

The logo for IDOCAL features the word "idocal" in a lowercase, sans-serif font. The letters "i", "d", "c", and "a" are dark brown, while the two "o"s are a golden-yellow color. The top "o" is positioned above the "d", and the bottom "o" is positioned below the "c". The logo is centered within a white square that has a thin orange border, which is itself set against a larger orange-to-brown gradient background.

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A horizontal decorative bar at the bottom of the page, consisting of a thin orange line on top and a thin blue line on the bottom, both set against a white background.

- 1. KEY NOTE SPEECH**
- 2. INVITED SYMPOSIUM**
- 3. SYMPOSIUM**
- 4. ORAL PRESENTATION**
- 5. POSTER SESSION**
- 6. INTERACTIVE POSTER SESSION**
- 7. PANEL DISCUSSION**
- 8. WORKSHOPS**
- 9. IMPRESSIONS**

1. **Keynote speech: Work-Team Climate: A Three-Property Perspective.**

Speaker: Vicente González-Romá

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



2. Invited symposium: Training migrant workers to safety in the construction industry: A European study

Symposium Chairs: José María Peiró & Karina Nielsen

IDOCAL CONTRIBUTION 1: Enhancing Safety Training for Migrant Workers in the Construction Industry: A systematic review.

Authors: Rose Shepherd, José María Peiró, Karina Nielsen, Michaela Vignoli, & Felisa Latorre

Purpose: Whilst there are extensive literatures on safety and training, there are few studies of migrant construction workers in Europe, a group particularly at risk. With the aim of improving safety for this group, this paper presents the findings of a systematic literature review of studies focusing on the design, implementation and evaluation of safety training for migrant construction workers.

Methodology: Multiple databases (e.g., Web of Science, Scopus) were searched for papers in the disciplines of psychology, medicine and engineering between 2000 and 2017. Of the 890 papers identified, 42 related to the safety of migrant construction workers, with only 10 empirical studies focused on training design, implementation and/or evaluation.

Results: All 10 studies were conducted in the US and primarily concerned Hispanic or Latino workers. They focused on technical skills, identifying difficulties relating to language, safety attitudes/values, poor workplace integration and lack of learning/knowledge retention. Evaluation was particularly scarce, with no studies assessing post-training transfer.

Limitations: Assessing the transferability of the findings of this small number of US studies to Europe is challenging, as migrants are from multiple nationalities and speak many different languages.

Implications: The literature review highlighted the challenges associated with training migrant construction workers, such as language barriers and cultural differences, which must be considered when designing training interventions. Additionally, soft skills training and training transfer evaluation frameworks are needed.

Value: To enhance safety for migrant construction workers it is essential to review the current literature and identify implications for future research, practice and policy.

IDOCAL CONTRIBUTION 2: Issues and Challenges of Training Construction Migrant Workers in Spain: A Qualitative Study on the multiple stakeholders' views.

Authors: José María Peiró, Laura Lorente, Alicia Salvador, Vicente Martínez-Tur

Purpose: This paper aims to identify the critical issues and challenges of the safety training for the migrant construction workers in Spain.

Methodology. Qualitative methodology with a combination of semi-structured interviews (7 migrants and 3 national workers) and focus groups with Safety and Health trainers (6 participants), work managers (7 participants) and safety professionals (6 participants). The analysis has been carried out using template analysis and inserted on within NVivo.

Results. Information about the issues on the training, language, design, methods and communication addressed by the different stakeholders. Migrants and national workers emphasized safety outcomes while experts focus on the risks the workers face

Limitations. The study provides relevant insights but it needs to be complemented by a quantitative analysis.

Implications. Understanding the specificities of training for low skilled migrant workers has theoretical and practical implications.

Value. The study contributes to clarify the training context, conditions, processes, and outcomes providing insights for a better design and practice of migrant constructions workers training.

3. Symposium: Leader-Member Exchange Differentiation

Symposium Chairs: Cécile Emery, Robin Martin, & Berrin Erdogan

IDOCAL Contribution 1: The moderating role of team information elaboration in the relationship between LMX differentiation and team performance



Authors: Pia Helen Kampf, Vicente González-Romá, Ana Hernández, & Verónica Melián

Purpose: In this study, we focus on the boundary conditions for the relationship between LMX differentiation and team performance. Specifically, we hypothesize that team information elaboration acts as a buffering moderator in this relationship.

Methodology: We tested our hypothesis by means of multiple regression in a sample of 100 bank branches. Variables were measured at two time points separated by 2 years. We controlled for team size, initial performance, team LMX quality, and whether team leaders changed over time or not.

Results: Results showed that teams with higher LMX differentiation at time 1 tended to decline in performance over time ($b = -5.92, p < .01$). This relationship was moderated by team information elaboration at time 1 ($b = 1.40, p < .01$), with a significant conditional effect only for teams with low information elaboration ($b = -1.16, p < .05$).

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

Implications: The study shows that LMX differentiation may hamper team performance and stresses the importance for leaders to foster high-quality relationships with different team members. Moreover, we found that information elaboration buffers the detrimental effects of LMX differentiation. Hence, organizations should foster this team process through specific interventions.

Value: The longitudinal, aggregated team-level approach adds value to the field of LMX. By incorporating a moderator variable, we show that the influence of LMX differentiation is conditional on team information elaboration. Further, the study highlights the relevance of team dispersion measures.

4. Symposium: Understanding the Role of Age in contemporary organizations: about diversity, (dis)similarity and climate

Symposium chairs: Maria Peeters & Sonja Rispens

IDOCAL contribution 1: Preventing Turnover among overqualified young graduates: The role of Human Resources Management practices for reducing the propensity to leave the job and the company

Authors: Juan P. Gamboa, Ana Hernández, Carmen Picazo, Inés Tomás, & Vicente González-Romá

Purpose: Overqualification is a problem not only for young graduates, but also for organizations that, frequently, are afraid overqualified employees will be quitting the job and the organization as soon as they can. This study analyzes whether human resources management (HRM) practices in relation to people flow (e.g. training, development and promotion), employment relationships and performance management contribute to buffering the effects of young graduates' overqualification on their propensity to leave the company and the job.

Methodology: The moderation model was tested in a Spanish sample of 81 recent graduates that had a job. Sample age was relatively homogenous. Overqualification and HRM practices were measured six months after graduation. Propensity to leave the job and the company were measured about three months later.

Results: Overqualification positively predicted the propensity to leave both the company and the job. The three HRM practices negatively predicted the propensity to leave the company. Regarding the moderating effects of HRM practices, the results showed that only HRM practices related to people flow buffered the positive relationship between overqualification and propensity to leave the company.

Limitations: Generalizability is constrained because graduates came from only one university.

Implications: HRM practices that pay attention to people flow contribute to preventing the propensity to leave organizations of young graduates that are overqualified to some extent.

Value: This study provides an extended understanding for preventing the negative consequences of overqualification for organizations.

5. Symposium: Collective Work Engagement in Teams and Organizations

Symposium chairs: Denise Fortuin & Heleen van Mierlo

IDOCAL contribution 1: Fostering creativity of work units over time through charismatic leadership: The mediating role of work-unit engagement

Authors: Ana Hernández, Vicente González-Roma, Gea Eman, & Verónica Melián

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

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

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

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

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

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

6. **Symposium:** Employability across career stages and types: New frontiers in graduate employability research

Symposium chairs: Rowena Blokker & Jos Akkermans

IDOCAL contribution 1: In the pursuit of graduates' employment and job fit: Career planning as a means of improving self-perceived employability and job search attitudes over time

Authors: Ana Hernández, Vicente González-Romá, Víctor Valls, Inés Tomás, & Juan P. Gamboa

Purpose: We take a dynamic perspective to graduate employability and analyze the role that career planning while obtaining a university degree plays in the development of self-perceptions of employability over time. This increase in self-perceived employability should lead to improving job-search attitudes, ultimately fostering positive employment outcomes. The logic behind this is that career planning requires setting career goals and thinking of strategies to achieve them, which in turn should foster perceptions of employability. In addition, individuals who view themselves as employable should enact attitudes and behaviors consistent with their self-perceptions, which should subsequently enhance job market outcomes.

Design: The model was tested in a Spanish sample of 510 Bachelor and Master students who were about to graduate. Career planning was measured at T1 (before graduation); perceived employability and job-search attitudes were collected both at T1 and six months after graduation (T2); and employment outcomes (status and job-fit) were measured at T2.

Results: Career planning was significantly related to an increase in self-perceived employability, which in turn was significantly related to a positive attitude change. However, this attitudinal change did not show the expected relations with employment outcomes.

Limitations: The sample coming from one university in Spain precludes generalization.

Implications: Our results suggest that fostering career planning in university students helps to develop graduates' self-perceived employability and positive job-search attitudes when entering the job market.

Originality: The dynamic perspective of this study adds value to the field of employability development.

7. Symposium: Working for the greater good in services: risks and innovation impacts on employees' well-being

Symposium chairs: Salvatore Zappalá & Vicente Martínez Tur

State of the art: Services are more and more required to innovate so that regions and nations can benefit of their transformative capacity (EU – ESIC 2015). At the same time, tertiarisation, the increase of work in service sector, is resulting in an increase of employees' emotional labour, associated with risk of violence and harassment, and in the high prevalence of psychosocial risks of stress and burnout (EUOSHA 2016). Based on the positive expectations that “satisfied employees make for satisfied customers” (Bowen & Schneider, 2014) only recently attention has been given to the negative aspects of service jobs, which are able to produce more relevant and impactful psychological phenomena than positive events (Baumeister et al., 2001; Martínez-Tur et al., 2016).

New perspective/contributions: This symposium contributes to the literature by examining the strict intercorrelations among organizational life, employees' psychological processes related to motivation, burnout or emotion, and employees' need to continue to provide good services and maintain good work-life balance. Two research studies (Emanuel et al; Rueff) investigate the impact of customer's aggression and unfriendly behavior on psychological capital and work-life balance, testing if such processes are mediated by employee's discomfort and perception of health symptoms. Two other studies (Martinez-Tur et al.; Zappalà) focus on employees' burnout and engagement in relation to service climate and service quality. Finally, Kumbruck discusses the effects of digitalization in health care services on employees' interaction with patients.

Research/Practical Implications: This symposium offers a rich picture of the difficulties that employees may have when interacting, and taking care, of difficult customers, but also when facing the effects of innovations. Research studies also inform about strategies to manage negative events and innovations in the service sector.

IDOCAL contribution 1: Linear and curvilinear relationships between well-being at work and service quality: an investigation in centers for individuals with intellectual disability

Authors: Vicente Martínez-Tur, Michael Stone, Yolanda Estreder, Carolina Moliner, & Esther Gracia

Purpose: Our study examined the form of the relationships between employee well-being at work and their self-perception of service quality.

Methodology: Linear and nonlinear relationships between wellbeing (burnout and engagement) and service quality (functional and relational service quality) were examined using a sample of workers of centers for individuals with intellectual disability (N=799).

Results: In general, positive linear relationships between wellbeing and service quality predominated, with one relevant exception: Cynicism. We observed significant curvilinear links from cynicism to both functional and relational service quality.

Limitations: The study had two main limitations that should be considered in further studies: selfreport measures and its cross-sectional design.

Implications: Linear and curvilinear relationships describe different mechanisms based on the Conservation of Resources Theory (e.g., Hobfoll et al., 2018). Linear relationships propose a gradual deterioration (improvement) of wellbeing at work, in terms of burnout (engagement), is accompanied by progressive deterioration (improvement) of service quality. By contrast, the curvilinear hypothesis proposes that only very low or very high levels of wellbeing provoke a significant reduction or improvement of service quality, respectively. Linear relationships cannot be generalized to all dimensions of well-being. Cynicism showed a curvilinear form. It was only when participants rating themselves as having very low levels of cynicism did their self-rating of their service quality significantly improve.

Value: Previous research efforts relatively neglected the investigation of curvilinear relationships. This study focused on two competing hypotheses (linear vs. curvilinear) that provide a richer picture of the form of relationships between wellbeing and service quality.

8. **Symposium:** Flexibility at work: Implications for Individuals, Organizations and Society

Symposium chairs: Severin Hornung & Thomas Höge

IDOCAL contribution 1: Employment Contract, Job Insecurity, and Employees' Affective Well-Being: The Role of Self and Collective Efficacy

Authors: Beatriz Sora, Thomas Höge, Amparo Caballer, & José María Peiró

Purpose: The aim of this study is to analyze the effects of job insecurity, conceptualized as temporary employment contract (objective job insecurity) and personal perception (subjective job insecurity), on affective well-being. Additionally, moderating roles of job self-efficacy and collective efficacy in the relationships between job insecurity and employees' affective wellbeing are examined.

Methodology: Cross-sectional survey data were collected from N = 1435 employees in 138 organizations from two European countries (i.e., Spain and Austria).

Results: Results showed different effects of job insecurity depending on its conceptualization. Only subjective job insecurity, but not objective contract type related negatively to affective wellbeing. Moreover, both self- and collective efficacy moderated the job insecurity–affective well-being relationship, attenuating (buffering) the negative effect of perceived job insecurity.

Limitations: Limitations relate to self-report measures and cross-sectional design.

Implications: Our study advances research by showing that different forms of job insecurity elicit different employee reactions and, therefore, must be distinguished in research and practice. Individual and collective job efficacy were identified as important factors explaining variability in employees' responses to subjective job insecurity. Human resource professionals can develop their employees' resilience by providing conditions that build job self-efficacy, such as control, mastery, and growth experiences.

Value: Research on job insecurity is extensive, yet, so far, has failed to obtain fully consistent results. This study sheds light on a possible cause for this incongruence, providing evidence for differences in employee responses depending on the type of job insecurity as well as presence of individual and contextual buffers.

9. **Symposium:** Mindful organizing and reliable and safe performance in high hazard industries

Symposium chair: Francisco Javier Gracia

State of the Art: Mindful organizing is defined as the collective capacity to anticipate unexpected events and to contain these unexpected events once they arise (Weick et al., 1999). Recent literature has paid close attention to mindful organizing as being responsible for reliable and safe performance in high hazard industries, such as nuclear power plants, hospitals, etc. (Sutcliffe et al., 2016; Vogus and Sutcliffe 2012; Weick et al. 1999; Weick and Sutcliffe, 2007, 2015). Despite this relevance, Sutcliffe et al. (2016) recently revealed in a review paper that (1) empirical research about mindful organizing is still very scarce; (2) qualitative research and case studies are dominant; (3) there are almost no studies about predictors of mindful organizing; and (4) there is almost no research showing a supposed relationship with safety performance.

New Perspectives/Contributions: Through three field quantitative studies and one laboratory study we will contribute to increase knowledge about predictors and outcomes of mindful organizing. With a longitudinal design, empirical evidence was obtained about the role of employees' participation and critical upward communication to develop mindful organizing (Reneclé). Furthermore, empirical evidence was obtained of the relationship between mindful organizing and performance (Magnano, Senturk) and other outcomes, such as work engagement and safety patient (García), psychological climate, exit and neglect (Magnano), job satisfaction (Reneclé), and turnover intention (Magnano, Reneclé).

Research/Practical Implications: Companies can benefit of implementing mindful organizing to improve safety performance and other outcomes. Companies should stimulate employees' participation and good communication practices to develop mindful organizing.

IDOCAL contribution 1: Mindful organizing, engagement, and patient safety

Authors: Maria Esther García-Buades, Laura Galiana, Francisco Javier Gracia, Noemí Sansó, Marta Torres, & Fátima Roso-Bas

Purpose: Patient safety refers to “freedom from accidental or preventable injuries produced by medical care.” In this study, we explore how mindful organizing (or collective mindfulness), work engagement, and number of patients affect patient safety in a hospital setting.

Methodology: In a cross-sectional design, we used on-line questionnaires to measure mindful organizing (Gracia et al., 2018), engagement (UWES-3, Schaufeli et al., 2017), patient workload, and patient safety. The sample consisted of 188 health professionals in a public hospital in Spain.

Results: The hypothesized path model obtained a very good fit. Mindful organizing had a positive direct effect on patient safety, an indirect effect via engagement. Additionally, number of patients reduced patient safety.

Limitations: The cross-sectional design prevents firm conclusions about the causality of the proposed relationships. Our data are at the individual level, we strongly recommend expanding this model to group and organizational levels of analyses.

Implications: The role of mindful organizing in high risk and reliable organizations is promising. Similar research should expand to include diverse samples, longitudinal, and cross-level studies. Hospital staff and leaders should develop systems of mindful organizing to improve both staff's wellbeing and performance, and subsequently, to improve patient-safety.

Value: This study contributes to understanding the relationships between collective mindfulness and important constructs related to patient safety. We provide empirical evidence of the relevance of collective mindfulness among healthcare professionals to improve health care quality.

IDOCAL contribution 2: Organizing Mindfully: Testing A Structural Equation Model of Antecedents and Outcomes of Collective Mindfulness

Authors: Michelle Reneclé, Francisco Javier Gracia, Inés Tomás, & José María Peiró

Purpose: Through mindful organizing, High Reliability Organizations are able to manage unexpected events and maintain error free performance. We aimed to test whether the interaction of two front-line processes lead to mindful organizing over time and examined the impact of mindful organizing on employee satisfaction and turnover.

Methodology: We tested a structural equation model using a time-lagged design with two data-collection points with 47 teams within the Spanish nuclear power industry. Data was collected with paper pencil questionnaires.

Results: The results show that employees need to feel safe to express critical opinions to their supervisors as well as feel encouraged to actively participate and share their opinions in order for mindful organizing to develop. Mindful organizing was also found to lead to lower turnover intentions through increasing employee's satisfaction at work.

Limitations: Mindful organizing and both outcome variables were measured at the same time making us miss the dynamic relationships of these variables over time. Our sample size was also slightly below the cut off of the recommended 50 teams, reducing statistical power.

Implications: This study provides insight into which conditions are needed to foster mindful organizing. It also shed light on mindful organizing's impact on employee's positive experience at work and desirability to stay in the organization, given controversy speculated in the literature.

Value: We contribute to the limited empirical understanding of the nomological network of this construct and furnish decision makers with insight into conditions needed to foster mindful organizing and benefits that can be seen from it.

10. Oral presentation: Job demands and increase in innovation behaviors as predictors of well-being: the role of innovation climate.

Authors: José Ramos, Eva Lira, Pilar Martín-Hernández, Ana Zornoza, & José María Peiró

Purpose: Research on innovation showed mixed results regarding its relationships with job demands and well-being. Innovation behaviors had been considered as an additional source of demands increasing workload of workers (Shalley, Zhou & Oldham, 2004), as well as a coping strategy when facing high job demands (West, 2002). Present paper analyzes the joint influence of job demands and the increase of innovation work behaviors (IWB) in well-being (burnout and engagement). We also analyze if the effects of job demands and IWB on well-being are moderated by the individual perceptions of support for innovation climate (CSI).

Methodology: In a two-panel survey among 221 employees working in 15 Spanish organizations from different sectors, moderation models were tested using the process macro for SPSS.

Results: Results revealed that (1) increases in IWB predict work engagement (positive) and burnout (negative); (2) increases in IWB moderate the impact of past job demands on engagement and burnout. Under high job demands, workers who performed their jobs more innovatively were more engaged and suffered lower burnout; (3) CSI moderates the joint effect of job demands and IWB increase on wellbeing.

Implications: Workers receiving high job demands increase their engagement (and decrease burnout) when IWB increase from T1 to T2. The effect is stronger when team support innovation is high.

Value: Our findings support the value of innovative behaviours as coping strategy for high job demands. Supportive climate stimulates the positive role of IWB. This paper contributes to deep analyse the “innovation maximization fallacy” and potential “dark side” effects of innovation (Anderson et al. 2014; Ramos et al., 2016).

Key words: innovative work behaviors, job demands, burnout, engagement, support for innovation, team climate, change analysis, panel design.

11. Oral presentation: Absenteeism and well-being at work: applying the sustainable well-being at work model

Authors: Amalia Raquel Pérez-Nebra, Marina Ghregi Sticca, Fabiana, Queirogha, Núria Tordera, José María Peiró, Isabel Rodríguez, & Amparo Caballer

Purpose: Sustainable Well-Being at Work Model (SWBW) suggests that the relation between well-being and performance is organized in synergic and antagonist patterns, indicating that this relation is more complex than the happy productive worker linearism suggested before. Founded on the SWBW model we tested four patterns of the relation between well-being at work and individual absence, an indicator that may be considered a reverse measure of performance.

Methodology: Data were obtained from 2.177 teachers in public schools in Brazil, FD. We tested two types of absence: sickness and no-sickness absence ($r = 0,25$); and a general measure of well-being, composed by hedonic (high positive and low negative emotions) and eudaimonic dimensions (fulfillment).

Results: we found similar profiles using both types of absence indicators: high well-being low absence, low well-being high absence, high well-being high absence, and low well-being low absence. Multinomial analysis showed differences in job design characteristics between the four profiles.

Limitation: The self-report of absence.

Implications: The diagnostic value of the profiles in order to identify how organizational factors can contribute to synergetic or antagonist performance-well-being patterns.

Value: The mayor contribution of this work is the support obtained for the SWBW model using different types of variables to identify the synergistic and antagonist profiles.

12. Oral presentation: Longitudinal well-being and performance cross-cultural relation: a comparison between Brazil, Ecuador and Italy

Authors: José María Peiró, Núria Tordera, Isabel Rodríguez, Laura Lorente-Prieto, Amalia Raquel Pérez-Nebra, Emanuela Ingusci, & Maria Vera Perea

Purpose: One of the main goals in work and organizational psychology is the promotion of performance and well-being at work. The happy-productive thesis has proposed a synergetic relationship between both factors but results are still inconclusive. The relationship between both constructs across time and across countries needs further research. The purpose of this work is to test the synchronic and cross-lagged relationships between performance and well-being in a longitudinal and cross-cultural study.

Design: Data were obtained in a two wave study of workers from Brazil (N=183), Ecuador (N=122), and Italy (N=277). Performance and well-being were operationalized as In-role performance (IRP) and general Work satisfaction (GWS) respectively.

Results: Using change-score models we found that the effect size of change in the independent variable (IRP or GWS) on the changes in the dependent variable (GWS or IRP) was higher than the effect size of the cross-lagged relationships. Moreover, some patterns and differences were found between countries. The lowest prediction of IRP by GWS was in the Brazil sample, which showed the highest intercept, and the lowest prediction of GWS by IRP was in the Italian sample, which showed the lowest intercept. In Italy we found higher coefficients for the prediction of satisfaction on performance, meanwhile the reverse was found in Ecuador and Brazil.

Limitation: Variables were self-reported.

Implications: Cross-cultural differences have to be taken into account when planning performance and well-being interventions.

Value: Changes in performance or well-being have relatively short time effects on each other.

13. **Oral presentation:** Team emotional management training enhances team performance through collaboration capability in fragmented virtual teams

Authors: Ana Zornoza, Jesús Sánchez, Virginia Orengo, Baltasar González-Anta, & Núria Gamero

Purpose: This research aimed to analyse whether a team emotional management training (TEM) can enhance team performance through improvement of the team collaboration capability in fragmented virtual teams (activated faultline). TEM training fosters the capability to build and manage relationships based on trust, communication and commitment. This is known as team collaboration capability (Blomqvist & Levy, 2006; Batarseh et al. 2017).

Methodology: Fifty-two 4-person teams participated in an experimental study with repeated measures (e.g., three measurement occasions). Teams were randomly assigned to an intervention designed to train teams to manage emotions (experimental condition) or a control condition (without training).

Results: Results showed that this intervention had a positive effect on trust and affective commitment, but not on group communication. Moreover, trust and affective commitment fully mediated the effect of this intervention on group performance.

Limitations: This study has some limitations in terms of generalizability to organizational settings because they were obtained from a sample of undergraduate students.

Implications: Our findings showed the relevance of a team emotional management training to improve the collaboration capability in virtual fragmented teams and through it, group performance.

Value: This study contributes to the research area about virtual fragmented teams developing a team emotional training intervention. Moreover, it analyses the effectiveness of this intervention to enhance trust and affective commitment mitigating the negative effect of faultlines and improving group performance.

14. Oral presentation: The effect of an emotional management intervention on team resilience and relationship conflict in virtual teams with diversity faultlines

Authors: Vicente Peñarroja, Virginia Orengo, Baltasar González-Anta, & Ana Zornoza

Purpose: This research aimed to analyse whether an emotional management intervention can reduce the level of relationship conflict in virtual teams with diversity faultlines. To do so, we examined the trajectory of change of team resilience in response to the intervention.

Methodology: Fifty-two 4-person teams participated in a randomized controlled trial design with repeated measures (e.g., three measurement occasions). Teams were randomly assigned to an intervention designed to help teams to manage emotions in virtual teams or a control condition.

Results: Latent growth curve modelling analyses showed that the emotional management intervention had a positive effect on the changing rate of team resilience, and that teams with a higher changing rate in team resilience experienced lower levels of relationship conflict at the end of the study. **Limitations:** This study has some limitations in terms of generalizability to organizational settings, because they were obtained from a sample of undergraduate students.

Implications: Our findings showed that emotion management can reduce the level of relationship conflict in virtual teams with diversity faultlines, and that this effect can be explained by the pattern of change of team resilience in response to the intervention.

Value: Diversity faultlines have potential detrimental effects in teams (e.g., increasing team conflict) (Jehn & Berzukova, 2010). Examining the effectiveness of an emotional management intervention to improve team resilience and reduce relationship conflict in virtual teams with diversity faultlines, this study contributes to past research on identifying ways of preventing or mitigating team conflicts that arise from diversity faultlines (van der Kamp et al., 2015).

15. **Poster session:** Female Coping and general individual work performance in pink-collar

Authors: Lara Conde Rocha Rodrigues Carneiro Campello, Amalia Pérez-Nebra, & Fabiana Queiroga

Results: Results partially support what was found in the literature about coping and performance. As expected, active problem-solving strategies (active coping and planning) are positively related with performance. But in contrast of what is found in the literature, the 'palliative reaction' (seeking emotional support) is negatively related with individual work performance.

Limitations: All scales were self-reported in a transversal study. Social support needs to be further studied to allow better understanding of the phenomenon.

Implications: Social support usually ameliorates performance and here we see the opposite, probably due to the emotional nature of this coping strategy. This kind of coping could be used in different stages of stress (e.g. on account of double burden), as an excuse, as a form to develop social relationship or other. Probably, these mechanisms allow them to evaluate their own performance worst.

Value: This essay deepens the discussion about the relation between coping and performance in a female pink-collar work

16. **Poster session:** Validating the four factor structure of Triandis and Gelfand's Individualism and Collectivism Short Scale in Brazilian-Portuguese

Authors: Amalia Raquel Pérez-Nebra, Núria Tordera, Eduardo São Paulo, José María Peiró, Hugo Sandall, & Isabel Rodríguez

Purpose: Current literature states that Horizontal and Vertical Individualism and Collectivism (HVIC) are key constructs in cross-cultural research for their practical use and power to orient Human Resources practices. The present study aims to empirically support the stability of the HVIC structure.

Design: Study 1 used a sample comprised of 774 Brazilian workers, testing different models of the scale. Study 2 compares models and invariances between similar samples in Brazil and the USA (N=200 to each group). Study 3 conducted a national Brazilian sample of homogeneous blue-collar workers and compared models and invariances (total N=6,972) and contributes to convergent validity testing of the personal-environment fit.

Results: Study 1 indicated that the four-factor structure is well adjusted demonstrating adequate psychometric properties through EFA and reliability analysis. Study 2 indicated that the Study 1 structure fits well in both countries and varies slightly in its metric invariance. Finally, Study 3 supported Study 1 and 2, it showed regional differences among different Brazilian states and confirmed the convergent validity through the personal-environment fit hypothesis.

Limitation: H/V dimensions show room for improvement in the scale as a whole. The vertical collectivism dimension includes only items related to family and there are other power manifestations that could be included.

Implications: The scale is a valid tool to be used and to facilitate further cultural comparison between countries.

Value: Despite the importance of the instrument to compare countries' values, it was the first time that this measure has received attention in Brazil.

17. Poster session: Psychological Capital Discriminating Four Profiles of Orientation to Happiness

Authors: Laura Lorente, Yarid Ayala, Núria Tordera, & José María Peiró

Purpose: Traditional psychological research has differentiated two complementary orientations to happiness: hedonia and eudaimonia. Accordingly, people who pursue both orientations at a high level live a full life, whereas people who do not follow either orientation live an empty life. Between these two extreme profiles, there can be a combination of the two orientations, leading to two other profiles, i.e., hedonic life or eudaimonic life. Previous studies have shown that these individual values have as predictors, personality traits; however we still know little about whether this also applies for the psychological capital. This study aims to identify these four profiles and to analyze whether psychological capital (i.e., resilience, self-efficacy, optimism, and hope) helps to characterize each of them.

Methodology: Sample is composed by 1647 Spanish employees. Data were analysed through cluster and discriminant analysis using SPSS Statistics software.

Results: Results suggests the existence of the four profiles. Moreover, discriminant analyses show that gender, educational level (as control variables), self-efficacy, and resilience are key variables in characterizing the profiles.

Limitations: The cross-sectional design prevents to stablish causal relations.

Value: This study makes two important contributions: a) it offers a systematic analysis through the application of a configurational output variable, and b) it analyzes the relationship between orientations to happiness and a relatively malleable construct (trait-like), that is, psychological capital.



18. **Poster session:** A positive spiral linking professionals' perceptions of interpersonal justice to their trust in family members: A study in centers for people with intellectual disability

Authors: Alice Maniezki, Vicente Martínez-Tur, Yolanda Estreder, Carolina Moliner, Esther Gracia, & José Ramos

Purpose: The present study investigates the gain spiral hypothesis of interpersonal justice and trust in services for individuals with intellectual disability. The analysis focuses the attention on how professionals perceive the treatment they receive from family members.

Methodology: In a longitudinal spiral analysis over three time points, we examined the link from professionals' perceptions of interpersonal justice (T1) to their trust in family members (T2), and the link between professionals' trust in family members to professionals' perceptions of interpersonal justice (T3). We used data from about 51 centers (N = 198). In each center, a group of professionals participated.

Results: The results revealed significant positive links from professionals' perceived interpersonal justice treatments by family members (in T1) to their trust in family members (in T2) ($\beta = .36, p < .01$). Perceived high levels of trust in T2 was positively linked to professionals' perceived interpersonal justice treatment by family members in T3 ($\beta = .23, p < .01$). Further, employees' interpersonal justice perceptions in T1 were positively related with employees' interpersonal justice perceptions in T3 ($\beta = .60, p < .01$).

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

Implications: The study reinforces the importance of just social exchange relationship between professionals and family members. Their relationship goes beyond a mere exchange of services and integrates strong personal bonds between those two parties to pursue the common goal to better the life of people with intellectual disability.

Value: The dynamic spiral approach taken adds value to the field of organizational justice.

19. **Interactive Poster Session:** Work characteristics and Job satisfaction in different age groups: do generational differences really exist?

Authors: María Isabel Montañez-Juan, María Esther García-Buades, Amparo Caballer, & Silivia Ortíz-Bonnin

Purpose: Although several studies have concluded that work characteristics are important predictors of job satisfaction (i.e. Hsu & Liao, 2016), there is a lack of research on the role of age in this relationship. We study how work characteristics affect job satisfaction comparing three generations of workers. This study answers two research questions: Are there differences in job satisfaction between different age groups? Do the same work characteristics predict job satisfaction across age groups?

Design: 593 employees from 42 Spanish companies participated in the study from three age groups (G1 < 35 years old, 27%; G2 between 35-50 years old, 62%; G3 >50 years old, 11 %). A self-administered questionnaire included measures on work characteristics (Bayona et al., 2015), general job satisfaction (Kunin, 1995), Job satisfaction facets (Pérez & Fidalgo, 1995), and socio-demographic data.

Results: One-way ANOVA analyses showed that G1 presented the highest levels of general job satisfaction. Multiple regression analyses showed that work characteristics predict general job satisfaction in all age groups. Specifically, feedback from the job (G1, G2 and G3); autonomy and work conditions (G1 and G2); skill variety (G2); social support (G3).

Limitations: Number of participants for each age group are unequal. Most companies belong to the service sector.

Implications: We encourage organizations to design or re-design jobs considering the relationship among work characteristics, job satisfaction, and age of employees.

Originality: We contribute to understanding generational differences and similarities in the workplace. We discuss common and different sources of job satisfaction among age groups.

20. Panel Discussion: Gender and Sexual Diversity in WOP-P: a more inclusive science and practice

Panel lead: Gloria González-Morales

Panelists: Deirdre O’Shea, Alexandra Michel, Anthony Zak, Pia Helen Kampf, & Malgorzata Kosuznik

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

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

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

21. Pre-Congress Workshop: Growth Modeling

Workshop facilitator: Ana Hernández

Contents: Longitudinal data can help researchers and practitioners to understand dynamic process and phenomena in organizations, helping them to ascertain the nature of change over time and identify key factors that promote that change. To appropriately deal with these dynamic phenomena, longitudinal data has to be analyzed using appropriate models and statistical techniques, such as Growth Curve Models (GCM), which is the focus of this workshop. Individual trajectories over time often vary from person to person. When this is the case, GCM can be applied to estimate the existing inter-individual variability in intra-individual patterns of change over time and assess what variables contribute to predicting that variability. In this workshop we will provide an introduction to GCM. The main goal is to help researchers to understand the logic behind GCM, to identify which is the most suitable growth model considering the organizational variables of interests and their hypotheses, and to understand the meaning of the estimates that are obtained by means of GCM. Caution notes related to design issues will be provided. Finally, empirical examples of studies carried out by using programs such as SPSS and Mplus will be provided in order to illustrate how growth models can be fitted within the multilevel modeling framework and the structural equation modeling framework. A basic knowledge of multiple regression is required.

22. Impressions



Colaboradores de este número (por orden alfabético):

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