

Work Engagement

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Abstract title: The Job Demands-Resources Model and Counterproductive Work Behaviour: The Role of Job-Related Affect

Introduction

The job demands-resources (JD-R) model postulates that, although every occupation has its own specific risk and protective factors affecting individual well-being, these factors may be classified in the two broad categories of job demands and job resources (e.g., Bakker & Demerouti, 2007). Job demands are those aspects of the job (e.g., workload) with the potential to activate a health impairment process leading to health-related negative outcomes such as burnout. Job resources are those aspects (e.g., social support) with the potential to buffer the effect job demands and and/or stimulate a motivational process leading to personal growth and development. The JD-R model has been successfully adopted in a number of studies concerned with different occupational settings and different sets of job demands and job resources. However, most studies on the model have taken burnout to be the main outcome of the health impairment process.

The first aim of the present study was to test the robustness of the JD-R model beyond burnout by including a negative behavioral outcome that is basically independent of burnout and does not necessarily reflect a psychopathological process associated with chronic stress. To this end we focused on counterproductive work behaviour (CWB; Fox & Spector, 2005), a phenomenon which has been frequently explained in terms of dispositional tendencies, but which has also been conceptualized as a manifestation of job stress (Fox, Spector, & Miles, 2001).

The second aim of the present study was to investigate the role of job-related affect in the relation between job demands and job resources and health and well-being. Research aimed at understanding the role of job-related affect has been usually restricted to negative affect, although this is only half of the spectrum of job-related affective experiences. In this study, therefore, we sought to integrate the role of job-related affect within the JD-R model by focusing on both negative and positive affect, and by postulating that affect plays a crucial mediating role in the job stress process.

Thus we tested a JD-R model in which abuse/hostility CWB (otherwise said 'interpersonal deviance') was the outcome of the health impairment process, and work engagement the outcome of the motivational process. We sought evidence for the following hypotheses:

H 1: The availability of job resources is positively related with the experience of work engagement.

H 2: Job demands are positively related to abuse/hostility CWB.

H 3: Positive job-related affect mediates the relationship between job resources and work engagement.

H 4: Negative job-related affect mediates the relationship between job demands and abuse/hostility CWB.

H 5: Job resources buffer the effect of job demands in the health impairment process.

Method

Data were collected in the context of two psychosocial risks assessments in Italian organizations. As part of these assessments, workers in non-managerial positions were requested to fill in a structured, anonymous questionnaire. Participation to the surveys was on a voluntary basis, with the questionnaire being administered during working hours. Two different samples based on cross-sectional data were available. Sample 1, the research sample, consisted of 818 employees (50.3% females) of a public administration agency; response rate was 58.7% for this study. Sample 2, the cross validation sample, consisted of 567 employees (76% females) of a local NHS agency; response rate was 65%. Widely known tools were used to assess all the constructs of interest. Structural equation modelling analysis was conducted to test the proposed hypotheses. Cross validation analysis is in progress, thus the following results are based on Sample 1 analysis.

Results

We found support for a model where job demands (workload, role conflict, and interpersonal demands) were associated with abuse/hostility CWB (H2), whereas job resources (decision authority, social support, and promotion prospects) were associated with work engagement (H1). Furthermore, job-related negative affect mediated the relationship between job demands and abuse/hostility CWB (H4), whereas job-related positive affect mediated the relationship between job resources and work engagement (H3). We also found that the impact of job demands on negative affect, was attenuated by the availability of job resources (H5). We conducted further analyses to check for whether a common method bias could have affected substantially our results, however we didn't find evidence for this. Cross validation results based on Sample 2 data will be presented at the summer school.

Discussion

The results of the present study provide preliminary evidence for the potential applicability of the JD-R framework outside the area of burnout research, thereby supporting the claim (Bakker & Demerouti, 2007) that the two processes hypothesised by the model (i.e. the health impairment process and the motivational process) may reflect substantive psychological processes. Furthermore, our results indicate that job-related affective experiences may be integrated into the JD-R model, and they suggest that such experiences may play a crucial role in the health

impairment and motivational processes.

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Abstract title: The Predicting Role of Personal Resources in the Job-Demands Resources Model: A Longitudinal Study

Introduction

Looking into past research among teachers in the field of Occupational Health Psychology, more studies have been conducted on the negative side of teaching (i.e., teaching burnout, stress and anxiety) than on the positive side (i.e., engagement, satisfaction, positive emotions). So far, we know more about one side of the teachers well-being (i.e., negative) and it seems interesting to carry out more research on secondary school teachers in which not only the negative part of their jobs, such as burnout (e.g., Schaufeli & Enzmann, 1998; González-Morales, et al., 2010) but also the positive one such as engagement (e.g., Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007) will be attended. Therefore, in the current study, we consider not only the two sides (i.e., positive and negative) of well-being, but we pay more attention to the positive side from two points of view; firstly, testing if job resources negatively influence job burnout as other studies show (e.g., Hakanen, Bakker, & Schaufeli, 2006; Llorens, Bakker, Schaufeli, & Salanova, 2006; Schaufeli & Bakker, 2004) and secondly, and that is what makes this work original, the inclusion of personal resources into the Job Demands-Resources Model (JD-R) (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) from the perspective of Social Cognitive Theory (SCT) of Albert Bandura. So, our hypotheses are: H1: Personal resources predict engagement indirectly via job resources over time and H2: Personal resources predict burnout indirectly via job demands and resources over time.

Method

A longitudinal study (two waves) was performed among Spanish secondary school teachers (N = 274). We measured personal resources (i.e., self-efficacy, perceived mental and emotional competences); job resources (i.e., autonomy and social climate); job demands (i.e., quantitative overload and role conflict); and well-being (i.e., burnout and engagement). Besides performing descriptive analyses and the Harman's single factor test with the CFA. Structural Equation Modeling (SEM) methods was used to establish the relationships between the model variables.

Results

The best fit of the model is the M2, thus, the causality model, thus personal resources play a predicting role within the JD-R Model, even so, we decided to perform further analyzes in order to confirm the role of personal resources without the influence of other variables in the model. For that reason, we conducted more structural equation analyzes which confirm again the predicting model of personal resources within the model.

Discussion

Literature agreed on the importance of introducing the personal resources in the JD-R Model (e.g., Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). However, literature contradicted about the role that personal resources plays on the model. On one hand there are authors who argue that personal resources have a mediating role in the JD-R Model (e.g., Xanthopoulou et al., 2009) and on the other hand there are authors who defend the idea, based on SCT, that personal resources have a predicting role within the model (e.g., Lorente, Salanova, Martínez, & Schaufeli, 2008). Our results show that personal resources play a predicting role more than a mediating role in the development of the motivational and erosion processes of burnout and engagement at work. Therefore we can confirm our hypotheses.

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Abstract title: Work-family interface as predictor of work engagement and the moderating role of savoring

Introduction

The call of researchers to focus on a positive and holistic approach to occupational stress issued by Nelson and Simmons (2003) has been attended to and "eustress", the good stress conceptualized by Selye in the early 1976, is increasingly receiving attention in the current occupational health research. The main objective of this paper is to examine the role of "savoring" as a possible moderator of the relationship between work-family facilitation and eustress.

The presence of eustress should not be inferred by the absence of negative states but from the presence of positive states (Simmons & Nelson, 2007). In the present study we use the pleasurable state of engagement in work as an indicator of work eustress (Nelson & Simmons, 2003). Work engagement is a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002, p.72). Vigor is related to high levels of energy, willingness to work and mental strength and resilience. Dedication refers to the sense of pride, inspiration and enthusiasm reached through work. Absorption is characterized by a state of full concentration, happiness and immersion in one's work in such a way that time passes quickly.

Research suggests that through dual participation in work and family roles, individuals experience stress and depletion (e.g., Greenhaus & Buetell, 1985). This negative perspective is based on the scarcity hypothesis and the assumption that we have a finite amount of time and energy (Greenhaus & Parasuraman, 1999). Hence, individuals who experience work-family conflict may have difficulties to reach work engagement given the higher demands and the drain of resources that derivate from a situation of interference between domains. On the other hand, the dual participation in both domains (work and family) can have a positive spillover effect: affective states, behaviors and values can transfer from one role to another (Carlson, Kacmar, Wayne & Grzywacz, 2006). Therefore, individuals who experience positive spillover should report higher levels of work engagement given that any psychological or environmental resource that can be acquired in one domain can be utilized in another domain promoting enrichment and being experienced as vigor, dedication and/or absorption at work.

Following this positive perspective it is important to identify mechanisms that enhance this positive experience. When we experience positive emotions we strive to maintain those emotions. Nelson and Simmons (2003) introduced the concept of savoring as an indicator of those positive affect regulation efforts and as a contrast to coping with the negative experience of distress. The main objective of the paper is to examine the role of the perceived ability to savor positive outcomes (Bryant, 1989) as a possible moderator of the relationship between work-family positive spillover and eustress.

Method

In order to achieve this goal, an online survey was administered to faculty and staff personnel of universities in Spain (N=134) and USA (N=140). The inventory is composed by items from the following scales: The Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003); Work-Family conflict scale (Carlson, Kacmar & Williams, 2000); Work-Family Positive Spillover (Hanson, Hammer & Colton, 2006) and Perceived Ability to Savor Positive Outcomes PASPO Scale (Bryant, 1989). The data were analyzed by means of hierarchical moderated multiple regression.

Results

Overall, results indicated that only the work-to-family direction variables were significant in the prediction of work engagement. Work to family conflict, work to family positive spillover and ability to savor were significant predictors of absorption. Dedication was predicted by gender (men reported more dedication) and the positive measures of work to family positive spillover and ability to savor. Vigor was significantly predicted by country (US Americans reported more vigor), work to family conflict and positive spillover, savor and the interactive term of "ability to savor X work to family facilitation". The direction of this moderation is plotted in figure 1 and indicates that individuals with high ability to savor can experience vigor even in situations of low levels of work to family facilitation. This result shows the central role of savoring in the experience of positive states: the ability to savor the infrequent situations of work to family positive spillover can facilitate the recharge of energy to dedicate back to work.

Discussion

Overall, these findings support the notion that demands as represented by work-to-family conflict can be hindrances that create barriers to the experience of engagement. Resources resulting from work-to-family positive spillover and savoring of positive outcomes can facilitate engagement. The ability to savor positive outcomes also can help foster the engagement experience even in situations of low work-to-family facilitation.

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Abstract title: Impulsive and reflective mechanism of workaholism. Implicit and explicit measures in prediction of behavioral outcomes

Introduction

Literature on addiction showed that there has been growing interest in automatic process in substance or sex craving (Waters & Sayette, 2006). Research has suggested that measures of self-reported motivation are not closely connected with addictive behaviors. The present research were based on the Reflective Impulsive Model (RIM; Strack & Deutsch, 2004). Self-regulation effects are behaviors which evolve out of the interaction between reflective (system R; e.g. restrain standards) and the impulsive (system I; e.g. automatic affective reactions or behavioral tendencies) systems in specific boundary conditions. System I operates on activation of certain associative clusters in long-term memory by perceptual or imagined stimulus input. System I need no attentional resources to function, and are independent of whether a person consciously endorses or rejects the implication of an associative link. System R is responsible for higher order mental operations: making deliberate judgments and evaluations, connecting action plans with goal pursuit, and overriding impulses. System R needs a big amount of mental energy and cognitive resources to act properly.

Workaholism is defined as a disorder, which is manifested in over-average energy exhaustion, perseveration in action, setting standards hard to achieve, and disability to disconnect from task involvement (see Burke, 2000a; Burke, 2000b; Rohrich, 1981; Wojdyło, 2010; Wojdyło & Buczny, in press). According to the RIM, the first hypothesis was that individuals in the low-level of self-regulatory resources condition exhibit a stronger link between workaholic tendencies and behavior than those in the high-level condition. We hypothesized that workaholism tendencies had greater impact on behavior when a task competition would be possible, because some results showed that group context could activate workholism tendencies (e.g. Burke, 2000c).

Method

In the purpose to assess impulsive (automatic) tendencies we used different implicit methods: Implicit Attitude Test (e.g. Ostafin, Marlatt, & Greenwald, 2008), and Fazio's sequential evaluative priming paradigm (Fazio, Sanbonmatsu, Powell, & Kardes, 1986). The Single-target IAT consisted of having participants categorize stimuli from three categories – one target category (e.g. success, esteem) and two attribute categories: approach (e.g. toward, enter) and avoidance-related words. In the second implicit task we used the same work-related words (i.e. success, approval, control) as primes and contrast adjectives as targets (e.g. positive were:

good, healthy, cheerful; negative: ugly, mean, awful). To assess reflective tendencies we used our own method: Work Craving Scale (WCS; Wojdyło & Buczny, in preparation). WCS was based on the assumptions that workholism could be analyzed in the same categories as substance addiction (e.g. compulsion, expectation of relief from negative affect, intention to substance intake) with additional aspect: neurotic perfectionism. The experiments were in one-factor design: low-level (experimental) vs. high level (control condition) of self-regulatory resources. Participants (N = 120) were asked to perform a resource dependent dual-task.

Results and conclusion

In the first experiment we confirm our expectations: only in the experimental condition there was connection between implicit tendencies and behavior, but in the control condition we've only observed the linkage between explicit tendencies and the behavioral outcomes. In the second experiment, when people competed with each other, we observed a different pattern of results. In both conditions people with high level of work craving (explicit tendencies) were more persistent in the task than participants with low level of the craving. The results showed that workaholism is determined by implicit and explicit mechanisms of behavior regulation, and situational circumstances.

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Abstract title: A three wave study of job resources, self-efficacy and work engagement among Italian schoolteachers

Introduction

Teaching has been identified as a particularly stressful occupation (Chaplain, 2008). A large body of research shows that teachers are particularly at risk of stress, and that this is an international phenomenon (Farber, 1991). At the same time, however, it should be noted that many teachers are satisfied with their work, and that they are engaged in their jobs (Hakanen, Bakker, & Schaufeli, 2006).

To date, most models of occupational health have focused exclusively on job stress and negative outcomes, while neglecting the potentially positive effects of work, such as engagement. The recently developed Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) has extended our knowledge of this phenomenon by postulating a more comprehensive approach that also includes positive aspects of well-being (e.g. work engagement).

However, longitudinal studies testing the robustness of the JD-R model are still rare.

The aim of the current study is to investigate the motivational process of the JD-R model in a longitudinal way by examining how job resources, self-efficacy and work engagement are related over time.

Method

The current study was part of a broader research project on teachers' well-being. To test our hypotheses, we conducted a three-wave panel study with a time lag of approximately four months between each wave. The three waves corresponded to the beginning of the academic year (T1), the end of the first term (T2), and the end of the academic year (T3). 108 teachers completed the questionnaire on all three occasions. Structural equation modelling (SEM) analyses using Maximum Likelihood Estimation methods were used to establish the relationships between the study variables.

Results

Results of structural equation modelling analysis showed that the model with reciprocal relationships between resources and work engagement exhibited the best fit with the data. Job resources and self-efficacy had a short- (four months) and longer-term (eight months) lagged effect on work engagement, but the reverse pattern was true as well: work engagement had a short- and long-term lagged effect on job resources and self-efficacy.

Discussion

Our findings are consistent with and expand the findings of other cross-sectional and longitudinal studies, which have used two measurement points (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Indeed, as expected, both job and personal resources seem to play a pivotal role in explaining work engagement. According to the COR theory (Hobfoll, 1989), adequate job resources (i.e. opportunities to learn and to develop, social support from supervisor and social support from colleagues) and personal resources (i.e. self-efficacy), are useful for the acquisition of additional resources (i.e. work engagement).

In addition, our results show that work engagement is related to both job resources and personal resources over time, that is, four and eight months later. This finding is in line with Fredrickson's (2001) broaden-and-build theory, which proposes that employees who are engaged – a positive affective state – may build job resources: that is, they are best able to mobilise support from colleagues and supervisor, and to create opportunities to learn and to develop at work.

Moreover, compared with alternative nested models, the model with reciprocal relationships between resources and work engagement showed a superior fit with the data. This means that none of these constructs can be considered as only a cause or only a consequence. As Salanova, Schaufeli, Xanthopoulou, & Bakker (2010) note, this is an important finding which indicates that resources and engagement may activate and conserve positive conditions, beliefs and affective states.

Our findings, like previous ones (for a review, see Salanova et al., 2010), show that resourceful environments and self-efficacy beliefs mean engaged teachers, and vice versa.

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Abstract title: Advancing the theory of work engagement: Integration with motivational self-regulation

Introduction

Engagement can be embedded within motivation theory where it intuitively belongs (Meyer & Gagné, 2008; p. 62). Recent calls in the literature have emphasised the need for a strong unifying theory to guide research and practice in the area of work engagement (Macey & Schneider, 2008; Mayer & Gagné, 2008). Bakker et al. (2008) defined work engagement as "a positive, fulfilling, affective-motivational state of work-related well-being that is characterised by vigour, dedication and absorption" (p. 187). To date, the focus of work engagement has largely centred on mental "wellness" (Bakker et al., 2008; p. 187), or as the opposite of burnout (Maslach & Leiter, 2008), taking a positive psychology approach within the wider domain of occupational health psychology. However, the

experience of engagement, at any level (state, trait or behaviour) signifies a driving or motivational experience, yet little research has specifically considered work engagement as a motivational construct. Indeed, Macey and Schnieder (2008) acknowledge the motivational aspects of work engagement, but very clearly state that they "leave the chore of integrating engagement with "motivation" to others" (p. 4). The aim of this paper is to (a) provide such a theoretical framework for the integration of work engagement and motivation, and (b) to provide an initial test of this framework using the conceptualisation of work engagement as a psychological state.

This research suggests that as a psychological state, work engagement can be conceptualised as a volitional resource within the action process. In this way, the present theoretical model provides a method for integrating work engagement with self-regulatory aspects of motivation and cognition, using an action theory perspective (Frese, 2007; Frese & Zapf, 1994; Heckhausen, 1991; Heckhausen & Kuhl, 1985). The concept of volitional resources mirrors recent research by Frese et al. (2007), investigating cognitive and motivational resources, and by Bledow, Schmidt and Frese (in press), which suggests that the interplay of engagement, emotions and resources is an important consideration for engagement as a dynamic process.

The present research hypothesised that, as a state, work engagement manifests itself within the volitional phase of the action process, with its cognitive equivalents in the same action phase being, for example, goal-setting and planning. It was hypothesised that these volitional constructs (work engagement and planning) would be predicted by more distal motivational (e.g. personal initiative, work specific orientations, domain specific self-efficacy) and cognitive (e.g. goal orientations) constructs, residing in more distal phases of the action process.

Method

Sample

The sample consisted of 75 early stage entrepreneurs operating in Ireland across a wide range of industry sectors. Participants ranged in age range from 22 years to 57 years (average age = 36.75 years) with 60% of the sample being male, and 40% female.

Procedure

A mixed-method research design was adopted, using a combination of structured interview and survey. The interview consisted of a number of subsections designed to tap into the participants self-regulatory processes. Participants were met in person by the researcher, who guided them through the interview, which was recorded and later transcribed. Following the interview, participants were asked to complete the questionnaire.

Measures

The variables were operationalised as follows:

- ☐ Goals, goal orientations, and planning were assessed using a behaviour event interview procedure (see Frese, van Gelderen & Ombach, 2000).
- ☐ Entrepreneurial orientations were assessed through a combination of interview and questionnaire (see Kraus et al., 2005).
- ☐ Personal initiative was assessed using the questionnaire developed by Frese et al. (1997).
- ☐ Domain specific self-efficacy was assessed in two forms; entrepreneurial self-efficacy (measured using the questionnaire by DeNoble et al., 1999) and creative self-efficacy (measured using the questionnaire by Tierney & Farmer, 2002)
- ☐ Work Engagement was measured using the Utrecht Work Engagement Scale (UWES-17; Schaufeli et al, 2002).

Data Analysis

The data from the interview was firstly analysed qualitatively in NVivo8 using a theory driven approach, allowing for the quantification of the responses using a detailed coding scheme. The data from the interview and the questionnaire were then combined and subjected to quantitative analysis, using PLS (partial least squares) SEM using the software programme SmartPLS (Ringle, Wende & Will, 2005).

Results

Findings suggested that work engagement was most strongly predicted by entrepreneurial self-efficacy and to a lesser extent by personal initiative and entrepreneurial orientations. Personal initiative also had a significant indirect effect on work engagement via entrepreneurial self-efficacy. Of note is the fact that goal orientations did not significantly predict work engagement, but did have a significant impact on volitional cognition (planning).

Discussion

Sansone (2009; p. 47) suggested that "successful self-regulation involves the regulation of both goals-defined and experience-defined motivation". The present study tested this by integrating the cognitive (goals-defined) and motivational (experience-defined) paths of the action process, and demonstrated that work engagement is more strongly predicted by motivational resources than by cognitive variables. The findings confirm that work engagement is a volitional resource within the action process and is predicted by more distal motivational resources. Interestingly, however, it was not significantly predicted by cognitive variables, such as goal orientations. Although both the cognitive elements and the motivational elements followed the stages of the action process, they appeared as largely distinct paths, with the distal motivational resources largely predicting work engagement, and the distal cognitive variables largely predicting planning.

These findings imply that work engagement itself is largely a motivational construct, and addresses the gap identified in the literature with regard to adequately considering the meaning of work engagement (Bakker et al., 2008; Macey & Schneider 2008). It also moves some way to address the question posed by Bakker et al. (2008) regarding the impact of regulatory focus on work engagement, as there is considerable overlap between regulatory

focus and goal orientations.

The findings of the present research also provide support for the arguments of Frese (2008). Frese considers engagement and personal initiative to be similar concepts developed in the general domain of active performance, and questions the need to differentiate between them. The present research provides some support for the contention that both variables are forms of proactivity, but argues that they reside in distinct stages of the action process. Hence, for any researcher taking a dynamic process perspective, there is merit in their distinction. Taking such a dynamic process perspective (e.g. Vancouver, 2008; Vancouver & Day, 2005) may also aid future research in explaining the disparate findings in relation to why engagement behaviour is often shown in negative situations and with low positive state affect, as mentioned by Frese (2008).

Bakker and Leiter (2009) report that for engaged employees work is fun, and this provides further potential for future integration with self-regulation. Sansone (Sansone 2009; Sansone & Thoman, 2005; 2006; Thoman, Sansone & Pasupathi, 2006) suggests that interest may be the missing link in explaining the self-regulation of motivation, and in a related manner, Mayer and Gagné (2008) demonstrate the potential for integration between work engagement and self-determination theory. The concept of "interest" has considerable overlaps with the concept of work engagement, and this research stream provides much scope for future research to consider the role of work engagement in the self-regulation of motivation.

In conclusion, the present research provides a first test of a model which embeds work engagement within the work motivation and self-regulation literature. As such, it advances the theoretical development of the construct, and provides significant scope for future research in these areas.

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Abstract title: The role of Self-Efficacy Beliefs on Occupational Health of physicians at emergency departments

Introduction

In the last years, there have been studies focused on studying the role of self-efficacy on occupational health in different occupations (see Llorens, del Líbano & Salanova, 2009). However, there are not many publications that analyze the role of this variable in the Occupational Health of physicians in emergency departments. A pilot study suggested a relationship between self-efficacy and Burnout and Engagement response on physicians (Bernabé, et al. 2009). The study aim is to analyze relationship of General Self-Efficacy on Occupational Health Physician at Hospital Emergency Departments under the proposed theoretical model.

Method

The study design is cross-sectional. We requested the voluntary participation at the Hospital Emergency Departments (N = 117) of the all public hospitals from Alicante province in Spain. Response rate was 71.8% (n= 84). The average age was 40.45 years (SD = 7.79), 54.8% (n = 46) of participants were men. To measure Occupational Health was used to negative response Emotional Exhaustion and Cynicism scales of Spanish validation of MBI-GS (Schaufeli et al., 1996) by Salanova et al. (2000) and to positive response, Vigor and Dedication scales of UWES (Schaufeli & Bakker, 2003). To measure Self-Efficacy was used General Self-Efficacy Scale (Baessler & Schwarzer, 1996) validated to Spanish population by Martín-Aragón et al. (2002). Internal consistency, descriptive and confirmatory factor analysis using the statistical packages SPSS and AMOS were carried out.

Results

All scales obtained higher levels of consistency than the criterion (Nunnally & Bernstein, 1994). Results show statistically significant correlations between all variables. Thus, we obtain positive correlations between Self-Efficacy and Vigor ($r = .46$, $p < .001$) and Dedication ($r = .42$, $p < .001$) and negative correlations between self-efficacy and emotional exhaustion ($r = -.45$, $p < .001$) and cynicism ($r = -.48$, $p < .001$). The proposed model confirms the relationship of the General Self-efficacy on occupational health physicians (RMSEA = .09, GFI = .82, CFI = .88).

Discussion

Results support previous studies in other population related with human services, education and telecommunications management. Self-efficacy beliefs are personal resources to enhance physicians at hospital emergency departments. The practical and theoretical implications are exposed at work and possible future implications and limitations too.

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Personnel Selection

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Abstract title: Desirable Decision Makers

Introduction

The current study was undertaken to investigate if the type of education we receive has an effect on our decision-making. A computerised version of The Iowa Gambling Task (IGT) Bechara et al. (1994), (Demareea, Burns and DeDonnoa; 2009) and Maia et al. (2004) Somatic Marker Questionnaire (SMQ) was then used to determine the decision-making skills and knowledge of participants in different college courses.

Decisions vary in the degree to which they rely on intuitive and analytical processes, with recognitional decisions appearing more commonly in everyday decision-making than an analytical style of decision-making, Hammond, Hamm, Grassia, Pearson (1987). The IGT looks explicitly at how real world decisions are achieved. Recognitional decision-making was found to occur more frequently and more effectively when the decision maker was more experienced, with colleges offering work experience, co-operative work placements and internships, this would suggest the more interactive courses that allow for these placements and encourage projects facilitating decision-making and use of intuition may benefit students decision-making in the work place.

Evans et al. (2004). demonstrated that education has a contradictory effect on the IGT. Less-well-educated people adopt a more advantageous strategy in the task than their university educated counterparts. Mulderig (1995) suggested that tertiary level establishments encourage students to rely solely on documented evidence when forming arguments. The type of course we choose may have a similar effect on our decision-making.

The IGT is thought to simulate real world decision-making with participants undergoing periods of reward, punishment and uncertainty. (Bechara, Damasio and Damasio 2000) Thus a successful completion of the IGT is said to be a predictor of advantageous decision-making. The IGT displays participants Advantageous Behaviour, while the SMQ is a display of participants Knowledge of Advantageous strategy.

Method

Participants

97 participants took part in a computerized version of the IGT and SMQ. 88 Male, and 9 Female participants were tested. Participants ranged in age from 17- 42 with an average age of 19.35(STDev: 3.37). Five courses within the Manufacturing and Operations Engineering department were tested. Product Design and Technology (PDT), Digital Media and Design (DMD), Materials and Architectural Technology (MAT), Materials and Engineering Technology (MET) and Engineering (ENG).

Iowa Gambling Task

Participants were allowed to select cards, in any order, from any of the four decks (A. B. C. and D.) as in Bechara et al. (1994) Decks A and B were disadvantageous decks and decks C and D were advantageous. As per instructions in Bechara et al. (1994) Losses were more frequent on selection of decks A and B, and the task was terminated after 100 selections. Knowledge level's on the task was assessed as per Maia et al. (2004) outlines.

Results

Participants were tested on their Advantageous Behaviour (selecting from more advantageous decks C and D on average during a trial) and on their Advantageous Knowledge; Level 1, Level 2 and Level 2 Calculated Knowledge based on Maia et al. (2004) definitions.

As in Bechara et al. (1994) the 100 card selections were sub-divided into five blocks in each block the Net Advantageous Score was calculated. A net score of above zero implied that the participants were behaving advantageously, a net of below zero was considered disadvantageous behaviour.

In the study of student's Advantageous Behaviour in the IGT a difference was seen between PDT students and MAT students across blocks 3, 4 and 5. With PDT students making fewer advantageous decisions than MAT students. Block 3 N=45 p=0.015. Block 4 N=46 p=0.049. Block 5 N=50 p=0.060.

A difference was also found between PDT students and MET students in Block 3. Block 3 N= 41 p=0.031.

In the study of student's Knowledge of Advantageous Strategy in the IGT and the SMQ no significant difference was seen between participants for the time at which they stated Level 1 Knowledge of Advantageous Strategy.

A more significant effect was seen in participants Knowledge of Advantageous Strategy for Level 2. (Mann-Whitney U=34.5, p=0.008) A significant difference was also noted between students of DMD and MAT (Mann- Whitney U= 100.5, p= 0.037)

When looking at Level 2 calculated Knowledge of Advantageous Strategy students' of PDT performed significantly better than DMD students (Mann- Whitney U =29, p= 0.028). MET students also performed better than DMD students (Mann- Whitney U=29, p=0.036).

Discussion of Findings for Advantageous Behaviour

PDT students did not show a high level of advantageous behaviour across Blocks 3, 4 and 5 where Level 2 and Level 2 calculated knowledge were previously reported. This suggests that even though PDT students could report Knowledge of Advantageous Strategy early they failed to act on such knowledge.

MAT, Eng and MET students all reported Level 2 and Level 2 calculated Knowledge of Advantageous Strategy at roughly the same time. Reporting on such knowledge and acting on it occurred simultaneously for all three courses.

Discussion of Findings for Knowledge of Advantageous Strategy

PDT students showed a high Level 2 understanding and Level 2 Calculated understanding with most students reaching both levels ahead of other courses, DMD students reported Level 2 and Level 2 calculated knowledge later than other courses.

Findings Discussed

In the IGT average success (Advantageous Behaviour) in Blocks 3-5 is lower than that of previous studies conducted by Bechara et al. (1994,2000,2002), and Maia et al. (2004). This may be due to the analytical nature of cognition taught in engineering courses. This type of cognitive style may reduce IGT net score as participants from engineering backgrounds make decisions with a more analytical approach rather than the explorative style necessary.

Future Work

Further research into why PDT students could verbalise the Advantageous strategy but fail to act on it is necessary. One suggestion for this could be Stanovich and Richard's (1993) theory of "Disrationalia" where seemingly clever people make irrational choices.

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Abstract title: Personality questionnaires in personnel selection: to what extent applicants fake and how effective are they at it?

One of the main objections to the use of personality questionnaires in personnel selection is their susceptibility to faking; i. e. responding which does not reflect the real estimation of candidate's personality but his willingness to

create a positive self-presentation. Research shows that this intentional response distortion does not influence construct or criterion validity of the personality questionnaires (Bradley & Haustein, 2006; Barrick & Mount, 1996), but lowers the quality and fairness of selection decisions (Rosse, Stecher, Miller & Levin, 1998). Since the problem of intentional response distortion on personality questionnaires is very important in personnel selection, the aim of this study is to determine the extent to which applicants in personnel selection fake on personality questionnaires and how effective are they at it.

Three independent samples participated in the study. All of the participants filled-in the five-factor personality questionnaire (IPIP-100) in one of the three motivational situations: honest responding (N=370), simulated (N=267) and real (N=602) selection situation for military pilot. In the situation of honest responding and simulated selection situation participants were students at the University of Zagreb, and they have filled-in the questionnaire during the class. While in the situation of honest responding participants were told to fill-in the questionnaire completely honestly, in the simulated selection situation participants were given instruction not to respond honestly but to present themselves as an ideal candidate for a military pilot. In the real selection situation participants were candidates for military pilot position, and they have filled-in the questionnaire within the standard selection test battery. In order to test the efficacy of faking, we have also collected the expert estimations (N=11) about the desired level of every personality dimension within the five-factor model that an ideal military pilot has to have.

In order to determine the extent to which candidates in a selection situation distort their answers on personality questionnaires, we compared the results of participants in the real selection situation with those in the situation of honest responding and the simulated selection situation.

Comparison of participants' results in the real selection situation with those in the situation of honest responding showed that candidates in the real selection situation present themselves more extraverted, more conscious, more emotionally stable and having a broader intellect. Considering that all the differences are statistically significant and have large effect sizes, we can conclude that they are probably not the result of real differences between two groups, but the result of intentional response distortion. Furthermore, comparison of participants' results in two selection situations showed that participants in the real selection situation present themselves as less emotionally stable, less conscious and having a broader intellect. These differences are also statistically significant and with large effect sizes, so we can conclude that candidates in the simulated selection situation distort their answers more on these personality dimensions than the candidates in the real selection situation.

In order to determine how effective candidates are at response distortion on personality questionnaires, we compared expert estimations about the desired level of every personality dimension in an ideal candidate for military pilot with participants' results in three motivational situations. Although personality profiles of participants in two selection situations are more similar to the profile of an ideal candidate for military pilot than the personality profile of participants in the situation of honest responding, both of these profiles are numerically different from the expert estimations profile. More precisely, candidates in two selection situations present themselves as less emotionally stable, more conscious and as having a narrower intellect.

Generally speaking, obtained results show that candidates in the real selection distort their responses on personality questionnaires, although they do it to a lesser extent than participants in the simulated selection situation. Although personality profiles in the real and the simulated selection situation do not correspond completely with the criterion expert profile, results suggest that candidates can, to a certain extent, distort their answers in the direction of a specific personality profile.

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Abstract title: Interrelation of Professional Achievement and Personal Values in Russian Sample of Employees.
Follow up study

Introduction

The main goal of personnel selection process is to ensure that the productivity of new hires will produce more value to the employer, which is one of the most accepted companies' values. However the integration of employees' and companies' values is not always gained. Values are widely considered a key ingredient of personality and professional development. The inability to realize personal values may lead to personality conflicts and difficulties in process of self-actualization. The significance of personal values may become more important in period of crises situations and economical instability. The research was aimed to investigate interrelation of professional

achievement and personal values and also to display peculiarities of values of employees with different type of career growth to predict their efficiency at the stage of selection process.

Method

The research consisted of 5 stages and continued for 5 years (2004-2009). It was conducted on the base of recruitment agency in Moscow (Russia), where applicants were explored and presented to customers. The initial sample consisted of 326 respondents (198 males and 128 females, age varied from 19 to 55). All the applicants represented 4 professional groups: sales, technics, administration and back-office, managers (in accordance with Machem classification). The second stage was executed on the customer's side after the trial period of the employed candidates (3 month). 141 candidates were employed by different companies and each of them filled in the Organizational socialization questionnaire ([1], [2]) and Professional vocalization inquirer for job satisfaction analysis ([3]). Meanwhile direct managers estimated newcomers efficiency by filling in the expert valuation report ([4], [5], [6]). The third stage was devoted to career growth estimation through the analysis of respondents' resumes and elaboration of Career Anchors test results ([7]). 86 people participated on this stage. The fourth stage of the research was carried in 2008 after 3-4 years of work in the definite company. 83 respondents passed 2 tests from the Values and Availabilities correspondence method. The fifth stage continued for 2009 and consisted of 2 methods – Meaning of life focus test and Self-actualization test ([10]). The sample on this stage included 65 respondents.

On the third stage of the research the sample was divided into two groups: 1) career successful employees; 2) career failures. Career successful employees were appointed in line with 4 parameters: 1) Vertical growth in one company for several years (9 respondents), 2) Vertical growth by change of employers (11 respondents), 3) Private business set-up (4 respondents), 4) Transfer from local to multinational company (2 respondents).

Results

1) The group analysis confirmed that structure of personal values proved to be different between career successful employees and career failures.

2) Career failures identify two unreachable values: fortune – 81% and creativity – 67%. Both values are indicated as very essential, but inaccessible, which leads to personality conflict. As the most valuable and accessible values this group defined tolerance, forgiveness, neighborly charity and belief in God. On the other hand career successful employees showed no personality conflicts and identified 3 most essential values such as honesty, integrity and strait speaking. These values are well-known as the most widespread and popular values of different companies ([9]).

3) Analysis of Meaning of life focus test and Self-actualization test showed that career successful employees demonstrate high professional realization and average level of self-actualization, lower than career failures in all professional groups, except managers. It means that job tasks variety influences positively on self-actualization process and leads to integration of professional development and personal self-actualization.

Discussion

The research results demonstrate dynamic relations between personal and professional development. Positive correlation can occur in case of personality conflicts absence and multifunctional job tasks and roles within one position. The capacity of personal values realization through job performance was proved by identification of the main essential values of career successful employees, which correspond with the most accepted companies' values. Value-based personnel selection process can identify individuals with the job-oriented values on the initial stage of recruitment. Those people have more chances to make personal career and become best performers in their professional areas.

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Abstract title: Assessing personality at work: Social desirability scales and item response latency as possible ways of coping with intentional response distortion

Many studies showed that it is possible to distort responses on a personality questionnaire in the desirable direction and that distortion is present in the context of personnel selection (e.g., Griffith, Chmielowski, & Yoshita, 2007). Although contradictory evidences exist regarding the influence of response distortion on the validity coefficients of personality questionnaires (Ones, Dilchert, Viswesvaran, & Judge, 2007), most of researchers agree that intentional response distortion influences selection decisions (Rose, Stecher, Miller, & Levin, 1998), i.e., lowers their validity and fairness.

Two possible ways of identifying applicants who distort their responses on personality questionnaires are social desirability scales and item response latencies. Two studies examining usefulness of these methods will be presented.

Study 1

Recently, Paulhus (2002) proposed a new social desirability model. According to that model, deliberate self-presentation in favorable light is not one- (unfavorable-favorable) but two-dimensional, and should be measured with two impression management scales differing in content. The first is the Communal Management scale which measures respondent's tendency for denying socially deviant impulses and claiming saint-like attributes and the second, Agentic Management scale, indicates the level of exaggeration of one's intellectual and social competency. The aim of the first study was to test whether new impression management scales (Paulhus, 2006) represent valid indicators of intentional response distortion on personality scales.

A within-subject design study was conducted during which 213 participants completed a five factor personality questionnaire and social desirability inventory, both in honest and "fake-good" conditions.

The results showed that both scales were sensitive to situational demands and, therefore could serve as response set measure. However, both impression management scales scores gained under "fake-good" condition weakly correlated with direct indicators of response distortion on personality scales, defined as difference scores between "faked" and honest responses on each trait. Moreover, correction for response distortion did not make "faked" personality scores more similar to those gained in honest condition. These results indicate that it is not justified to use results on these SD scales to correct results on personality scales, or exclude participants whose results indicate overly desirable responding.

Study 2

Another possible way of identifying applicants who distort their responses on personality questionnaires are their item response latencies. If personality questionnaires are computerised, this is easily accessible information. However, studies examining item response latency of participants who distorted their answers resulted in contradictory findings. While some indicated that it takes longer to distort responses, other showed shorter latencies under "fake good" conditions.

The aim of our study was to test the model of personality test item response dissimulation that was proposed by Holden and associates (1992). The model explains the processes beyond the differences in item response latencies between honest respondents and those who "fake" their responses. The basic assumptions of the model are that, while responding on a personality questionnaire, participants compare test items with their cognitive schema, and that there is an interaction between the schema and social desirability of a response. This interaction determines item response latency, and has an effect on within-individual and between-individuals level.

The study was conducted in two motivational conditions: honest (N=66) and "fake good" responding (N=56). In both situations an on-line version of personality questionnaire for measurement of five broad personality factors and two social desirability scales for measurement of self-deception and impression management were used. Out of seven scales, assumptions of the model on within-individual level were confirmed for the two (extraversion and impression management scales) and on between-individuals level for one scale (impression management scale). The results partially confirmed the model of personality questionnaire item response dissimulation and indicated the need for further studies.

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Team Organization and Team Climate

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Abstract title: Validation of a preliminary questionnaire of climate for innovation in Spanish

Introduction

Work climate have been identified as a relevant factor to foster the new ideas generation and their implementation (Rank, Pace & Frese, 2004). Based on the theory of group innovation (West, 1990), Anderson and West (1998) defined "climate for innovation" as shared perceptions of themembers of a work group about their vision, participative safety, task orientation and support for innovation; and they developed the team climate inventory (TCI) to measure these factors. The original English version of the TCI has been validated onto Taiwanese (Tseng, Lui & West, 2009), Norwegian (Mathisen et al., 2004), Swedish and Italian languages (see Mathisen & Einarsen, 2004 for a review), but a published version is not yet available in Spanish.

In addition, regarding to discriminant validity, differences between climate perceptions and attitudinal measures, such as satisfaction and commitment, have been suggested (James & Jones, 1974; Schneider, 1975; James & Sells, 1981; James & James, 1989). Parker et al. (2003) and Carr, et al. (2003) provides support for these propositions.

This paper addresses the construct and discriminant validity of a preliminary version of a questionnaire of climate for innovation in Spanish, based on West's four-factor theory of group innovation.

Method

An initial pool of 131 items was constructed and later reduced to 35 items, after work-group sessions and an expert judge's evaluation. Using a sample of 192 participants of a Chilean branch multinational IT-engineering company, the validity of a four-factor solution was tested through exploratory and confirmatory factor analysis. In addition, a scale of job satisfaction (three items) was included.

Results

Results suggested that a model of four correlated factors have the best fit indexes ($\chi^2/df = 1.932$, CFI = 0.944, TLI = 0.932, RMSEA = 0.072). The four- factors are vision ($\alpha = 0.841$), task orientation ($\alpha = 0.892$), support for innovation ($\alpha = 0.866$) and participative safety ($\alpha = 0.893$); with four item each one.

Regarding to the discriminant validity, four models were tested loading the items of satisfaction in each climate for innovation factor. A fifth model loaded the items of satisfaction as an independent factor. The results indicate that the model 5 presented the best fit indexes ($\chi^2/df = 1.660$, CFI = 0.953, TLI = 0.944, RMSEA = 0.061).

Discussion

The results indicate that in the sample of the present study, the preliminary version of a questionnaire of climate for innovation in Spanish has appropriate construct and reliability. Furthermore, as expected, climate perceptions and job satisfaction represent different psychological processes at work. Both findings let extend the generalization of the theory of group innovation.

One limitation of the study is that the sample size did not allow running exploratory and confirmatory analysis in different datasets (half-split method). Another limitation is related to the level of analysis of the climate for innovation; since climate for innovation has been defined as shared perception in a work group (Anderson & West, 1998), validity construct at collective level must be demonstrated. In order to achieve this, enough levels of within-agreement and aggregation reliability must be verified (Bliese, 2000; James et al., 2008). In addition, running confirmatory factor analysis in a team level sample could illuminate the feasibility of the climate for innovation as a collective construct.

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Abstract title: A Longitudinal Study of Leader-Member Exchange, Climate, Well-Being and Team Viability

Introduction

Past research about the functioning of work teams has looked at different antecedents and team processes that determine team effectiveness, mainly following Input-Process-Output model (Hackman, 1987). This model suggests four indicators of team effectiveness: team performance, team innovation, individual well-being, and team viability. While the first two have been widely studied, individual well-being and team viability have deserved considerably less attention in this area of research despite of being frequently highlighted as critical aspects of team effectiveness (Hyatt & Ruddy, 1997; Tekleab, Quigley, & Tesluk, 2009).

In the present study, we examine antecedents of individual well-being and team viability in terms of psychological well-being and propensity to leave the team using a longitudinal research design. We focus on the role of team leaders in these two outcomes since leaders have been argued to play a key role in achieving occupational well-being and team viability over time (Balkundi, Barsness, & Michael, 2009). We argue that the quality of the relationships that leaders' develop with their subordinates (LMX) impacts team effectiveness through climate that emerges in the team which in turn is related to psychological well-being and ultimately to team viability over a period of 12 months. Moreover, the present study suggests and examines selected variables also as unit level constructs and in this way it contributes to still scarce multilevel findings about unit well-being and unit-level withdrawal indicators (Balkundi et al., 2009; Tekleab et al., 2009).

Method

We used a two-wave longitudinal sample composed of 171 professionals (59.4% female) from Primary Health Care Units and Mental Health Care Units. Time lag between both measurement times was 12 months. Data on LMX and climate was collected at T1, whereas psychological well-being and propensity to leave the team were measured at T2. At the unit level of analysis, our sample comprised 30 units. The proposed hypotheses were tested by means of path analysis.

Results

At the individual level of analysis, our results showed that LMX was related to psychological support climate ($\beta = .66$; $p < .01$) and psychological goals climate ($\beta = .39$; $p < .01$). However, only psychological support climate was related to psychological well-being ($\beta = .30$; $p < .01$). In addition, psychological support climate was related to propensity to leave the team ($\beta = -.24$; $p < .01$). The final model yielded a satisfactory fit: $\chi^2(2) = 3.75$, $p = .15$; RMSEA = .07; .00 < RMSEA < .19; NFI = .98; CFI = 1; SRMR = .03.

At the team level of analysis, we found that unit LMX positively predicted unit support ($\beta = .84$; $p < .01$) and goals orientation climate ($\beta = .38$; $p < .05$). Moreover, unit support climate was related to unit well-being ($\beta = .70$; $p < .01$). The final model fitted the data well: $\chi^2(4) = 3.61$, $p = .23$; RMSEA = .00; .00 < RMSEA < .27; NFI = .94; CFI = .99; SRMR = .09.

Discussion

According to our results at both levels of analysis, interaction between leaders and their followers play a central role in climate perceptions, which in turn lead to better well-being over a period of 12 months. These findings are in line with Ilies, Morgeson, and Nahrgang (2005) who argue that leaders foster followers' well-being by providing atmosphere that conduce followers to the experiences of positive emotions. Moreover, in line with our

predictions, our results support the idea that positive perception of working atmosphere leads to lower propensity to leave the team (Parker et al., 2003). Therefore, despite of small sample size at both levels of analysis, our findings contribute to the understanding of psychological well-being and team viability in Health Care Units.

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Abstract title: The role of charismatic leadership and team reflexivity on team climate strength: A longitudinal study

Introduction

Recently, some authors have stressed that work teams with the same aggregate score on a climate facet can differ in the degree of within-team agreement in climate perceptions (climate strength). Interest on the climate strength study was aroused by both recent theoretical and conceptual works highlighting the role of the dispersion constructs in organizational psychology, such as Chan's typology of composition models (1998) and the dispersion theory and the typology of emergency models developed by Kozlowski and colleagues (Brown & Kozlowski, 1999; Kozlowski & Klein, 2000).

Although empirical research on the influence of climate strength on team processes and outcomes is still scarce, the few studies carried out on this topic point out the relevance of examining within-group homogeneity in team climate (Colquitt, Noe & Jackson, 2002; González-Romá, Fortes-Ferreira & Peiró, 2009; González-Romá, Peiró & Tordera, 2002; Moliner, Martínez-Tur, Peiró, Ramos & Cropanzano, 2005; Schneider, Salvaggio & Subirats, 2002). However, not much research has examined the antecedents of climate strength and the studies published are generally cross sectional (e.g., Dickson, Resick & Hanges, 2006; González-Romá et al., 2002; Zohar & Luria, 2004; Zohar & Tenne-Gazit, 2008).

The purpose of the present study is to analyze some of the potential antecedents of climate strength within teams. Using the interactionist approach of climate formation (Ashforth, 1985; Moran & Volkwein, 1992; Schneider & Reichers, 1983), this study, explores, through a longitudinal design, the role team reflexivity plays on the degree of within-team agreement in climate perceptions. Indeed, the more the team reflects on its performance, the more likely they'll share the meaning of their environment through this work-related interaction. Similarly, team reflexivity literature highlights that this collective ability of self-analysis doesn't usually happen spontaneously, it requires styles of leadership that create conditions to an open reflection about team strategies, goals and processes (West, 2000). Therefore, the present study explores the role of the charismatic leadership as a team reflexivity facilitating condition.

Lastly, some recent studies examined the role of the leader in the perception convergence between team members and confirmed the hypothesis of the influence of leadership on climate strength (González-Romá et al., 2002; Luria, 2008; Naumann & Bennett, 2000; Walumbwa, Wu & Orwa, 2008; Zohar & Luria, 2004; Zohar & Tenne-Gazit, 2008). However, the cross-sectional nature of the studies doesn't allow a more complete understanding of the dynamics operating within teams and promoting climate strength. On the other hand, social interaction between these team members and leadership coexist within teams (Luria, 2008). Therefore, the present study explores the mechanisms of mediation underlying the relationship between charismatic leadership and team climate strength, the team reflexivity suggested as the mediator variable.

Method

Data were collected at two measurement times from employees of 155 bank branches. The measures included in this study were the following: Climate Strength in four climate facets based on the competing values model of Quinn and colleagues (organizational support, innovation, goal achievement, and enabling formalization) was operationalized by means of the average deviation index; Team Reflexivity was measured by means of five items selected from West's (1994) Reflexivity Questionnaire; and Charismatic Leadership was measured by means of the Charisma subscale from Bass and Avolio's (1990) Transformational Leadership Questionnaire. The data were

analyzed by means of hierarchical multiple regression. In testing the mediation hypotheses, we followed the procedure suggested by Baron and Kenny (1986).

Results

Results indicated that team reflexivity was a predictor of the climate strength in the four team climate facets measured; showed empirical evidence favouring the role of the charismatic leadership as a team reflexivity facilitator; and showed that the influence of the charismatic leadership on the climate strength was mediated by the team reflexivity, when the facets of goal achievement and enabling formalization were taken in account.

Discussion

The present study contributed to clarify the potential explaining the climate strength antecedents, using as a starting point the interactionist approach. Team reflexivity as a qualified mean of social interaction has shown to be an important sense-making process in the studied work teams. Therefore, the results obtained support the notion that meaning is socially constructed (Ashforth, 1985; Moran & Volkwein, 1992; Schneider & Reichers, 1983). The results also show the importance of charismatic leadership in team reflexivity, and as far as we know, they are the first ones to empirically reveal the importance of this type of leadership for the development of the collective self-analysis ability. Additionally, the results achieved support the mediation model proposed for two of the climate facets (goal achievement climate and enabling formalization climate).

The present study contributes, this way, to deepen the study of the climate strength antecedents in teams while contributing to consolidate the recent investigation line that emphasizes the study of dispersion constructs in the organizational literature (Brown & Kozlowski, 1999; Chan, 1998; Kozlowski & Klein, 2000).

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Abstract title: Testing for the Factorial Structure of the Behavioral Trust Inventory (BTI)

Introduction

The present study is part of a larger research on trust that has a twofold purpose: to understand how trust develops within teams and organizations and to examine the way it is currently being measured. Trust was associated with a series of benefits at both organizational and group level (Dirks & Ferrin, 2002; Simons & Peterson, 2000; Kramer, 1999) and with increased individual and group performance (Dirks, 1999). However, there is little consensus among researchers as to what trust really is and how it should be measured (Lewicki & Bunker, 1995; McAllister, 1995; Mayer, Davis & Schoorman, 1995; Watson, 2005). This lack of agreement within the domain literature has caused great confusion in terms of definitions of the concept (Watson, 2005), a clear delimitation of its' antecedents and consequences (Mayer & Davis, 1999), and a misfit between trust conceptualizations and measurement (Gillespie, 2003). The intent of this study is to examine one of the better known and most commonly used trust instruments, the Behavioral Trust Inventory (BTI) (Gillespie, 2003). The original version of the BTI assesses one's disposition to become vulnerable to another and can be used to evaluate trust in management as well as trust in coworkers. The confirmatory and exploratory factor analysis revealed a two factor structure of the instrument, the factors being reliance on the others' competence and disclosure of personal relevant information (Gillespie, 2003). The Romanian adapted version of the BTI was tested to verify if this factorial structure has been maintained.

Method

Participants were 147 full time employees of a company in the chemical industry, located in Cluj Napoca. Structural Equation Modeling (SEM) was used to test both the structural model and the measurement model underlying the BTI. Analyses were conducted in multiple stages, using the EQS program (Bentler, 1992).

Results: The initial confirmatory factor analysis (CFA) procedures that were conducted did not support the hypothesized two factor structure reported by Gillespie (2003), neither for the shorter 10 item version, nor for the complete 15 item version of the instrument. None of the fit indices we tested presented adequate values compared to their cutoff points (Bryne, 2010), being consistent in reflecting an ill-fitting model. As a result, the focus of a second stage of the analysis was on identifying sources of model misspecification. An examination of the multivariate Lagrange Multiplier (LM) Chi-Square coefficients revealed an improvement in model fit after respecifying the model and adding an item cross-loading. Also, an important issue with the hypothesized model were a number of correlated measurement errors that could indicate further content related problems of the instrument.

Discussion

Both the confirmatory and exploratory factor analysis results suggest that the adapted version of the BTI that is currently being used in Romania, does not reflect the theoretical model the instrument was initially developed on. Rather than supporting the two factors structure, with reliance and disclosure as two dimensions of trust, the adapted version depicts trust as being a unidimensional construct. Moreover, in terms of item development there is some evidence of content overlapping that also affects the usage of this version and negatively impacts on the data collected with it and the conclusions one might draw from such data analysis. These initial results have determined us to continue the examination of this instrument and to verify these findings, using a larger sample that better suits SEM analysis.

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Abstract title: Job insecurity climate's influence on employees' job attitudes: Evidence from two European countries

In recent years, research has shown a growing interest in the study of job insecurity, understood as the concern about the future of one's job. Most of these studies have used a stress-theory approach, assuming that the psychological anticipation of a stressful event can be perceived as threatening as the event itself (Lazarus & Folkman, 1984). Thus, job insecurity is highlighted as a work stressor with detrimental consequences for employees (see Cheng & Chan, 2008; Sverke, Hellgren & Näswall, 2002). However, all this research has adopted an individual perspective, overlooking the influence of context. Yet, we cannot forget that individuals are embedded within groups and organizations that, in turn, influence them. Thus, behaviours and perceptions result from the combination between contextual and individual difference effects (Kozlowski & Klein, 2000).

Several authors have implicitly assumed that job insecurity contexts exist in some organizations where layoffs have occurred, although job insecurity climate has not been empirically examined (i.e. Brennan & Skarlicki, 2004). In this respect, it seems plausible to assume that individuals interact with other members of their organizations to seek information about employment policies and practices of the organization. So, perceptions of job insecurity could be exchanged among employees through these interactions; consequently, members of the organization could share their perceptions of job insecurity, with a collective perception or job insecurity climate emerging within the organization. Furthermore, as a stressful climate, job insecurity climate may influence employees' outcomes.

In this vein, the present study attempts to contribute to the study of job insecurity from a multilevel perspective. Thus, the aim of this article is to test the validity of job insecurity climate and to examine how job insecurity climate influences employees' attitudes.

Method

The sample was composed of 978 employees from two European countries: Spain (Nemployees=428; Norganizations=20) and Belgium (Nemployees=550; Norganizations=18). This sample was collected through a questionnaire, which was filled out in the presence of the researchers. Several analyses were computed to test our objective. Emergent group properties of job insecurity were examined through within-organization agreement (rwg(j) and ADM(j)) and between-organization variance (ANOVA). Furthermore, the reliability index was computed (ICC1 and ICC2) (Bliese, 2000). In order to examine consequences of job insecurity climate, multilevel random coefficient models (RCM) were computed.

Results

Results showed that individual ratings of job insecurity coalesce within Spanish and Belgian organizations. Both rwg(j) and ADM(j) values achieved their respective cut-off values. ANOVA showed significant differences among organizations, and ICC indexes were acceptable. Accordingly, the indexes obtained for the Spanish and Belgian samples permit us to aggregate the individual perceptions of job insecurity at the organizational level, in order to create the variable: job insecurity climate.

The results also confirm the negative influence of job insecurity climate on employees' attitudes. More specifically, the Spanish data pointed out that job insecurity climate is negatively and significantly related to employees' job satisfaction and organizational commitment, beyond the significant influence of job insecurity at the individual level. Nevertheless, the Belgian findings only showed significant relationships between job insecurity and outcomes.

Discussion

This study provides a new perspective to the literature on job insecurity, as the results support the tenet that job insecurity is not only an individual one, but also a collective one within an organization. Concretely, it suggests that employees share their perceptions of job insecurity in their organization; therefore, a job insecurity climate emerges. Furthermore, this study also evidences job insecurity climate's influence on employees' outcomes above and beyond individual job insecurity. Job insecurity climate seems to be perceived as a worker contextual stressor that negatively affects employees' job satisfaction and organizational commitment in the Spanish sample. The Belgian results showed that job insecurity negatively affected job satisfaction and organizational commitment. But, counter to expectations, this experience at the collective level in the organization did not present an influence beyond the one produced by individual experiences of the members. There are various ways to interpret our results. Some of them could be based on cultural or labour market differences, whereas others on the characteristics of sample or methodological aspects.

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Abstract title: Workaholism' puzzle: An exploration of a multi-dimensional structure of workaholism

Introduction

Work has always been one of the main domains of human lives across societies, nations and cultures (e.g. Blustein, 2006), however currently people spent more time than ever engaged in work (Porter, 2001). The term workaholism was first used in 1968 by Oates to describe uncontrollable need or compulsion to work continuously (Robinson, Flowers, & Carroll, 2001). Although it has become common and very popular term since then, scientific understanding of it is still quite limited. There is no consensus among researchers about its meaning. Most of the research consider facets of workaholism in isolation, however there are some voices that it should be treated as a syndrome (e.g. Aziz & Zickar, 2006; Burke, 2001; McMillan, Brady, O'Discroll, & March, 2002). There is also a problematic question whether workaholism is positive or negative in its nature (Burke, 1999). Some of researchers have suggested that different types of workaholics exist, each associated with different well-being indicators (e.g. Naughton, 1987; Scott, Moore, & Micelli, 1997).

The present study, part of a larger research program on workaholism, builds on previous work, as well as extends this work to new areas. The purpose was to empirically verify the multi-dimensional structure of workaholism proposed in the definition of Ng, Kelly, and Sorensen (2007) and to examine the types of workaholics that can differ in the quality of life.

Method

Data were collected from 137 Polish managers, MBA students and graduates using anonymous questionnaires. The following set of questionnaires that capture different facets of workaholism were used: Time Use Inventory (Malinowska, 2009); Workaholism Battery, (Spence & Robbins, 1992) in polish adaptation; Overworking scale (Paluchowski & Hornowska, 2007). To assess the quality of life Satisfaction with life domains (Czapiński, 2000) was used.

Results

The results of exploratory factor analysis indicated that workaholism has three-dimensional structure. The three factors included: (1): emotions toward work and work enjoyment, (2) basic assumption about work, drive to work, lack of control over work, and (3) the number of hours worked weekly. These factors are consistent with: (1) affective, (2) cognitive, and (3) behavioral dimensions and explained 49% of the total variance. The three dimensional structure of workaholism was also supported in confirmatory factor analysis. Clusters analysis revealed four profiles of workers, among them two types of workaholics which differ in the quality of life were identified.

Discussion

The findings of the current study support the usefulness of Ng, Feldman, and Sorensen' (2007) proposition and extend our understanding of workaholism conceptualized as a syndrome. Results provided strong evidence that workaholism is the underlying factor that creates affective, cognitive and behavioral manifestation. These three overarching dimensions have to be taken into account when exploring workaholism in future research. Consistent with the notion that different types of workaholism likely exist (Scott et al., 1997) these data showed that there is positive and negative workaholism pattern based on the assessment of satisfaction with life domains.

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Methodology, Diary Research

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Abstract title: Recovery from work-related stress: Two day-level studies

Introduction

Since the work of Meijman and Mulder (1998) it has been widely recognized that job demands are not necessarily negative for individuals if they have the opportunity to recover from the effort expended to meet those demands. The role of recovery on the stress-strain process can be understood from the perspective offered by the Conservation of Resources (COR) Theory (Hobfoll, 1998). According to COR theory, stress takes place when a person is threatened with resources loss, or failing gain of resources after effort expenditure. From this point of view, recovery processes could be considered as ways to restore exhausted resources or to gain new resources. There are different strategies through which people can feel recovered. For instance, studies on recovery have demonstrated that respites have positive effects on health (Westman & Eden, 1997). Moreover, researchers have considered talking about emotional experiences as a strategy that offers emotional recovery (e.g., Kallus, 2002). Despite the importance of these variables as recovery strategies, there is a lack of studies examining them on a daily basis. For this reason, in the first study, we examine the effects of different conditions that inhibit or enhance recovery (i.e., work pressure, recovery after breaks at work, and expression of emotions), and their impact on work-family balance and energy.

Apart from that, it is worth mentioning that of all the recovery strategies proposed in the literature, it has been demonstrated that psychological detachment from work is the most powerful (Siltaloppi, Kinnunen, & Feldt, 2009). In addition, it has been shown that role salience also contributes positively to psychological well-being (Martire, Stephens, & Townsend, 2000). In our second study, we propose work and home salience as a moderator on the relationship between psychological detachment from work and home and several outcomes. Through these two studies we contribute to research on the link between work and non-work domains by examining day-to-day variability in recovery variables that have not been widely studied.

Method

Employees from different organizations in Madrid (Spain) participated in the study. Data collectors directly explained the objectives of the research to those employees that agreed to participate. Study participants filled a general questionnaire and after that, they completed daily questionnaires three times a day (morning, afternoon and evening), during 5 consecutive working days.

Results

Study 1. Multilevel analyses showed that day-levels of work pressure and recovery after breaks at work significantly predicted WFC and exhaustion, and WFF and vigor, respectively. Moreover, expression of emotions, both at work and at home, was negatively related to WFC and positively related to WFF. Contrary to our expectations, expression of negative emotions at home was positively related to exhaustion.

Study 2. Results from multilevel analyses showed that detaching from home particularly helps individuals with low work role salience to perform better at work and reduce home-work interference. In contrast, detaching from work is especially important for individuals with high home role salience, increasing evening cognitive liveliness and reducing work-home interference.

Discussion

The overall pattern of these results suggests that recovery plays a crucial role on the stress-strain process. Findings from study 1 suggest the existence of negative and positive spirals between recovery inhibiting and enhancing conditions and work-family balance/well-being. Furthermore, in study 2, it is shown that role salience plays a role on the relationship between detachment and performance and well-being. All in all, our findings point out the benefits of recovery from work and non-work domains. Theoretical and practical implications are discussed.

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Abstract title: Workplace diversity and psychosocial work characteristics as predictors of job

Immigrant and ethnic minority workers have become a significant part of the US workforce. In 2009, African Americans, Latinos and Asians accounted for about 25% of the workforce (Bureau of Labor Statistics, 2009). While racial/ethnic diversity in the workplace has been examined in the management and organizational behavior literature (e.g. van Knippenberg, De Dreu, & Homan, 2004; Williams & O'Reilly, 1998), its impacts on worker health have not been well-understood. In this study, we explore the relationships among workplace diversity, workers' race/ethnicity, and worker well-being while accounting for psychosocial work characteristics at the worker, the job, and the facility level.

We surveyed 383 warehouse workers (White=204, African American=94, Latino=63, and other=22) in 69 jobs (e.g. assembly line jobs, stocking, delivery) who worked in 9 facilities throughout the Eastern United States. The majority of the workers were men. Latino workers were less educated than African American and White workers and had worked for the company for a shorter period of time. White workers had a lower BMI and smoked more often than did minority and immigrant workers. Differences in these socio-demographics were controlled for in all analyses.

To define workplace diversity we used proportional similarity as an individual-level construct that represents the extent to which one is similar to others in a group (Tsui, Egan, & 1 Co-authors of this study are: Catherine A. Heaney, PhD and Kaori Fujishiro, PhD. Funding for the original study was provided by NIOSH, grant number: 5 R01 OH03914-03. O'Reilly, 1992). The proportional similarity approach assumes that it is not the diversity of a group per se that is important but being similar to others in the group (Williams & Meân, 2004). In our study proportional similarity was defined as the proportion of coworkers within the same facility who are of the same race/ethnicity as the respondent.

Psychosocial work characteristics included coworker support (worker level), job control, workload, objectively measured physical demands (job level), and management fairness (facility level) (American Conference of Governmental Industrial Hygienists, 2001; Fujishiro, 2005; Hurrell & McLaney, 1988). Worker well-being was assessed in terms of job satisfaction and low back health. Job satisfaction was measured by self-report (Hurrell & McLaney, 1988). Low back health was measured with a lumbar motion monitor that retrieves physiological data on low back functioning (Marras, Fathallah, Miller, Davis, & Mirka, 1992). The perfectly hierarchical structure of our data with 383 workers who are nested within 69 jobs that are nested within 9 facilities allowed us to apply multilevel analysis (Raudenbush & Bryk, 2002). We ran two separate models on job satisfaction and low back health.

For job satisfaction the multilevel analysis reveals that Latino workers are generally more satisfied with their jobs. White workers experience high job satisfaction only when their proportional similarity is high, that is, when they work in a facility with a large proportion of White coworkers. For African American workers proportional similarity is not related with job satisfaction. The model further reveals that coworker support is significantly associated with job satisfaction at the worker level. At the job level workload is negatively and job control is positively associated with job satisfaction. Finally, at the facility level fair management is positively associated with job satisfaction.

For low back health, the multilevel analysis reveals that Latino workers have worse low back health than White workers. Among Latino and African American workers, an increase in proportional similarity is associated with better low back health, whereas for White workers low back health decreases as proportional similarity increases. Again, coworker support is significantly associated with low back health at the worker level. The study suggests that psychosocial work characteristics are important for job satisfaction not only at the worker level but also at the job and facility levels. For proportional similarity we find different effects for the three racial/ethnic groups. While an increase of proportional similarity increases job satisfaction among White worker this is not the case for African American and Latino workers. Empirical studies tend to show that negative reactions to racial/ethnic dissimilarity are greater for Whites than for racial/ethnic minorities. For example, Tsui et

al. (1992) and Mueller, Finley, Iverson, and Price (1999) found that racial dissimilarity was associated with lower commitment and lower intention to stay only for White workers, but not for racial minorities. Surprisingly, for low back health we find opposite effects: For White workers low back health decreases as proportional similarity increases. In facilities with a high proportion of racial/ethnic minority workers, White workers may be less likely to perform demanding tasks and are possibly more likely to have better working conditions as they belong to the more privileged majority group. This could explain the decrease of low back health when the proportion of minority workers is small: In these facilities White workers may need to perform the more demanding and straining tasks themselves. The meaning of proportional similarity for different racial/ethnic groups of workers with regard to these differential associations with job satisfaction and low back health will be further discussed.

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Abstract title: An exploratory study of trust in team colleagues using a grounded theory approach

Introduction

When studying work teams, understanding the phenomena which determine or influence the cooperation among individuals is essential. Among them, trust has received sustained attention in research literature, as it enables cooperative human actions (McKnight, Cummings, & Chervany, 1995), generally influencing group processes (Deutsch, 1973; Gambetta, 1988; Dirks, 1999; Dirks & Ferrin, 1998), and behavior (Golembiewsky & McConkie, 1975).

Having been studied in very different contexts and at different levels of analysis (Costa, 2003), consent regarding what trust really is or regarding trust formation, manifestation and outcomes, is difficult to attain (Lewicki & Bunker, 1996). An analysis of the literature highlights the need for an integrative theory and definition of trust in order to further advance the empirical research (Costa, 2004; Ebert, 2007). Despite this general agreement, the existent reviews seem to have little impact on the empirical research conducted so far. One way of understanding why this happens is by examining those characteristics of trust that are reported in these reviews as agreed upon in most studies: the complex, dynamic and contextual character of trust.

The examination of the existing theoretical propositions shows that these three characteristics are rarely taken into consideration, never exhaustively, and that none of them is reflected in the way research on trust has been conducted. In spite of the complexity of trust, researchers tend to develop narrow, theory driven, conceptualizations of it, with limited scope, in order to be able to fit it to their research type (McKnight & Chervany, 2002; McKnight, Cummings, & Chervany, 1995). Thus far, there is little research that takes into consideration the contextual factors, there are few naturalistic explorations of trust in real-life settings (Kramer, 2006) and few studies that take into consideration trust dynamic.

Moreover, when scientific usage and definitions of the same term are divergent, such as in the case of trust, it is

recommended that, instead of using existent theoretical conceptualizations, researchers should revisit the way the term is being used and experienced in the everyday life (McKnight, Cummings, & Chervany, 1995; McKnight & Chervany, 2002).

Taking on this recommendation, the aim of our study was to produce rich and faithful accounts and descriptions of the way trust has emerged, developed and was experienced in student work teams. We focused our research on the way team members grew to trust other members of their group while working on a task that created great interdependence, and the way they had experienced the process. In doing so, we have acknowledged the contextual, complex and dynamic character of trust and developed a qualitative research methodology able to address it properly, the grounded theory approach.

Method

The study included nine participants. Because we used the emergent design, each interview oriented the following one and we stopped interviewing when codes derived in the analysis became saturated in data. All participants were students at a bachelor level, women, 20 - 22 years old, and have all been members in different work teams during the organizational psychology research project.

In-depth interviews were conducted individually with each of the nine participants. Interview duration ranged from 27 minutes to 49 minutes. Transcripts were coded independently by two of the researchers using grounded theory techniques. These ensured a systematic analytic approach in condensing the verbal material contained in the transcripts.

Results

Open and axial coding led to identifying nine categories of codes describing trust experience in the student research teams. Later, a model of trust formation was proposed based on the way the participants described their own experience of trust. Two main aspects are emphasized by the research findings: the importance of implicit information processing in trust formation, and the dynamic character of trust formation.

Discussion

Most of the approaches in this field are theory driven and based on explicit measures using pre-existing scales (Wietoff & Lewicki, 2005). The approach we have undertaken takes on a different direction, from group members' experiences to theory formation. The added value of this type of approach is demonstrated by the results obtained. Although they are consistent with existing research in this field, our findings also succeed to shed light on some less addressed issues related to trust in work groups: the implicit processing, relations between relationship-based trust and competency-based trust, issues related to the permanent need for evaluating the trust relationship, the spiral-type dynamic of trust formation and evolution.

Our findings are at this stage limited to the population of female psychology students in their final year, participating in group projects during the Organizational Psychology course. As we acknowledge the possible implications of participants groups' characteristics, we intend to invest further efforts in the replication and validation of these findings.

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Abstract title: Healthy and Effective or Effective and Healthy Teams? Following the Longitudinal Input-Mediator-Output-Input

One of the most widely supported processes for explaining team effectiveness is based on the I-M-O-I (Input-Mediator-Output-Input) approach (Ilgen, Hollenbeck, Johnson & Jundt, 2005). The I-M-O-I approach explains that effective teams follow the subsequent process: first, antecedent factors (Inputs) enable or constrain team members' interaction. These inputs include team member characteristics, team-level factors, and organizational and contextual factors. After that, members' interaction generates team emergent states (Mediators). These mediators include collective states of a cognitive, affective and motivational nature. Consequently, teams depending on inputs and emergent states are able to achieve team effectiveness (Outputs). This includes any outcome that is important for the team's future, such as performance outcomes, meeting team needs or viability (Kozlowski & Ilgen, 2006). Finally, the outputs probably become the inputs that produce a reversed influence on future emergent states and/or inputs. Thus, the I-M-O-I approach suggests that team effectiveness, as a complex issue should be studied in a specific context (Mathieu, Maynard, Rapp & Gilson, 2008).

Following the I-M-O-I approach, this study focuses on the specific context of service organizations with the aim of studying service effectiveness longitudinally. More particularly, it tests whether it is possible that when organizations allocate Inputs (e.g. organizational facilitators) for service-oriented teams, then members' interaction generates Mediators (e.g. positive emergent states, such as collective vigor and service competence), which in turn enhance specific Outputs (e.g. service effectiveness reported by customers). This study also discusses whether service effectiveness produces reversed effects on service-oriented teams (future Inputs and Mediators).

Method

A sample was collected from 53 Spanish hotels and restaurants. Data was aggregated from 256 service-oriented workers and 530 customers at Time 1 and 470 new customers at Time 2. Different aggregation indices were calculated in order to justify aggregating individual responses: Intraclass correlations (ICCs) (Bliese, 2000) and the average deviation index (AD M (J)) (Burke, Finkelstein & Dusig, 1999). Additionally, team-level internal consistence (Cronbach's α) was calculated for all the scales using the average item response per team as the input. Once intra-group reliability and internal consistence (ICC1, AD M (J) and α) had been calculated, MANOVAs were run in order to measure the non-dependence between teams. Pearson correlation analyses were then conducted to obtain more basic insight into the data. Finally, structural equation modeling (SEM) was run to test the longitudinal relationships. To do so, various competing models were compared simultaneously.

Results

Results showed that the reciprocal model (It includes temporal stabilities and synchronous effects of variables over time and cross-lagged structural paths from Time 1 to Time 2 following the normal direction of causation and the reverse causation) was the best model because $\Delta \chi^2$ highlights that it fits the data better.

Specifically, organizational facilitators at Time 1 were found to have a significant normal effect on service effectiveness at Time 2 ($\gamma = .31$, $p < .05$). This confirms Hypothesis 1, which proposed that organizational facilitators would be positively related to service effectiveness. In addition, a significant reverse effect was found. The reverse effect from service effectiveness at Time 1 to positive emergent states at Time 2 ($\beta = .30$, $p < .05$). This confirms Hypothesis 6, which proposed that service effectiveness would have any reverse relationship with positive emergent states (see Figure 2).

Discussion

Organizational facilitators (Inputs) become the key for developing future effective teams as regards services reported by customers (Outputs). At the same time, teams that are effective in services produce teams that will be healthy in the future in terms of experiencing positive affective-motivational and cognitive-competent states (Mediators).

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Abstract title: How Far Do Employee Personality and Company Performance Predict Job Insecurity?

Introduction

Layoffs are frequently announced due to a company's precarious economic situation (e.g., De Meuse, Bergmann, Vanderheiden, & Roraff, 2004). This might reasonably be a predictor of job insecurity, that is, a person's "perception of a potential threat to continuity in his or her current job" (Heaney, Israel, & House, 1994, p. 1431). However, most studies excluded companies' economic situation as a source of job insecurity variance and measured job insecurity only in a single company (e.g., Adkins, Werbel, & Farh, 2001) or aggregated data over companies (e.g., Mak & Mueller, 2000). Hence, little is known about the relationship between a company's economic situation and individual job insecurity (with the exception of Probst, 2003; Roskies, Louis-Guerin, & Fournier, 1993).

What is more, personality variables may be an important subjective source of job insecurity variance, too. When studies on job insecurity controlled for personality variables like negative affectivity or locus of control, the effects of job insecurity diminished greatly or even disappeared (e.g., Näswall, Sverke, & Hellgren, 2005). Hence, job insecurity and personality seem to share a great deal of variance.

Furthermore, there is an ongoing debate on whether job insecurity reflects rather objective or subjective aspects (see, e.g., Klandermans, Klein Hesselink, & van Vuuren, in press). Hence, our study intended to examine in how far rather objective and rather subjective drivers, especially personality, contribute to the fact that a person feels job insecure, thereby using a multi-level perspective for the first time.

Method

Participants were 783 employees from 55 companies in Switzerland. Using online questionnaires, we assessed personality variables, various demographics and job characteristics as controls with validated scales. Job insecurity was measured with Borg's (1992) four-item cognitive job insecurity scale. All Cronbach's alphas were beyond .81. Additionally, another person belonging to the management of each company rated several company performance indicators, being in part based on van Dyck, Frese, Baer, and Sonnentag (2005).

Results

Hierarchical linear modelling showed that between-employee variation accounted for 85% and between-company variation accounted for 15% of the total variance. External locus of control and negative affectivity were positively, and positive affectivity was negatively related to individual job insecurity, above the effects of the controls. At the company level, retro- and prospective negative impact by the financial crisis was positively related to individual job insecurity.

Discussion

The results show that job insecurity has both objective and subjective variance components, but at the same time underline the notion that it is a highly individual-level and subjective phenomenon: Between-company differences only accounted for 13% of the variance. The findings challenge past research, as they shed light on the issue what exactly we catch when measuring individual job insecurity.

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Organizational Change

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Abstract title: Organizational identification and organizational change

We examine the role of organizational identification in the context of organizational change from the perspective of the social identity approach. As the members of an organization are crucial for successfully changing organizations, we suggest, that identification should foster evaluating the change in a positive way and to be ready for changing the organization. To test our model we collected longitudinal data from employees in a German public organization that went through a change process (N= 166).

According to the hypotheses readiness for change mediates the relationship between organizational identification and positive evaluations of the change process outcomes.

Organizational level variables and individual level variables (culture of change and coping with change) moderate the relationship between organizational identification and readiness for change. High moderator values strengthen the relationship between organizational identification and readiness for organizational change.

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Abstract title: Which Union Members Could Make A Difference? Development Of A New Union Citizenship Behaviours' Scale

Introduction

Unions have a core role to protect individual and collective interests and increase bargaining power with to employer, and they could be a change agent in organizational context. However, the participation and experience of union members varies greatly. For instance, strikers may participate in protest meetings, or even stay at home or go shopping.

Several dimensions of union participation have been identified in the literature: (a) McShane (1986) distinguish in meeting, voting and administrative participation, (b) Kelly and Kelly (1994) distinguishes in easy participation (only limited effort activities) and difficult participation (demanding activities), (c) Kelloway et al. (1995) distinguishes in formal activities (attending union meetings and holding union office) and informal activities (discussing union issues with colleagues, reading union literature, helping in union campaigns and militant action during strikes), and (d) the McLean Parks et al. (1995) distinction in administrative, intermittent and supportive factor related to participation dimensions. The present work is a preliminary validation study of a new measure of active union citizenship behaviours. The measure focuses on union citizenship behaviours as discretionary of members who involve themselves actively in union activities.

Method

A questionnaire was completed by 729 members of the three major Italian trade unions during union conferences, union managing board's meeting and training courses organized by unions or within waiting rooms of union service offices. An Active Union Citizenship Behaviours' scale has been created on the basis of previous interviews, which asked delegates for list own typical behaviours that characterize themselves as activist union members. Respondents were required to answer on 5-point Likert scale (1 = never and 5 = very often) regarding union behaviours done during the past 12 months. The same version of scale has been collected in member holding an union role (N=445), active members group, and in member without an union role (N=284) simple members group.

Results

The scale showed good internal consistency (Cronbach's α). Confirmatory Factor Analysis with maximum likelihood estimation confirmed a second-order factor solution (active union citizenship behaviours) and three correlated first-order factors: helping behaviours, admiration behaviours and participation behaviours. The results showed that convergent validity was achieved. The fit of indices was excellent ($\chi^2 = 6,17$; $df = 6$; $p = .40$; CFI= 1; NNFI= .99; RMSEA= .01). Correlational analyses showed a positive relation with union instrumentality, union commitment and extrinsic job dissatisfaction. In contrast to active members group, the simple members group did not show significant estimates of factor loadings, covariances, variances and the statistics of fit were also poor. The multi-group CFA (active vs. simple members) showed significant differences between models ($p < .001$).

Discussion. The results of this preliminary study of the active union citizenship behaviours' (AUCB) scale support its dimensionality and validity. The findings regarding active union citizenship behaviours and their antecedents could be of interest to union leaders in order to differentiate union policy between active and simple union members, so as to satisfy different needs and increase the general union consensus in the workplace.

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Abstract title: Job Insecurity and organizational downsizing: facing the threat of losing important features of one's job

Introduction

The global economy is just struggling to recover from a recession, which affected companies as well as states, and consequently also individuals. At the organizational level, companies have various means to cope with the economic challenges, one is to reduce their workforce. At the individual level, the prospect of involuntarily losing one's job often results in feelings of job insecurity. Perceived job insecurity has been related to a wide variety of organisational as well as individual outcomes such as worse psychological health (Sverke & Hellgren, 2002). In the presented research the effects of perceived job insecurity are the focus, specifically, the underlying mechanisms that mediate between job insecurity and negative individual outcomes. Some authors (e.g. De Witte, 1999) suggest that the experience of job insecurity can be paralleled to the experience of unemployment, because similar to unemployment, job insecurity might threaten the gain of certain rewards associated with employment. According to the latent deprivation model (Jahoda, 1982) besides providing with a financial income employment also provides with access to five latent benefits (time-structure, activity, collective purpose, social contacts and societal status). These latent benefits have repeatedly been found to explain differences in psychological health, f.e. between unemployed persons who are moonlighting or not (Šverko, Galić, Seršić, & Galešić, 2008), and between blue and white collar workers (Batinic, Selenko, Stiglbauer, & Paul, 2010) among others. We propose that job-insecurity not only threatens one financial future but also the future access to these latent benefits. By threatening the access to the latent benefits, job insecurity might lead to bad psychological health.

Method

The data of an online-three-wave study (n = 152) was used to analyse the hypothesis. Job insecurity was measured using a short version of the Borg Job insecurity scale (Borg & Elizur, 1992; alpha = .90). Psychological Health was measured using the General Health Questionnaire (Goldberg, 1972; alpha = .90). The latent benefits of work were assessed the Latent and Manifest Benefit scale developed by Muller, Creed, Waters, and Machin (2005) (alpha's for six subscales ranging from .88 to .92).

Results

The data was analysed cross-sectionally as well as longitudinally. Estimations of the indirect effect of job insecurity on psychological health using bootstrapping technique indicated a significant mediation through the latent benefits at two of three measurement points. Specifically, persons who perceived more job insecurity indicated less activity which was related to less psychological health. Cross-lagged SEM was used to test for the mediation along the three measurement points. Model comparisons favour an effect from job insecurity on latent benefits and health rather than the other way around (χ^2 (2425) = 4455.16, $p < .01$, CMIN/df = 1.83, RMSEA = .07).

Discussion

The presented research indicates that part of the worse psychological health among persons who are insecure about their job can be explained by Jahoda's Latent Deprivation Theory (Jahoda, 1982). Currently a second study is underway, involving employees of a construction company confronted with a real threat to their job security by organisational down-sizing. Generally, this endeavour fits into our general aim to explore the nature employment as a continuous state that a person can have access to in varying degrees.

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Abstract title: Does coaching work? Effects of coaching on life satisfaction, positive affectivity and work engagement

Introduction

Coaching has flourished in the last years leading to a 'coaching boom' in organizations (Hamlin, Ellinger, & Beattie, 2009). About 1 billion dollars per annum are spent on coaching with about 40.000 coaches working worldwide (Shuit, 2005) and 25% to 40% of US Fortune 500 companies hire executive coaches (Palmer, 2003). Although coaching associations have been formed to establish quality standards (Hamlin et al., 2009), little research has systematically investigated effects of coaching to underline these postulated standards.

Coaching research can be integrated into the field of positive psychology (Kaufmann, & Scoular, 2004). Seligman and Csikszentmihalyi (2000) have suggested that positive psychology at the subjective level concerns valued experiences or resources in the past, present and future. Drawing upon this, coaching interventions should help coaching clients to activate personal resources in the past, present and future. In line with conservation of resources theory (Hobfoll, 2002) these resources should lead to improved well-being, such as life satisfaction, positive affectivity (Diener, Suh, Lucas, & Smith, 1999; Sin, & Lyubomirsky, 2009), and work engagement (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

In the present study I wanted to extend existing coaching research by systematically evaluating effects of online coaching, focusing on specific direct and interaction effects of time and coaching intervention on life satisfaction, positive affectivity and work engagement. As research on happiness interventions (Seligman, Steen, Park, & Peterson, 2005) suggests that personality might influence persons' reactions, I also included neuroticism and extraversion.

Method

The study represented a control-group field experiment with a reversal design. Data was collected before and after coaching. In line with Seligman's and Csikszentmihalyi's (2000) three coaching interventions were designed: to activate (a) hope and optimism for the future (future condition), (b) past resources (past condition) and (c) present resources (present condition). In addition, (d) placebo (placebo condition) and (e) control group data (control condition) were assessed.

In March 2010 we started to advertise our coaching program and research project in the media and at public events within the context of positive psychology. At the same time online registration opened for 10 days. Altogether, 952 persons registered and filled in the first online survey, self-evaluating their life satisfaction, affectivity, work engagement, extraversion and neuroticism. After registration, participants were randomly assigned to the study conditions (a-d). Control group data were assessed with a convenient sample (e.g. colleagues, friends). Few days after registration the first part of the coaching intervention was sent participants by email. The second part was distributed one week later. Mid-April, three weeks after distribution of the second coaching intervention, participants were again asked to rate their life satisfaction, affectivity and work engagement.

Altogether, follow-up data of 572 respondents were included in the analysis, indicating a response rate of 56,63 %. Participants were randomly assigned to the study conditions: (a) future (N=149), (b) past (N=117), (c) present (N=121) and (d) placebo (N=127). The control group consisted of 58 participants. Of the participants, 448 were women (78.3%) and 100 men (17.5%) and 24 persons (4.2%) did not indicate their sex. Of the participants, 14.9% were under 29 years, 24.5% between 30 and 39 years, 31.6% between 40 and 49 years, 25.2% over 50 years old and 3.8% did not answer this question.

Results

I calculated ANOVAs with repeated measures which showed direct effects of time, meaning that participants significantly improved their life satisfaction $F(1, 567)=28.183$, $p<.001$, $\eta^2=.047$, positive affectivity $F(1, 567)=32.141$, $p<.001$, $\eta^2=.054$, and work engagement $F(1, 567)=9.977$; $p<.01$, $\eta^2=.017$. Analyses of time x treatment interactions revealed none significant effects with reference to life satisfaction $F(4, 567)=1.720$, $p=.144$, $\eta^2=.012$, positive affectivity $F(4, 567)=1.121$, $p=.345$, $\eta^2=.008$ and marginally significant effects referring to work engagement $F(4, 567)=2.066$, $p=.084$, $\eta^2=.014$.

To check whether coaching effects were stronger for participants with low or high levels of neuroticism and extraversion, I ran additional ANOVAs with repeated measures. Referring to positive affectivity $F(1, 562)=10.858$; $p<.01$, $\eta^2=.019$ and work engagement $F(1, 562)=5.578$; $p<.05$, $\eta^2=.010$ significant 2-way interactions showed that people with low levels of extraversion benefitted most of the coaching interventions. No significant 2-way interaction was found for life satisfaction.

Discussion

In line with positive psychology and conservation of resources theory these results underline the benefit of coaching by showing positive effects on life satisfaction, positive affectivity and work engagement. Additionally, results indicate that also online coaching is beneficial for persons with coaching enquiries. Moreover, in terms of positive affectivity and work engagement it is especially useful for clients with low levels of extraversion. Although the effect size for work engagement seems to be rather small at first sight, it should be considered that each employee's work engagement spreads around (Bakker, & Xanthopoulou, 2009) and may contribute to performance and organizational success. To conclude, organizations should consider if online coaching could be a reasonable supplement and in some case an alternative to face-to-face coaching.

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Abstract title: Does low burnout and high work engagement always go hand in hand? In search of typical and atypical level and change patterns in longitudinal data

Introduction

Serious stress syndrome burnout was presented in the psychological literature in the mid-1970s (Maslach, Leiter, & Schaufeli, 2009). Over 20 years later, its theoretical antipode – work engagement – was introduced (Maslach & Leiter, 1997; Schaufeli, Salanova, Gonzáles-Romá, & Bakker, 2002). Despite the growing research interest in burnout and work engagement, their polarity remains unclear insofar as the negative intercorrelations of the concepts have varied from weak to strong. These mixed results may stem from the fact that the previous results have relied mainly on cross-sectional data and a variable-focused approach. Such an approach fails to take into account that several distinct change patterns may be simultaneously in operation at the investigated population. Thus, a longitudinal person-centered approach is needed to find groups of employees with similar mean levels and changes in burnout and work engagement over time. This approach also has the potential to answer the crucial question presented in the burnout-engagement literature

(see Bakker, Schaufeli, Leiter, & Taris, 2008): What are the long-term consequences of high levels of work engagement – does it lead to burnout?

The purpose of the present two-year follow-up study is to fill this gap in burnout and work engagement research. First, we applied a person-oriented approach with longitudinal data (see Laursen & Hoff, 2006), i.e., the objective was to find naturally occurring groups of employees with similar mean levels and changes of their occupational well-being over time. Specifically, we aimed at identifying heterogeneous change in burnout and work engagement over time, which would enable us to explore patterns of stability or change in individuals' burnout and work engagement. Second, the antecedents of burnout and work engagement were sought in the relevant factors of present-day working life, i.e., perceived job insecurity and actualized job changes (i.e., periods of unemployment, voluntary change of job).

Method

Participants and procedure

The two-wave longitudinal data for the study were obtained from membership registers of two Finnish national trade unions. The criteria for selection as a target person were a managerial position and age (35 years or younger). A postal questionnaire was sent to the target individuals' home addresses in 2006. In this first study phase, 933 questionnaires were returned. After omitting those who were not in a managerial position or in employment ($n = 186$), the final sample size was 747. Thus, the response rate was 43.4%. Two years later, questionnaires were sent to only those persons who participated in the study at Time 1 and had given their consent to take part in the follow-up study ($n = 621$). In the second phase, 433 returned a completed questionnaire yielding a response rate of 69.7%. The present study is based on the answers of the persons who participated in both phases of the study ($N = 433$).

Measures

Burnout was measured by using the Bergen Burnout Indicator 15 (BBI-15; Näätänen, Aro, Matthiesen, & Salmela-Aro, 2003). Work engagement was assessed with the 9-item version of the Utrecht Work Engagement Scale (UWES-9; Schaufeli, Bakker & Salanova, 2006, see also Schaufeli et al., 2002). Perceived job insecurity was measured by two dichotomous single questions by which the participants evaluated whether their current employment situation was stable or not (0 = stable, 1 = unstable) or whether there was a possibility for redundancy (0 = no, 1 = yes) (see Hyvönen, Mäkikangas, Kinnunen, Ruoppila, & Feldt, 2008). Actualized job changes were measured at Time 2 by two dichotomous variables (no/yes) in regards to whether or not over the past two years a participant had experienced a period of unemployment or changed one's job voluntarily (see Jokinen, Mäkikangas, Feldt, Kinnunen, & Hyvönen, 2007).

Analysis strategy

Firstly, Growth Mixture Modeling (GMM) was used to investigate whether it was possible statistically to identify naturally occurring homogeneous latent classes differing in their level and rate of growth in burnout and work engagement (see Muthén, 2001; Muthén & Muthén, 1998–2005). The GMM was performed by using the Mplus statistical package (Version 5.1; Muthén & Muthén, 1998–2005). Secondly, after identifying the latent classes of burnout and work engagement, differences between the classes were sought in perceived job insecurity and actualized job changes. Thirdly, the associations between the best-fitting latent classes of burnout and work engagement were investigated using cross-tabulation based on posterior class probabilities to estimate the joint frequency distribution for the burnout and work engagement latent classes.

Results

The person-oriented approach with Growth Mixture Modeling revealed altogether four latent classes for burnout and six latent classes for work engagement that differed from each other in their mean level and in change in their mean level over time. Nearly two-thirds of the managers were located in favorable classes of burnout (burnout low at both measurement times, 64%) and work engagement (work engagement high at both measurement times, 60%). The results further showed that 47.3% of the participants who belonged to the "low stable burnout" class belonged simultaneously to the "high stable work engagement" class. Perceived job security, voluntary job change and re-employment after unemployment were typical characteristics in the favorable burnout and work engagement classes, whereas perceived job insecurity was typically reported in the classes characterized by increased burnout and decreased work engagement.

Discussion

In the light of the present study, it can be concluded that burnout and work engagement represent different well-being states, that typically manifest themselves as opposites. However, subgroups of employees were also found for whom burnout and work engagement were not such mutually exclusive. Instead of investigating the antecedents of burnout and work engagement on the level of the whole sample, it would be more fruitful in future studies to concentrate on exploring the antecedents of different subgroups. In addition, the adverse effects on well-being of perceived job insecurity, clearly found in this study, were independent of the participants' background variables. This job demand was equally harmful from the viewpoint of both burnout and work engagement. For this reason, it is important that interventions (including, for example, open and honest communication during organizational change) with the aim of reducing the negative effects of job insecurity should be further developed. In sum, low burnout and high work engagement seem quite often, but not always, to go hand in hand.

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Evidence-Based Management

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Abstract title: Transforming retiring experts' embodied knowledge into embedded organizational knowledge

Introduction

Workforce is aging and in many Western countries a substantial amount of skillful experts are retiring in the near future. In Finland, baby boomers will start their retirement mainly in 2010. Therefore, the challenge of managing the change in organizational knowledge and competence structure will become reality very soon. Although the change in personnel offers an opportunity for organizations to renew their knowledge and competence base, there is a threat that organizations will lose a lot of non-replaceable knowledge and competences when experts retire (Slagter 2007). This knowledge includes both technical expertise and knowledge on social context (e.g. contacts, networks) (Haarmann et al. 2009).

Tasks that require specialized expertise are often crucial for knowledge-intensive organizations. The business opportunities and organizational performance are based on specialized expertise developed over time through work experience. Knowledge-intensive organizations are often heavily dependent on their key individuals, e.g. knowledgeable experts. Knowledge of experts is usually embodied into experts themselves. Knowledge is where the expert is. Unfortunately, this kind of expertise is often difficult to capture and document or even communicate to other people (Karhu 2002). This is due to the difficulty of articulating such knowledge. Tacit and embodied knowledge of experts can be challenging to share (Haldin-Herrgard 2000, Cummings & Teng 2003) or receive (Szulanski 1996).

The organization (or an employer) is usually aware of the retirement of an expert in advance. This provides an opportunity for the organization to plan how to 1) identify and recognize the knowledge and expertise which should remain in the organization when the expert retires, and 2) develop and implement methods and practices which support preserving of retiring expert's knowledge and competence in the organization.

Method

This research explores how organizations identify knowledge that is worth preserving when experts retire, and what kinds of approaches or methods are successful in preserving knowledge of retiring experts. The research is conducted applying the case study method (Eisenhardt 1989). The "case" in this study refers to the "retirement process of an expert". Data collection is carried out primarily by interviewing the retiring expert, his/her successor, their supervisor, and a representative from HR-department. In each case, 4-6 thematic interviews will be conducted. Altogether 60 cases will be studied in years 2010-2011. Data is analyzed following the content analysis approach (Silverman 1993).

Results

The study is still in progress, and the results are preliminary. However, the results indicate that to some extent the knowledge of a retiring expert can be embedded into organization's knowledge base. This requires systematic planning, resources (time, opportunities, and support) and cooperation. The most commonly used methods to preserve retiring expert's knowledge are social and based on human interaction (e.g. mentoring and early recruitment). Documentation of expert knowledge is used less frequently.

Discussion

Employee turnover and new employees offer an opportunity for organizations to renew and critically analyze their knowledge and competence base. However, this may cause a failure in organizational knowledge accumulation if not planned and prepared carefully. This study is expected to provide knowledge that is applicable in organizations in more general level as well. Results will provide new understanding on how organizations and their members can preserve and share expert knowledge that is often tacit by its nature and embodied into experts. This kind of information helps HR personnel and managers of expert teams and organizations manage their knowledge and competence resources more systematically.

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Abstract title: Relationship between HR practices and employee performance: the mediating effect of perceptions, psychological contract reciprocity and job satisfaction at two levels of analysis

Introduction

Human Resource Management has a strong influence on perceptions, cognitions and attitudes shared by employees. Organizational characteristics influence on climate emergence and shared attitudes of employees (Klein & Kozlowski, 2000). These attitudes influence on organizational and individual performance. Ostroff and Bowen (2000) theoretical model proposed that HR practices are related to organizational performance by means of psychological climate, attitudes and psychological contract (among others) at the individual level. In addition, they also suggest that these relationships could be replicated at the organizational level. Thus, HR practices are related to organizational performance by means of climate, normative contracts and attitudes (among others) at organizational level. Specifically, we analyze the mediating effect of psychological climate of job autonomy and supervisor social support, reciprocity of psychological contract and job satisfaction on the relationship between HR practices and two indicators of employee performance (absenteeism and perceived employee performance). Since job autonomy has been largely related to employee performance (i.e. Kalbers and Cenker, 2008), we analyse a partial mediating effect of job satisfaction on the relationship between job autonomy and employee performance. Our aim is to provide an integrative view of relationships among human resource practices, psychological climate of job autonomy and supervisor support, reciprocity of psychological contract, job satisfaction and performance with two indicators: perceived employee performance and absenteeism at the levels individual. Then, we tested this model at the organizational level based on compositional level (Chan, 1998). Therefore, we test a homologous model of the mediating effects of reciprocity of psychological contract, climate and attitudes on the relationship of HR practices and performance

Method

We used a sample composed of 5,345 employees from 218 organizations from three sectors: food industry, retail, and education. The organizations belonged to 7 different countries (Sweden, Germany, Netherlands, Belgium, United Kingdom, Spain and Israel). We tested proposed model based by means of SEM at individual level and path analysis at organizational level due to constraints of our sample. Based on composition models (Chan, 1998), we aggregate all these constructs at organizational level finding adequate ADI, ICC1 and ICC2 scores.

Results

At the individual level of analysis, our results showed that HR practices were related to employee performance indicators by means of mediating effects of job satisfaction, reciprocity of psychological contract informed by employee and psychological climate of autonomy and supervisor support. The final model yielded a satisfactory fit: $\chi^2(199) = 2217.884$, $p = .00$; $RMSEA = .05$; $.05 < RMSEA < .06$; $NNFI = .96$; $CFI = .98$; $SRMR = .06$. Chi-square index is sensitive to sample size, so that the probability of rejecting a hypothesized model increases as sample size increases (e.g. Jöreskog, 1993; Tanaka, 1993).

At the organizational level of analysis, we found that HR practices were related to organizational performance indicators by means of mediating effects of collective job satisfaction, shared reciprocity of psychological contract informed by employee and climate of autonomy and supervisor support. The final model fitted the data well: $\chi^2(9) = 18.335$, $p = .00$; $RMSEA = .65$; $.01 < RMSEA < .11$; $NNFI = .96$; $CFI = .98$; $SRMR = .06$.

Discussion

According to our results at both levels of analysis, autonomy, supervisor social support, reciprocity of psychological contract mediate the relationship between HR practices and job satisfaction. Psychological climate and reciprocity are related to absenteeism and employee performance by means of mediating effect of job satisfaction. Climate facets' and shared reciprocity are related to absenteeism and employee performance by means of mediating effects of job satisfaction. Then, we provide empirical support of Ostroff and Bowen (2000) theoretical model.

Therefore, our findings contribute to the understanding of the importance of employee perceptions and attitudes to analyse the relationship between HR practices and performance not only at the individual level but also at organizational level.

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Abstract title: Organizational Participation and Influence of Russian Employers and Employees

Introduction

There are a variety of theories and opinions about employee's satisfaction and organizational climate and the quality of management-employee relations as it's outcomes but they are remains not enough investigated, especially in Russia. Our research unit (Research Unit of the Dept. of Organizational Psychology, Saint-Petersburg State University, Russia) focuses on the question, what kind of effects has participation and influence of Russian managers and subordinates on their well-being and satisfaction. We are going to investigate the attitudes of Russian employers and employees to organizational participation and influence, to explore the main issues, which are discussed in different Russian companies. What kind of forms of participation in organizations we have in Russia and does the effects of participation on satisfaction and performance varied according to the form of participation. We supposed that different organizational and business processes inside the companies, the type of organizational culture, a set of the main issues and a broad range of personal variables (from biographic data to personality features) can affect the level of participation of workers in organizations, their desire and willingness to participate and influence. We also supposed that there must be a relation between the main issues in companies and the dominant forms of participation and also between the main issues and the level of satisfaction, well-being of employees (on the example of Russian companies).

As theoretical frame for our approach we apply the theory of G. Yukl (Yukl, G., et al. (1993)) about influence behavior, Deci & Ryan's Self Determination Theory (SDT) (Ryan, R. M., & Deci, E. L. (2000)), and the theory about the structure of psychological well-being by C. Ryff (Ryff, C., & Keyes, C. (1995)) (mentioned above theories have been used by our Danish colleagues from University of Aarhus in elaboration their own Questionnaire on participation).

For our research we used a new questionnaire developed by our Danish colleagues (Research Unit LINOR, Department of Psychology, University of Aarhus, Denmark) to examine participation and influence processes. To evaluate the importance of personality variables for the employees' actual participation and desires to participate in organizational matters we took the following questionnaires: 1) the "Influence Behavior Questionnaire" by Yukl, G., 2) "Participation Questionnaire LO" by research Unit LINOR, University of Aarhus, Denmark, and 3) "Basic Psychological Needs Scale" by Deci, E. L., & Ryan, R. M.

In the first pilot questionnaire study about 50 employees from different professional spheres and different companies took part. These are people from 22 to 35 years old, and the time of their working within their professional field in their companies from 2 to 5 years. By the correlation analysis we derived the following causality between personality variables from mentioned above questionnaires (correlations are significant at the 0.01 level).

1. The more the person experiences that he has influence on different organizational matters: the more influence he would like to have on them ($r = 0,559$, $p \leq 0,01$); the more he is ready to accept different professional tasks with influence on and responsibility for the areas ($r = 0,422$, $p \leq 0,01$); and the more he satisfied with his current working conditions ($r = 0,474$, $p \leq 0,01$). Also we elicited the compliance between such influence tactic as "consultation" and willingness to participate ($r = 0,406$, $p \leq 0,05$). The more often the manager uses this tactic with his subordinates the more willingness to participate they have.

2. The more the person himself or through others uses his opportunities for influence on different organizational

matters: the more influence he would like to have on them ($r = 0,575$, $p \leq 0,01$); the more he is ready to accept different professional tasks with influence on and responsibility for the areas ($r = 0,396$, $p \leq 0,01$); and the more he satisfied with his current working conditions ($r = 0,349$, $p \leq 0,05$). Here also was derived the following compliance – the more the manager uses such influence tactic as “consultation” with his subordinates the more the person uses his opportunity to participate, and to influence ($r = 0,372$, $p \leq 0,05$), and the more his need in relatedness is satisfied ($r = 0,380$, $p \leq 0,05$).

3. The more the person is satisfied with his job the more satisfied his basic needs at work, such as “competence” ($r = 0,545$, $p \leq 0,05$), “relatedness” ($r = 0,465$, $p \leq 0,01$); and “autonomy” ($r = 0,463$, $p \leq 0,01$). The more often the manager uses such influence tactics with his subordinates as “rational persuasion” ($r = 0,408$, $p \leq 0,01$), “appraising” ($r = 0,465$, $p \leq 0,01$), “collaboration” ($r = 0,431$, $p \leq 0,01$), and “consultation” ($r = 0,592$, $p \leq 0,01$), the more the person is satisfied with his work.

These are only the results from the first pilot research of the first stage of our research project. We have also collected the data from 50 managers about the main issues which are discussed in companies, and now we are making an analysis of it. Now we are planning to start the second stage of our research project. We are going to extent our research and to collect more data on personality variables and the main issues from more than 500 subordinates and managers from different companies.

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Abstract title: Employees' Perceptions and Stereotypes of Women Managers

Percentage of women managers on a world scale remains smaller (approximately 30% for the EU27 countries), in comparison with that of men managers and with the total female presence in the labour market. The gender role stereotypes are one of the main factors that generate barriers to the career development of women, and influence the specific way people perceive women managers.

The purpose of the empirical study is to analyze the specificities of stereotype and perception of woman manager, prevailing in Bulgarian employees, in comparison with those of man manager and to determine their mutual influence.

The research problem is up to date, because underestimation and loss of talented professionals, just because of their gender, impedes the optimal and effective organizational performance in actual conditions of high competency between companies and recent economic crisis.

The topic is not sufficiently explored in Bulgaria; therefore we based hypotheses on results of foreign researches.

Method

Participants

Thirty two experts took part in the first research stage. We applied the following criteria for selection of the experts: Master degree in Work and Organizational Psychology, work practice as a human resources specialist or an experience in a managerial position.

A random sample of 751 employees in state and private organizations participated in the second stage of the investigation. Participants (345 women, 406 men, Mage = 36 years, age range: 20–70 years) took part in the study anonymously.

Materials and Procedure

In the first stage of the study, we applied an interview for investigation of characteristics of the ideal manager. Participants–experts determined 21 basic characteristics of the ideal manager.

In the second research stage, we distributed a questionnaire for evaluation of perceptions and stereotypes of woman and man managers. The questionnaire contained four identical 7-point bipolar scales with 21 antonymous couples of the indicated adjectives that describe different characteristics of the ideal manager. Participants–employees expressed their opinion about the direct supervisor woman/man and the typical woman/man manager.

Both samples participated in the research off the work site, in order to avoid distortion of results.

Results

The statistical elaboration of study's data required the application of the Two Related-Samples Tests and the One-Way ANOVA model.

Cited analyses showed that participants evaluated stereotype of woman manager higher than stereotype of man manager, according to some gender typified characteristics: They consider women managers as more charismatic, sociable, organized, flexible, responsible, tolerant, exigent and physically attractive than men managers.

We did not determine any difference between employees' perceptions of woman and man direct supervisors.

There was a mutual influence between stereotypes of woman and man managers and corresponding perceptions of direct supervisors from both genders.

It resulted that employees' gender, education degree, and residence influenced on stereotypes of woman and man managers, but did not influence on perceptions of them: Women, employees with secondary education and citizens of a smaller town evaluated stereotypes of managers of both genders more favourably than other subgroups.

Analyses revealed that the level of perceived physical attractiveness influenced on perceptions of woman and man managers: Participants evaluated higher the attractive direct supervisors.

The results supported some of the hypotheses, but also showed series of peculiarities, related to the Bulgarian sample of employees.

Discussion

On the base of the obtained results we could summarize that there are not revealed any negative prejudices towards professional capabilities of women managers. The presented results may reflect the existence of a traditional positive attitude of Bulgarians towards women in a position of responsibility. They could also be related to modernization processes in organizational life that postulate the work competence as a basic value and the gender loses its importance.

Future investigations could expand present research, including samples of business partners and human resources experts. It could also be a base for study of other factors of influence in career development of women, except for gender role stereotypes: The organizational and personal factors.

Policy makers could take into consideration the results obtained. The policy towards women's professional advancement should emphasize on the stimulation of their individual aspirations to perform a managerial activity, by means of implementation of specialized training programmes with focus on motivation for achievement and a confidence in self-effectiveness.

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Workplace Safety

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Abstract title: Examining longitudinal relations in workplace bullying research: Findings from four longitudinal studies

Introduction

Most empirical evidence about the antecedents and consequences of bullying has been based on cross-sectional designs, which does not permit conclusions in terms of causality (Rodríguez-Muñoz et al., 2009). Thus, very little is known about the extent to which work characteristics predict bullying, as well as how bullying is related to well-being over time. Following the work environment hypothesis (Einarsen, 2000) work characteristics are considered to be antecedents of workplace bullying (i.e., normal causation). Similarly, bullying has been defined as a stressor with negative consequences for both the individual and the organization (e.g., Bowling & Beehr, 2006). However, as with other forms of occupational stress, apart from normal causal relationships, other forms such as reversed and reciprocal causal influences of well-being on workplace bullying may also be plausible (De Jonge et al., 2001; Zapf et al, 1996).

The aim of this research was to explore the cross-lagged relationships between (1) job characteristics and bullying, as well as between (2) bullying and job-related well-being. In sum, this study aims to increase our knowledge about bullying associations with other variables over time, thus addressing an important limitation of previous research in this field. We hypothesized that Time 1 Job demands and resources will have lagged effects on Time 2 workplace bullying, as well as bullying at Time 1 will have lagged effects on job-related well-being at Time 2 (normal causation model). We will compare this model with alternative models which propose different causal directions among the study variables. Based on findings from previous research, we expected that the normal causation model will present the best fit to the data.

Method

Our hypotheses were examined in four longitudinal studies with full two-wave panel designs. The first sample was composed by 177 employees from a large organisation with headquarters in Belgium (time lag: one year). The second sample includes 165 participants from two telecommunications companies from Spain (time lag: one year). The data of the third (312 employees) and the fourth (369 employees) study were obtained from organizations in Belgium (time lag of six months and two years, respectively). As there is little uniformity in the recommendations concerning the length of the time lags, we applied different time lags in our studies. In this way, we wanted to explore the short-term relations of bullying with job characteristic and job-related well-being, as well as its long-term associations.

Results

First, regarding the relationship between job characteristics and bullying at work, results of structural equation modelling analyses showed that T1 job demands ($\beta = .19, p < .01$) and T1 job resources ($\beta = -.23, p < .01$) were related to T2 target's experiences of bullying. There was no cross-lagged effect for perpetrators' experiences of bullying. In addition, in the Spanish sample we found T1 overload predicted T2 bullying ($\beta = .10, p < .05$). In both samples, we found support for a normal causation model with cross-lagged paths from Time 1 job demands and resources to Time 2 bullying, rather than the alternative models causation.

Second, in the association of bullying with job-related well-being we also found support for a normal causation model. Specifically, it was found that T1 bullying predicted T2 dedication ($\beta = -.19, p < .01$) in Study 3, and T2 job satisfaction ($\beta = -.09, p < .05$) in Study 4. There was no significant cross-lagged effect of job-related well-being on bullying at work.

Discussion

Overall, the present findings suggest that normal causation model is the best for understanding the relations of bullying with job characteristics and job-related well-being over time. Findings from study 1 and 2 suggest that targets' experiences of bullying are predicted by high job demands and low job resources. Thus, according to present findings theoretical models postulating a causal link between work characteristics and bullying are adequate. In the same vein, results from study 3 and 4 suggest that bullying can be considered as a cause, rather than a consequence of job-related well-being.

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Abstract title: Work and Non- work Life Balance and its Relation to Career Satisfaction

The relation between work and non-work life get attention from the researchers in the last years. Work and non-work life balance is individuals' subjective perception, individuals' thinking that work for which they get paid and "the rest of life" outside work become integrated. The life domains are defined as: work, family and individual.

Our research focused on the relation between life domains and career satisfaction, and the role of the balance in this relation. In the study, the balance between work and non-work life is measured in two dimensions: General perception of balance and life domains intervention. The relation of work and non-work life balance on career satisfaction was investigated. Career satisfaction is defined as the satisfaction level of the person to reach his career objectives.

The research data was collected from 303 employees from international road transportation sector. It was found that, work and family life demands increase the life domains intervention. On the other hand, work and non-work life balance does not mediate the relation between life domains and career satisfaction. While the general perception of balance increases career satisfaction, the life domains intervention influences negatively career satisfaction. These results emphasize the importance of work and non-work life balance for individuals and corporations.

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Abstract title: Theoretical frameworks explaining being a target or perpetrator of workplace bullying: the Job Demand Control Model

Introduction

Studies in the realm of bullying research about antecedents have mostly been inspired by the 'work environment hypothesis' (Leymann, 1996). This hypothesis refers to the widely accepted assumption that workplace bullying can be attributed to a stressful work environment. Studies in this area are however bound to theoretical and methodological constraints. As respects theory, most studies to date have remained rather descriptive or explorative. They have produced a broad list of potential antecedents, such as role conflict, job insecurity, and social support (e.g. Notelaers, De Witte, & Einarsen, in press). They have moreover inspired the development of various new and specific bullying models. The problem with these models is that they are either fairly complex or general, but difficult to test empirically, due to an exhaustive list of included antecedents or a lack of clear-cut definitions of the antecedents. In addition, most studies have been focused upon being a target of bullying and little is known about factors that may trigger bullying enactment by perpetrators. Therefore, the current study aims (a) to test whether a well-established stress theory, the Job Demand Control Model ('JDC Model'; Karasek, 1979), may be applied to workplace bullying and (b) to investigate targets as well as perpetrators of bullying. Based on empirical as well as theoretical arguments to integrate workplace bullying as a potential stress outcome in the JDC Model, we hypothesize:

Hypothesis 1: Workload is positively related to being a target/perpetrator of workplace bullying.

Hypothesis 2: Autonomy is negatively related to being a target/perpetrator of workplace bullying.

Hypothesis 3: There is an interaction effect between workload and autonomy with regard to being a target/perpetrator of workplace bullying. The association between workload and workplace bullying will be higher under the condition of low autonomy.

Method

Our hypotheses were examined in two studies. In study 1, we tested whether the JDC-model can be applied to targets of bullying in two cross-sectional matched samples of Spanish and Belgian blue collar industry workers. Participants of the Spanish sample were 319 industry workers from 11 organizations. Regarding the Belgian respondents, a matched subsample was drawn from the Belgian DIOVA data (N = 8440). The subsample consisted of 319 industry workers, employed at five organisations. In study 2, our hypotheses were investigated for targets and perpetrators in a complete panel two-wave design (Taris, 2000). More specifically, employees from establishments of two large organisations with headquarters in Belgium were sampled over a six month period. Our longitudinal sample consists of 357 respondents.

Results

In study 1 focussing on targets in a cross-sectional matched samples, hierarchical regression analyses revealed a positive effect of workload, a negative effect of autonomy, and a significant interaction in the Spanish sample. The relationship between workload and bullying is stronger under the condition of low autonomy. In the Belgian sample, results show a positive main effect of workload and a significant workload-autonomy interaction effect in accordance with the JDC Model.

In study 2 focussing on targets and perpetrators in a two-wave longitudinal design, hierarchical regression analyses revealed lagged main effects of workload and autonomy for being a target, and interaction effects for being a perpetrator. In particular, Time 1 workload was positively and Time 1 job autonomy negatively associated with being a target at Time 2. Job autonomy at Time 1 reduced the positive relationship between workload at Time 1 and being a perpetrator at Time 2. Additional tests for the reversed hypotheses (Zapf, Dorman, & Frese, 1996) revealed no lagged effects of bullying on job characteristics.

Discussion

Overall, our findings suggest that Karasek's JDC Model may be extended to workplace bullying as a form of social behavioral strain: workload and autonomy are valuable predictors of (later) workplace bullying, both from the perspective of the target and the perpetrator. These findings enhance research in the realm of bullying at work by introducing a well-established theoretical framework to account for the relationship between job stressors and bullying. Our findings furthermore underline that workload and autonomy encourage being a target versus being perpetrator through different processes: the threshold for being a perpetrator (autonomy and workload) seems to be higher than the threshold for being a target (autonomy or workload).

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Abstract title: The bullying phenomenon and its socio-organisational and cultural factors

Introduction

In recent years the problem of bullying has become a subject of increased attention within social, legal and scientific circles. The author has been researching the problem of bullying in the Polish workplace for more than six years. The author has proposed her own model, definition and methodology for diagnosing the phenomenon mentioned above. The researcher's meta-hypothesis may be summarised that bullying in the workplace occurs in a particular, facilitating socio-organisational and cultural context.

Method

The authors empirical work on bullying phenomenon started with an exploratory research (2004/5), based on the semi-structured interviews with the bullying victims. The access to a big number of bullying victims was due to the authors engagement in the works of a Polish anti - bullying society. The empirical material gained that way, supported by vast exploration of the international bullying literature, resulted in the construction of the psychological tool for bullying diagnosing.

The original psychometrical tool, called SDM questionnaire went through relevancy analyses (panel of experts) as well as and reliability analysis (experimental research on the sample N=367, 2006) and proved to have very good statistical parameters. The questionnaire consists of 2 main scales: Scale of mobbing behaviours (43 items) and a Scale of victims feeling and interpretations (21 items). The scale of mobbing behaviours consists of three subscales, formed on the basis of factor analysis: a subscale for isolating and intimidating actions (20 items, α Cronbach: 0.927), a subscale for humiliating, ridiculing and compromising actions (16 items, α Cronbach: 0.932), and a subscale for actions hindering a completion of professional tasks (7 items, α Cronbach: 0.803). The home-grown questionnaire has a set of instructions enclosed for the interviewees together with an answer sheet attached directly to the questions. All the items are close-ended questions. Unlike Leymann's questionnaire (cf. Leymann, 1990), the original tool uses a five-point, ordinal answer scale reflecting the frequency of behaviours, from 'never' to 'very often'.

Next the author culturally adapted the Rosenstiel and Boegel (1992) Questionnaire of Organizational Climate (61 items from the original questionnaire were left, consisting six scales, whose accuracy measured by Cronbach's α ranges between 0.81 and 0.92) and created some scales of social and organizational factors (factor and accuracy analyses conducted, accuracy measured in Cronbach's α ranges from 0.83 to 0.98). Finally, the author conducted a vast research project on socio-organizational and cultural bullying factors, with the use of the tools mentioned above.

Sample: The main study (2007/8) was carried out in a city of Wrocław and the surrounding. The heterogeneous sample (N=465) was selected from working adults of both sex, various age, different working sectors, positions, as well as various work experience. The questionnaires were voluntary and anonymous, respondents were examined individually and in groups, always accompanied by a psychologist, and outside the potentially threatening workplace.

Main results

The results of the study made it possible to confirm the hypothesis on the significance of social, cultural and organisational factors contributing to bullying in the workplace. The results of the research indicate very significant and quite strong correlations between bullying and socio organisational and organisational culture's factors. The research has shown that bullying was most frequently associated with organisations characterised by poor flow of information, inappropriate communication, pervading organisational chaos and an unclear system of delegating tasks, management style not focused on employees, inadequate assessment and appraisal as well as a tendency to ignore or conceal conflicts. Cultural factors connected with the potential victim's attitude to the

organisation's code of practice and objectives were also significant. In most cases, the people falling prey to bullying were the ones who did not accept the organisation's norms and patterns of behaviour or who did not identify themselves with the organisation's objectives.

Discussion

Researching and diagnosing bullying in the workplace is a difficult task due to many methodological, psychological, social, organizational and legal reasons. The very nature of the phenomenon itself, which is mainly subjective, intangible, interactive, heterogenic and changing in time and socio-cultural context – makes the work of the researcher challenging enough. Moreover there are differences between various approaches, definitions and methodology used for bullying detection, along with the moral and ethical problems connected with conducting the bullying research. Any bullying researcher should also be aware of the cultural differences as well as other limitations connected with the diagnostic tools and research process itself while dealing with the problem of workplace bullying. Nevertheless dealing with bullying subject is worth the effort of any researcher, as it is a problem of a great social meaning, being a very destructive pathology of a high prevalence in various cultural and organisational contexts.

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Abstract title: The Differential Effect of Personal and Social Power on Strength and Strain

Introduction

Powerful people, for example managers, have been shown to be effective self-regulators (e.g., Guinote, 2007). However, does having power always improve one's self-control and make one feel fit and energetic? Probably not, because power also enhances disinhibited, social behavior (Keltner, Gruenfeld, & Anderson, 2003) and powerful positions often include a high work load and high accountability that lead to exhaustion and burnout (Hall, Frink, Ferris, Hochwarter, Kacmar, & Bown, 2003; Lovelace, Manz, & Alves, 2007;

Wolverton, Gmelch, Wolverton, & Sarros, 1999). On the other hand, power can also improve self-control, increase resources, and reduce stress (Hochwälder, 2007; Hochwälder & Brucefors, 2005; Smith, Jostmann, Galinsky, & van Dijk, 2008). Based on recent theorizing, we distinguish between social power (power over people) and personal power (freedom from others; Lammers, Stoker, & Stapel, 2009). We argue that the amount as well as the type of power affect how people regulate themselves, which, in turn, should impact their strength to self-regulate and their strain from doing so.

In line with Ryan and Deci (2008), we distinguish between autonomous, self-integrated and self-determined, and controlled, externally induced, forms of self-regulation. Personal power is connected with independence and self-interest (Lammers et al., 2009). This focus on own goals and neglect of external influences should increase autonomous and decrease controlled self-regulation. Social power is connected with interdependence and responsibility (Lammers et al., 2009). This sensitivity to external influences should increase controlled self-regulation. But social power also promotes feelings of control and choice (Fast, Gruenfeld, Sivanathan, & Galinsky, 2009; Galinsky, Magee, Gruenfeld, Whitson, & Liljenquist, 2008), which enhance the internalization of goals and behavior. This increases autonomous self-regulation. In sum, autonomous self-regulation should be increased by both forms of power, while controlled self-regulation should be decreased by personal power and increased by social power.

Generally, autonomous self-regulation replenishes or helps to conserve self-regulatory resources, whereas controlled self-regulation depletes them (Moller, Deci, & Ryan, 2006; Muraven, 2008; Muraven, Gagné, & Rosman, 2008; Ryan & Deci, 2008; Ryan & Frederick, 1997). Consequently, it was expected that personal power – associated with high levels of autonomous and low levels of controlled self-regulation – increases self-regulatory strength and self-control performance and decreases exhaustion and strain. Moreover, social power – associated with high levels of autonomous and controlled self-regulation – increases self-regulatory strength, but also increases strain and exhaustion. Two studies tested the hypothesis that personal and social power have parallel effects on self-regulatory strength and opposite effects on resource exhaustion.

Study 1

Participants (N = 80) were primed with personal or social power and then performed a behavioral measure of self-control – the no-blink task. Participants were asked to refrain from blinking for two minutes. Inhibiting the automatic impulse to blink requires self-regulatory resources. The number of blinks served as a measure of self-control. After the no-blink task, participants reported their feeling of exhaustion. As expected, participants primed with social or personal power performed better on this behavioral self-control task than control group participants. Moreover, participants primed with social power felt more exhausted after controlling themselves than participants primed with personal power.

Study 2

The relations between type of power, autonomous and controlled self-regulation, and self-regulatory resources were investigated in existing power relationships in a field study. Participants (N = 412) reported their feelings of having personal and social power at work, their amount of autonomous and controlled forms of self-regulation at work, and their self-regulatory strength and exhaustion. As predicted, personal power was positively related to autonomous self-regulation and self-regulatory strength and was negatively related to controlled self-regulation and exhaustion. Social power correlated positively with both forms of self-regulation as well as strength and strain. Although the cross-sectional design allows no causal interpretation, a mediational analysis was run to test whether the two forms of self-regulation could mediate the relation between power and self-regulation. The results showed that autonomous and controlled self-regulation partially mediated all effects of personal and social power on self-regulatory strength and strain.

Discussion

In sum, the two studies support the hypothesis that both forms of power increase self-regulatory strength, but have differential effects on strain and exhaustion. Moreover, the results support the assumption that differences in self-regulation mediate the effect of power on strength and strain. The results presented in this paper are consistent with recent research showing that lacking power impairs performance on tasks requiring self-regulatory resources (Guinote, 2007; Smith et al., 2008) and can help to explain the superior goal striving of the powerful (Chen, Lee-Chai, & Bargh, 2001; Guinote, 2007). Our results lead to the same conclusions as findings on and theorizing about the differential effects of power on assertive action in different cultures (Zhong, Magee, Maddux, & Galinsky, 2006). Examining the different forms of power and their effects on self-regulation helps to explain the various faces of power. This has implications for the self-management of managers, occupational health, and empowerment approaches.

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