

III SCIENTIFIC CONFERENCE ABOUT HUMAN RESOURCES PSYCHOLOGY FERNANDO PRIETO (1959-1998)

25 and 26 March 2013
Salón de Grados of the Faculty of Psychology

Prometeo Project 2012-048



Scientific sessions supported by Conselleria d'Educació, Formació i Ocupació
para el desarrollo de actuaciones I+D. Excellence research groups within
Prometeo Project 2012-048



UNIVERSITAT DE VALÈNCIA



Program Overview

Monday, March 25th, 2013

9:30 - 9:45 Opening Ceremony of the III Scientific Sessions about Human Resources Psychology. José M. Peiró (Director of IDOCAL and PhD Program in Human Resources Psychology) and Ana Zornoza (Co-Director of PhD Program in Human Resources Psychology)

9:45 - 10:15 Presentation: monitoring and evaluation procedures of the PhD students in the new PhD programs. Ana Zornoza (Co-Director of PhD Program in Human Resources Psychology)

10:15 - 10:20 SESSION 1. WORK TEAMS IN ORGANIZATIONS: TRADITIONAL AND VIRTUAL CONTEXTS.

Chair: Nuria Gamero (University of Sevilla)

10:20 – 11:00 The role of team stressors in the relationship between team learning and team performance. Irene Bresó. IDOCAL (University of Valencia).

Teams are becoming central work units in organizations and team learning is seen as an essential process for teams working. Researchers are interested on knowing how team learning is related to team outcomes, and further study on how team stressors are really influencing. This paper has two main objectives. First, analyse the relationship between team learning and team performance. Second, to study the moderator role of two team stressors (work overload and time pressure) in this relationship. The empirical study was carried out on a sample of 80 teams participating in an Executive Master. Questionnaire was entered by individuals twice. Results show that team learning is no related to team performance, but there is a moderator role of time pressure and work overload in this relationship.

Discussant: Ana Zornoza (University of Valencia)

11:00 – 12:00 Virtual communities and knowledge sharing: personal and motivational factors. Jesús Sánchez. IDOCAL (University of Valencia).

Currently knowledge is one of the most valued resources of organizations. Knowledge management has been a topic of great relevance for the past 20 years. With the appearance of information technologies and the concept of 2.0 organizations, several collaborative tools can be used to manage and share knowledge. One of the newest tools to share knowledge in organization is the creation of virtual communities, and its popularity is on the rise. However, these communities present some challenges to encourage user participation, requiring a great effort in terms of design and implementation in order to achieve the objective of sharing knowledge. To create and improve such communities it is necessary to know what factors have an impact in participation their users.

The objective of this study is to find important personal and motivational factors for user participation in knowledge sharing activities on virtual communities and the relationships between factors. We are conducting this study using an online survey on several kind of virtual communities around the world. Due to the increasing use of these technologies, this study can have important practical implications by creating design and maintenance guidelines in order to make virtual communities more useful and profitable for organizations.

Discussant: Inés Tomás (University of Valencia)

12:00 – 12:15 Coffee Break

12:15 – 13:00 How do demographic faultlines affect team performance? Victor Valls. IDOCAL (University of Valencia).

Based on social categorization theory, several studies have highlighted the negative effects of demographic diversity on team performance. Faultline theory suggests that negative effects of team diversity are better understood by considering the influence of different dimensions of demographic diversity in conjunction, rather than for each demographic dimension separately. We analyzed whether team conflict, team reflexivity and team mood mediates the link between diversity faultline strength and performance. The study sample consisted of 60 bank branches (N = 251) and a longitudinal design with three data-collection points was implemented. Structural equation modelling (SEM) methods were used to test the study hypotheses. The results obtained showed that, as expected, team conflict, team reflexivity and team mood mediated the relationship between diversity faultline strength and performance.

Discussant: Pilar González (University of Valencia)

13:00 – 14:00 Cohesion, potency and group performance. A longitudinal study. Carmen Picazo. Observatorio de Inserción Profesional y Asesoramiento Laboral (OPAL)

Working teams have had an important role throughout the history of Psychology of Organizations but its flexibility and versatility makes them particularly suitable for the organization and management in dynamic and uncertain organizational atmospheres, especially in periods of great change or socioeconomical crisis.

The recent team models have emphasized the group cohesion and potency as emerging states that influence team performance.

The aim of this study is to analyze the influence of task cohesion and social cohesion on team performance over time, and the moderating role of potency in the relationship between the two types of cohesion (task and

social) and performance over time, ie when the team has worked together before.

The sample consists of 74 teams (340 participants). The unit of analysis was the team and we used a longitudinal design panel.

The results show on the one hand, a direct effect of task cohesion on team performance only at first moment and, on the other hand, the moderating role of potency in the relationships between both dimensions of cohesion (task and social) performance once the team has experienced of working together. Specifically, when both task cohesion and potency are high as the team gets the best results. On the contrary, regarding the role of the potency modulator on the relationship between social cohesion and performance, the working team gets the best results, when both social cohesion and potency are low.

Finally, we discuss theoretical and practical implications of the results and points out future research.

Discussant: Virginia Orengo (University of Valencia)

14:00 – 15:30 LUNCH

15:30 – 15:45 SESSION 2 SERVICE QUALITY & ORGANIZATIONAL CULTURE.

Chair: Lourdes Munduate (University of Seville)

15:45 – 16:30 The effects of Emotion Work on Customer Loyalty and Customer Satisfaction: A multi-level approach. Silvia Ortiz (University of Islas Baleares).

This study investigates the role of emotion work experienced by employees on the quality level of customer service. We developed and tested two different multi-level models; first, we examined the effect of the expression of emotions that are not felt by employees (emotional dissonance) on customer satisfaction, and second, we examined the effect of the requirement of being sensitive to clients' emotions (sensitivity requirements) on customer loyalty. A total of 1035 clients from 117 work units of hotels and restaurants were assessed. Data were analyzed by hierarchical linear modeling (HLM), and the results support both models. More specifically, employees' emotional dissonance was negatively related to customer satisfaction and sensitivity requirements were positively related to customer loyalty.

Discussant: Laura Lorente (University of Valencia)

16:30 – 17:15 Work unit fairness: Importance of supervisor's trust and climate strength. Agustin Molina. IDOCAL (University of Valencia).

We test a model in which the supervisor's trust in his or her work unit is predicted to have an effect on the justice climate perceived by work unit employees – defined as how a group of employees collectively evaluates the treatment it receives from an authority. In addition, our model predicts that justice climate will have an effect on peer justice – defined as the extent to which unit members treat each other fairly. Finally, we test the effect of justice climate strength as a moderator of the link between justice climate (i.e., level) and peer justice. We test this model with a multi-informant design with a final sample of 81 supervisors and 501 employees pertaining to 81 organizations within the health care industry. As expected, the supervisors' trust in his or her work unit presented an indirect effect on peer justice, through the mediating role of justice climate. Moreover, justice climate strength moderated the relation between justice climate and peer justice in such a way that the relation was stronger when work units presented high justice climate strength. We discuss the theoretical and practical implications for justice research.

Discussant: Esther García (University of Islas Baleares)

17:15 – 17:30 COFFEE BREAK

17:30 – 18:15 The Safety Culture Questionnaire (SCQ): Theoretical model and empirical validation. Borja López De Castro. IDOCAL (University of Valencia).

This paper presents the Safety Culture Questionnaire (SCQ), designed to assess the degree to which safety is an enacted value on the day-to-day running of nuclear power plants (NPPs). The SCQ is sustained in a theoretical framework comprising three main aspects of the functioning of any organization: daily behaviors and activities, human resources practices and important decisions. The extent to which the practical importance of

safety is manifested in each of the three dimensions informs about the strength of the safety culture of the NPP. These dimensions are associated respectively to the three main hierarchical levels of any organization: operating core, middle line, and top management. To validate the SCQ and the framework it is based on, the questionnaire was administered to the employees of a Spanish NPP (N=533). Reliability analyses showed strong internal consistency for the three scales of the SCQ and each of the 24 items of the questionnaire contributed to the homogeneity of its belonging scale. Validity analysis supported the internal structure of the questionnaire and showed that each of the dimensions of the model was correlated to several safety culture outcomes. Theoretical and practical implications derived from these results are included. A review of safety culture questionnaires and common contents of safety culture complement this study.

Discussant: Vicente Martínez (University of Valencia)

18:15 – 19:00 Perceived justice in service recovery and satisfaction behavioral intentions: The role of previous history among customers and providers. Iván Ruiz. Universidad Javeriana, Bogotá, Colombia.

This study investigates the differential impact of justice components (procedural, interactional and distributive), in terms of customer perceptions of organizational service recovery strategies, on outcomes such as complainants' satisfaction and behavioral intentions (loyalty and word of mouth). The role of history of previous encounters between service providers and customers is also considered. To this end, an experimental 2X2X2X2 factor design was conducted with 200 Spanish university students. ANOVA analyses revealed a number of main effects and interactions. The results pointed out an independent effect of previous positive history on satisfaction and behavioral intentions. In this sense, distinctive impacts on two different types of satisfaction were identified: Toward the given solution and toward the organization. Additionally, in relation with satisfaction toward the given solution, second and third order interactions were found, indicating that previous history affects the magnitude of the impact of justice interactions on outcomes. The article concludes with implications for managers and scholars, and opportunities for future research.

Discussant: Carolina Moliner (University of Valencia)

Tuesday 26th of March

9.30 - 9:45 SESSION 3. OCCUPATIONAL PSYCHOLOGY: STRESS & QUALITY OF WORKING LIKE. PSYCHOSOCIAL RISKS PREVENTION.

Chair: Pascale LeBlanc (Utrecht University, The Netherlands)

9:45 – 10:15 Training in Emotional Competences: Impact on Quality of Life. Sabina Hodzic. IDOCAL (University of Valencia).

In recent years a significant amount of research has shown that emotional intelligence (EI) has an impact on the quality of interpersonal relationships and the psychological and physical wellbeing. It has also been observed that EI can buffer the negative effects that occur in individuals when faced with stressful situations.

As a result, it has been questioned by many, whether EI can be improved through training. Some studies have demonstrated the possibility of improving the socio-emotional skills in children (Zins, Weissberg, Wang & Walberg, 2004 in Kotsou, Nelis, Grégoire and Mikolajczak, 2011), adolescents (Ruini et al., 2009), and college students (Nelis, Quoidbach, Mikolajczak, and Hansenne, 2009). However, investigations with adults are insufficient. Nevertheless, the results obtained with respect to the emotional plasticity of adults and the beneficial effects of training in emotional competencies are encouraging (Kotsou et al, 2011). Still, given the scarcity of studies, it is necessary to collect more empirical evidence. Moreover, as Kotsou et al, (2011) suggest, it is necessary to discover specific groups of adult population where this type of intervention has effects and where it does not.

As previously mentioned, EI can buffer the negative effects that occur in individuals when faced with stressful situations. One particularly stressful situation in adult population is unemployment. Unemployment has been widely discussed in the context of 2007 financial crisis. The economic crisis resulted in very high unemployment rates all over the world. The European Union countries suffered as well, amongst which Spain, Latvia and Lithuania most. More than 23 million people in EU have been unemployed in 2010. Spain is leading in unemployment rate with 20.1 % of people, before Latvia

with 18.7% and Lithuania with 17.8% (Eurostat Labour market statistics, 2011).

Most recent data from Spanish National Statistics Institute (Instituto Nacional de Estadística) shows that in one year the total number of unemployed individuals in Spain has increased by 729.400 people and in first trimester of 2012 has reached 5.639.500. The unemployment rate increased in comparison to 2011 and is now 22.44% (Encuesta de Población Activa (EPA)).

It has been demonstrated in many researches that unemployment can have various maladaptive outcomes (Wanberg, 2011). Many stress-related consequences are a result of this specific situation, such as poor psychological health, depression, physical complaints, even suicide. So, the question is whether training in emotional competencies among unemployed adults can, not only improve those competencies, but also buffer the negative impact of this stressful situation. Even more, can it improve the employability of the unemployed participants of this type of training?

Discussant: Isabel Rodríguez (University of Valencia)

10:15 – 11:00 Typology of stress climate in teams: its characteristics and outcomes. Malgorzata Kozusznik. IDOCAL (University of Valencia).

The purpose of the present study is to analyze the types of stress climate at work and its outcomes for the members of the teams. Stress climate was understood as a phenomenon that emerges when the members of a particular group in the organization perceive certain events as a source of distress and/or eustress and it was classified using cluster analysis. Using a sample of 603 social service employees, three clusters of work teams were identified: *distressed* (predominance of a shared distress appraisal), *eustressed* (predominance of a shared eustress appraisal), and *balanced* (with a similar level of shared distress and eustress appraisals). Clusters were validated on an additional sample ($n = 431$). Consistent with the formulated hypotheses, individuals in the distressed work teams were more likely to have a higher level of Exhaustion ($p < .05$) and Cynicism ($p \leq .10$) in comparison with the eustressed teams where the level of these variables was the lowest. Also, individuals in the distressed teams were more likely to have a lower level of Vigor and Dedication ($ps < .05$) in comparison to the balanced teams where the level of these variables was the highest. Satisfaction increased over time in eustressed climate, whereas it decreased in balanced and distressed teams ($p = .06$). The levels of

Exhaustion and Cynicism presented a trend of regression towards the mean in all three types of climate; their levels decreased over time in the distressed team, increased in the eustressed team and maintained a similar level in the balanced team. The importance of considering shared appraisal of stress and the implications for effective interventions are discussed.

Discussant: Susana Lloret (University of Valencia)

11:00 – 11:45 Mood after stress: buffering cortisol effect and moderating effect of cognitive appraisal. Martina Zandara. IDOCAL (University of Valencia).

Stress has often been associated with increased negative affect and activation of the sympathetic nervous system and of the hypothalamic-pituitary-adrenal axis. However, recent findings have been observed a buffering cortisol effect on negative mood. In line with these latest results, this study will investigate the relationship between salivary cortisol and salivary α -amylase (sAA) levels and negative affect in a sample of 58 participants (22 men and 36 women) exposed to a psychosocial stress test (TSST). Furthermore, we will investigate the moderating role that cognitive primary and secondary appraisal plays on the relation between cortisol and α -amylase (sAA) responses and negative affect. In order to respond to our hypothesis, ANOVA of repeated measures and structural equation modeling (SEM) will be performed. The present study will contribute to the better understanding of the effect that acute psychosocial stress has on negative emotional arousal, as well as the moderating role of cognitive stress appraisal.

Discussant: Pilar Ripoll (University of Valencia)

11:45 – 12:00 COFFEE BREAK

12:00 – 12:45 Winning the hearts and minds of followers: The moderator role of follower's emotional competencies in the relation between goal setting types and trust in leadership. Lucas Monzani. IDOCAL (University of Valencia).

Organizations need leaders who can shape followers' trust, but the nature of trust is still a matter of debate. Trust is proposed to be a multidimensional

construct, with cognitive and affective dimensions. While setting clear goals is proposed as an antecedent of trust in leadership, other-based positive emotions also shapes trust. As some individuals are naturally competent in regulating their emotions to maintain a positive state, the level of emotional competencies should also predict trust in leadership. Furthermore, we propose that cognitive (goal setting type) and affective predictors (emotional competencies) of trust in leadership, should interact over followers' trust in their leaders. On this rationale, we evaluated a possible moderator effect of emotional competencies (attention, clarity and repair) on the relationship between goal setting types (directive and participative) and follower's trust in leadership, by conducting a longitudinal experiment with 240 students from the University of Valencia (Spain). In both goal conditions, followers' emotional competencies in the first work session, and directive goal setting at the second work session, had positive main effects on followers' trust in leadership. Significant interaction effects between types of goal setting and emotional clarity and repair indicate that follower's emotional competencies moderate this relation.

Discussant: Vicente González (University of Valencia)

12:45 – 14:00 Sustainable Wellbeing at Work: Theoretical revision exploring the influence of the human resources practices and job characteristics and the moderating role of the psychological contract. Yarid Ayala. IDOCAL (University of Valencia).

The yoke of the recent economic crisis and high unemployment are rates raising concerns about the sustainability of the levels of well-being at work achieved in previous decades. To face this struggle situation organizations require a better capacity of competitiveness, better efficiency, efficacy, and productivity which in turn require a better individual and collective job performance. These are the antipodes of the economic crisis that make salient the need to elucidate how is possible to have sustainable well-being at work while maintaining at the same time high levels of job performance. Sustainable well-being at work refers to the long-lasting workers psychological health, work satisfaction and personal growth in the workplace where the employees experience high work engagement, and reach high job performance. The present article is a theoretical study where we explore which conditions in organizational settings generate sustainable well-being at work, with this in mind, we spread the grains from the well-being and job

performance conceptual fields over the construct of sustainable well-being at work analyzing the intersections between some possible antecedents and moderators. In succinct, by means of a theoretical review, we approach to the study of sustainable well-being at work studying the influence of the human resource practices and the job characteristics in its development and the moderating effect of the fulfillment of the psychological contract.

Discussant: Amparo Caballer (University of Valencia)

14:00 – 15:30 LUNCH

15:30 – 15:45 SESSION 4. HUMAN CAPITAL: LABOUR MARKET ENTRY WORK FLEXIBILITY, ENTREPRENEURSHIP & PSYCHOLOGICAL CONTRACT

Chair: José M. Peiró. IDOCAL (University of Valencia).

15:45 – 16:30 The influence of educational-job match on university graduates' job quality. A longitudinal study. Jesús Yeves. IDOCAL (University of Valencia).

Research shows that educational-job mismatches upon entry into the labour market have negative consequences for later adult career outcomes. Based on the career mobility and assignment theories, although the occurrence of educational mismatch is considered temporary, it has diverse effects on labour outcomes over time. Considering this, the purpose of this study was to analyze whether a sample of Spanish university graduates who had started their professional career educationally matched obtained well matched and high quality jobs six years after.

Specifically, the aims of the current study were: firstly, to test the relationship between educational-job match (vertical and horizontal match) on the first job after graduation and the educational-job match six years after graduation; secondly, to test the relationship between educational-job match six years after graduation and job-quality indicators (income, hierarchical status, and job satisfaction); and finally, to test the mediating role of educational-job match six years after graduation in the relationship between initial educational-job match and job quality six years after graduation.

These aims were addressed using a longitudinal sample of 301 Spanish graduates. The regression results showed that vertical match six years after graduation mediates the relationship between initial vertical match and

all job quality indicators. Moreover, horizontal match mediates the relationship between initial educational-job match indicators and hierarchical status six years after graduation. Theoretical implications for job mobility theory, job-matching models and job quality are discussed.

Discussant: Doris Ferreres (University of Valencia)

16:30 – 17:15 The impact of different institutional settings on HRM practices. Alvaro Cristiani (Catholic University of Uruguay)

Even if it may appear a little bit heterodox with strategic human resource management literature, which is usually focused on organizational productivity and effectiveness, organizational life is governed too by factors that have very little to do with internal organizational variables. Contextual and institutional factors affect organizational and human resource structures and process either directly, or via the modification of organizational goals. Based on varieties of capitalism theory, this article explores the influence of the extent of institutional embeddedness of different national contexts on HRM practices through the use of extensive survey data from various countries.

Distinguishing between person-centred and performance-centred HRM practices, the authors find evidence that strategic HR function and union presence within organizations have different effects across countries. The results indicate that the pattern of HRM practices adopted varies depending on whether the market economy is coordinated or liberal.

Discussant: Francisco Gracia (University of Valencia)

17:15 – 17:30 COFFEE BREAK

17:30 – 18:15 Demographic and educational antecedents of the underemployment in the Spanish youth population. Examining the moderating role of the self-efficacy. Lorena García. IDOCAL (University of Valencia).

Underemployment in the Spanish youth population has been studied since the transition of young people to working life. The objective of this study is to analyze some demographic characteristics as potential antecedents of underemployment in the Spanish youth population.

Underemployment is characterized by a mismatch between worker characteristics (education, skills, work experiences are greater than those demanded by the job) and the conditions of the job (less favorable working conditions or desired by the employee).

Underemployment types analyzed in this study are: overeducation (more education than required for the position), overqualification (greater skills and / or experience in comparison with those required by the job), contract underemployment (work with a temporary contract), dedication underemployment (work on a part-time job) and salary underemployment (earn a salary less than the earlier work).

The demographic antecedents to analyze in this paper are: being young, being female, being an immigrant and living in a small city compared to medium-sized and big cities. Another type of precedents is the relative ones to the education of the subjects: the level of studies reached by the subjects and having studied what they like. These antecedents can prevent underemployment compared to young people who study and work or young people who have truncated their studies. In addition to this, significant relationships were found between self-efficacy and employability, for this reason we analyze the moderating role of the self-efficacy in the relation of the antecedents and the types of underemployment.

The study was made with 1181 subjects between 16 y31 years of diverse Spanish populations in 2005 and 2008. Binary and hierarchic logistic regressions were realized. The results confirm partially the significant relation between antecedents and the underemployment. The modulating role of the self-efficacy is confirmed partially in some types of underemployment. The present study is part of large studies carried out by the Observatory of Labor Insertion and the Valencian Institute of Economic Researches (Ivie), which aims to analyze the insertion and labor trajectory of young residents in different Spanish populations.

Discussant: Ana Hernández (University of Valencia)

18:15 – 19:00 The Work Design Questionnaire: Spanish Version and Adaptation. Jaime Bayona. Universidad Javeriana; Bogotá, Colombia.

The Work Design has been expanded the range of work characteristics considered in their models, the Work Design Questionnaire (WDQ), developed by Morgeson & Humphrey (2006) is the most comprehensive work design questionnaire; it presents a 21-factor structure that covers four general work-characteristics: task, knowledge, social and context

characteristics. Till present, its structure has only been tested in OECD countries, with no validation on other cultural contexts.

To test this questionnaire, we used the answers to the Spanish version of the questionnaire from 830 Colombian full-time workers of different organizations, sectors and occupational levels, 4, 18, 19, 20 & 21 factor structures were tested using CFA, average reliability and construct validity are also detailed.

Internal consistency for the WDG was .92. 18 factors structure showed the best fit indexes: χ^2/df ratio: 2.87, SRMR: .12, RMSEA: .05 CFI: .86. Additional support for construct validity was also found from significant differences among operational, clerical and professional workers in task characteristics $F[(2,709)=56,52,p<0,01]$, knowledge characteristics $F[(2,721)=44,21,p<0,01]$, social characteristics $F[(2,724)=16,31,p<0,01]$, and work context $F[(2,729)=4,84,p<0,01]$.

As only 50% of the labor market in Colombia is formal it remains to be tested the proposed structure in other labor structures.

These results imply that the WDG 18-factor structure could be applicable to non-OECD countries, no evidence for three autonomy components or interdependence two components were found.

To our knowledge, the study is the first to validate this scale in a developing country context.

Discussant: José M^a Peiró (University of Valencia)