

ABSTRACTS

Autores/Authors:

Jaime Ramirez-Fernandez, Jimena Y. Ramirez-Marin and Lourdes Munduate
University of Seville, IÉSEG School of Management, University of Seville

Título/Title:

I expected more from you: Relational Norms and Perspective Taking influence Negotiation Offers

Resumen/Abstract:

Four experimental studies show that interpersonal relationships influence the expectations negotiators have at the table. We compare three theoretical predictions: egocentric bias, relational norms, and perspective taking to derive our hypothesis. When negotiating with close others, the egocentric bias increases expectations about the counterpart's offers, more favorable offers are expected from best friends compared to strangers (Study 1). A combination of communal and exchange norms influences negotiators expectations (Study 2). Communal norms indicate that sellers are more inclined to give (as they own the resources) and buyers are more inclined to receive in economic exchanges among friends. However, negotiators expect more favorable offers compared to their best alternative regardless of their role (buyer or seller) (Study 3). Negotiators expect more from close others, moreover when expectations are not met negative emotions arise resulting in negative economic and relational outcomes. Study 4 shows a boundary condition for the effect of interpersonal relationships in negotiation expectations: perspective taking lead the parties to expect less from best friends than from strangers. Our findings suggest perspective taking helps negotiators to reach agreement within relationships. Implications for practice are discussed.

Keywords: negotiation, relationships, egocentric bias, communal norms, expectations, perspective taking and emotions

Autores/Authors:

Yarid Ayala, José M. Peiró*, Núria Tordera, Laura Lorente, Jesús Yeves
University of Valencia. Institute of Human Resources Psychology, Organizational Development and Quality of Working Life (IDOCAL)

Título/Title:

Job Satisfaction and Innovative Performance to test a broadened Happy-Productive Worker thesis: differentiating a first taxonomy of relations

Resumen/Abstract:

Background: The happy productive-worker thesis has provided ambiguous results regarding the link between employee well-being and job performance. The promotion of well-being and performance in young employees is particularly problematic given that organizations might perceive them as highly mobile human capital, where loss of investments are common. Addressing these challenges, we study the happy-productive phenomenon on young employees first, conceptualizing happiness as job satisfaction, and productivity as innovative performance. Second, testing a broader taxonomy of patterns of relationship: a) unhappy-unproductive, b) unhappy-productive, c) happy-unproductive, and d) happy-productive. Third, we considered managerial frameworks like the HR architecture, and various theories to argue that those patterns differ in terms of level of education, over-qualification, psychological contract fulfillment, and job self-efficacy. Method: Data were obtained from a cross-sectional sample of 513 young Spanish workers. Cluster analysis, and discriminant analysis were performed. Results: Four patterns of relationship were identified, and more than half of the employees (58%) had a pattern that has been largely ignored by previous studies (e.g., unhappy-productive). The four patterns were significantly differentiated in terms of over-qualification, psychological contract fulfillment, and job self-efficacy. Conclusions: Research about the happy-productive worker thesis has been rather monolithic. For theoretical precision this thesis needs to broaden its boundaries to anomalous patterns of relationship. Necessary mechanisms to promote well-being and performance among young employees, are to avoid over-qualification, to ensure the psychological contract fulfillment, and training programs to improve job self-efficacy.

Keywords: happy-productive worker thesis, job satisfaction, innovative performance, HR architecture, job self-efficacy

Autores/Authors:

Adrián Barragán Díaz (University of Seville), Jimena Y. Ramírez Marín (IÉSEG School of Management – LEM), y Francisco J. Medina (University of Seville)

Título/Title: Selecting You, Selecting Me: Similarity Biases In Personnel Selection

Resumen/Abstract:

Across 4 studies we examined how recruiters construct job fit perceptions about applicants through similarity perceptions. It was hypothesized that actual demographic similarity would indirectly affect job fit perceptions. These fit perceptions would be influenced by the interviewer's perceived similarity to applicant, and mediated by emotional and cognitive factors: recruiters' positive affect of the applicant and recruiters' expectations about applicant's ability, motivation and trust. 656 master students participated in this study. The study clarifies the effects of perceiving similarity on job fit, on selection assessments and recruiter's decisions. Also explains the underlying mechanism of biases in a personnel selection context, which influence recruiter's perceptions and lead to discrimination effects. The results indicated that the relationship between perceived similarity and fit perceptions is sequentially mediated by positive affect and either recruiters' ability expectations or recruiters' trust expectations in applicants. However, experiment 3 shows that the effects of similarity are not always positive. When recruiters are presented with an undesirable job position, perceived similarity will play a different role and it will lead to a discrimination effect. Our study provides evidence that recruiters are likely to perceive applicants similar to themselves leading to biased evaluations. These biases are affecting human resources professionals, influencing the applicant's assessment and consequently leading them to predictably subjective decisions.

Keywords: Demographic similarity, fit perceptions, positive affect, personnel selection.

Autores/Authors:

Jaime Andrés Bayona (Pontificia Universidad Javeriana), Amparo Caballer (IDOCAL Universitat de Valencia), y José-María Peiró (IDOCAL Universitat de Valencia & IVIE)

Título/Title: Occupational Categories, Work Characteristics and Performance: The Role of P-J Fit

Resumen/Abstract:

We examined the relationships between 18 work characteristics, the importance given by workers to those 18 work characteristics, and performance. We posit that congruence between work characteristics and importance of work characteristics is associated with performance such that employees with higher levels of congruence are likely to obtain higher performance levels. We suggest this congruence variable enhance the explained variance in the relation between work characteristics and performance. Using polynomial regression and response surface methodology among a sample of Colombian workers (N = 799), we find that congruence between work characteristics and importance of work characteristics is positively related to performance for all studied work characteristics. In addition, we found that the association between congruence and performance can vary depending on the hierarchical level of workers (blue-collars, office and professional workers) and the relative importance given by each occupational group to work characteristics.

Keywords: work characteristics, performance, person-job fit.

Autores/Authors:

Gea Eman y Vicente González-Romá (University of Valencia)

Título/Title:

The Mediating Effect of Potency on the Relationship between Charismatic Leadership and Team Performance and the Moderating effect of Consistency on the Relationship between Charismatic Leadership and Team Potency

Resumen/Abstract:

Recent research has shown that charismatic leadership is related to leader effectiveness and subordinates' effectiveness, effort, job satisfaction, and commitment (DeGroot, Kiker, & Cross, 2000). Thus, charismatic leadership is important for managing work teams. Almost 20 years ago, Klein and House (1995) suggested that, at the team level, the relationship between charismatic leadership and team outcomes is moderated by homogeneity or consensus in subordinates' charismatic leadership perceptions. Surprisingly, scarce research has examined this proposition. Filling this gap is important, because it will contribute to improving our understanding about the boundary conditions influencing the charismatic leadership-team outcomes relationship. Thus, the goal of this study is to examine whether homogeneity in subordinates' charismatic leadership perceptions (charisma homogeneity) moderates the team-level relationship between charismatic leadership and team potency and the indirect effect of

charismatic leadership on team performance. The study sample was composed of 118 work teams. Data were gathered at three distinct time points. Charismatic leadership variables (aggregate leader charisma, and charisma homogeneity) were measured at time 1. Team potency was measured six months later (Time 2), and team performance 1 year later (Time 3). The mediation analysis showed that aggregate charismatic leadership was positively related to team potency, which in turn was positively related to team performance. The indirect effect of aggregate charismatic leadership on team performance via team potency was statistically significant. The moderation analysis showed that charisma homogeneity did not moderate the aggregate charismatic leadership-team potency relationship, or the aforementioned indirect effect. Instead, they showed that charisma homogeneity was positively related to subsequent team potency, and had a positive indirect effect on team performance. Thus, although our initial hypothesis was not supported the study findings contribute to clarifying the role of charisma homogeneity in work team functioning.

Key words: charismatic leadership, consistency, team potency, performance, leadership

Autores/Authors:

Erica Pender , Patricia Elgoibar , Lourdes Munduate and Martin Euwema
KU Leuven, Leuven, Belgium and University of Seville, Seville, Spain
IESEG School of Management, Paris, France
University of Seville, Seville, Spain
KU Leuven, Leuven, Belgium

Título/Title: Trustworthiness, trust and influence in organizational decision making

Resumen/Abstract:

Recent reports regarding European industrial relations show that Employee Representatives (ERs) perceive their influence in the decision making processes as average. However, recent studies have concluded that a higher involvement of ERs at the negotiation table is necessary for a more democratic decision making process. The main aim of this study is to explore the relation between ERs' perceived trustworthiness –ability, benevolence and integrity- and their influence on organizational decision making from a managerial perspective. Secondly, we compare this relation in two different types of decision making processes: decisions about traditional issues and decisions about innovative issues. Finally, we examine the mediating effect of trust between the parties in the mentioned relation. Results show that trustworthiness of ERs strongly relates to mutual trust with management in the European context and to their influence, both for traditional and for innovative issues. Mutual trust partly mediates the relation between trustworthiness and influence, only for innovative issues.

Autores/Authors:

A. García (1), L. Munduate (2), P. Elgoibar (3), H. Wendt (4) and M. Euwema (5)

1- Work, Organizational and Personnel Psychology, KU Leuven, Belgium and Social Psychology, University of Seville, Spain

2- Social Psychology, University of Seville, Spain

3- IESEG School of Management, LEM-CNRS (UMR 9221), France

4- Work, Organizational and Personnel Psychology, KU Leuven, Belgium, Hay group

5-Work, Organizational and Personnel Psychology, KU Leuven, Belgium

Título/Title: Competences and Conflict Behavior promoting the Impact of Employee Representatives in Organizational Decision Making

Resumen/Abstract:

Involvement of employees in decision making in organizations is a cornerstone of modern management theory. Nevertheless, the role of elected employee representatives (ERs) in this decision making is hardly studied. The European Union promotes such participation, also referred to as social dialogue. In a study among 700 human resources directors from 11 European countries, we tested the relation between the perceived competences of ERs and their impact on organizational decision making on two types of issues: Traditional issues and innovative issues. Based on theory of cooperation and competition, and on theory of conglomerate conflict behavior (CCB), we expected this relation to be (partly) mediated by the ERs' conflict behavior. Using structural equation modelling, results show that indeed perceived competences are related to influence of ERs on decision making, and this is partly mediated by cooperative and competitive conflict behavior. Both contribute positively to the impact; competitive conflict behavior is mostly related to traditional issues, while cooperative conflict behavior is mostly related to innovative issues. Theoretical and practical implications are discussed.

Key words

Constructive conflict, Employee representatives, influence, competencies, Conglomerate conflict behavior, cooperation, competition

Autores/Authors: Bresó, I., Gracia, F.J., Orengo, V., & Peiró, J.M.(IDOCAL-University of Valencia)

Título/Title: Does changes in team learning mediate the relation between changes in trust and changes in safety performance?

Resumen/Abstract:Piece of the introduction

Recent organizations are characterized by continuous changes. Team learning have been considered as a central process to understand these new environment and to adapt to changing situations, find out new and better ways to accomplish their objectives and finally obtain a better performance (Bunderson and Sutcliffe, 2003; Edmonson, 1999).

In this context, there are industries, organizations and teams, that cannot afford to fail (nuclear power plants, commercial aviation, railway industry...), because a minimum mistake can convey catastrophic consequences. Learning is core in this kind of organizations, both to anticipate unexpected events, and to be resilient, that is, to contain and bounce back once the unexpected event takes place (Weick y Sutcliffe, 2007). If these organizations have not been able to learn from past mistakes, failures, incidents, deviations, or near misses, or have not prepared themselves enough (f.i., through training) to cope with unexpected situations that sure will take place, the consequences can be dramatic.

Autores/Authors: J. Sánchez, A. Zornoza, and V. Orengo. IDOCAL. University of Valencia

Título/Title: Collaboration in virtual communities: leadership and centrality

Resumen/Abstract:

Purpose: This paper proposes a new form to identify emergent leaders in virtual communities and the differences in behavior with non-leaders over time. Furthermore, we analyze how several emergent leaders behave in a virtual community.

Design/Methodology: The sample is composed by three virtual communities comprised by university students, with 119 individuals in total that a project for 3 months each. We use content analysis to analyze the leaders' behavior and interaction, and social network analysis to analyze the structure of the virtual community. We integrate both methods to generate a deeper understanding of the phenomenon

Results: Initial findings from content analysis suggest that several leaders emerge in each community.

Leaders perform more coordination and monitoring behaviors than non-leaders over time. Leaders perform behaviors from all quadrants and adapt to the community's situation and needs.

Limitations: The sample is composed by university students, which limits the generalizability of the results.

Research/Practical Implications: Non-formal leaders can be identified based on their communication activity. Integrating social network analysis and content analysis is useful for the study of leadership. Leaders in virtual communities have great influence on the community's decisions and direction, further research is needed on the topic.

Originality/Value: This paper contributes to answer previous questions in literature about leadership in virtual environments. Our approach allows a deeper study of leadership and its effects on the virtual community over time. Also new evidence on leadership emergence in virtual communities is presented.

Keywords: VIRTUAL COMMUNITIES, LEADERSHIP, SOCIAL NETWORK ANALYSIS.

Autores/Authors: Borja López de Castro¹, Francisco J. Gracia¹, Inés Tomás¹, José M. Peiró^{1,2}

IDOCAL-University of Valencia

Título/Title: The Safety Culture Enactment Questionnaire (SCEQ): Theoretical model and empirical validation

Resumen/Abstract:

This paper presents the Safety Culture Enactment Questionnaire (SCEQ), designed to assess the degree to which safety is an enacted value in the day-to-day running of nuclear power plants (NPPs). On the other hand, the SCEQ is based on a theoretical safety culture model comprising three main components of the functioning of any organization: daily activities and behaviors, human resources practices and strategic decisions. The extent to which the practical importance of safety is manifested in each of these three components provides information about the pervasiveness of the safety culture in the NPP. These components are associated, respectively, with the three main hierarchical levels of any organization: operating core, middle line, and top management. To validate the SCEQ and the model on which it is based, the SCEQ was administered to the employees of two Spanish NPPs (N=533) belonging to the same company. Reliability analyses showed strong internal consistency for the three scales of the SCEQ, and each of the 24 items on the questionnaire contributed to the homogeneity of its theoretically developed scale. Validity analysis supported the internal structure of the SCEQ and showed that each of the components of the model was correlated with several safety outcomes. Theoretical and practical implications derived from these results are described.

Autores/Authors: García-Castro, L.1, Peiró, J.M.1,2, Rocabert, E.1, Yeves, J.1, Molina, A.1

1Universidad de Valencia, 2IVIE-IDOCAL

Título/Title: The mediator role of Job satisfaction in the relationship between underemployment dimensions and intentions to quit: The case of Spanish Youngers

Resumen/Abstract:

The aim of this research is to determine the mediating role of job satisfaction in facets (intrinsic and extrinsic) over underemployment and intentions to quit. In this study, underemployment was tested as a two factor model, overeducation and overqualification was considered underemployment in intrinsic aspects of the job and underpayment, temporary work and involuntary part time was part of underemployment in extrinsic aspects of the job.

Job satisfaction in facets will be affected when the employees present a both types of misfit according to Person-fit Theory (Edwards 1991). As a consequence, dissatisfaction in intrinsic and extrinsic factors can lead to intentions to quit. Using a sample of 777 Youngers, we performed confirmatory factor analysis (CFA) of the measure model and mediations were tested using AMOS. Results pointed out the mediating role of job satisfaction in facets, intrinsic job satisfaction as a partial mediator and extrinsic job satisfaction as a fully mediator. In addition, we found that underemployment in intrinsic aspects can lead to intention to leave regardless of the presence or not of job dissatisfaction. The main implications of these results are discussed.

Keywords: underemployment, intentions to quit, intrinsic job satisfaction, mismatch, extrinsic job satisfaction

Autores/Authors: Tee Hwa Jasmine Low y José Ramos (Universidad de Valencia-IDOCAL, Spain)

Título/Title: Personal Resources and Self-Perceived Employability of Young People in Spain

Resumen/Abstract: Piece of the Introduction of the Introduction...

Personal Resources and Perceived Employability in Harsh Labor Conditions Labor conditions in Spain deteriorated after the 2007 international economic crisis (Dávila Quintana & González López-Valcárcel, 2009), job availability between 2008 and 2012 dipped by 2.9 million and youth unemployment (aged between 15 and 24) rose from 18.1% to 46.2% (Eurostat, n.d.). With such limited opportunities in the labor market, will the role of personal resources be more salient in predicting perceived employability? The role of labor market conditions in employability have been broadly discussed in literature (Fugate, Kinicki, & Ashforth, 2004; Hillage & Pollard, 1999; Van Der Heijde & Van Der Heijden, 2006), and labor market fluctuations has been argued as an important antecedents to perceived employability (Berntson, Sverke, & Marklund, 2006). For instance, Berntson et al., (2006) found that human capital factors and dual labor market factors predicted perceived employability. Although we know that labor market conditions are important antecedents to perceived employability, how prolonged labor market challenges impacts employability perception remains unclear.

Autores/Authors: Aida Soriano Ripoll, Malgorzata Kozusznik y José María Peiró (University of Valencia – IDOCAL)

Título/Title: The mediating role of job satisfaction, health and affective well-being in the relationship between physical working conditions and sick-leave absenteeism: work patterns matter!

Resumen/Abstract:

The present study analyzes the relationship between physical working conditions and sick-leave absenteeism, paying attention to the mediating role of employees' job satisfaction, health and affective well-being, in different work patterns. In spite of the fact that there are different studies which have found a relationship between physical work conditions and health and well-being (Moen, Kelly, Tranby, & Huang, 2011; Sorensen & Holman, 2014), and also a relationship between health and well-being and absenteeism (González, Peiró, & Bravo, 1996), it can be that these relationships may vary according to the different patterns of activities carried out in the workplace (Fried, Melamed & Ben-David, 2002). In this study we use data from the fifth European survey on working conditions (EWCS) of the European Foundation on Working Conditions (Eurofound). The sample was composed of 1306 office workers from

different European countries, and subjects were classified into 4 work patterns, depending on whether the employees' work implied frequent interaction with other people, and whether the tasks they performed were simple or complex. The results show that office workers' job satisfaction, general health and affective well-being mediate the relationship between physical work conditions and sick-leave absenteeism. However, differences in the mediation paths were found between work patterns as more paths were significant for the work patterns which comprise complex tasks and high interaction with others. This work highlights the importance of work patterns when we study the relationship between physical work conditions and health, well-being and absenteeism, in office workers.

KEYWORDS: Work Conditions, Well-being, Health, Absenteeism, Work patterns.

Autores/Authors:

Alvaro Cristiani y José M. Peiró (Universidad de Valencia)

Título/Title: Human resource function strategic role, trade unions and varieties of capitalism: Exploring their impact on human resource management practices based on CRANET data.

Resumen/Abstract:

Even if it may appear a 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. A recent trend within institutional literature has been on varieties of capitalism and how market economies, liberal (LMEs) or coordinate (CMEs), may influence HRM. This paper explores the relationship between varieties of capitalism (VoC), strategic HR function role and union presence level on the adoption of different HRM practices, through the use of extensive survey firm data from 14 countries. By distinguishing between person-centred and performance-centred HRM practices, we find evidence that strategic HR function is positively related with the adoption of both type practices, while higher levels of union presence inhibit the adoption of performance centred and promotes the adoption of person centred practices. Evidence is found of differences in performance and person centred HRM practices between LMEs and CMEs varieties of capitalism, and of a moderating VoC effect on the HR function role – HRM practices and union presence – HRM practices relationships.

Keywords: varieties of capitalism, LMEs, CMEs, performance-centred HRM practices; person-centred HRM practices; unionization; HR function; comparative international HRM

Autores/Authors:

Esther Villajos, Núria Tordera, José M. Peiró & Laura Lorente

Título/Title:

The relationship between Human Resource Practices and well-being in three different ownership forms (social, public and private)¹

Resumen/Abstract:

The purpose of this paper is to test the moderator role of the ownership form (social, public and private or capitalist) into the relationship between Human Resource Practices and employee's well-being. A sample of 1554 employees from 42 different Spanish organizations completed the questionnaire. A multi-group

structural equation model was tested to analyze the differences between the three ownership forms. We found a bright side of HRP for employees' well-being. Employee-centered HRPs are positively related to job and life satisfaction in all types of ownership. But there is also a dark side of HRPs as performance-enhancement practices are negatively related to life satisfaction. Results support ownership form to be a boundary condition to understand the role of HRPs in employees' well-being, as several differences in the relationship between HRP and well-being were found. As a contribution to the current literature, we had focused on employees' well-being instead of organizational performance, and more specifically on life satisfaction and not just on job satisfaction. We have also used some less considered practices such as exit management (a key one in crisis' years) or work-life balance within the employee-centered practices. And finally we used the moderator role of ownership form as newness in the current literature of boundary conditions.

Key Words: Human resource practices, well-being, job satisfaction, life satisfaction, multi-group structural equation model

Autores/Authors: Zandara, M.a,¹, Garcia-Lluch, M.b, Villada, C.b, Hidalgo, V.b, Salvador, A.a,^b

Título/Tittle: Searching for a job: Testing the impact of cardiovascular response and the mediating role of the cognitive appraisal in young people

Resumen/Abstract:

To be unemployed actively looking for a job is a common chronic stressor in the modern society. Several investigation have observed blunted physiological responses in individuals under chronic stress, however no studies have taken into consideration the stress of to be an unemployed actively looking for a job. Moreover, the primary stress appraisal has been shown to play an important role in the physiological responses to an acute stress. The aim of this study was to investigate the impact of to be unemployed job seekers on the physiological responses and the primary stress appraisal due to an acute stress. In order to do that, we subjected a group of unemployed job seekers with a group of matched unemployed non-job seekers to an extensively standardized stressor consisting in a job interview, the Trier Social Stress Test (TSST). Moreover, we aimed to verify the mediating role of primary stress appraisal on the relationship between to be unemployed job seekers and the cardiovascular responses to a stress. Our results have shown that unemployed job seekers manifest a blunted cardiovascular responses and a lower threat stress appraisal than non-job seekers. However, challenge stress appraisal seems not to be affected by the situation of unemployment. Moreover, we have observed a mediating role of threat appraisal on the relationship between to be unemployed job seeker and cardiovascular responses to stress.

Keywords: HRV, Primary stress appraisal, Unemployd job seekers

