daily events. This gives rise to negative emotions that harm job performance. In the short run, they eat away from employees' motivation, core self-evaluations, concentration and problem solving skills. In the long run, they cause burnout, fatigue and learned helplessness. These effects place emotion regulation as a central skill for employees to achieve performance while minimizing tolls on their own wellbeing. Unfortunately, employees often utilize counterproductive regulation strategies, and underutilize productive strategies. This makes managing employees' emotion regulation a key priority for leaders. We suggest leaders can play an important role by overseeing employees' personal development of their emotion regulation skills and behaviours. Yet, leaders cannot manage what they don't know. We therefore propose that, in order to develop employees' emotion regulation skills, leaders must be aware of employees' negative emotions and regulation strategies. Similarly, skill- and knowledge transfer requires employees' willingness to discuss their negative emotions. We therefore hypothesize that leaders will be more successful in developing employees' emotion regulation – and in turn, sustainable job performance – when employees are willing to open up about their negative emotions.

Method. We will test our hypothesis in a longitudinal field experiment. Participants will be about 50 leaders and 600 employees in a Fortune 500 company. Leaders will be randomly allocated into either of four cells: (1) control group, (2) emotion regulation training, (3) open communication training, or (4) emotion regulation training + open communication training). Training sessions comprise 2 seminars à three hours, involving pedagogical tools such as cases, group-discussions, writing-assignments, self- and team-analysis, and roleplays. Premeasures will be recorded prior to the training as well as two months after. The company provides objective performance data for all employees.

Keywords: emotion regulation, leadership, communication, performance, field study, longitudinal, intervention

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3.2 Round table III: Open Science

REC C2.04 – Chair: Jonas Dora

Jonas Dora, Madelon L.M. van Hooff, Sabine A.E. Geurts, Michiel A.J. Kompier & Erik H. Bijleveld •

The effect of opportunity costs on mental fatigue in labor/leisure tradeoffs

For the past few years, psychology as a science has been in crisis. Several large-scale replication projects have brought to light that the replicability of psychological findings leaves much to be desired. Several reasons have been identified for this low replicability (publication bias; low power; [unintentional] p-hacking; ...) and solutions have been proposed (preregistration of sample size, hypotheses, study design, and analyses; publication irrelevant of results; sharing of data and analyses; ...). Unfortunately, the field of Work & Organizational Psychology seems to have largely missed this entire discussion. The past three years at the WAOP conference have shown little to no increase in presentations on preregistered projects (0, 2, 3 by my counting; all coming from the same research group). It is unlikely to assume that our field does not suffer from the same problems as more experimental fields, but I do recognize that we face some additional challenges that need to be discussed. Nevertheless, at the end of the day science should be a system of organized skepticism and we need to be able to scrutinize the claims made in published papers. I argue that this is not possible right now and the wide-spread adoption of open science practices is the only way forward for our field. In this session, I will summarize problems of the old way of doing science and discuss potential solutions and their feasibility in our field. I will also try to show tangible examples from our research group in which we have preregistered every confirmatory PhD study in the last three years. I will limit myself to practices that can be adopted by individual researchers/research groups, and mostly leave out grand-scale solutions at the editorial/organizational level. Afterwards, we will discuss any questions, reservations, and disagreements by participants at the round table.

Keywords: research standards, replicability, preregistration, future of psychological science

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3.3 Work-Life Balance

REC B2.05 – Chair: Annelies van Vianen

Merel Feenstra-Verschure • *Are you in job-lock or locked-in? A literature review and research agenda*

Purpose of study. Various work situations, like a dispute with your manager can disrupt a balanced work environment. When this work environment is disturbed and you are not feeling satisfied in your work anymore, you have two options: staying in this unpleasant and dissatisfying situation or leaving this situation by finding other suitable work. Many people will try to change their situation however, a significant number of people will stay and end up feeling stuck into their work. People who are not satisfied anymore and not capable of leaving because they feel there are no opportunities in finding other work can be titled as locked. The current academic research on this phenomenon consists of two variables that in essence are the same but have been researched separately by different researchers. These two variables called ‘job-lock’ and ‘locked-in’ have been studied on a limited scale with just 34 studies.

Method. The goal of this review is to get a clear overview on the whole phenomenon and to develop a new merged construct to be used for further research. Given the rigidity of these two variables, with other existing established variables like job mobility and employability, similarities and differences are being put to the test.

Results and conclusion. The main distinction of being locked from the established variables is the two-dimensional character of this variable, feeling dissatisfied and at the same time not seeing opportunities, while the established variables are only built upon one dimension. What further stands out is that both the job-lock and locked-in researchers have not referred to each other’s research, the methods for studying both concepts have been different, and these two variables have not yet profoundly been reviewed. This research topic is therefore in need for future research both from an academic and a business perspective.

Keywords: locked-in, job lock, job immobility, bad person-environment fit

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Lianne Aarntzen, Belle Derks, Elianne van Steenbergen, Michelle Ryan & Tanja van der Lippe • *Work-family guilt as a straightjacket. An interview and diary study on consequences of mothers’ work-family guilt*

Purpose of study. Working mothers have to deal with traditional gender stereotypes that prescribe them to prioritize their family. As a result, working mothers often experience guilt when balancing work and family responsibilities. We propose that work-family guilt has important

consequences for mothers' career choices, their parenting, and their well-being. **Method.** To explore consequences of guilt, we first conducted an interview study among 14 couples (N = 28) and diary study. Then, building upon the results of the interview study, we conducted a daily diary study in which 123 mothers completed online daily questionnaires over 8 consecutive days. **Results.** The interview study revealed that as a result of work-family guilt, parents tended to either reappraise the situation (e.g., emphasizing financial importance of work) or compensate for their guilt by adapting their parenting, adapting their work, and by sacrificing their leisure.

Results. Consistently, the diary study revealed that higher work-family guilt was related to more traditional gender behaviours in mothers. Specifically, mothers (a) thought more about reducing their working hours, (b) reduced the time they planned for themselves, and (c) planned to reserve more time and energy for their children in the future although no changes in actual parenting behaviours were observed. Moreover, the diary study demonstrated that work-family guilt is associated with lower well-being for mothers.

Conclusion. Together, these studies illuminate how work-family guilt may motivate mothers to comply with gender norms in which they prioritize caregiving tasks over their work.

Keywords: work-family conflict, gender, parents

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Shi Chen, Leander van der Meij, Llewellyn van Zyl & Evangelia Demerouti • *Life crafting: A holistic approach for meaning making*

Purpose of study. Crafting behaviours are proactive actions individuals perform to achieve their own goals and increase their fit with the environment. Previous research has distinguished crafting behaviours in three different life domains: i) job crafting, ii) home crafting and iii) leisure crafting. However, these approaches are domain specific and assumes that individuals are merely functional actors in a singular domain. These approaches are ecologically unidimensional and assume that meaning is not crafted in multiple domains at once. In essence, these approaches lack a complete, comprehensive and holistic perspective on the crafting behaviours individuals activate. We propose that individuals craft in all their life domains: They "Life-Craft". The present research distinguishes three different life-crafting behaviours: i) emotional-crafting, ii) psychological-crafting, and iii) relational-crafting. The goal of emotional-crafting is to increase life satisfaction (e.g., create the time to do the things you like), the goal of psychological-crafting is to grow (e.g., attend a workshop to improve professional skills), and the goal of relational-crafting is to create high-quality relationship with others (e.g., go to the bar to make new friends). Moreover, we propose that the frequency of these crafting behaviours will change according to different life domains. In the work domain, people may do more psychological-crafting to increase job performance. In the home domain, they may do more relational-crafting to fit in with family members or friends. Finally, in leisure time, people may do more emotional-crafting to feel good.

Conclusion. We propose that individuals strive for happiness and that it may not be enough to merely achieve organizational goals in the work domain. To be happy, individuals also have to pay attention to their own emotional and social connections in life. We think that life-crafting can be highly valuable for organizations, as individuals who life-craft are probably more likely to be healthier and excel at their job.

Keywords: life-crafting, happiness, person-environment fit

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3.4 Personality

REC C2.07 – Chair: Barbara Nevicka

Ard Barends, Reinout E. de Vries & Mark van Vugt • *A serious game to measure Honesty-Humility: Investigating its construct and predictive validity*

Purpose of study. Research on commercial computer games has demonstrated that how people act in these games is related to their personality. In the current project, we demonstrate that a full-fledged serious game can be developed to assess the Honesty-Humility trait of the HEXACO model of personality. A serious game, called ‘Building Docks,’ was developed to assess Honesty-Humility using economic games, situational judgment tests, and virtual behaviour cues.

Method and results. In two studies, we demonstrate that Building Docks can be used to assess Honesty-Humility. First, in a low-stakes testing situation (N = 286) we demonstrate the construct validity of the serious game by establishing convergent validity with self-reported Honesty-Humility and divergent validity with the other five self-reported HEXACO traits. Furthermore, the serious game not only shows predictive validity, but also incremental validity beyond self-reported personality in the prediction of relevant outcomes (e.g., counterproductive work behaviour, probability of cheating for financial gain). Second, in a medium-stakes testing situation (N = 115) we replicate the convergent and divergent validity of the serious game with self-reported personality. Furthermore, the serious game also has divergent validity with an intelligence test.

Conclusion. The findings demonstrate that Building Docks is a promising tool to integrate different approaches to personality measurement. This game may be useable in applied contexts and future research may investigate some of the potential advantages of serious games. For instance, such serious games may be effective at reducing faking in high-stakes testing situations and may create favourable applicant reactions in personnel selection. Serious games such as Building Docks may also improve research participants’ engagement, which may lower dropout and improve data-quality in scientific research.

Keywords: personality, method development, honesty-humility

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**Emma J.G. van Gerven, Annel H.B. de Hoogh, Deanne N. den Hartog & Frank D. Belschak •
*Visionary or Inconsistent? The link between leader narcissism and follower task performance***

Purpose of study. Although narcissists often emerge as leaders, they do not tend to be more or less effective than their less narcissistic counterparts. For example, the relationship between leader narcissism and follower task performance is ambiguous and often negative. Drawing from the extended agency model, we argue that this lack of a clear performance effect may be due to the tendency of narcissists to show different types of behaviour with the overall goal to differentiate themselves from others. On the one hand, to stand out they try to show visionary leader behaviour, which has received substantial research attention and is seen as an explanation for positive effects of leader narcissism on a wide range of outcomes. However, in studying the effects of leader narcissism, negative effects are often found as well and an explanation for these negative effects is lacking. To address this issue, we introduce a second type of differentiating behaviour that we propose narcissists show, namely inconsistent leader behaviour. The current study examines a dual pathway model linking leader narcissism to follower task performance. Specifically, we expect leader narcissism to have a positive effect on follower task performance through visionary leader behaviour, and a negative effect through inconsistent leader behaviour and we examine leader-member exchange (LMX) as a contextual condition moderating the aforementioned relationships.

Method. Data collected from 167 leader-follower dyads working in different industries partially supported our model. We found that leader narcissism decreased follower task performance through inconsistent leader behaviour, but only when LMX was low.

Results and conclusion. We did not find an effect through visionary behaviour. Our research sheds light on the processes through which leader narcissism influences follower task performance and highlights that leaders' behavioural inconsistency can be a problem, which provides us with practical guidelines on how to improve leader effectiveness.

Keywords: narcissism, leader-member exchange, task performance, leadership, personality

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Steven Vanmarcke & Paul F. van Leest • *Dedicated People Questionnaire: Development and validation in a personnel (selection) context*

Purpose of study. Professional integrity and work dedication affect the way in which individuals allocate their resources during work. We formulated three distinct research goals: (1) to disentangle the main determinants of professional integrity in a personnel (selection) context, (2) to examine group-level differences in candidate outcomes and (3) to link professional integrity to the Big-5 model of personality.

Method. The Dedicated People (DPT) Questionnaire was developed and tested on a large sample of Belgian job applicants. This allowed us to validate its internal factor structure using both exploratory and confirmatory factor analysis and to examine score differences between subgroups by measuring effect sizes (Cohen's *d*). We also assessed the correlation between the candidate scores on the DPT and those on one of our Big-5 personality questionnaires (CBFT).

Results. Our results indicate a 1-factor solution (dedication) with a reliability estimate of .86 and test-retest reliability of .72. Furthermore, this factor was found to consist of three reliable aspect scales: Work involvement, Ambition and Reactions to norm violations. Meaningful group-level differences were observed for gender, age, educational level and vocational group. Finally, dedication was found to be correlated with the big-5 personality traits Extraversion, Stability and Conscientiousness.

Conclusion. The DPT provides us with a psychometrically valid instrument which can be used within a personnel (selection) context. It provides information on the professional integrity of a candidate and on his/her willingness to invest time and effort in their work.

Keywords: personality, personnel selection, dedication

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3.5 Job Demands & Stress

REC B2.08 – Chair: Kimberley Breevaart

Rendel de Jong & Wim Nieuwenboom • *Stress in managers and entrepreneurs: A second look from the perspective of the General Unsafety Theory of Stress (GUTS)*

Purpose of study. According to GUTS, the General Unsafety Theory of Stress, prolonged stress responses in chronic stress situations such as work stress are mainly caused by perceived situational unsafety rather than stressors (Brosschot et al., 2018). A lack of information about safety, disinhibits a "default stress response". Situations, or domains may either be compromised in terms of unsafety (f.i. meeting strangers, being alone) or, in contrast, comprise signs of safety, like social networks. GUTS is supposed to identify and explain far more stress-related physiological activity than the usual stress theories (Brosschot et al., 2018). In an earlier, traditional study, (De Jong, 1987), demands (work load) and resources (social support) and Type A (work involvement) predicted depression as a general psychological health indicator in a sample of entrepreneurs and managers. It was the purpose of the present paper to examine, in the same sample, the contribution of unsafety in the domains of work and non-work, over and above the traditional demands and resources.

Method. Unsafety was operationalized as situation-specific anxiety, employing Endler et al's (1962) S-R inventory format.

Results. As expected, unsafety "with spouse" was lower than unsafety "at work" (t-test, df 1/87, $p < .001$) Cohen's d .81). Unsafety at work was about the same as being with a stranger. Unsafety at work contributed over and above social support by closest colleague and support by spouse ($p < .001$). Unsafety at work, correlating $r = .47$ with depression and $r = .26$ with Type A, mediated the connection between Type A and depression almost completely. A similar pattern was found for the connection between work load and depression. As expected, unsafety at work and with spouse interacted, ($p < .01$). Depression was lowest when both domains were experienced as safe.

Conclusion. Concluding that GUTS-inspired measures predicted over and above classical determinants, practical consequences for sustainable working life are discussed.

Keywords: general safety theory of stress, psychological safety, work demands

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Anne-Kathrin Kleine • *Effects of misfit between current abilities and future job demands on strain among graduates: The role of misfit appraisal – A research proposal*

Purpose of study. The transition from university to work comes along with a variety of challenges graduates have to cope with. Even those who found a job often feel insecure about whether their abilities meet the future job demands. Based on a transactional view on stress, the goal of the current research project is to examine whether cognitive appraisal mediates the effect of demand-ability misfit on strain among graduates who are about to enter the workforce. We propose that self-efficacy beliefs moderate the effect of misfit on cognitive appraisal. That is, the belief to be able to develop necessary skills is assumed to enhance the effect of misfit on challenge appraisal and to diminish the effect of misfit on threat appraisal. Challenge and threat appraisal should affect strain both in the pre-transition as well as in the early post-transition phase (i.e., in the first few weeks as employees). The uncovering of these mechanisms would contribute to the understanding of the effects of anticipations on future well-being outcomes among graduates. The research findings may provide a basis for the development of programs aiming at preparing graduates for their future role as employees and in this vein help to sustain their psychological well-being.

Method. The moderated mediation model will be tested in an online longitudinal study. Students will be asked to report on each of the constructs mentioned above at five measurement occasions. The first measurement will take place two weeks before graduation and the last measurement will take place two weeks after job entry. The lags are chosen so as to be able to detect the effects outlined above.

Keywords: self-efficacy, job demands, stress, well-being

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Peikai Li, Toon W. Taris & Maria C. W. Peeters • *Longitudinal Changes in Employees' Appraisal of Their Job Demands: A Latent Transition Analysis*

Purpose of study. Researchers have been interested in understanding how different types of job demands (i.e., challenge and hindrance demands) influence employee outcomes, assuming that these job demands have the same meaning for all employees. Yet, this variable-centered approach ignores the possibility that there may be subpopulations of employees who differ in their appraisal of job demands as both challenges and hindrances (see Searle & Auton, 2015; Li, Taris, & Peeters, 2019 for notable exceptions). Building on transactional stress theory, we investigated (a) the potential existence of distinct latent appraisals profiles of selected job demands (time pressure, role conflict, and emotional demands), (b) the antecedents and outcomes associated with particular appraisal profiles, (c) and the stability of these profiles overtime.

Method. We conducted a cross-sectional (n = 375) and a two-wave longitudinal study (n = 152) in China. Both examined challenge appraisal and hindrance appraisal from a person-centered approach.

Results. Using latent profile analysis we identified and confirmed four distinct profiles of appraisals in both studies.

Results. The participants in high challenge/low hindrance appraisal profiles reported the highest levels of engagement and job satisfaction, and the lowest levels of burnout. One year later, this group still showed the highest levels of employee-well-being, in-role and out-role performance. In addition, job demands and job resources influenced employees' appraisal profiles, Interestingly, most participants changed their appraisal profiles across time.

Conclusions. Our results shed light on the nature of demands appraisal in the work context and how different employees may characteristically use distinct combinations of appraisal to address their work demands at work.

Keywords: job insecurity, coping, stress, latent transition analysis

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3.6 Job Resources

REC C3.04 – Chair: Roy Sijbom

Marijntje E.I. Zeijen, Paraskevas Petrou & Arnold. B. Bakker • *When asking for help is helpful: A dyadic study on the episodic effects of social support*

Purpose of study. In this study we build an episodic dyadic support model in which we unravel when asking for support relates strongest with receiving support, and, in turn, how the quality of the

received support relates to the autonomous reciprocation of support. Specifically, we contend that the link between asking for and receiving support is positive but stronger when the support is asked from a provider who scores low on workaholism or experiences the exchange quality of the relationship as high. Furthermore, we predict that receiving useful support within an episode positively motivates the receiver to reciprocate during the following episode.

Method and results. Multilevel analyses over two episodes on five consecutive working days (N = 326-614 episodes) confirm that asking for support relates stronger with receiving support when the support is asked from a co-worker that scores low on workaholism (i.e., versus high). Results, however, also show that the relationship exchange quality is not a significant moderator in the link between asking for support and receiving support. In turn, the results show that receiving useful support positively predicts the subsequent level of autonomously motivated support provision.

Conclusion. Taken together, rather than assuming that asking for support automatically leads to receiving support, we reveal that this process depends on the behaviour of the support provider and affects the receiver's subsequent motivation to support.

Keywords: (receiving and providing) social support, co-workers/dyads, workaholism, field study, longitudinal, diary

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Wenrui Cao & Reine van der Wal & Toon Taris • *Forgiveness in the workplace: When and why forgiveness is associated with work outcomes*

Purpose of study. Good work relationships are vital to the lives of employees and the effectiveness of an organization (e.g., Aquino et al., 2003). However, imperfect interactions are inevitable in organizational life, which may evoke negative cognitions and emotions toward an offending colleague (Thompson & Simkins, 2017), influencing employees' well-functioning and lasting interpersonal relationships. In contrast to fighting back immediately, or avoiding the offending colleague, forgiveness may be a way to constructively deal with these interpersonal offenses, through transforming the negative thoughts and feelings toward a transgressor into more neutral or even prosocial ones (e.g., McCullough, Fincham, & Tsang, 2003). Although forgiveness proved to be a key factor in understanding close relationship functioning and stability (e.g., Fennell, 1993), the role of forgiveness in the work context remains understudied. We propose that forgiveness is positively associated with work outcomes through restoring and maintaining crucial work relationships.

Method and results. We tested our assumptions in two studies: The results of Study 1 (n = 472 mturk participants) revealed that trait forgiveness was positively associated with a broad range of work outcomes (job satisfaction; OCB; in-role performance; work engagement; less turn-over intention); the results of Study 2 (n = 228 Dutch employees) revealed that state forgiveness was negatively associated with burnout. As mentioned, we expect that forgiveness facilitates work outcomes through restoring and maintaining good social relationships. Therefore, a third study is on

its way to test the mediating role of relationships quality (with leader, co-worker, and team) on the relationship between forgiveness and work outcomes.

Conclusion. For now, the present findings suggest that both trait and state forgiveness are associated with better work outcomes. As such, the present study replicates previous findings on the beneficial role of forgiveness, but now translated to a work environment.

Keywords: forgiveness, work relations, job performance

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Maike Liu, Marjan J. Gorgievski & Fred Paas • *How person-environment fit affects students' course engagement and entrepreneurial performance? Entrepreneurship program and self-determination theory*

Purpose of study. Entrepreneurial education programs aim at increasing students' entrepreneurial self-efficacy and intentions. To date, little empirical research has explored the mechanisms through which entrepreneurship programs foster student entrepreneurship, whilst differentiating between different types of students. The present study integrates person-environment fit theory and self-determination theory to explore how entrepreneurial program-student fit shapes students' course engagement, entrepreneurial self-efficacy and entrepreneurial intentions. We proposed that characteristics of the entrepreneurship program, including challenging learning environment, teacher-student relationship and course feedback, shape students' course engagement, entrepreneurial self-efficacy and intentions to start a business. When the characteristics of the entrepreneurial program fit students' individual needs for autonomy, relatedness and competence, students are expected to be more engaged in the course, and to have higher entrepreneurial self-efficacy and intentions.

Method. The sample of this study consists of 37 out of 100 second-year Dutch bachelor students who participated in the entrepreneurial program. Students filled out the questionnaires before and after the program.

Results: After controlling for entrepreneurial self-efficacy and intentions before the program, the regression analyses showed that positive course feedback is positively related to course engagement. Fulfilment of the need for relatedness strengthens this positive relationship. Low relatedness fulfilment in contrast strengthened the negative relationship between negative course feedback and course engagement. Additionally, both fulfilment of the need for autonomy and relatedness strengthened the positive relationship between positive course feedback and entrepreneurial self-efficacy.

Conclusion. A combination of positive course feedback and fulfilment of students' needs can enhance students' course engagement and entrepreneurial self-efficacy. The findings suggest a new perspective to understand the role of entrepreneurship education based on students' basic needs fulfilment. The main limitations include reliance on self-report measures and small sample.

Keywords: entrepreneurship, engagement, SDT, PO-fit, self-efficacy

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Posters – viewed during lunch and drinks

Krisna Adiasto, Debby G.J. Beckers, Madelon L.M. van Hooff, Sabine A.E. Geurts & Karin Roelofs •
Music and psychophysiological recovery from stress: A systematic review with meta-analysis of experimental studies

Purpose of study. Effective recovery is crucial to prevent the adverse consequences of stress. Music is a promising medium to promote stress-recovery, but limitations within existing qualitative and quantitative syntheses of research make it difficult to draw definitive conclusions about the effects of music on recovery. Objectives: The goal of the present study was two-fold: (a) update existing syntheses of the effects of music listening on stress-recovery, focusing on healthy populations; and (b) identify between-study differences that potentially moderate the effect of music listening on stress-recovery.

Method and results. A pre-registered systematic review with meta-analysis was conducted according to PRISMA-P guidelines (<https://osf.io/ynvh2>). An electronic search of literature was conducted, following which selected studies were qualitatively described. Estimates were then calculated for relevant recovery outcomes, and quantitatively synthesized by means of a multivariate meta-analysis. Twenty-one studies were included in the systematic review, but only twelve were included in the meta-analysis due to incomplete data. The systematic review suggests that evidence for the beneficial role of music listening on stress-recovery is mixed. Furthermore, studies differed in: (a) stress induction procedures; (b) musical stimuli; and (c) outcome measures. The meta-analytical estimate of the effect of music listening on psychophysiological stress-recovery was marginally significant (SMD = 0.53, 95% CI [-0.02, 1.09]), and heterogeneity was high ($T^2 = 1.18$, $I^2 = 92.68$). Moderator analyses suggests that listening to self-selected music was a better predictor of stress-recovery compared to experimenter-selected music ($\beta_1 = 0.42$, $p = 0.011$).

Conclusion. Listening to music, particularly self-selected music, may likely not be harmful for stress-recovery. However, the review suggests that there is insufficient evidence to support of a causal relationship between music listening and stress-recovery. Further research is required to better comprehend the nuanced effect of music on psychophysiological recovery from stress.

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Dewi D. Kanters, Marjan J. Gorgievski, Daantje Derks & Arnold B. Bakker • *Proactive entrepreneurs*

Purpose of study. A considerable amount of research has examined the relationships between proactive personality and outcomes at the organizational level (e.g. firm performance) and the individual level (e.g. well-being) However, research remains scant as to the behavioral mechanisms by which proactive personality affects these outcomes. The current study investigated how proactive

personality translates into proactive entrepreneurial behavior, in specific bricolage. Entrepreneurial bricolage means making do by combining available resources to address new problems and opportunities (Baker & Nelson, 2005). Entrepreneurial bricolage in turn is expected to affect economic business growth and entrepreneurs' happiness.

Method and results. Using a sample of 297 Dutch entrepreneurs, results of mediation analyses indicated a significant positive effect of proactive personality on economic growth which is fully mediated by bricolage behavior. Bricolage behavior partially mediated the positive relationship between proactive personality and happiness. Moreover, we investigated how the ability to recognize opportunities functions as a boundary condition of this mediated effect. Results of moderated mediation analyses showed that entrepreneurs with relatively greater proactive personality seemed to engage in more bricolage behavior, which translated into increased economic business growth, more so among entrepreneurs who engaged in more opportunity recognition.

Conclusion. These findings suggest that a proactive personality may be differentially related to outcomes, such as economic growth and happiness, dependent on the ability to recognize business opportunities and that bricolage behavior may be the key linking mechanism between proactive personality and firm performance (economic growth) and happiness. By examining both mediating and moderating effects, the study contributes to uncovering the black box in which entrepreneurs with proactive personality exhibit proactive behavior which affects individual and organizational outcomes.

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Onur Sahin, Jojanneke van der Toorn, Wiebren Jansen & Naomi Ellemers • *Intersecting dissimilarities: The additive effect of perceived dissimilarities on social inclusion*

Purpose of study. Previous research showed that employees' perception of being dissimilar to others at work negatively relates to their felt inclusion.

Method and results. Using survey data collected from 6486 employees of a public service organization, the current research corroborates and extends these findings. An ANOVA showed that both deep-level (invisible) and surface-level (visible) dissimilarity were negatively related to felt inclusion, and that this relationship was stronger for deep-level dissimilarity. We further explored whether different bases of dissimilarity relate differently to inclusion. The dissimilarity characteristic that was reported most often was personality, followed by (in descending order) ethnicity, age, work experience, religion, sexual orientation, disability, education level, political orientation, and gender. Participants' felt inclusion mostly did not differ between the dissimilarity characteristics. Furthermore, we investigated how the number and intersection of dissimilarity characteristics relate to social inclusion. Dissimilarity on two characteristics was more strongly related to inclusion than dissimilarity on only one characteristic. To illustrate this additive effect, participants who perceived dissimilarity in terms of both personality and ethnicity felt less included than participants who perceived dissimilarity

in terms of only personality or only ethnicity. Likewise, dissimilarity on three characteristics was more strongly related to inclusion than dissimilarity on two characteristics. No decrease was found after more than three characteristics.

Conclusion. This research improves our understanding of how dissimilarity relates to inclusion by distinguishing between deep-level and surface-level dissimilarity and by using an intersectional approach, demonstrating the importance of the number and intersection of dissimilarity characteristics for social inclusion.

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Sandra Geiger & Michelle Van Laethem • *Always connected, always stressed? Exploring how organizational identification and social support influence work-related smartphone use and work stress after work*

Purpose of the study. In today's digital world, smartphones allow employees to stay connected to their workplaces anywhere at any time, thereby impairing employee health and well-being. To prevent such impairments, several companies have now switched off their always-on culture, while undermining its most crucial benefit, work flexibility. The present study extended research on the adverse health consequences of after-hours availability by investigating how work-related smartphone use after work affected work stress after work. Instead of blocking after-hours availability, it further proposed a person-oriented approach that aimed to identify social support as a protective resource and organizational identification as an antecedent of work-related smartphone use after work.

Method and results. To this end, we conducted an online diary study with 48 employees completing two daily diaries on five consecutive workdays. Multilevel regression analyses revealed that work-related smartphone use after work might indeed promote work stress after work. Contrary to our expectations, social support from various sources might not mitigate this effect, and organizational identification might not be related to work-related smartphone use after work.

Conclusion. These findings pave the way for future research exploring resources and antecedents as part of a person-oriented approach. In this way, they contribute to the ongoing debate about interventions regarding after-hours availability.

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