

## Industrial and Organizational Psychology

### INVITED ADDRESS

#### IA074

#### Psychology and Safety Practice: How can we psychologists contribute to safety?

**Shigeru Haga** *Rikkyo University, Japan*

Safety is the second most basic human need after physiological needs. Both society and individuals want safer food, transportation, medical treatment, work, and life. While science and technology have partially made natural disasters more controllable and predictable, they have created new life-threatening risks. How can we psychologists contribute to preventing accidents and promoting safety? Experimental psychologists have applied their methodology to investigate attention and human errors. Social psychologists have been studying risk acceptance and risk communication. Psychometricians have developed scales to measure safety attitudes and safety culture. They have also proposed structural equation models to explain causal relationship among factors leading to either safe or risky behavior. However, we have contributed little to safety management, which is now thought to be the most important safety practice. I will discuss limitations of traditional methodologies in psychology in studying safety management and propose a possible psychological approach for effective safety practices.

#### IA075

#### Contributions of Work and Organizational Psychology to Wellbeing and Performance at Work: a Multilevel Approach

**Jose M Peiro** *University of Valencia, Spain*

Work and Organizational Psychology since its origins has made significant contributions to the enhancement of employees' wellbeing and performance. A balance of both outcomes is essential for sustainable wellbeing at work. The operationalizations of these two important outcomes and the analysis of their antecedents have been mainly approached from an individual perspective. Changes in the work systems and an increased complexity of sociotechnical systems have stimulated a multilevel perspective with new theoretical and methodological insights. A review of these trends and their recent developments will be presented. New research avenues and challenges will also be pointed out.

#### IA076

#### Work engagement: A useful construct for occupational health in the 21st century?

**Wilmar B Schaufeli** *Leuven University & Utrecht University, Netherlands*

Despite its name, occupational health is traditionally concerned with ill-health and unwell-being. Its focus is almost exclusively on the negative aspects of employee behavior in organizations. Since the emergence of positive psychology this traditional negative approach is supplemented by an emphasis on human strength and optimal functioning in organizations. This presentation focuses on work engagement, one of the key-concepts of positive occupational health psychology that is defined as a positive state of fulfillment that is characterized by vigor, dedication, and absorption. In this invited address the concept of work engagement is discussed, and a state-of-the-art overview is presented of research findings on the topic. Attention is also given to interventions to promote work engagement, both at the individual as well as the organizational level. By doing so the practical relevance of work engagement is illustrated for a 21st century positive occupational health psychology.

### INVITED SYMPOSIUM

#### IS071

#### The Social Context of Burnout

**Organizer: Michael P Leiter** *Acadia University, Canada*

**Discussant: Christina Maslach**

*University of California, Berkeley, United States of America*

#### Session Abstract:

The symposium will comprise 4 presentations on the social context of job burnout with a commentary by Dr. Maslach as discussant. The perspectives include (1) the qualities of social encounters that contribute to burnout, (2) the impact of burnout on employees' social behavior, and (3) the value of viewing burnout as a social as well as an individual experience. The presentations reflect on the potential for addressing burnout through interventions that improve the social context of worklife. The presentations will consider work settings in Finland and Canada. They consider the extent to which collegiality has become an important issue for employees and for policy makers. The research will consider as well approaches to conducting interventions that improve the quality of worklife through improving the social context of work.

#### The relative importance of social vs. other demands and resources at work in predicting burnout and work engagement

**Jari J Hakanen** (1,2), **Ritva Luukkonen** (2) 1. *Helsinki Collegium for Advanced*

*Studies, University of Helsinki, Finland; 2. Finnish Institute of Occupational Health, Finland*

**Aims.** Aim was to investigate the relative importance of five social vs. other job demands and six social vs. other job resources in predicting burnout and work engagement. **Methods.** The data consists of 2501 Finnish dentists. Dominance analysis was used to investigate the relative importance of each predictor for burnout (exhaustion and depersonalization) and for work engagement (vigor and dedication). **Results.** Generally job demands were main predictors of burnout, whereas job resources contributed more to work engagement. Social, patient-related demands (e.g. negative patient contacts and emotional dissonance) were more important predictors of depersonalization than other (workload, physical) demands. Workload, followed by social job demands were most important demands for exhaustion. Of social job resources, appreciation was the best predictor of both vigor and dedication, whereas leader-member exchange had much less impact. **Conclusion.** Patient-related demands were particularly predictive of burnout whereas appreciation seems to be most important work characteristic for engagement.

#### The intervening effect of emotional self-regulation self-efficacy on workplace violence and burnout

**Heather Laschinger** (1), **Roberta Fida** (2) 1. *University of Western Ontario, Canada; 2. University of East Anglia, United Kingdom*

Bullying in the workplace is associated with higher levels of burnout, which in turn has a negative impact on nurse and patient outcomes. This presentation discusses a model which links bullying to the two core dimensions of burnout (emotional exhaustion and cynicism) through emotional self-regulation self-efficacy and subsequently nurse self-rated performance and perceived prevalence of adverse events on their units. A cross-sectional survey of registered nurses (n = 1410) was used to test our theoretical model. SEM results revealed a good fit for the hypothesized model ( $\chi^2$  (686) = 1566.38, CFI = .904; TLI = .897, RMSEA = .046 (.043-.049),  $p < .01$ , SRMR = .093) and confirmed the intervening role of emotional regulation self-efficacy on bullying and burnout, self-rated performance and adverse events.

#### Avoiding Burnout: The Relationship Between Transformational Leadership and Leader Well-Being

**Arla Day, Nikola Hartling** *Saint Mary's University, Canada*  
Despite the growing evidence of the importance of transformational leadership for employee well-being (e.g., Kuoppala et al., 2008; Nielsen & Munir, 2009), the role that

transformational leadership behaviours play in leaders' own well-being is often overlooked (Arnold & Connelly, 2013). However, a recent study suggests that transformational leadership is protective against negative health outcomes such as burnout (Arnold et al., 2015). To examine the relationship between transformational leadership and leaders' well-being (in terms of reduced burnout), a 10-week phone- and web-based leadership development program was designed and implemented. Leaders were assigned to either an intervention (LEAD) or wait-list control group and both groups completed pre- and post-intervention measures of transformational leadership (MLQ; Bass & Avolio, 1997) and burnout (MBI; Maslach et al., 1996). The validity of the LEAD program, and the role that organizational leaders play in their own well-being, are discussed within the larger context of organizational outcomes.

### The Social Context of MBI Profiles

**Michael P Leiter** Acadia University, Canada

Burnout reflects negative experiences of energy, involvement, and efficacy in contrast to engagement that reflects positive experiences on these three dimensions. Recent analysis suggests that employees reporting elevated scores on only one of the three dimensions (overextended, disengaged, and ineffective) reflect distinct psychological connections with work. This presentation contrast the social relationships associated with each of these states, focusing on incivility from coworkers and supervisors as well as workplace civility and trust. The analysis will draw from two surveys of Canadian healthcare providers (N = 1850; N = 1215) and a physician survey (N = 3208). The results indicate that incivility is a greater issue for employees experiencing burnout as well as those experiencing high levels of cynicism (Disengagement). Employees reporting high levels of inefficacy (Ineffective) do not experience intense incivility but are concerned about low levels of recognition for their work.

### IS072

#### Coaching psychology in Asia

**Organizers: Etsuyo Nishigaki (1), Keita Kiuchi (2)** 1. Kansai Medical University, Japan; 2. none, Japan

#### Session Abstract:

The purpose of this symposium is to discuss recent progress in research and practice of coaching psychology in Asian countries. It is also hoped that the symposium encourage international cooperation in this field. Life coaching was born in the United States and flourished in the western countries. It was around 2000 when coaching was introduced into the Asian countries. In some countries, coaching psychology training system in the higher educational institutes has already been established, and they send board members

to the international community of coaching psychology, such as ISCP. However, as there are still limited numbers of psychologists and researchers who are interested in coaching especially in Asia, international cooperation must be essential. In this symposium, we invite both professional coaches and leading coaching psychologists from overseas to exchange information and learn from each other in order to develop coaching psychology globally.

#### Development of coaching psychology in Japan

**Etsuyo Nishigaki** Kansai Medical University, Japan

Coaching was first introduced to Japan in 1997 by a coaching company. However, it was only in 2010 that the first translation of a book on coaching psychology was published in Japan. In 2013, the first symposium of coaching psychology was organized at the annual conference of the Japanese Psychological Association (JPA) where a leading professional coach was invited. Then, in 2015, the first academic book on coaching psychology written in Japanese, 'Introduction to coaching psychology' was published by the author. There are two major goals to be attained in the development of Japanese coaching psychology: the founding of an academic organization of coaching psychology, and establishing graduate coach training programs. Even today, there are only a limited number of psychologists interested in coaching in Japan. Therefore, support is invited from the international community to achieve the above goals. Such support would contribute to the global development of coaching.

#### Current State and Future Directions of the Practice of Coaching Psychology in Japan from the Perspective of the Japanese Association for Rational Emotive Behavior Therapy

**Keita Kiuchi** none, Japan

Although Rational Emotive Behavior Therapy (REBT) was developed as a method of psychological counselling, it has been assumed as having a key role in the development of coaching psychology in the UK. The Japanese Association of REBT (J-REBT) is committed to progress in research and practice of coaching psychology in Japan. For example, a symposium about coaching psychology was held in the annual conference of J-REBT in 2015. I will show the result of a questionnaire survey on J-REBT members. Several questions related to coaching practice including knowledge about coaching definition, experiences of taking coaching-specific trainings, and possession of coaching certificates were posed in that survey. The results reveal some challenges to developing the practice of coaching psychology in Japan. In addition, I will briefly

introduce J-REBT's new project, the Rational Coach Training Program.

#### Coaching psychology in Korea

**Jinkook Tak** Kwangwoon university, Republic of Korea

In Korea, interest in coaching psychology was initiated in 2009 as a research group with more than 100 members. In 2011 Korean Coaching Psychological Association (KCPA) was approved by the Korean Psychological Association and became 14th division under the KPA. Now KCPA has approximately more than 600 members and grants the coaching psychology license. In this paper, the history and development of the coaching psychology in Korea are discussed, and a wide variety of studies on coaching conducted in Korea are analyzed.

#### Coaching psychology in Asia: developing a cross-cultural model in research and practice

**Ho C Law** Cambridge Coaching Psychology Group & International Society for Coaching Psychology, United Kingdom

This presentation aims to share experiences and observations on research and practices on the recent progress in the development of coaching psychology over the last decade in the UK and other countries, especially Singapore and China. From west to east and around the globe, coaching as an industry has grown exponentially and enjoyed a relatively high profile in recent years. However models of coaching that come from the west may not work within the eastern culture. It calls for a synthesis to combine cultural differences to develop a new theoretical framework. This calls for international cooperation in improving cross-cultural understanding. The session offers a dialogue with an objective to develop a new paradigm or a third way, and make recommendations for future steps with practical guidance for participants as part of their coaching psychology research and practice.

#### Perception of the value of coaching in organizations in Japan and expectation of the coaching psychology

**Yumiko Shito** Human Capital Advisory Partners, International Coach Federation, Japan

Globally, coaching has been recognized in organizations as valuable and as viable modality to enhance performance, to develop leadership, and to provide a significant return on investment and expectation of performance. According to recent data, derived from research by the International Coach Federation, more and more organizations hire coaches for top-level management. Organizations use coaching for leadership development, performance development, and for optimization of work. Another survey has indicated

an interesting correlation between a strong coaching culture, employee engagement, and financial performance. When considering the global status of coaching, awareness of coaching effectiveness in Japan is relatively low, but the demand for coaching has been increasing. As a result of the latter, organizations pay more attention to the quality and experience of the coach. Coaching Psychology is an area that enhances the learning process for a higher qualitative coaching practice.

### IS073

#### What Promotes Entrepreneurship? An International Perspective

**Organizer:** *Martin Obschonka Saarland University, Germany*

##### Session Abstract:

Across the globe, entrepreneurship, as 21st century skill, has become an important topic in the political agenda. Entrepreneurial skills are widely regarded a meta-competence that young people need to learn to deal with the challenges of the future world of work. Although one central educational goal in many societies focuses on the promotion of entrepreneurship, the role of psychological factors and processes in entrepreneurship is still not fully understood, particularly from an international perspective. This Invited Symposium attempts to bring together research studying the motivation for entrepreneurship in different cultures and continents. The symposium aims at providing a deeper understanding of psychological factors related to entrepreneurship, including the role of values, competencies, and personality differences in context as well as psychological training. The Symposium will discuss the culture-specificity of approaches and results as well as potential implications for entrepreneurship education and support.

#### Social Entrepreneurs Value Profiles, Creativity and Social Business Innovation

**Ute Stephan (1), Marieke Huysentruyt (3,4), Bart Van Looy (2)** 1. *Aston Business School, United Kingdom*; 2. *KU Leuven, Belgium*; 3. *HEC Paris, France*; 4. *Stockholm School of Economics, Sweden* Social entrepreneurs are individuals who create businesses to address societal needs such as poverty, social exclusion or environmental degradation. We bridge the entrepreneurial opportunity recognition literature with Schwartz' values theory to propose a motivated opportunity cognition perspective, which outlines why social entrepreneurs are in a unique position to identify opportunities for social innovation. Drawing on the open innovation literature, we further propose that mainstream corporations can identify novel opportunities for social business innovation through crowdsourcing ideas from social entrepreneurs. We provide empirical evidence supporting these propositions through a field experiment

( $N=93$ ) that contrasts ideas crowdsourced from social entrepreneurs with ideas obtained from commercial entrepreneurs and corporate employees. Drawing on the European Social Survey ( $N>30,000$ ) and our own survey of social entrepreneurs ( $N=108$ ), we build novel evidence on the distinct value orientations of social entrepreneurs vis-a-vis employees and commercial entrepreneurs.

#### Work Values as Predictors of Young Adults' Entrepreneurial and Leadership Intentions

**Clemens M Lechner (1), Florencia M Sortheix (2), Obschonka Martin (3), Salmela-Aro Katariina (4)** 1. *Friedrich Schiller University of Jena, Germany*; 2. *University of Helsinki, Finland*; 3. *Saarland University, Germany*; 4. *University of Jyväskylä, France*

We investigate whether work values predict entrepreneurial intentions and leadership intentions above and beyond other well-known socio-demographic and psychological precursors. For this purpose, we use data from two waves of the Finnish Educational Transitions Studies (FinEdu), considering effects of six work value dimensions (rewards, security, intrinsic, autonomy, social, experiential), measured in 2011 (age 23–25;  $N=1,096$ ), on entrepreneurial and leadership intentions in 2014 (age 25–27;  $N=1,138$ ). Work values—especially rewards, security, and autonomy—predicted both entrepreneurial and leadership intentions even after controlling for a host of personality, motivational, and sociodemographic factors. The pattern of effects was similar for entrepreneurial and leadership intentions, although effect sizes were generally stronger for the latter. In addition, work values explained a substantial share of the gender gap in entrepreneurial and leadership. These results suggest that work values play an important role in shaping young adults' entrepreneurial and leadership intentions.

#### Person-City Personality Fit and Entrepreneurship: An Explorative Study in China

**Mingjie Zhou (1), Martin Obschonka (2), Rainer K Silbereisen (3)** 1. *Institution of Psychology, Chinese Academy of Sciences, China*; 2. *Saarland University, Germany*; 3. *University of Jena, Germany*

The promotion of entrepreneurship is an increasingly important topic in China due to the ongoing social and economic change in this second biggest economy in the world. Given that the traditional approach in Western entrepreneurship research focusses on interindividual personality differences, and following recent psychological research on person-city personality fit, this study makes a novel contribution by studying a) the link between personality and entrepreneurship outcomes at the individual level in China, b)

the effect of regional personality differences on entrepreneurship outcomes in China, and c) the interplay between individual-level and regional-level personality (e.g., person-city personality fit). Using a large Chinese personality dataset (Big Five traits and Interpersonal Relatedness, as a unique Chinese trait), we examine business owners in 44 Chinese cities. The results reveal a complex picture, indicating that personality differences at the individual and city level, but also their cross-level interplay, are linked to entrepreneurship outcomes in China.

### IAAP INVITED SYMPOSIUM

#### IAAP09

#### Is Research on Organizational Behavior Relevant to Practice?

**Organizers:** *Gary Latham (1), Miriam Erez (2)* 1. *University of Toronto, Canada*; 2. *Technion - Israel Institute of Technology, Israel*

**Discussants:** *Michael Frese (1), Michael Frese (1), Jose M Peiro (2)* 1. *NUS Business School and Leuphana University of Lueneburg, Singapore*; 2. *University of Valencia, Spain*

##### Session Abstract:

Division 1 (Work and Organizational Psychology) proposes a symposium where top scholars will debate a controversial topic relevant to IAAP's strategy: Is OB research relevant to practice? The scholars who will debate this issue include two past presidents of IAAP, two past editors of *Applied Psychology: An International Review*, a past secretary-general of IAAP, as well as the current IAAP director of communications, and the current president of Division 1. Two additional questions will be addressed: Should research on organizational behavior be relevant to practice? If no, why? If yes, how can we as a division increase its relevance? The symposium will conclude with audience participation.

#### Is Research on Organizational Behavior Relevant to Practice?

**Barbara Kozusznik** *University of Silesia, Poland*

The top scholars will be debating on IAAP's strategy on relevance of the Work and Organizational psychology research to the demands and needs of practice. In the face of rapidly changing technology in the global world our post-industrial organizations may survive provided that it makes the most of human creativity enabling adaptation to change. Thus Work and Organizational Psychologists' (W&OP) knowledge, skills and competences will play a crucial role in these developments. However, to meet the challenges of the contemporary world W&OP research must be adapted to the practice requirements, possibilities and eventual constraints.

### Is Research on Organizational Behavior Relevant to Practice?

**Christina Sue-Chan** City University of Hong Kong, Hong Kong

Division 1 (Work and Organizational Psychology) proposes a symposium where top scholars will debate a controversial topic relevant to IAAP's strategy: Is OB research relevant to practice? The scholars who will debate this issue include two past presidents of IAAP, two past editors of *Applied Psychology: An International Review*, a past secretary-general of IAAP, as well as the current IAAP director of communications, and the current president of Division 1. Two additional questions will be addressed: Should research on organizational behavior be relevant to practice? If no, why? If yes, how can we as a division increase its relevance? The symposium will conclude with audience participation.

### Is Research on Organizational Behavior Relevant to Practice?

**Michael Frese** NUS Business School and Leuphana University of Lüneburg, Singapore

I will use the concept of principles of action to discuss how research can be relevant for practice in the sense of evidence-based management. Action principles are rules of thumb with a scientific basis that are teachable, understandable, improvable through practice, and adjustable to circumstances. We developed a training procedure that is based on a theory of action principles - action regulation theory. Action regulation theory was developed to understand the gap between cognitions and actions and the knowing-doing gap of managers is a special case of a more general gap between cognitions and actions. I am show-casing how a science-oriented conceptual model and phenomenon can be transformed into a practice-oriented intervention to address real-world management problems.

### Enhancing Entrepreneurship with Psychological Training - Theory, Applications, and Results

**Michael Frese** NUS Business School and Leuphana University of Lüneburg, Singapore

Entrepreneurship effective to alleviate poverty in developing countries. I am going to present an agentic approach, by describing an action regulation training approach for entrepreneurs to be more successful and thus, reduce the problem of poverty in developing countries. Two different forms of training: One training enhances personal initiative in entrepreneurs. Another training aims to increase start-up rates in developing countries by increasing entrepreneurial skills and motivation. I shall discuss the theory, and the efficacy of these forms of training. Evaluation studies were done with the help of randomized controlled group

designs - the gold standard for evaluating interventions - to show that training can successfully enhance entrepreneurship in developing countries.

## CONTRIBUTED SYMPOSIUM

### CS083

**Tell me what is going on at work, and I will tell you how happy you are! Contextual and situational factors influencing employees well-being at work**

**Organizer:** Ana Junça-Silva Instituto Universitário de Lisboa (ISCTE-IUL), Portugal

**Discussant:** Ana Junça-Silva

Instituto Universitário de Lisboa (ISCTE-IUL), Portugal

#### Session Abstract:

Increasing attention has been given to employees' happiness in the form of pleasant affect, well-being and positive attitudes. This symposium aims to conceptualize and measure well-being at work through five studies. The first study intends to examine whether coping moderates the relationship between organizational practices and subjective well-being. The second study analyzes the effect of proactive coping on workers' well-being. The third study is focused on contextual resources of the family and personal resources in relation to flourishing at work. It also explores the mediating role of core self-evaluations on such relationships. The fourth study adopts a quasi-experimental design to explore the relationship between humor events at work, affect and organizational climate. It also analyzes the moderating role of gelotophobia in the humor events-affect link. Finally, the fifth study intends to explore the moderating role of mindfulness on the relationship between two role stressors and innovative work behavior.

### Well-being at work: Which coping strategies use to get it?

**Helenides Mendonça (1), Daniela S Zanini (1), Elaine R Neiva (2)** 1. Pontifical Catholic University of Goiás, Brazil; 2. Universidade de Brasília, Brazil

Organizations report growing interest for improving employees' well-being and health, but the scientific evidence specifically taking into account how to deal with work stresses to get well-being at work is still misunderstood. Although coping research is not without controversies and debates researchers have been focused on developing research toward understanding the role of coping in the stress process to improve well-being. The aim of this research is to analyze how the effects of positive constructs like proactive coping contribute to improve well-being at work. Investigating 1087 Brazilian workers of both sexes, belonging to different organizations we tested the association of coping on well-being

using different measures of coping and different measures of well-being in different occupational groups. The results contribute by demonstrate that the effects of proactive coping on subjective well-being are stable over different groups. Although, it is limiting because ignores within-individual variation.

### Family-work enrichment, perceived social support and flourishing at work: The mediated role of core self-evaluations

**Maria Cristina Ferreira, Larissa Maria David Gabardo-Martins** Salgado de Oliveira University, Brazil

Framed on the Work-Home Resource Model, the study investigated the direct relationships between two contextual resources of the family (family-work enrichment and perceived social support of the family), a personal resource (core self-evaluations) and the flourishing at work, as well as the mediated role of core self-evaluations in those relationships. Structural equation modeling with Mplus showed that family-work enrichment, perceived social support of the family and core self-evaluations predicted positively and significantly the flourishing at work and that core self-evaluations mediated partially the relationship between work-family enrichment and the flourishing at work and totally the relationship between perceived social support of the family and the flourishing at work. The results are discussed from the model which gave support to the survey. In conclusion, some suggestions related to intervention strategies with possibilities of increasing the flourishing at work are made.

### Being humorous at work: the role of gelotophobia on affect and organizational climate

**Ana Junça-Silva (1), António Caetano (1), Rita Rueff-Lopes (1,2)** 1. Instituto Universitário de Lisboa (ISCTE-IUL), Portugal; 2. ESADE - Business School, Spain

Gelotophobia is a subclinical form of social anxiety. It has been defined as the fear of being laughed at and implies differences in humor reception. Every day, employees have to face diverse (positive and negative) humorous events. These events tend to arouse positive and negative affective reactions. The role of gelotophobia at work has been neglected, thus, we intended to analyze the role of gelotophobia on the relationship between humor events, affect and organizational climate. We used a quasi-experimental study (2x2: high vs. low gelotophobia x recall of positive humor event vs. negative humor event) and we asked participants to recall humor episodes that have occurred in organizational context. Results show that gelotophobia moderates the relationship between humor events and affect, and this acts as a mediator of the relationship

between humor events and organizational climate. Keywords: Humor daily events; gelotophobia; affect; organizational climate.

**To Sir, with love: Subjective well-being, perception of organizational practices, and coping strategies with Brazilian professors**

**Claudio V Torres (1), Helenides Mendonça (2), Véronique Dagenais-Desmarais (3), Maria Cristina Ferreira (4), Antônio Caetano (5)** 1. *University of Brasília, Brazil*; 2. *Pontifical Catholic University of Goiás, Brazil*; 3. *Université de Montréal, Canada*; 4. *Universidade Salgado de Oliveira, Brazil*; 5. *Instituto Universitário de Lisboa, Portugal*

Subjective well-being is often defined by the prevalence of positive affect over negative affect. Yet, this research topic has been mostly investigated in WEIRD societies (Western, Educated, Industrialized, Rich, and Democratic) and the influence of organizational practices and coping on well-being in other parts of the world is still understudied. The present study aims to identify cultural and personal indicators of subjective well-being in Brazil. Using a Brazilian university professors sample ( $N=690$ ) and a two-wave longitudinal design, we tested if coping with university-related problems would moderate the relationship between perceived organizational practices and subjective well-being. Results showed that innovation practices have a direct impact on professors' well-being, but also that coping of control has an impact on positive affect at work. We conclude that innovation practices play an intrinsic motivational role by fostering professors' development and well-being.

**CS084**

**Where does "Karo-Shi" (Death from overwork) come from? A cross-cultural investigation of psycho-social mechanisms behind "Karo-Shi": Toward the development of prevention policies**  
**Organizer: Atsuko Kanai Nagoya University, Japan**

Discussant: Hiroyuki Yamaguchi  
Kyushu University, Japan

**Session Abstract:**

The symposium will discuss potential psycho-social mechanisms behind "Karo-shi" (death from overwork) from a socio-cultural perspective, aiming to move toward the development of preventative policies. "Karo-shi" was initially only recognized as a phenomenon in Japan, but has recently been recognized in Korea as well. We think that behind this phenomenon exist a number of socio-cultural antecedents. We proposed a 4-level, 10-dimension model of work culture,

and tested it across six nations (China, Finland, Germany, Japan, South Korea, and the United States). In this Symposium, we will present our initial findings and discuss potential policies for prevention of "Karo-shi". In the symposium, four participants from Japan, Korea, and the U.S. will present. Presenters and topics will be Prof. Kanai (Nagoya University) on working long hours; Prof. Laurence (University of Michigan, Flint, USA) on Work-Family Conflict; Prof. Sakata (Hiroshima University) on Leadership; and Prof. Tak (Kwangwoon University, Korea) on "Karo-Shi" in Korea.

**Six nation comparative study on the psycho-social mechanism of working long hours**

**Atsuko Kanai Nagoya University, Japan**

The purpose of this study was to investigate the psycho-social mechanism of working long hours from a socio-cultural perspective. We proposed the Four Level, 10 Dimension Model of Work Culture, which attempts to examine work culture from multiple perspectives, and tested it across six nations, including China, Finland, Germany, Japan, South Korea, and the United States. This model consists of the four levels of Socio-Cultural Factors, Workplace Factors, Job Factors, and Individual Factors. Data was collected through a web questionnaire survey across the six nations. Japan was the highest in terms of hours worked per week, followed by Korea and China. As the results of hierarchical multiple regression analysis show, in Japan, rather than overload stressors, the maintenance dimension of leadership affected extended work hours. One limitations of this study is that the R square of extended work hours was low, and we need to consider further about this theme.

**Does the consideration of a leader always decrease stress in employees? From the perspective of cross cultural differences**

**Kiriko Sakata Hiroshima University, Japan**

Previous research conducted in Europe and the US has consistently suggested an association between consideration of leaders and lower stress responses in employees. Can the stress reduction effects of leaders' consideration be generalized across cultures? The association between two types of leadership behaviors (initiation of structure and consideration) and employees work stress (working hours, enjoyment of work, drive to work, and burnout) was investigated in six countries. Results indicated that participants in all six countries indicated a meditational effect of work enjoyment on the negative correlation between leaders' consideration and emotional exhaustion of employees. However, only Japanese participants showed a positive relationship between leaders' consideration and employee's drive to work and

working hours, with drive to work being positively related to emotional exhaustion. These results indicate the significance of taking a cross-cultural perspective in investigations of relationships between leadership and stress.

**Be happy in your work? The effects of enjoyment of work and work centrality on the experience of work-family conflict**

**Gregory A Laurence University of Michigan, Flint, United States of America**

This study investigates how drive to work impacts employees' experience of work-family conflict through the behavioral mechanism of extended work hours. We propose that drive to work should be positively related to hours spent working, as those who feel compelled to work may spend more time at work in order to satisfy an innate need to work and feelings of guilt accompanying not working. Hours spent at work should then positively impact employees' experience of work-family conflict through an inability to spend enough time at home. The degree to which employees feel enjoyment of work and the degree to which work is central to the employees' lives were proposed as moderators of the relationships between drive to work and work hours and between work hours and work-family conflict. We investigated this model across the six nations (Japan, China, South Korea, Germany, Finland, and the United States) included in our study.

**The relationships among drive to work, burnout, and other antecedent variables**

**Jinkook Tak Kwangwoon university, Republic of Korea**

This study investigates the relationships among drive to work, one of the main factors of workaholism, burnout, and other antecedent variables with a sample of Korean employees. Drive to work was not significantly related to burnout. Interesting results showed that drive to work and burnout were differently related to a number of antecedent variables. Goal oriented teamwork, support teamwork, efficiency group norm, planning leadership, maintenance leadership were significantly positively related to drive to work whereas these variables were significantly negatively related to burnout. Also, role overload and pressure leadership were positively significantly related to both drive to work and burnout. Implications of this study are discussed.

**CS085**

**Entrepreneurship-Professionalism-Leadership: A Framework for Career Development in the 21st Century**  
**Organizers: Jeffrey C Kennedy, Jeffrey C Kennedy Massey University, New Zealand**

Discussant: Jeffrey C Kennedy  
Massey University, New Zealand

#### Session Abstract:

This symposium introduces and updates on empirical research conducted to validate a framework for boundaryless careers called "Entrepreneurship Professionalism Leadership" (EPL; see Chan et al., 2012). The first paper examines the measurement equivalence of the EPL measure across Singaporean and US samples. The next two papers present empirical findings of the relationship between EPL motivational profiles with personality traits and vocational identity status and perceived employability using data from 400 university students. Using data from a representative sample of the adult population from the Singapore Global Entrepreneurship Monitor (GEM) Survey, the fourth paper examines the relationship between EPL career attitudes and nascent entrepreneurial behaviors. The final paper describes an effort to develop EPL based career development feedback in a large public university. All findings are discussed in relation to the "boundaryless" nature of careers and the demand for more adaptive workforces in the 21st century.

#### Testing the measurement equivalence of Entrepreneurial-Professional-Leadership Career Aspiration Scales across two cultures

**Wei Ming Jonathan Phan (1), Yoke Loo Sam (2), Moon-Ho Ringo Ho (2), Olexander S. Chernyshenko (2)** 1. University of Illinois Urbana-Champaign, United States of America; 2. Nanyang Technological University, Singapore

The study of peoples' career aspirations fills a vital gap in our understanding of how people think of and manage their careers. However, studies often neglect to determine the measurement equivalence of scales developed in different cultural contexts before using these measures. Across two countries, Singapore (Eastern) and the United States (Western), we examined via confirmatory factor analysis the measurement equivalence of the career aspiration scale developed in Singapore (Chan et al., 2012); a comprehensive measure of peoples' career motivations, intentions, and efficacies for different career types. From our results, most sub-scales demonstrated both configural and metric invariance. Cross-loadings were found on several items from the efficacy scale. Negatively worded items generally loaded poorly on hypothesized latent factors. Our results highlight the importance of establishing measurement equivalence when importing scales created in different contexts. The practical implications of our results for research and future directions are discussed.

#### Relationships between Entrepreneurial-Professional-

#### Leadership (EPL) motivation profiles and vocational identity

**Kim Yin Chan, Rianne Wally W Meurzec, Yoke-Loo Sam, Ringo Moon-Ho Ho**  
Nanyang Technological University, Singapore

Research has shown that Entrepreneurial-Professional-Leadership (EPL) motivation profiles (Chan et al., 2012) are related to boundaryless career attitudes and self-directed learning. This paper further examines the relationship between different EPL motivation profiles and vocational identity statuses. First, using data from 400 Singaporean university students, we validate and replicate Porfeli's Vocational Identity Status Assessment (Porfeli et al., 2011) in terms of the scales and status categories. When we examine the Vocational Statuses of the students by the different EPL motivation profiles, we find that students with 3-track & 2-track motivation profiles are more "achieved" in their vocational status, whereas students who have low EPL career motivations are more "diffused and/or undifferentiated" in their vocational status. Future research should aim to examine how the relationship between EPL profiles and vocational status develops over the duration of a student's educational experience.

#### The examination of self-perceived employability and its relevance as a 21st century post-modern career characteristics & career motivation profiles

**Yoke Loo Sam, Kang Yang, Trevor Yu, Li Ting, Stephanie Tan, Rianne W Meurzec, Moon-Ho, Ringo Ho, Kim Yin Chan**  
Nanyang Technological University, Singapore

Rothwell et al. (2008) proposed that an individual's Perceived Employability (PE) could be measured by four components: the status and credibility of one's field of study, the state of the external labour market, one's awareness of employment opportunities and confidence in skills, and one's academic performance. We examined the factorial structure of PE measure, its relationship vis-à-vis post-modern career constructs such as boundaryless mindset, protean career attitudes and career adapt-abilities, and its influence on proactive career behaviours. Exploratory Factor Analysis of PE based on data gathered from 400 university students indicated that a 5-factor solution fits best with the data, where the awareness of opportunities and confidence in skills were separated into two factors. We also showed that PE is positively related to various contemporary career constructs. Regression analysis showed that higher PE predicted more engagement in proactive behaviours by students as they prepared to enter the workforce.

#### Entrepreneurial-Professional-Leadership career aspirations and attitudes towards entrepreneurship on early-stage entrepreneurial activities: Analysis of Singapore Global Entrepreneurship Monitor

**Weiting Jiang, Li Ting Stephanie Tan, Marilyn A Uy, Olexander Chernyshenko**  
Nanyang Technological University, Singapore

In this paper, we used binomial logistic regression analyses to examine the roles of attitudes, and the Entrepreneurship, Professional and Leadership (EPL) career aspirations, while controlling for demographic characteristics, in predicting involvement in early-stage entrepreneurial activities (TEA) amongst Singapore residents, who never had any business start-up experiences. Analyses involved three national, random samples of local respondents who participated in the Global Entrepreneurship Monitor (GEM) Singapore from 2012 to 2014. Our results indicated consistent pattern of relations with attitudes and career aspirations being the strongest predictors of the participation in early businesses. Respondents who perceived themselves to have sufficient opportunities and skills to set up businesses, possessed entrepreneurial career intent, and had low professional and leadership career intents were most likely to engage in nascent or new firm entrepreneurship. We discuss the practical implications of these findings to the EPL career framework and entrepreneurship research.

#### Entrepreneurial-Professional-Leadership-based career development feedback in a large public university

**Rianne W Meurzec (1), Yoke Loo Sam (1), Kamal K Chhotalal (1), Regena Ramaya (2)** 1. Nanyang Technological University, Singapore; 2. OPAS Consulting, Singapore

This paper reports on the development of a feedback reporting system, based on the results of the annual Career Aspiration Survey (CAS) in a University-wide initiative, to guide undergraduate students on their career development process. In the 5th year running the CAS, the focus has broadened from research-centric to the development of an Entrepreneurial-Professional-Leadership (EPL) profiling mechanism, arming students with a personalized career aspirations report and relevant career resources. Further, the EPL profiling mechanism lends itself comprehensively to the T-shaped idea, promoting student employability and sustenance of work in the future. The researchers' focus is to provide insight into students' vocational interest, readiness and employability, while suggesting proactive ways to improve their EPL T-shaped profile. This paper describes the progressive initiatives to develop career guidance content to

enhance the EPL feedback report & preparing students for a more "boundaryless" 21st century world of work.

### CS086

#### Advances in Job Insecurity Research

**Organizer:** Chang-Qin Lu Department of Psychology, Peking University, China

**Discussants:** Oi-Ling Siu (1), Luo Lu (2) 1. Lingnan University, Hong Kong; 2. National Taiwan University, Taiwan

#### Session Abstract:

This symposium consists of five papers presenting job insecurity research from the Greater China and an European country, including Mainland China (A/Prof. Chang-qin Lu, organizer), Hong Kong (Prof. Oi-ling Siu, discussant), Taiwan (Prof. Luo Lu, discussant), and the Netherlands (Mr. Hai-jiang Wang). The papers present critical researches addressing key discussions within job insecurity literature which advance theory, research and methodology, such as subjective and objective job insecurity, its impacts on employees' creativity and family life, some key moderators, etc.. Paper 1 examines the influence of job insecurity on employees' creativity, and the role of work engagement. Paper 2 extends the line of research on "sickness presenteeism", and found the moderation of job insecurity. Paper 3 investigates the relationships between job insecurity and performance. Paper 4 examines the relationships between job insecurity, employability, and work well-being. Paper 5 assesses the impacts of objective job insecurity (temporary employment) on work and family domains.

#### The influence of job insecurity on employee creativity: The role of work engagement

**Oi-Ling Siu, Lara C Roll** Lingnan University, Hong Kong

Employee creativity can generate new ideas for products and procedures, a competitive advantage for organizations. Previous research found that employees experiencing job insecurity showed reduced creativity, a relationship partially mediated by work engagement. The goal of the present study was to investigate the same links using behavioural data. In contrast to research using Western samples, the study was conducted with Chinese employees ( $N = 148$ ) using The New Test of Creative Thinking, a creativity test specifically designed for the Chinese context. In addition, participants were asked to self-report their job insecurity, work engagement and creativity. Findings suggest that job insecurity was negatively related to creativity, both self-reported and behavioural, through work engagement. Implications of this study include that under difficult economic conditions, organizations need to implement effective strategies to counter the negative influences of job

insecurity for employees so that they will stay engaged and productive in their work.

#### Job insecurity and employee task performance and OCB: The moderating role of organizational justice

**Haijiang Wang (1), Changqin Lu (2)**

1. Eindhoven University of Technology, Netherlands; 2. Peking University, China  
The findings of the relationships between job insecurity and task performance and organizational citizenship behavior (OCB) to date have been inconsistent. Based on uncertainty management theory, we aim to investigate whether the relationships between job insecurity and employees' task performance and OCB is contingent upon employees' perception of organizational justice. The data was collected from 338 employees and their immediate supervisors from diverse companies in China. The results of moderated regression analyses showed that job insecurity was negatively associated with both task performance and OCB rated by supervisors when organizational justice was low; on the contrary, job insecurity was not related to task performance and OCB when organizational justice was high. These findings suggest that organizational justice could help employees to maintain both task performance and OCB under the threat of job insecurity. These findings may provide insight into the inconsistent findings regarding the job insecurity-performance relationship.

#### The impacts of employment contracts on employees' work and family lives: An exploratory study

**Yan Duan (1), Oi-Ling Siu (2), Chang-Qin Lu (1)**

1. Department of psychology, Peking University, China; 2. Department of Applied Psychology, Lingnan University, Hong Kong

More and more employees are temporary or contract workers nowadays. However, there are few studies to explore the impacts of the different employment contracts on employees' work and family lives. This study aimed to explore the impacts of employment contracts on job satisfaction, turnover intention, and work-family conflict (WFC). The data was collected from 482 Chinese temporary nurses and 423 permanent nurses. The results showed that temporary nurses had lower job satisfaction ( $M = 3.38$ ,  $t = -2.381$ ,  $p < .05$ ), higher turnover intention ( $M = 1.99$ ,  $t = 5.666$ ,  $p < .05$ ), and lower WFC ( $M = 3.24$ ,  $t = -2.912$ ,  $p < .05$ ) than permanent nurses ( $M = 3.49$ ,  $1.70$ ,  $3.38$ , respectively). The findings demonstrated that temporary employees suffered more from insecure employment, but benefitted flexibility to balance work and family lives, compared with permanent employees. The results have practical implications for employee management. **Keywords:** Employment contract, job satisfaction, turnover intention, work-family conflict.

#### The Relationships between Job Insecurity and Employee's work well-being: The Moderating Effects of Employability

**Chang-Qin Lu, Xu Xiaomin, Yu-Mei Hou, Fei Li** Department of Psychology, Peking University, China

Job insecurity phenomenon is getting to be a serious problem in China. The present study aims to investigate the relationships between job insecurity and employees' work well-being, with a focus on the moderating effects of employability. A self-administered questionnaire survey method was used to collect data from 387 Chinese employees working in diverse companies. The results of data analyses showed that: (1) job insecurity was negatively related to employees' well-being and job satisfaction; (2) employability could buffer the negative effect of job insecurity on employees' well-being, but its moderating effect on the relationship between job insecurity and job satisfaction was non-significant; (3) Both temporary and agent employees perceived higher level of job insecurity than permanent employees. The findings demonstrate that job insecurity is becoming a salient job stressor in the current Chinese workplace, and needs to give more attention. **Keywords:** job insecurity, well-being, job satisfaction, employability, employment contract.

#### The impact of job insecurity on the relationships between sickness presenteeism and work outcomes

**Luo Lu, Chun-Yi Chou** National Taiwan University, Taiwan

"Sickness presenteeism" has been construed as when people are physically present but they actually feel they should take sick leave. Presenteeism has been shown to impact on employee well-being, productivity, and organizational functioning. Recent studies have also identified certain individual and organizational antecedents of presenteeism. The present study extends this line of research to examine potential individual differences on the "presenteeism-consequence relationships". Specifically, we propose that job insecurity may act as a moderator: when employees perceive a high sense of job insecurity, they not only are driven to report to work when sick, they may also suffer worse effects of such a stretch on well-being and work attitudes. In a heterogeneous sample of Taiwanese employees ( $N = 640$ ), we indeed found that perceived job insecurity moderated the positive relationships between presenteeism and turnover intention and exhaustion, as well as the negative relationship between presenteeism and job satisfaction.

### CS087

#### Creating sustainable work:

#### Recovery from work stress and its impact on health and well-being

**Organizers:** *Marjaana Sianoja (1), Jessica D De Bloom (2)* 1. University of Tampere, Finland; 2. University of Tampere (Finland), Finland

**Session Abstract:**

State of the Art Recovery from work has been identified as a mechanism that can help sustaining health, well-being and performance even when facing high demands, and it has received growing research attention during recent years. Contribution The aim of this symposium is to provide new insights and perspectives on recovery from work stress. This symposium brings together five presentations focusing on the effects of recovery experiences during breaks at work and after work on various short- and long-term outcomes, such as sleep, work engagement, and mental health. Furthermore, we introduce how work-family balance relates to recovery. Conclusion and Implications for Research/Practice The studies presented contribute to the research literature by incorporating different research methods such as cross-sectional, longitudinal and intervention research designs, helping to understand the processes and effects of recovery. In practice, these studies demonstrate the importance of daily rest periods and mental detachment from work.

**Psychological Detachment from Work during Nonwork Time: Linear or Curvilinear Relations with Mental Health and Work Engagement?**

*Akihito Shimazu (1,2), Ko Matsudaira (1,3), Jan De Jonge (2,4), Naoya Tosaka (1), Kazuhiro Watanabe (1,5), Masaya Takahashi (6)* 1. The University of Tokyo, Japan; 2. University of South Australia, Australia; 3. Kanto Rosai Hospital, Japan; 4. Eindhoven University of Technology, Netherlands; 5. Japan Society for the Promotion of Science, Japan; 6. National Institute of Occupational Safety and Health, Japan

This study examined whether a higher level of psychological detachment during non-work time is associated with better employee mental health, and examined whether psychological detachment has a curvilinear relation (inverted U-shaped pattern) with work engagement. A cross-sectional Internet survey was conducted among registered monitors of an Internet survey company in Japan. The hypothesized model was tested with moderated structural equation modeling techniques among 2,234 respondents. Contrary to our expectations, psychological detachment showed curvilinear relations with mental health as well as with work engagement. Mental health improved when psychological detachment increased from a low to an intermediate level but did not benefit any further from extremely high levels of psychological detachment. Work engagement showed the highest level at an intermediate level of detachment (inverted

U-shaped pattern). Although high psychological detachment may enhance employee mental health, moderate levels of psychological detachment are most beneficial for his or her work engagement.

**Linking boundary crossing behavior from work to non-work to work-related rumination across time: A variable- and person-oriented approach**

*Ulla Kinnunen (1), Taru Feldt (2), Jessica De Bloom (1), Marjaana Sianoja (1)* 1. University of Tampere, Finland; 2. University of Jyväskylä, Finland

The relationship between boundary crossing behavior and work-related rumination is important to examine as work-related rumination is a risk factor for poor recovery and ill health. The aims of the study (N = 841) were twofold: first, to examine this relationship in terms of temporal ordering, and, second, to show how individual differences in boundary crossing are reflected in work-related rumination (affective rumination, problem-solving pondering and lack of psychological detachment from work during off-job time) across time. The SEM analyses showed that only the cross-lagged relationship between high boundary crossing behavior at T1 and lack of psychological detachment at T2 was significant. Through LPA, six subgroups of boundary crossing behavior across time were identified. The subgroups differed in psychological detachment and problem-solving pondering but not in affective rumination. Thus frequent boundary crossing behavior from work to non-work plays a different role regarding the various forms of work-related rumination during non-work.

**Daily rest periods, recovery experiences, and sleep problems among daytime employees**

*Masaya Takahashi* National Institute of Occupational Safety and Health, Japan

A daily rest period should be protected for complete recovery after work. Although the European Union's Working Time Directive specifies the minimum duration as consecutive 11 hours per 24-hour period (Minimum11), evidence is largely limited for its effectiveness in workers' health. Recent focus is upon how workers recuperate from work during the rest period (recovery experiences). In our cross-sectional study assessing monthly days of less than Minimum11 among daytime employees, frequent Minimum11 was significantly associated with increased report of short sleep duration and with decreased symptoms of insomnia. Nonrestorative sleep or excessive daytime sleepiness, however, did not differ according to the Minimum11 levels. A combined effect of the Minimum11 frequency and recovery experiences, psychological detachment in particular, was found for short sleep

duration and an independent effect of recovery experiences for nonrestorative sleep. These findings represent the critical roles of daily rest periods and recovery experiences in healthy working life.

**Effects of park walks and relaxation exercises during lunch breaks on recovery from work stress: A randomized controlled trial**

*Jessica D De Bloom (1), Marjaana Sianoja (1), Kalevi Korpela (1), Martti Tuomisto (1), Sabine Geurts (2), Ulla Kinnunen (1)* 1. University of Tampere (Finland), Finland; 2. Radboud University Nijmegen, Netherlands

How do lunch break activities affect recovery from job stress? We conducted a randomized controlled trial in 153 knowledge-workers who engaged 15-minutes daily in different lunch break activities for 10 consecutive working days. Participants were randomly assigned to: 1) park walking (N = 51), 2) relaxation exercises (N = 46) and 3) control group (N = 56). The study was divided in two parts taking place in spring and fall. Recovery experiences and well-being were assessed with SMS and paper-pencil questionnaires several times per day before, during and after the intervention period. During the intervention, both experimental groups reported lower levels of tension and more relaxation after lunch breaks. Most consistent positive effects were found for the park walking group. Beneficial effects were stronger in fall than in spring. Although park walks and relaxation exercises during lunch breaks improved knowledge-workers' well-being, effects were weak, short-lived and dependent on the season.

**Park walking and relaxation during breaks: Who profits most?**

*Marjaana Sianoja (1), Ulla Kinnunen (1), Anne Mälikangas (2)* 1. University of Tampere, Finland; 2. University of Jyväskylä, Finland

Knowledge of how to recover from work during within working day breaks is limited. We conducted a randomized controlled trial aiming at improving lunchtime recovery. The trial consisted of 15-minute park walk (N = 51) or relaxation exercise (N = 46) during lunch breaks over 10 working days. The goal was to identify, who benefitted most from the intervention in terms of reduced fatigue and stress. A latent profile analysis was used to identify unobserved classes among participants, based on their levels of afternoon fatigue and stress before, during, and after the intervention. The analyses revealed different classes among the participants. For example, three classes based on fatigue were found: decreasing fatigue, slightly decreasing low fatigue, and stable moderate fatigue. There were more participants from the relaxation group in the

decreasing fatigue class than expected. Thus, in terms of afternoon fatigue relaxation exercise seemed more beneficial than the park walk.

## THEMATIC SESSION

### TS085

#### **The reality and possibility of performance management in Japanese organizations: appraisal, feedback and manager-subordinate relationships**

**Organizer:** *Shiho Imashiro Recruit Management Solutions Co., Ltd., Japan*

##### **Session Abstract:**

Among HR systems, performance evaluation and its feedback to employees are especially important, because they can strongly affect the levels of their work motivation and competence development. Recently, performance appraisal becomes increasingly recognized as a performance management tool rather than an input for determination of salary or promotion, due to drastic changes of business environment and accordingly HR systems. Thus, more research needs to be done regarding realization of better performance appraisal and its effective use for performance management. This session covers a quick overview of current state of performance management in Japanese organizations, followed by studies on performance evaluation, communication and feedback from managers to their subordinates, and the impact of the quality of their relationships on the subordinates' development and performance. Discussion will include how the three elements (appraisal, feedback and manager-subordinate relationships) are related to each other, and possibly lead to better performance management.

#### **The reality and problems of the performance-based system in Japan**

**Shusuke Irie Recruit Management Solutions Co., Ltd., Japan**

In this decade, many companies in Japan have been introducing the performance-based system in place of the seniority system that is known as one of the characteristics of Japanese companies. In such condition, they have been adopting related evaluation methods such as Management by Objectives and Self-Control. It seems that the performance-based system and related methods enhance fairness and transparency of evaluation, and consequently improve employees' satisfaction with evaluation. However, not a few employees in Japan still have complaints about both result and process of evaluation. In order to investigate such a contradiction, I review the current status and issues of the performance-based system in Japan.

#### **Performance appraisal interview from the perspective of constructive developmental psychology**

**Yohei Kato (1), Shiho Imashiro (2)**

*1. Human Development Consulting, Japan; 2. Recruit Management Solutions Co., Ltd., Japan*

This presentation focuses on a semi-structured interview method based on constructive developmental psychology. Constructive developmental psychology, which is a branch of adult developmental theory, has been gradually applied in the business industry to evaluate employees' performance and competence. Japanese corporations are facing difficulties in assessing employees' performance and competence by old-fashioned evaluation systems. Comparing with those old models, this presentation covers the advantage and implication of the interview method based on constructive developmental psychology. Especially, this presentation will delve into the "Subject-Object Interview" by Prof. Robert Kegan at Harvard Graduation School of Education.

#### **Do managers' general beliefs irrelevant to their subordinates' performance influence their performance appraisal?: A study of middle managers in Japanese organizations**

**Shiho Imashiro Recruit Management Solutions Co., Ltd., Japan**

The purpose of this research is to conduct exploratory analyses on the factors other than the performance itself, yet possibly having effects on performance appraisal. Specifically, implicit subordinate theory held by managers and their learning orientation were examined as those factors, using on-line survey data collected from 570 managers in Japanese organizations. Results showed that their beliefs regarding typical subordinate images and learning orientation had significant impact on the ratings of their subordinate, even though they probably should not. Additionally, how those factors influenced the appraisal differed depending on whether the managers were communicating with their subordinates at daily bases or not. Results are discussed in consideration with unique features of performance appraisal in Japanese organizations, as well as their general academic contribution. Practical implications regarding how performance appraisal can be improved for the purpose of subordinates' performance enhancement are also discussed.

#### **Effects of informal evaluation and feedback in daily communication on employees' work motivation**

**Yukiko Muramoto The University of Tokyo, Japan**

In the present research, we conducted a preliminary investigation regarding the effects of

informal evaluation and feedback to employees on their work motivation. The respondents were store staffs and their managers in Japanese restaurant chains (Muramoto & Yamaoka, 2008, 2014). They were asked to evaluate leadership qualities of their supervisors and how clearly supervisors make evaluations of employees' work attitude in daily communication. They were also asked to answer several scales to measure trust in formal evaluation system, work motivation, psychological contract, and workplace climate. As a result, diversity-oriented leaders tended to give informal feedback to employees more frequently and appropriately than solidarity-oriented leaders. It was also found that the effects of formal and informal evaluation and feedback on employees' work motivation varied depending on types of psychological contract as well as employment status. The related results obtained in a web survey will also be presented.

#### **Japanese supervisors' frequency and consideration in providing negative feedback to subordinates** **Eri Shigemasu Aoyama Gakuin University, Japan**

Previous studies showed that leaders' negative feedback (NF) had positive effects on their subordinates when it satisfied some conditions. This study examined factors promoting NF by supervisors in Japan, where research has shown a cultural inhibition to employ negative communication. The supervisors who answered the web survey were categorized into NF styles using two dimensions ("considerateness of NF delivery" and "NF frequency"). Multi-nominal logit analyses showed that (1) the supervisors employed a considerate and frequent NF style when they had mastery orientations, not performance orientations, and when their subordinate was dissimilar to them; (2) they provided considerate NF when their subordinate was competent and their relationship was positively evaluated; and (3) they provided NF more frequently when their subordinate engaged in feedback seeking behaviors. Results showed that supervisors' NF style was largely determined by their subordinates' characteristics and relational factors.

### TS086

#### **Making work better: Can psychology really have a positive impact on our work environments?**

**Organizer:** *Yin Lu Ng HELP University, Malaysia*

##### **Session Abstract:**

The overarching aim of this symposium is to bring together different organizational aspects (i.e. leadership/ followership, emotional contagion, workspace design, and ageism in organization) and understand how these aspects influence employees' well-being in the workplace. There will be four papers

in this session; two theoretical papers that are led by Dr Eugene Y.J. Tee and Dr Cameron Teoh respectively, and two empirical papers. The empirical papers are a collaborative effort of researchers from Malaysia (Dr Eugene Y.J. Tee, Mr TamilSelvan Ramis, Dr Yin Lu Ng), a researcher from Australia (Dr Neil Paulsen), and researchers from Turkey (Dr Justin Marcus and Dr Barbara Ann Fritzsche). In addition to reaching the goal of improving employees' well-being, these four papers aim to contribute to the advancement of industrial/organizational research in the international arena through cross-national research collaboration.

### The emotional link: Developing a theoretical map of emotional contagion processes across multiple organizational levels

**Eugene Y.J. Tee** *Department of Psychology, HELP University, Malaysia*

Emotional contagion processes influence a wide range of organizational and leadership outcomes. In this session, I review emotional contagion research across multiple levels of analysis and explain how this process can be managed by leaders. I first discuss the neurological processes that give rise to implicit and explicit forms of emotional contagion, and then review empirical evidence on how emotional contagion processes impact leadership outcomes at the interpersonal, group and organizational levels. I then propose a model linking emotional contagion processes across these levels. This multi-level model serves three aims: (1) highlight how emotional contagion underpins much of leader-follower interactions, (2) extend on conceptualizations of emotional contagion in leadership interactions beyond the interpersonal level, and (3) illustrate how the process can be managed to influence group and organizational outcomes. Ultimately, emotional contagion processes are implicated as 'emotional links' across multiple levels in organizations and organizational leadership.

### Work experiences of older workers across cultures: A cross-national comparison

**Yin Lu Ng (1), Justin Marcus (2), Barbara Ann Fritzsche (3)** 1. *HELP University, Malaysia*; 2. *Ozyegin University, Turkey*; 3. *University of Central Florida, United States of America*

Meta-analytic evidence indicates that older workers are negatively evaluated against relative to younger workers (Bal, Reiss, Rudolph & Baltes, 2011), and research has firmly established the nature of age-based stereotypes against older adults and workers (Ng & Feldman, 2012). However, the field lacks understanding on how ageism differentially impacts older women, minorities, and individuals from non-Western cultures (Posthuma & Campion,

2009). Recent theoretical advances have postulated different patterns of outcomes for older women and racial/ethnic minorities (Marcus & Fritzsche, 2015), and based upon psychological dimensions of culture such as collectivism (Marcus, Fritzsche, Fleurimond, & Sevgili, 2015). Thus, we currently propose to study ageism against older workers in two such non-Western cultures, Turkey and Malaysia. Using team-level field data from both countries, the moderating roles of societal culture, organizational culture, and individual differences in demographic diversity on relations between age and work outcomes will be examined. Implications will be discussed.

### The psychological effects of workspace design

**Cameron Teoh** *HELP University, Malaysia*

The design of offices, workspaces, and workstations involves more than just aesthetics or where the printer is located. While many are aware of basic recommendations to sit up straight and use chairs that support our lower backs, few know the extent of injury and loss of productivity that can be caused by improperly fitted or designed workstations. This talk will also review the discussion of open-plan vs. personal space office layouts, standing vs. sitting desks, and the psychological effects of environmental factors such as cold/heat and noise.

### Music and workplace productivity

**James Yeow** *HELP University, Malaysia*

Research linking listening to certain classical pieces and improvement in scores on spatial-temporal tests has elicited considerable attention. Equally fascinating is studies suggesting that music may alter levels of cytokine, serotonin, dopamine, and beta endorphin levels. Recent technological advances in brain imaging has also shown that music activates various parts of the brain and there are clear anatomical differences in those trained in music as compared to people who do not have musical backgrounds. Indeed, music has the potential to reduce monotony, boost morale, and motivate teams. But to what extent will listening to music while working enhance your productivity or distract your concentration? While many people may think listening to their favorite tunes help them stay focused, there are some exceptions and contraindications. This presentation will synthesize research relevant to the psychology of music in the workplace and summarize guidelines in regards to optimizing performance using appropriate musical selections.

### Responding to Injustice: Perception, Anger and Identification as Drivers of Follower Collective Action /

**Yin Lu Ng (1), Eugene Yu Jin J Tee (1), TamilSelvan Ramis (1), Neil Paulsen (2)**

1. *HELP University, Malaysia*; 2. *University of Queensland, Australia*

Much of leadership research emphasizes leaders as the central party in leadership processes. The dearth of followership-focused research reflects an imbalanced view of leadership as a relational process; followers are under-represented in leadership research. We address this imbalance by examining how followers influence leadership outcomes. We base our study within the social identity literature, and examine how collective identity motivates followers' collective action. Our study examines how followers' perceptions of injustice, their felt anger, and group identification encourage the followers to engage in collective action against leaders. The study follows the controversy surrounding the 1Malaysia Development Berhad (1MDB) scandal, wherein Malaysian Prime Minister Najib Razak has been accused of siphoning public funds for personal benefit. Results from this study contribute to the growing evidence that followers are neither submissive nor subservient parties in the leadership process, but can themselves engage in actions that dictate leadership effectiveness.

### TS087

### What did the nuclear disaster bring Japan?

**Organizer: Tomoki Ohashi Miyagi** *Gakuin Women's University, Japan*

#### Session Abstract:

On March 11th, 2011, a terrible disaster occurred from a huge tsunami in the area north-east of Japan. Some buildings which were designated as a refugee site were struck by the tsunami, and many people died. Many people who believed the seawall would protect them died without evacuating. The tsunami went beyond the expected level and flooded the Fukushima Daiichi Nuclear Power Plant and the cooling functions of the nuclear reactor was lost. As a result of the lost function, some explosions occurred and radioactive material dispersed. Because of the high level of contamination, the Hamadori area on the coastal area of Fukushima Prefecture, have a "no-return zone" for an indefinite time. Against this backdrop, many problems were discussed for five years. In this symposium, we'd like to discuss about what safety means, how to recognize risk, how to coexist with risk, and how to communicate between scientists and nonprofessionals.

### What did the nuclear disaster bring Japan?

**Yutaka Furuhashi** *Tokyo Electric Power Company, Japan*

What did the nuclear disaster bring Japan? to be submitted...

### Public dialogue toward building trust and sharing factual knowledge

**Masaharu Kitamura** *TEMS Research Institute, Japan*

The nuclear disaster at Fukushima-Daiichi Nuclear Power Plant (NPP) resulted to loss of citizens' trust in nuclear experts. The loss of trust is causing difficulties since a wide variety of political and social decisions must be made concerning to a long-term nuclear policy, restarting and decommissioning of NPPs, etc. Obviously, none of these decisions can be effective without supports of experts. Also, none of these decisions should be made against wishes of citizens. In order to alleviate the difficulties, the author has been conducting preliminary efforts. One type of the efforts is to visit the towns nearby NPPs to have repetitive dialogue sessions so that trust can be gradually formulated. The other type of effort is to try to find out facts that both experts and citizens can agree to share. Empirical findings from these efforts would be summarized in this presentation.

### Changes in the Relation between Safety and the Sense of Security, and the Shift in Japan's Safety Management Philosophy

**Tomoki Ohashi** *Miyagi Gakuin Women's University, Japan*

In January 1995, the Great Hanshin-Awaji Earthquake struck many urban districts. In September 1999, a criticality accident at a fuel-processing plant required the mass evacuation of residents. However, it is hard to say what Japan has learned from all these unforeseen circumstances. The Great East Japan Earthquake of March 2011 resulted in a series of disasters, involving tsunamis and nuclear disasters. The author, as a industrial psychologist and as someone who has experienced these disasters firsthand, has observed Japan over the past five post-disaster years. From his observation, the author perceives that, unlike the previous disasters, the 2011 earthquake demands a shift in Japan's perspective on natural disasters; however, Japan is continuing along its original path of trials and errors. In this presentation, the author discusses how this earthquake has changed the relation between safety and the sense of security and how this impacts Japan's safety management philosophy.

### TS088

**Resilience and Wellbeing in the Workplace: Experiences from India**  
**Organizers: Rabindra K Pradhan (1), Sandeep Kumar (2)** 1. *Indian Institute of Technology Kharagpur, India*; 2. *BANARAS HINDU UNIVERSITY, India*

#### Session Abstract:

Resilience plays an important role in the life of individual and organizations for maintaining sustainable performances. Rapid globalization, economic turmoil and changing nature of business environment, have forced employees to perform by compromising their health, happiness and wellbeing to achieve organizational productivity. This has posed work related problems and health hazards for employees in the workplace. Keeping this in view, the present symposium aims to discuss the role of resilience and wellbeing in the context of employees work behavior. It also tries to examine the role of cherishing and emotional intelligence in resilience and wellbeing that leads to better performance, productivity, and employees' health and happiness. The speakers of the symposium would like to share their experiences by sharing their research findings gathered from various industrial organizations. The empirical evidences will be discussed in terms of their theoretical and practical implications.

### Validation of Resilience at Work (RAW) Scale: An Insight from Indian Sample

**Pooja Garg (1), Ki-Soon Han (2)** 1. *Indian Institute of Technology Roorkee, INDIA, India*; 2. *Incheon National University, Incheon, South Korea, Republic of Korea*

The term "resilience" has its roots from positive psychology and in true essence, signifies "good life", for which every individual desires, while surpassing every change. Nevertheless, the concept of resilience at work is not novel. But exploring resilience at work in Indian context would carve a niche for Indian managers to cope up with the adversities of the environment and emerge to be more flexible and adaptable. The present research aims to validate Resilience at Work Scale developed by McEwen and Winwood (2011). The validation process has been conducted on a sample of 300 employees working in manufacturing industries. The data were subjected to Exploratory and Confirmatory Factor Analysis. The analysis yielded five dimensions in contrast to the original seven dimensions. The study provides a breakthrough evidence for the psychometric properties of resilience at workplace in Indian work setting. Keywords: Resilience, India, Exploratory Factor Analysis (EFA), Confirmatory Analysis (CFA)

### Occupational stress and psychological health relationship: Role of resilience as a moderator

**Sandeep Kumar, Sashi P Kashyap** *BANARAS HINDU UNIVERSITY, India*

The purpose of this study was to examine the role of resilience as a moderator of the relationship between occupational stress and psychological health of supervisory level employees. The present study was conducted

on 315 supervisory level employees of a manufacturing organization in India. The sample was selected using convenience sampling method. The measures used for data collection in this study were Occupational Stress Index (Srivastava & Singh, 1981), General Health Questionnaire (Goldberg & Hiller, 1979), and Resilience & Optimism Scale (Srivastava, 2008). The moderated regression analysis of the data revealed that resilience significantly moderate the relationship between occupational stress and psychological health of the supervisors. This study may help supervisors to understand their positive traits or attributes like resilience which could help in coping with occupational stress and maintaining good psychological health to work efficiently which is need of the hour for smooth functioning of organizations.

### Psychological Empowerment and Employee Engagement: Examining the Mediating Role of Resilience in Indian Manufacturing Industry

**Rabindra K Pradhan** *Indian Institute of Technology Kharagpur, India*

Psychological empowerment conveys cognitive manipulation exhibited in the form of individual sense of perceived control, competence, authority and autonomy to act, and goal internalization. Previous studies indicate empowered employees to be more psychologically connected in their work leading to enhanced capacity building such as resilience. Resilience has been explored as a work engagement enhancer among employees. The present study explores the role of psychological empowerment in predicting employee engagement. It also explores the mediating role of resilience between psychological empowerment and employee engagement. Data were collected on 300 employees from Indian manufacturing sectors by using a set of standardized tools of psychological empowerment, employee engagement, and resilience. The study used PLS path modelling to analyse the data. Findings show a significant moderating role of resilience between psychological empowerment and employee engagement. The theoretical and practical implications of the study are discussed in the context of human resource management.

### Psychological wellbeing in workers and not Peruvian workers: Correlates and internal structure

**Cesar A Merino (1,2), Sergio Dominguez (1,2)** 1. *San Martin de Porres University, Peru*; 2. *San Martin de Porres University, Peru*

Psychological well-being is an important expression of human adaptation in all its social and personal contexts. The measurement of this construct is a major challenge from cross-cultural and intra-cultural perspective. The aim of this study is to examine the

psychometric properties of the Scale of Psychological Well (Casullo, 2002), looking for structural features and extend its relationship with other constructs. 500 Participants were university non-workers and workers, from several Lima and other regions of the country (Peru). Structural satisfactory evidence was found, and measurement invariance between men and women, non-workers and workers. His positive relationships with resilience, life satisfaction, self-esteem and intelligence work, and negative relationships with job insecurity, were theoretically consistent and equivalent between the groups by gender and employment status; and job insecurity was a major influence on well-being. The implications of the results in the employment context are discussed.

## ORAL PRESENTATION

### OR1215

#### **Psychosemantic features of the world view in professionals**

**Mehirban M Abdullaeva, Irina V Yevseviceva** *Lomonosov Moscow State University, Russia*

The study addresses the 'subject of work' of socionomic professionals, namely, lawyers, physicians, school teachers, in psychosemantic terms. In total, the study involves 208 people. The key idea of the study consists in research of semantic features of professionals' treatment of a person as their 'subject of work', which function as a "discriminator" of successful or unsuccessful professionals. Professionals face a person as their 'subject of work' - client/patient/pupil - in a dual way. They might be a source of joy, inspiration, creativity that protect professionals from negative emotions, or as a cause of professional problems expressed in negativity. We argue that the description of 'subject of work' which is important part of professionals' world view, differs semantically depending on their psychological wellbeing. The data obtained confirm the ambivalent impact of the 'subject of work' on professionals due to the features of their subjective views formed during their work experience.

### OR1216

#### **How to manage work-life interface?: Attitudes among contemporary Japanese youth**

**Tomoko Adachi** *Osaka-Kyoiku University, Japan*

Balancing work and family responsibility has been found to be a key factor of life-satisfaction, happiness and successful marriage. However, in Japan, entrenched gender division and traditional gender role attitudes prevent people from pursuing better balanced life even among younger generations. The present study aimed to investigate attitudes

toward work-life interface among Japanese youth using measures of future career pattern, time management plan and gender role attitudes. The results showed as follows: 1) Females possessed more liberal attitudes than males, 2) Both males and females premised that men should continue working without child-care interruption, 3) As for time management plan, males with egalitarian attitudes allocated more time for household work, while females with egalitarian attitudes allocated more time for paid work. Interventions and supports for better work-life interface were discussed.

### OR1217

#### **The relationship Between Emotional Intelligence and Leadership Performance**

**Omar Alali** *Leadership Development Center, United Arab Emirates*

The current study was aimed to explore the relationships between emotional intelligence, cognitive ability, and leader's performance. Data were collected from 260 senior managers from UAE. The results showed that there are significant relationships between emotional intelligence and leadership performance as measured by the annual internal evaluations of each participant ( $r = .42, p < .01$ ). Data from regression analysis revealed that both variables namely emotional intelligence ( $\beta = .31, p < .01$ ), and cognitive ability ( $\beta = .29, p < .01$ ), predicted leadership competencies, and together explained 26% of its variance. Data suggests that EI and cognitive ability are significantly correlated with leadership performance. In depth implications of the present findings for human resource development theory and practice are discussed.

### OR1218

#### **Influence of perceived organizational fairness and pay satisfaction on attitude toward corruption among civil servants in Oyo State, Nigeria**

**Aderemi I Alarape** *University of Ibadan, Nigeria*

Corruption is pervasive and widespread in Nigerian society. It has permeated all facets of life and has been identified as one of the banes of development in Nigeria. Unequal distribution of services has been attributed to involvement of civil servants in corrupt behaviour. However, factors predisposing civil servants to corrupt practices have not been adequately investigated. This study, therefore, examined the influence of perceived organizational fairness and pay satisfaction on attitude toward corruption among civil servants in Oyo State, Nigeria. Using a cross-sectional survey design, data was collected from 292 participants drawn from Oyo State Civil Service, Nigeria. Results revealed no significant mean difference based on perceived organizational fairness. However,

pay satisfaction influenced attitude toward corruption ( $t(275) = 3.12, p < .05$ ). There was also gender difference on attitude toward corruption ( $t(290) = 2.96, p < .05$ ). The findings were discussed and the implication for policy formulation highlighted.

### OR1219

#### **Effective Leader Attributes, Behaviors and Values in the Indian Manufacturing Sector: A Qualitative Study**

**Priya Alati, Damodar Suar** *Indian Institute of Technology Kharagpur, India*

Manufacturing organizations are propellers of economic growth in developing countries like India. This study explores the leader attributes, behaviors, and values required for leader effectiveness in the manufacturing sector. The study followed a grounded theory approach. Twenty-five top-level leaders were interviewed using nine open-ended questions from 10 public sector manufacturing firms from two states in India. Content analyzes revealed that, systems thinking, innovation, commercial acumen, and the ability to handle paradox are the important attributes; interpersonal relations, leading by example, conflict management and flexibility are the behavioral requirements for leaders' effectiveness. Leaders consider discipline, integrity, transparency, and stakeholder satisfaction as the important values for their success. Acquiring the cognitive attributes, cultivating the social and behavioral characteristics and practicing the values identified in the study can improve leader effectiveness in manufacturing organizations.

### OR1220

#### **The Correlation between Job Satisfaction and Employee Engagement, and Their Differences Based on Demographic**

**Tina Andrilina None** *Indonesia*

This research examined the relationship between Job Satisfaction and Employee Engagement, and identified whether there is significant differences on Job Satisfaction and Employee Engagement based on demographic factor. The subject of this research is 498 employees from a palm plantation state company, which has been chose by purposive random sampling method. Result of this reseach revealed positive significant correlation between Job Satisfaction and Employee Engagement. Result also showed that there's no significant difference of Job Satisfaction based on gender, while there is significant difference of Employee Engagement based on gender. There's significant difference of Job Satisfaction based on education level, while there's no significant difference of Employee Engagement based on education level. There's no significant difference of both Job Satisfaction and Employee Engagement based on work

location. There is significant difference of both Job Satisfaction and Employee Engagement based on tenure, job level and employment status.

#### OR1221

##### **Leader-Member Exchange and Upward Conflict Handling Styles: Does Employee Cultural Orientation Matter?**

**Mahfooz A Ansari, Rehana Aafaqi** *University of Lethbridge, Canada*

Drawing on the dominant lens of social exchange theories, we integrated the three widely-researched organizational behavior constructs—leader-member exchange (LMX), individual employee power distance orientation, and upward conflict handling styles. Two hundred twenty-two Malaysian managers from 12 manufacturing organizations voluntarily participated in the study. Data were gathered by means of widely-used, psychometrically sound scales. We developed a series of hypotheses concerning LMX-upward conflict handling styles relationships and the ways in which these relationships are moderated by employee power distance orientation. As expected, moderation hypotheses received substantial support for two LMX currencies: LMX-affect and LMX-professional respect. The LMX-conflict handling styles relationship varied with the level of employee power distance orientation. We describe an explanation of the moderating role of power distance, offer directions for future research, and discuss implications for practice that include the development of high-quality exchange relationship between supervisors and their subordinates.

#### OR1222

##### **The Correlation between Psychological Capital and Turnover Intention: The Mediating Role of Stress Symptoms and Job Satisfaction**

**Helly Anto** *HELP University, Malaysia*

Past studies (e.g., Avey et al., 2009) have indicated a partial mediation role of stress symptoms and also suggested job satisfaction as a mediator on the correlation between psychological capital (PsyCap) and turnover intention. This study aims to provide empirical support to Avey et al's (2009) and extend their study by proposing job satisfaction as a mediator in explaining the relationship between PsyCap and employee turnover intention in Malaysia. This study employed a quantitative correlational design in examining the proposed hypothesis - the correlation between PsyCap and turnover intention, with the proposed mediation by stress symptoms and job satisfaction. Ninety-two employees working in Malaysia were recruited and data were tested using hierarchical regression. The results showed stress symptoms and job satisfaction

partially mediated the correlation between PsyCap and turnover intention. These findings help explaining employee turnover intentions and providing practical strategies aimed at reducing the turnover of valuable human resources.

#### OR1223

##### **A Study on Work Motivation of Call Center Operators**

**Mie Ariyoshi (1), Kengo Nawata (1), Hiroshi Ikeda (2), Hiroyuki Yamaguchi (1)** 1. *Kyushu university, Japan*; 2. *Fukuoka university, Japan*

Call centers have become an important customer access channel, however many have struggled to effectively motivate and engage the staff. The level of operators' mental workload is high at call centers, although employee longevity is short. This study therefore aims to determine the factors influence the motivation of call center operators. We conducted a semi-structured interview with 11 inbound call center operators in Japan. The analysis from interview findings revealed that the effect of psychological difficulties as emotional labor on employee work. In addition, receiving supervisor and customer approval (e.g., being said "Thank you") and communication with co-workers were positively related to work motivation. These findings suggested interventional strategy requires for improving employee motivation in workplace in the future.

#### OR1223

##### **Designing and testing a model of some outcomes of challenge and hindrance stressors of employees in an industrial company**

**Nasrin Arshadi (1), Fateme Danesh (2)** 1. *Academic Member of Shahid Chamran University, Iran*; 2. *Student of Shahid Chamran University, Iran*

Call centers have become an important customer access channel, however many have struggled to effectively motivate and engage the staff. The level of operators' mental workload is high at call centers, although employee longevity is short. This study therefore aims to determine the factors influence the motivation of call center operators. We conducted a semi-structured interview with 11 inbound call center operators in Japan. The analysis from interview findings revealed that the effect of psychological difficulties as emotional labor on employee work. In addition, receiving supervisor and customer approval (e.g., being said "Thank you") and communication with co-workers were positively related to work motivation. These findings suggested interventional strategy requires for improving employee motivation in workplace in the future.

#### OR1224

##### **Quality of Work Life and Job Satisfaction among Regional Personnel Agencys Employee at Yogyakarta**

**Rina F Astuti, Ridwan Saptoto** *Universitas Gadjah Mada, Indonesia*

Regional Personnel Agency is one of government organization unit that work in recruiting and developing civil servant for regional of Yogyakarta. The study aimed to determine relationship between QWL and job satisfaction among Regional Personnel Agency's employee. Questionnaire of QWL contains trust, care, respect, learn, contribute, other contribute, and questionnaire of job satisfaction. Participant were 52 employees from Regional Personnel Agency of Yogyakarta. Data analysis used Pearson correlation showed correlation  $r = 0,783$  and  $p = 0,000$  ( $p < 0,01$ ). So, there was relationship between QWL and job satisfaction. Job satisfaction can be improved through QWL, the better quality of work life in organization indicated with the higher employee's job satisfaction.

#### OR1225

##### **Impact of Work-Life Balance on Turnover Intention among Medical Doctors in the University Teaching Hospitals in Nigeria**

**Adeboye T Ayinde** *Department of Psychology, Obafemi Awolowo University, Ile-Ife, Nigeria*

The study examined the impact of employee's perception of work life balance and gender on turnover intention among Medical Doctors. A descriptive survey design was adopted for the study. The respondents for the study consist of Residence Doctors and House Officers in Obafemi Awolowo University Teaching Hospital Complex in Ile-Ife. A sample of 106 respondents comprising 59(56%) males and 47(44%) females was purposively selected for the study. Data were collected and analysed using Pearson Product Correlation Moment and T-test analysis. The results of the first hypothesis revealed a significant relationship between work life balance and turnover intention [ $r = 0.465$ ,  $P < (0.05)$ ]. The result of the second hypothesis revealed a significant gender difference among the Medical Doctors [ $t = 2.406$ ,  $P < (0.05)$ ]. The study concluded that Medical Doctors' perception of work-life balance and their gender have significant relationship with their turnover intention. Keywords: Work-life balance, Turnover intention, Perception, Gender and Medical Doctors, Nigeria

#### OR1226

##### **Antecedents and consequence of counterproductive work behavior among Malaysian employees: A model testing**

**Alia Azalea, Jun Wei Fong, Wan Lin Loh**  
Universiti Tunku Abdul Rahman, Malaysia

This study looks at the effect of distributive, procedural and interactional justice on facets of CWB (i.e., abuse, production deviance, sabotage, theft, withdrawal) and consequently turnover intention among Malaysian employees. Two-hundred and forty-one Malaysian employees between the ages of 21 and 62, from different ethnicities participated in this study. The data was collected using purposive sampling through online and paper-and-pencil survey method. The data were analyzed using SPSS and AMOS. This study found that only procedural justice negatively affects all five facets of CWB. This study also found production deviance and abuse positively affects turnover intention, whereas theft negatively affects turnover intention. Turnover intention was not affected by sabotage and withdrawal, which contradicts previous findings. Future studies are recommended to include a higher number and more inclusive sample by translating the questionnaire to different languages and to consider the effects of job satisfaction and personality on CWB.

#### OR1227

##### **The role of organizational climate and work locus of control on employee workplace dishonest behaviour**

**Sunday S Babalola (1), Thaddeus Umoru (2)** 1. University of Venda, South Africa; 2. University of Ibadan, Nigeria

Workplace honesty is a key highly valued ethical behaviour in an organization which is difficult to change; and also has great implication for its sustenance and growth. Despite the importance of this attribute, it has received very little attention. This study therefore seek to examine the role of organizational climate and work locus of control on workplace dishonest behaviour. Participants comprises 328 employees drawn from selected Financial, Manufacturing and Telecommunication Organizations. The Analysis of variance results carried out revealed no significant effects of organizational climate, and work locus of control; however there were significant interaction effect on workplace dishonest behaviour. There was also significant differences across the organizations on workplace dishonest behaviour while no gender differences. These findings have implication for recruitment of employee with positive personal attitude through adequate employment screening as well as the continual improvement of the formal and informal organizational climate.

#### OR1228

##### **Support and Work-family Enrichment Amongst South African Working Fathers**

**Jeffrey J Bagraim, Chelsea Wallace, Ameeta Jaga** University of Cape Town, South Africa

Research concerning the benefits of multiple role engagements has become firmly established over the past two decades but there has been little attention to how working fathers experience the positive interaction between their work and family roles. This paper examines three sources of work-based support (top management, supervisor and co-worker) and three sources of family-based support (spousal, extended family and paid domestic helpers) as predictors of positive perceptions regarding the interaction between work and family, measured as work-family enrichment (WFE). Working fathers (N=229) responded to an electronic self-report survey. Hierarchical multiple regression analysis showed that co-worker and spousal support were statistically significant predictors of WFE.

#### OR1229

##### **Caring for others matters: Flexibility and persistence as the dual pathways whereby intrinsic and prosocial motivations enhance creativity**

**Xinwen Bai (1), Yang Li (1), Lin Lin (2)** 1. Institute of Psychology, Chinese Academy of Sciences, China; 2. Central University of Finance and Economics, China

While intrinsic motivation has long been considered as the key driver of individual creativity, recent literature has indicated that prosocial motivation, i.e., the willingness to care for others' welfare, also enhances employee's creativity. Based on the Dual Pathway to Creativity Model, the current study posits that intrinsic and prosocial motivations enhance creativity through both flexibility and persistence pathways. Based on survey data of 315 salespeople, Study 1 found that flexibility mediated the effects of intrinsic and prosocial motivations on employee creativity. Although effects of both motivations on persistence were significant, persistence was unrelated to creativity, lending no support to the mediating role of persistence. Results were replicated and extended in Study 2 which was based on another sample of 212 salespeople. Specifically, while flexibility pathway was again salient for creativity, persistence only served as the mechanism through which intrinsic and prosocial motivations increased sales performance rather than creativity.

#### OR1230

##### **Exploring the relationship between servant leadership and public service motivation in Chinese public organizations: A longitudinal design**

**Yuanjie Bao, Chaoping Li** Renmin university of China, China

Using a longitudinal design, this study examined whether servant leadership will lead to subordinates' public service motivation and whether this relationship is mediated by subordinate's trust in leadership, leader-member exchange, and perceived person-organization fit. A two wave data collection was conducted using snowball sampling targeting employees of Chinese public organizations and more than 200 cases were collected. Structural equation modeling was used to test the hypothesis. It was found that servant leadership was positively related public service motivation and this relationship was partially mediated by the three above mentioned concepts. It is thus confirmed that servant leadership is a valid concept in Chinese public settings and a serving leader will boost the prosocial orientation of subordinates by positive psychological mechanisms, as claimed by Greenleaf and van Dierendonck. Implications of the findings for theory and practice are discussed.

#### OR1231

##### **Organizational Citizenship Behavior creating Competitive Advantage in Indian Healthcare Industry: The moderating role of HR Practices**

**Eeman Basu (1), Rabindra K Pradhan (2)** 1. International Management Institute, Kolkata, India; 2. Indian Institute of Technology Kharagpur, India

Organizational citizenship behavior (OCB) is termed as the "good soldier syndrome" consists of prosocial behaviors like punctuality, helping others, and volunteering, has been found to be critical in creating competitive advantage for firms. The role of human resource (HR) management is significant in building and sustaining these organizational capabilities through network building to enhance organizational productivity. The present study examines the moderating role of HR practices between OCB and competitive advantage in Indian healthcare organizations. Data were collected on 501 respondents from 15 healthcare organizations in India by using valid questionnaires of OCB, competitive advantage and HR practices. Structural equation modeling was used for data analysis. The results revealed a positive relation between OCB and competitive advantage significantly moderated by HR practices having a buffering effect on the relationship between OCB and competitive advantage. Implications of the findings are discussed in terms of organizational functioning in creating competitive advantage.

#### OR1232

##### **Subjective Well-being as a Potential Psychological Capital: An Emphasis on the State-Like Criterion in Developing Subjective Well-being**

**Pratishtha Bhattacharyya, Rabindra Kumar Pradhan** *Department of Humanities and Social Sciences, Indian Institute of Technology, Kharagpur, India*

Among several psychological capacities which carry the chance of being included as a potential psychological capital; subjective well-being may be regarded as the best beyond the already existing capacities. The primary determining factor of any potential psychological capital is still grounded on the positive organizational behaviour criteria of being theory and research based measurable construct, manifesting important performance impact, and having state-like ability. The present paper makes an attempt to explore the possible criteria which deems subjective well-being as one potential psychological capital capacity, by reviewing existing literature on the construct to meet the standard psychological capital inclusion criteria set forth. The present study also puts a special emphasis on the state like criterion of subjective well-being to investigate whether it carries the prospect of development through interventions. Implications of the analysis are discussed in the light of contemporary literature.

#### OR1233

##### **Reactions to Feedback: Effects of Feedback Sign, Self-esteem, And Task Centrality**

**Reyhan Bilgiç, Elis Güngör** *Middle East Technical University, Turkey*

The present study examined the effects of feedback sign, self-esteem, and task centrality on affective and accuracy reactions to feedback. A 2 (feedback sign) x 2 (self-esteem) x 2 (task centrality) experimental design utilized with 106 research assistants (Mean age = 27.47, SD = 2.65) as participants. They read vignettes and asked to rate how the assistant in the story would react to the feedback given by the professor. Results revealed that individuals showed more positive affective and accuracy reactions to positive feedback vignettes than negative feedback. Furthermore, individuals with high self-esteem accepted positive feedback more than low self-esteem individuals. The study also showed that task centrality affected the acceptance of feedback. Individuals tended to rate the acceptance of the feedback for central tasks more than peripheral tasks regardless of the sign. The major findings, and limitations of the study were discussed, and future suggestions were presented.

#### OR1234

##### **Job Demands and Resources as the Antecedents of Mobbing and its Consequences**

**Reyhan Bilgiç, Sinem Yeldan** *Middle East Technical University, Turkey*

The present study examined the relationship between job demands and resources, and mobbing in relation to mental health, job satisfaction, and affective organizational commitment. Data was collected from 223 employees working in various sectors. Of the participants, 142 of them were women (63.7%) and 81 were men (36.3%). The results showed that there was a significant positive relationship between job demands and mobbing; and significant negative relationship between job resources and mobbing. Negative affectivity moderated the relationship between job resources and mobbing, yet it did not moderate the association between job demands and mobbing. Furthermore, burnout partially mediated the positive relationship between mobbing and individual's general health, negative relationship between mobbing and affective organizational commitment; further, fully mediated the negative association between job satisfaction and mobbing. The results were discussed in detail, limitations and suggestions for future research, contributions of this study, and practical implications for the managers were stated.

#### OR1235

##### **Adding e-Insults to Other Injuries: Negative Online Reviews as a Burgeoning Source of Work Stress**

**Graham Bradley (1), Beverley A Sparks (1), Karin Weber (2)** *1. Griffith University, Australia; 2. Hong Kong Polytechnic University, Hong Kong*

Societal and technological advances over the past century have resulted in an expanded range of work stressors. This study investigated the contribution of customer-authored, negative online reviews (NORs, such as those posted on websites like Tripadvisor) to the distress experienced by 418 service industry employees. Participants completed a self-report questionnaire measuring their exposure to traditional customer-related social stressors, exposure to NORs, social support, and four measures of worker well-being. Regression analyses and structural equation modelling revealed that, controlling for demographic factors, employment variables, and other social stressors, receipt of NORs explained incremental variance in anger, cynicism and professional efficacy, but not emotional exhaustion. Partial support was obtained for a model in which state anger mediates the effects of NOR-exposure on other well-being indices. The availability of workplace social support did not buffer the adverse effects of NOR-exposure. Recommendations for managing negative online reviews, and reducing their adverse impacts, are discussed.

#### OR1236

##### **Social contacts at work and their role for daily work-to-life-enrichment**

**Eva K Brosch, Carmen Binnewies** *University of Münster, Germany*

This diary study focuses on daily resources at work as predictors of daily work-to-life-enrichment. The examined model is based on the model of work-family enrichment by Greenhaus and Powell (2006). Our five-day diary study was conducted via electronic devices with 100 employees working in municipal administrations (N = 420 daily measurements). As predictor variables, we assessed team climate and autonomy at work. We controlled for daily stressors at work. We assessed positive affect as mediator. These measures were gathered in a survey directly after work. Within the survey in the evening, before going to bed, we assessed work-to-life-enrichment as outcome variable. Results of hierarchical linear modeling showed that role hassles and team climate predicted work-to-life-enrichment. Positive affect mediated the relationship between team climate and work-to-life-enrichment. Our results show the important role of social resources and stressors at work for the recovery process. Processes at work can enrich our private life.

#### OR1237

##### **Transformation and Leadership in Local Government**

**Mendiola T Calleja (1,4), Maria Regina M Hechanova (1), Nico A Canoy (1), Edna P Franco (1,4), Erwin A Alampay (2), Ramon Benedicto A Alampay (3)** *1. Psychology Dept Ateneo de Manila University, Philippines; 2. CLRG, NCPAG, University of the Philippines, Philippines; 3. Department of Interior and Local Government, Philippines; 4. Ateneo Center for Organization Research and Development, Philippines*

This research examined the process of organization transformation in local governments. Specifically, it looked at the challenges to and foci of transformation as well as the characteristics of transformative leaders relevant to managing and sustaining change in local contexts. We combined a multi-case study research design and backward-mapping approach in collecting and analysing narratives from fifty-five leaders in nine Filipino local government units that have successfully undergone transformation. Results show that having transformative leaders with an inspiring vision and that encourages citizen engagement enabled multiple foci of transformation. These include process improvement, results-based performance management, structural changes, policy reforms, cultural reforms and capability building efforts that enabled the transformation of bureaucratic and unprofessional government service to an effective public service that promotes transparency, democracy, social equity,

pride and engagement. Implications of the proposed model for transforming local government units and in developing transformative leaders for good governance are discussed.

### OR1238

#### Using DISC personality test to predict interview success: Biases and implications

**Yuhuan Chang (1,2,3), Tingyu Hsu (1,3,4)** 1. Yuan Ze University, Taiwan; 2. Innovation Center for Big Data and Digital Convergence, Taiwan; 3. College of Management, Taiwan; 4. University of Minnesota, United States of America

Interview with job candidates continues to be an important aspect of employment selection process. However, there have been a variety of biases associated with interview. Personality has been evidenced as one of the biased factors. The purpose of this study was to evaluate the personality types in relation to job interview using the DISC test. The DISC is a personality assessment that has been widely used in the industries for hiring and training purposes. This present study used a quasi-experimental design to interview potential candidates for internship opportunities and included experienced human resources managers to serve as interviewers. The participants included 59 undergraduate students and 6 interviewers in a scheduled interview scenario. The results of this study indicated that people with influence style reported favorable interview outcomes. Biases and implications of this result will be further discussed in the conference session.

### OR1239

#### Time for going green: A temporal perspective on consumers' willingness to buy green products

**Wei-Cheng Chang, Tzu-Ting Lin** National Chengchi University, Taiwan

Concerns related to the environment are evident in the increasingly ecologically conscious marketplace. However, few studies explored this issue from temporal perspective. This study proposes and empirically tests a model delineating the relationship among time frame (i.e. past, present, and future), personal temporal focus, and willingness to buy environmentally friendly products. This study adopts 3 between-subjects experimental design to test the proposed hypotheses, and collect validly data of 124 university students in Taiwan. The results support the hypothesis that there are significant different effects of direction types of time frame on willingness to buy green products. Namely, compared to past time frame, future time frame appeals lead to weaker as well as present time frame higher green product purchase attitude. In addition, consumer temporal focus has significant additional main effect and moderating effect upon the given relationships. Managerial implications

for green marketers and suggestions for future research are discussed.

### OR1240

#### The matching relationship between competency and growth pattern of Chinese state-owned entrepreneurs

**Hui Chen** School of Economy and Management, Beijing University of posts and telecommunications, China

In order to culturing and developing excellent state-owned entrepreneurs, it is helpful to build a state-owned entrepreneurial competency model and analyze its matching relationship with entrepreneur's growth pattern. With interview survey and a questionnaire survey research, this research first builds up the Chinese state-owned entrepreneurial competency model. The model is 3-levels and 4-dimensions. 3-levels are motivations, core competency of state-owned entrepreneurs and general competency of entrepreneurs. 4-dimensions are self-management, future-orientation, enterprise management and social relationship. The research also explores the matching relationship between competency and growth pattern. There are six growth stages of the state-owned entrepreneurs: preparing period, beginning period, practicing period, developing period, transferring period and maturity period. The research finds that beginning and practicing period should focus on enterprise management, developing period, transferring period should focus on future-orientation.

### OR1241

#### The Research on Growth pattern of state-owned entrepreneurs in China

**Hui Chen** School of Economy and Management, Beijing University of posts and telecommunications, China

To study the growth pattern of Chinese entrepreneurs is good for creating an environment for state-owned entrepreneurs' growth and development. With literature study, this research first explores the growth pattern of the state-owned entrepreneurs, and divides the growth pattern as preparing period, beginning period, practicing period, developing period, transferring period and maturity period. Through analyzing resumes of 139 entrepreneurs from the 113 large state-owned enterprises and interviewing with 25 entrepreneurs, verify the six growth periods further. Then with quantitative analysis of the resumes, discuss the difference between the growth pattern of the state-owned entrepreneurs who were born in 1950s, 1960s and 1970s.

### OR1242

#### The entrepreneurial growth expectation in Chinese societies: Comparison of Taiwan and China

**Forrence H Chen (1), Ru-Mei Hsieh (2), Yi-Wen Chen (3)** 1. National Chengchi University, Taiwan; 2. National Pingtung University of Science and Technology, Taiwan; 3. Tamkang University, Taiwan

Nowadays government officials and scholars pay much attention to entrepreneurial activity because entrepreneurship has significant impact on economic growth, especially in high-growth entrepreneurs. This study focuses on the Chinese entrepreneur's growth expectation, and wants to answer two questions: (1) How are the current situations of Taiwan and China in the entrepreneurial activity? Is there any difference between these two societies? (2) Will Chinese entrepreneur's growth expectation affect by human and social capital? And, are institutional environments as important moderators? Base on the Global Entrepreneurship Monitor (GEM) surveys and Index of Economic (IEF) data from 2010–2011, the study takes a multilevel estimation framework to analyze. The results show: (1) Taiwan and China have significant differences in TEA (Total Early-Stage Entrepreneurial Activity) rates, gender, growth expectations, institutional normative and institutional cognitive; (2) Chinese entrepreneur's growth expectation will be affected by human and social capital, and institutional regulatory and institutional normative are contextual factors in these relationships.

### OR1243

#### The persevering, the happier: How entrepreneurs' knowledge and entrepreneurial engagement influence entrepreneurs' happiness

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Drawing on the literature on entrepreneurship and happiness, we examine the effects of individuals' possession of and exposure to knowledge on the likelihood to engage in different entrepreneurial stage, which represents ones' lasting fulfillment and continuous engagement that drive their happiness. Our analyses are based on data collected for the 2013 Global Entrepreneurship Monitor (GEM) from individuals located in Taiwan. Results reveal that entrepreneurial knowledge-based factors, including personal education and external networking have a positive effect on moving through start-up processes. Furthermore, passing different entrepreneurial stages acquires a feeling of self-fulfillment and is significantly associated with entrepreneurs' happiness, which means that happiness belong to the persevering. These findings offer important theoretical and practical implications.

**OR1244****Match with supervisor or organization: Linking fit perceptions with performance from interactive perspective**

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Supervisor has always been regarded as the agent of the organization. On the other hand, an increasing number of studies show that employees would differ in the extent to which they view their supervisors as the embodiments of the organization. This study (N = 494) draws from the fit perception perspective to figure out above contradictory arguments. Results indicated that person-supervisor fit and person-organization fit had an interactive rather than additive relationship with organization commitment and performance. In addition, the link between fit and performance was mediated by the organization commitment. This study supports the notion that to some extent employee takes supervisor and organization as different parts, meanwhile person-organization fit and person-supervisor fit together amplify employee's positive attitude and behavior in the work place. This study sheds light on the research of relation between supervisor and organization from the employee's viewpoint, and enriches the knowledge of person-environment fit study.

**OR1245****Harmony-based interpersonal stress and work performance in Chinese organization: the moderations of Gaunxi-oriented and moral leadership**

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Interpersonal stress is an important issue in modern organizations. Compared to conflict-based interpersonal stress in Western societies, interpersonal stressors in Chinese context are mainly induced from maintaining harmony or avoiding conflict in relations. Chou et.al, (2014) used critical incident technique method indicating that harmony-based interpersonal stress (HBIS) includes charitable person-dilemma, Guanxi-dilemma, and offensiveness tolerance dilemma. Our study explored (1) The relationships between employee's HBIS and work performance; (2) The moderating effects of employee's Guanxi-orientation and moral leadership. Questionnaires were administered to a sample of 297 supervisor-subordinate dyads retrieved from 15 private businesses in Taiwan. Here are the findings: (1) There was no significant relationship between HBIS and work performance; (2) Employee's Guanxi-orientation played a role of negative moderating effect between

HBIS and work performance; (3) Moral leadership moderated positively the relationship between HBIS and work performance. Finally, we also discussed the implications of theory/practice, and limitations/future directions in this study.

**OR1246****Successful aging in the workplace as the moderator between perceived work discrimination and job outcome among Hong Kong older workers**

**Francis Cheung** Lingnan University, Hong Kong

Past research suggests that older workers often encounter discrimination in the workplace which leads to lower job satisfaction and higher intention to leave the organization. In this study, we examined whether successful aging in the workplace served as a moderator between perceived discrimination and job outcomes, namely job satisfaction and intention to leave the organization. 350 Chinese older workers (Mean age = 51.88, SD = 5.15) were recruited in Hong Kong. AResults showed that perceived discrimination were negatively related to job satisfaction but positively to intention to leave. Furthermore, multiple regression showed that successful aging in the workplace moderated the association between perceived discrimination and intention to leave the organization. In particular, older workers who reported higher successful aging in the workplace tended to report lower intention to leave, especially when they perceive low level of perceived discrimination. Limitation and implications will be discussed.

**OR1247****I Look Powerful So You Will Yield to Me: The Effects of Embodied Power and the Perception of Power on Conflict Management**

**Fai Ho Choi, Wing-Tung Au** The Chinese University of Hong Kong, Hong Kong

Two studies were conducted to investigate the effects of embodiment on conflict management. Past studies demonstrated that physiological states i.e., bodily postures, could affect emotional and cognitive proceedings of a person. The present work extended beyond past research to examine how physiological states affected decision-making of two interacting individuals. Study one replicated past findings that participants holding a high-power posture perceived more power than participants holding a lower-power posture. In study two participants holding either a high-power or a low-power posture interacted with each other in an integrative bargaining game. Participants holding a high-power posture proposed a significantly higher initial offer at the beginning of the bargaining and proposed a higher final

offer at the end of the bargaining than participants holding a low-power posture. This project provides evidence that bodily postures can influence the perceived sense of power of the parties involved and hence influence the conflict outcomes.

**OR1248****A Plebiscite on Job-Crafting Behaviors in Indian Employees: Structure, Incidences, Evidences and other Complexities**

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The presence of job crafting behaviors is a well-researched phenomenon, but there is a paucity of empirical scales that measure such behaviors. However, in recent times there is some development in this area where new scales to measure job crafting behaviors have evolved, though more so in western cultures. This study utilizes the 15 item JCQ (Slomp & Vella-Brodrick, 2013) to: a) check for its structural validity and psychometric in Indian context, b) explore the incidences of whether Indian employees engage job crafting and to upto what extent they engage in those behaviors. While utilizing a diverse sample, this study also addresses the issue as to whether there is any evidence of manifestation of such discretionary behaviors by only a specific category of workers. In addition to these, the study also caters to the important gender and demographic differences and deviations with special respect to Indian employees in general.

**OR1249****Confirmatory Factor Analysis of Employee Trust Scale**

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The Employee Trust Scale - is developed for the purposes to examine employee's trust toward their supervisor. This 49 item measure is a newly created scale by the researchers based on their previous study. The result of exploratory factor analysis Chua et al. (2015) were able to extracted three factors: trustworthiness, position status and relationship which accounted for 62.49% of the total variance. Considering the existing assumption of this three dimension of employee trust toward their supervisor, in this paper confirmatory factor analysis was conducted to test the dimensionality of the Employee trust Scale. This analysis was conducted with Structural Equation Modeling which used to assess the fit of the model. In addition, reliability and validity of the model was also measured. A total of 981 (444 females, 511 males) employees were selected randomly from public and private organization sectors in Kota Kinabalu, Sabah, Malaysia were involved in this study.

**OR1250****Does internship participation enhance career adaptability? A quasi-experimental investigation**

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Career adaptability is crucial to surviving today's workplace. Integrating career construction and conservation of resources perspectives, we examined whether internship participation can enhance career adaptability. We also tested the role of conscientiousness as a moderator between internship participation and career adaptability. Student interns were compared with two control groups (i.e. non-interns with no or with some service experience). Analyses of data collected from 171 Chinese undergraduates across three measurement periods revealed that interns improved in career adaptability from pre-internship to immediate and delayed post-internship. There were no corresponding improvements, however, among the control groups. At post-internship, the internship group also reported higher levels of career adaptability than the control groups. Finally, among interns, conscientiousness moderated the relationship between measurement period and career adaptability such that highly conscientious interns experienced greater improvements in career adaptability from pre- to post-internship than did interns with moderate or low levels of conscientiousness.

**OR1251****Influence of equity market volatility on occupational well-being: moderation by the perception of information**

**Hui Ming Apesta Chung, Winton Wing Tung Au** THE CHINESE UNIVERSITY OF HONG KONG, Hong Kong

This study investigated the relation between equity market volatility and indicators for occupational well-being which are the general anxiety and job satisfaction, and examined the role of perception of equity information in moderating this relationship. 72 participants completed investment behavior and occupational well-being measures for a period of 30 days, resulting in a total of 2160 observations. The results of generalized estimating equation analyses show that participants are more anxious during the stock market is volatile when the perception of equity information is high. Lower job satisfaction can also be anticipated during the stock market is volatile when more equity information is perceived by participants. The finding suggests that volatile stock market predicts lower level of occupational well-being

and that interaction is moderated by perception of information.

**OR1252****Informal Leadership Behavior in the Presence of Formal Leadership Hierarchies - The Impact of Leadership Motives and Activity on Leadership Perceptions in Teams**

**Alexandra Cook, Jan F Krauth** Technische Universität Chemnitz, Germany

How do individuals express their leadership motives through behavior in a way that may shape others' perception of him or her as a leader, and to what extent is this process influenced by existing formal leadership hierarchies? To address these questions, we divided student participants into dyads and assigned roles of leader and assistant for a team task. We recorded the participants' body movement and posture activity with wearable sensors equipped with accelerometers. The participants' motivation to lead (MTL) and their subjective perception of their team partner's leadership during the task were assessed via questionnaires. Posture activity mediated the positive relationship between affective MTL and exercised leadership as perceived by the team partner, though only for participants in the assistant condition. The results indicate that team members may use different information sources when evaluating leadership, depending on the formal hierarchical position held by the evaluated individual.

**OR1253****Daily Work-Family Experiences and Sleep: The Moderating Role of Contextual Structural Resources**

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Drawing on the Work-Home Resources Model we used a week-long daily diary design with a sample of 131 information technology workers to examine the within-person level associations between work-to-family conflict (WTFC) and sleep quality and quantity. In addition, we assessed daily reports of family-supportive supervisor behaviors (FSSB) as a contextual, yet transient resource and predictor

of sleep outcomes. Schedule control and work-family climate were classified as contextual, yet stable resources, and thus evaluated as between-person moderators of the within-person associations. Results demonstrated that it takes individuals longer to fall asleep on nights following high levels of WTFC. No significant within-person level associations were found between FSSB and sleep outcomes. Work-family climate and schedule control also moderated WTFC- and FSSB-sleep quality associations. Our findings implicate the importance of daily variation in, and average overall levels of, WTFC and FSSB for future individual- and organizational-level interventions designed to improve sleep outcomes.

**OR1254****Cosmetic Facial Surgery: The Relationship of Self-Esteem to the Job Satisfaction and Burnout of Employed Adults**

**Christina Cregan, Alicia R Kalus** University of Melbourne, Australia

This study investigates the relationship of changes in employees' self-esteem following facial cosmetic surgery with changes in their job satisfaction and burnout. Knowledge-based theories of self-esteem are used to develop hypotheses. Quantitative survey responses are collected from 106 adults who have undergone surgical procedures within a four-year period and analysed by hierarchical moderator regression. The findings show a positive relationship between increase in self-esteem with job satisfaction, and a negative relationship with burnout. They also show that the longer the passage of time since surgery, the greater the increase in job satisfaction and decrease in burnout between those with higher and lower levels of post-operative self-esteem. Finally, for those who strongly perceive an improvement in self-esteem, the longer the time since surgery, the greater the increase in job satisfaction and decrease in burnout; for those who strongly perceive their self-esteem has not improved, the greater the decrease in job satisfaction.

**OR1255****Leadership and Conflict Management Styles in Relation to Burnout Managers**

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The current intergenerational coexistence in organizations is trend topic, but misused to explain every phenomenon; also the usual explanation of organizational health and quality of life it's the individual characteristic

(Contreras, Barbosa, Juarez, Uribe & Mejia, 2009). However, some literature linked the embeddedness and discipline explain the ability of modify the work dynamic and environment (Caraher, 2015; Qi Li, & Zhang, 2014). We used: Managerial Effectiveness Diagnosis (Reddin, 1983). Thomas Kilmann Inventory (Thomas, 1992) and Mexican Scale of Burnout (Uribe Prado et al., 2008), to analyse if the work and relationship orientations increased-decreased the risk of burnout. We found low correlations ( $-.268^{**}$  to  $.271^{**}$ ) between style preference and burnout in 230 volunteers (18–70 years,  $M = 36.87$ ,  $SD = 10.98$ ); but any style predict any of the factors of burnout. Thus, sometimes generational differences may explain some aspects of behaviour, but show the need to research about how people handle these situations.

#### OR1256

##### Linking HRM to Performance: A process-approach

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The human resource management (HRM) field has recently witnessed the emergence of a perspective that assumes that performance is the result as much of the content of the messages conveyed by the HRM system, as of the way such messages are communicated to employees. This is currently known as the HRM process view, which is captured by the HRM strength concept. The current research tests the relevance of such approach, by using 349 responses collected in a large hotel network. Following a comprehensive literature review, the model included the following variables: HRM strength, leadership, climate, climate strength, and performance. Three results are worth mentioning: 1) HRM strength is best represented by one of its dimensions (distinctiveness), 2) HRM strength is a mediator between leadership and performance; and 3) climate mediates the impact of HRM strength on performance. The paper ends with important implications for the theory and practice of HRM.

#### OR1257

##### Exploring R&D Leader Effectiveness

**Sitanshu Sekhar Das, Damodar Suar** Indian Institute of Technology Kharagpur, India

Scientists are responsible for all the scientific research and development that are critical to the development of any nation. Little is known about what contributes to the effectiveness of R&D leaders. This study, based on grounded theory, explores the attributes

and behaviors of R&D leaders and the contextual factors that facilitate or impede their effectiveness. Thirty senior scientists were interviewed from 10 Indian R&D labs using seven open-ended questions. Content analysis of responses revealed the attributes of effective R&D leaders that included complex problem-solving skills and cognitive abilities; interpersonal and entrepreneurial skills; cultural sensitivity, humility, self-efficacy, and ethicality. Empowering, team building, task-oriented, and transformational behaviors were found to be effective leader behaviors. Organizational support, autonomy, and recognition were conducive contexts for leader effectiveness. The reported attributes, behaviors, and contextual supports lay the foundation for a new conceptualization of R&D leadership and explain R&D leader effectiveness.

#### OR1258

##### Evaluating the German version of the Work Ability Survey-R (WAS-R)

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Increased work force participation of retirees could attenuate the consequences of the demographic change. Work ability has been found to be an important predictor of retirement. However, the quasi-standard measurement tool, the Work Ability Index, does not account for changed work demands due to a shift towards the tertiary and quaternary economic sector. Therefore, the WAS-R was developed, integrating factors of the holistic model of work ability. We translated the WAS-R into German and evaluated its psychometric properties, factor structure, and construct validity in three samples ( $n_1 = 1,093$ ,  $n_2 = 359$ ,  $n_3 = 458$ ). A partial least squares path model supported the structural model. Support for the construct validity was found. The WAS-R integrates factors of the holistic model of work ability, thus improving the measurement of work ability. Further research is needed to prove long-term validity.

#### OR1259

##### Relationship between Job stress, Job satisfaction, General Health and Burnout

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The major objective of the present study was to examine the relationship between Job stress, Job satisfaction, General Health and Burnout. The sample consisted of 100 police personnel

including 50 constables and 50 Sub inspectors. The Questionnaire tapped information pertaining to demographics such as age, length of service, designation, level of job stress, job satisfaction, burnout and general health. The findings showed that more the job stress, lesser the job satisfaction and poorer the health. Also burnout correlated negatively with job satisfaction and health. The implications of the findings would be discussed.

#### OR1260

##### Factors Effecting Organizational Commitment in Different Companies

**Gonca Ercegil, Gulgun Mese Ege University, Turkey**

We have worked with 3 different organizations which one of them is a governmental organization. 132 white collar workers have attended the study. We have used 38 item organizational commitment questionnaire developed by A. Wasti in her unpublished dissertation thesis with additions to Meyer and Allen's questionnaire. Cronbach alpha coefficient was found higher than Meyer and Allen's questionnaire (0.92 to 0.79). We have examined eight factors (age, sex, marital status, number of kids in the family, education, years of professional experience, years spent in the current company, years spent in the current position) as effecting organizational commitment both in general and in sub-dimensions. We have also compared these among organizations, organization types, and white/blue collar workers. We have found highly significant differences of commitment in general in marital status and the number of kids the worker has. There were also significant results in some of the sub-dimensions of organizational commitment.

#### OR1261

##### Can Cooperating with Competitors Benefit Innovation? A Cross-cultural Study

**Miriam Erez (1), Cynthia Lee (2), Zhong Weiguo (1,3), Iris Arbel (1,4), Eldad Gvartz (1,5)** 1. Technion - Israel Institute of Technology, Israel; 2. Cynthia Lee, United States of America; 3. Weiguo Zhong, China; 4. Iris Arbel, Israel; 5. Elad Gvartz, Israel

To better understand the factors that enable co-opetition and its impact on innovation, we examined three types of CEO motivation on co-opetition since CEOs and top management team members are generally responsible for firm strategies and performance. Co-opetition is a strategy embodying simultaneous cooperation and competition between organizations. Specifically, using 134 SME firms in Israel and using 338 high technology firms with at least one R&D department in Jiangsu Province, China, we found that CEOs episodic, pro-social and intrinsic motivation contributed to co-opetition strategy. Co-opetition

was positively related to innovation when firms were facing uncertainty. Finally, coopetition mediated CEO motivation and firm innovation. Implications of the results to theory and management practices will be discussed.

#### OR1262

##### **Correlation between Innovative Self-Efficacy and Innovative Work Behavior**

**Arum Etikariena** *Universitas Indonesia, Indonesia*

Organization need to be innovative to face the challenge from the competitive environment today. To support this, the employees must has good innovative work behavior. This study focused to explore internal factors to increase employee's innovative work behavior. The hypothesis is the innovative self-efficacy, has positive and significant correlation to innovative work behavior. Study was held in one organization in creative industry, with 505 respondents from staff and managerial level. Innovative Self- Efficacy Scale and Innovative Work Behavior Scale were used to measure those variables. The result from Pearson's Product Moment correlation analysis supports the hypothesis that the innovative self efficacy has positive and significant correlation with innovative work behavior ( $r = .853^{**}$ ,  $p > .000$ ). Regression analysis also shows that self efficacy can explain 73% variance of innovative work behavior. So, self efficacy needed to increase innovative work behavior. Key-words: Innovative Work Behavior, Innovative Self-Efficacy, Creative Industry.

#### OR1263

##### **Could career-relevant parental support predict students' career explorations? Mediation effects of career self-efficacy**

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The contributions of individual factors to career exploration were well explored in literature. In consideration of the family or parental influences on adolescents' career development in Chinese cultural contexts, the study investigated the influences of parental support for career development reported by high school students and their parents on career exploration with the mediation effects of career self-efficacy. A combined high school student sample (389 students from Hong Kong, 243 from Shanghai urban area, and 188 from Zhejiang rural area) took part in the longitudinal study from Senior Two to Three. Career-related parental support reported by student, not by their parents, in Senior Two, significantly predicted student career exploration in depth and breadth in Senior Three. Students' career

self-efficacy in Senior Three showed significant mediation effects after controlling for the self-efficacy in Senior Two. The influences of parental support in Chinese context on high school student career development were discussed.

#### OR1264

##### **The mediating role of guilt in the relationship between burnout and depression**

**Hugo Figueiredo Ferraz (1), Pedro Gil Monte (1), Ester Grau Alberola (2)** *1. University of Valencia, Spain; 2. Valencian International University, Spain*

Burnout is a serious problem that can be expressed as psychological symptoms, such as depression. Earlier studies have shown that feelings of guilt appear to be involved in the burnout process. The purpose of this study was to test the mediator role of guilt in the relationship between burnout and depression. The study sample was composed of 418 employees (men 26.6%, women 73.4%) working in public health organizations from Spain. Hypotheses were tested together in a path model. The Hypothesized model (i.e., Indolence - Guilt - Depression) showed an adequate fit to data ( $\chi^2(14) = 54.266$ ;  $GFI = .97$ ;  $AGFI = .92$ ;  $NFI = .93$ ;  $CFI = .94$ ;  $RMSEA = .083$ ). All hypothesized relationships were significant. Based on bootstrapping, the relationship between indolence and depression was full mediated by guilt. The results obtained provide empirical evidence for the mediator role of guilt in the relationship between burnout and depression.

#### OR1265

##### **The relationship between Psychological Empowerment, Creative Behavior and the moderating role of Felt Accountability: an intercultural perspective**

**Zeno Filippi (1), Gabriele Giorgi (2), Brondino Margherita (1), Bellotto Massimo (1)** *1. University of Verona, Italy; 2. European University of Rome, Italy*

Creativity is regarded as a key to organizational success and survival (Amabile et al., 1996; Richter et al., 2012). This study is situated in the theoretical framework of Self-determination Theory (Deci & Ryan, 2000) and is based on four hypothesis: 1. Psychological Empowerment predict Creative Behavior; 2. Felt Accountability moderates the relationship between Psychological Empowerment and Creative Behavior; 3. individualistic employees have higher Creative Behavior than collectivistic employees; 4. stronger Meaning associates with higher employees' Creative Behavior. Research participants were employees and managers from Italian and British not for profit organizations ( $N = 202$ ), ranged in age from 21 to 56 years ( $m = 33$ ). For

the purposes of this study international validated scales were translated in Italian with the back-translation method. Structural Equation Modeling provide support for hypothesis 1, 2 and 4. We also found that Meaning (a sub-dimension of Psychological Empowerment) is stronger than Individualism in predict Creative Behavior.

#### OR1266

##### **The relationship between Psychological Capital, Creative Behavior and moderating role of Felt Accountability**

**Zeno Filippi (1), Gabriele Giorgi (2), Beatrice Piccoli (3), Massimo Bellotto (1)** *1. University of Verona, Italy; 2. European University of Rome, Italy; 3. University of Leuven, Belgium*

Accountability, which is briefly defined as the need to justify one's decisions and actions (Lerner & Tetlock, 1999), represents an inherently assumed, yet historically underexamined, linkage between individual and organization. This study is situated in the theoretical framework of Self-determination theory (Deci & Ryan, 2000) and is based on three hypothesis: 1. Psychological Capital is a predictor for Creative Behavior; 2. Felt Accountability moderates the relationship between Psychological Capital and Creative Behavior; 3. stronger Hope associates with higher employees' Creative Behavior; Research participants were employees and managers from four Italian and British not for profit organizations ( $N = 202$ ), ranged in age from 21 to 56 years ( $m = 33$ ). For the purposes of this study international validated scales were translated in Italian with the back-translation method. Confirmatory Factor Analysis (CFA) provide support for hypothesis 1, 2 and 3. We also found that older employees recorded greater levels of Psychological Capital than other.

#### OR1267

##### **Leaders consider subordinates' stress similar to their own stress** **Javier Fiz Perez (1), Gabriele Giorgi (1), Giulio Arcangeli (2), Massimo Bellotto (3)** *1. Europea Roma, Italy; 2. University of Firenze, Italy; 3. University of Verona, Italy*

The present research investigates the relationships between leaders health, in term of work-related stress, mental health and workplace bullying and their evaluation of subordinate stress. Five regression models were formulated to test our hypothesis. This is a cross-sectional study among 261 Italian leaders using supervisor self assessment and ratings of their subordinates. Leaders' health was related to their evaluation of staff stress. Job demand, lack of job control, lack of support by colleagues and supervisors evaluated in their subordinate were particularly associated with leaders their own health. Implications

for developing healthy leaders are finally discussed.

#### OR1268

##### **Detrimental effects of workplace bullying: the impact on organizational emotional intelligence**

**Javier Fiz Perez (1), Gabriele Giorgi (1), Giulio Arcangeli (2)** 1. *Europea Roma, Italy*; 2. *University of Firenze, Italy*

Workplace bullying is considered to be one of the most stressful phenomena in the workplace and an example of dysfunctional and toxic relationship that has detrimental effects on individual's physical and psychological health. We tested part of the model presented by Cherniss and Goleman (2001) in which researchers argued that individual emotional intelligence is a result of relationships at work. In addition, we extended the model by proposing that the relationship between exposure to workplace bullying and the competence of self-management is explained by psychological distress. Data analysis of 346 participants from the two private sector organizations in Italy demonstrated that psychological distress fully mediated the relationship between workplace bullying and the emotional intelligence ability of self-management. The present study findings point to the idea that not only emotional intelligence may assist in handling exposure to workplace bullying, but exposure to workplace bullying may impede emotional intelligence via psychological distress.

#### OR1269

##### **Observer ratings of personality and leadership emergence: A multi-level approach**

**Hallvard Føllesdal** *BI Norwegian Business School, Norway*

This study assessed to what extent ratings of personality, provided by observers in two different contexts, can predict leadership emergence in a third context. Participants (126 women and 43 men, mean age 40 years) in an executive leadership program completed a brief measure of personality (BFI20) before they participated in leaderless discussion groups for five days. Participants then rated each other on leadership emergence, and were rated on the BFI20 by fellow group members (1225 raters), friends or family (636 raters), and colleagues at work (579 raters). Multilevel analyses revealed that self-ratings of personality were only a moderate predictor of leadership emergence, while ratings by family or friends, and especially colleagues at work, were better predictors. Along with control variables (sex and age), ratings from these sources explained 18, 22, and 38 percent of the variance in leadership emergence, respectively. Results and implications of the findings will be discussed.

#### OR1270

##### **Clustering countries: The contribution of a nested analysis**

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Ronen & Shenkar (2013) present an updated clustering map which groups together countries of similar organizational attitudes and beliefs. The map presents three meaningful nested levels of clusters, representing a hierarchical view of cluster formation. The highest level - that of Global clusters - can be dissected into the more meaningful level of Regional clusters, which can in turn, be further dissected into Local clusters. While some clusters are highly cohesive, others are less cohesive and exhibit lower levels of congruency. These less cohesive clusters are of particular interest. Probing into three less congruent clusters - The Confucian, Latin American, and South-East Asian clusters - we show that the fracturing of these clusters to their respective Regional and Local clusters, based on organizational and cultural dimensions, corresponds to variations in eco-cultural correlates and predictors, namely geography, language, and religion. Managerial and practical implications will be discussed.

#### OR1271

##### **The influence of organizational inclusion climate on individual diversity attitudes and knowledge exchange: The moderating effect of individual employee's minority status**

**Fabian J Froese, Sebastian Stoermer** *University of Goettingen, Germany*

Organizational inclusion climate has garnered increased attention in research and practice as it is proposed to have substantial effects on important organizational, team, and individual-level outcomes, e.g. performance and knowledge exchange. However, empirical evidence on the influence of inclusion climate at the organizational level on individual-level attitudes and behaviors is missing. Thus, we conducted a multi-method study to investigate the influence of organizational inclusion climate on individual diversity attitudes and knowledge exchange behavior. Results from a survey of more than 900 employees nested in 27 organizations provide initial evidence of the proposed relationships. To further corroborate our results we conducted two experiments. Results of our first experiment validate the finding that organizational inclusion climate has a positive effect on individual diversity attitudes. In a second experiment, we demonstrate that individuals' diversity attitudes were related to knowledge exchange behavior depending on

the minority/majority status of the knowledge transferor and recipient.

#### OR1272

##### **An effect of career guidance activities and policies at university career centers on the rate of the students unsettled for careers**

**Tamayu Fukamachi** *The Japan Institute for Labour Policy and Training, Japan*

It is common for university students in Japan to settle their future careers, such as the companies to work for and the further schools to enter, when they graduate. Some career centers of universities face difficulties for the students' career counseling because of their unmotivated attitudes for their future careers. This study shows one of the evidences that affirmative activities like academic staffs' positive involvements can lessen the rate of the students unsettled for their future at the time of graduation. A questionnaire survey about career guidance was conducted for career centers of the whole universities in Japan (N = 723), and 63.5% of them responded to it (N = 459). The responses were analyzed in accordance with the scale of university (the number of students) and the rate of the students unsettled for careers just before their graduation. The author will also show some results derived from the additional interviews for career centers.

#### OR1273

##### **Higher education orientation and students attitudes towards entering the labour market The mediator role of employability**

**Juan Pablo Gamboa Navarro, Ana Hernández Baeza, Vicente González Romá** *University of Valencia, Spain*

Higher education characteristics are supposed to have an important role in developing students' employability and entering the labour market attitudes which, in turn, may improve labour market outcomes. We test if the professional and practice orientation of university instruction (PPO) relates to students' employability dimensions, and if these dimensions relate to their tolerance towards overqualification and job search attitudes. The model was tested by means of Mplus in a sample of 861 Bachelor and Master's students of a Spanish university. Results showed that PPO was significantly and positively related to two dimensions of employability: career identity and social capital, which in turn, were significantly and positively related to job search attitudes. Moreover, social capital was also significantly and negatively related to tolerance towards overqualification. The indirect effects of PPO on job search attitudes and tolerance towards overqualification through these employability dimensions were also significant. Implications of these results are discussed.

## OR1274

**Educational and career antecedents of the university graduates career identity: A longitudinal study**

**Juan Pablo Gamboa Navarro, Ana Hernández Baeza, Vicente González Romá** *University of Valencia, Spain*

We examined the longitudinal predictors of graduates' career identity 10 years after graduation, due to its importance for promoting their employability and the scarce of empirical evidence. These antecedents comprise educational factors, specifically the professional and practice orientation of instruction (PPO) and career quality factors, specifically vertical and horizontal match in the career. The study sample was made up of 526 graduates who finished their studies two years before they were interviewed for the first time (Time 1). Four and eight years later they were interviewed again (Times 2 and 3). After controlling for sex, field of study, and a proxy of career identity at T1 and T2, the Hierarchical Regression Analyses conducted revealed that PPO at T1, and horizontal and vertical match at T2 predicted higher levels of career identity at T3. The results show both educational and career antecedents influencing graduates' career identity over time.

## OR1275

**The Relationship between Destructive Leadership and Subordinates' Extra-role Behavior**

**Riguang Gao (1), Biying Wang (2)** *1. Jiangxi University of Finance and Economics, China; 2. Jiangxi Normal University, China*

The study explored the mechanism that destructive leadership impacts the subordinates' extra-role behavior by using matched data that were collected at different time points. In this study, the discriminant validity was first tested to make sure that measurement meets the need of psychometrics. Then basing on correlation analysis, mediating and moderating mechanisms by which destructive leadership influence subordinates' extra-role behavior was checked. The results shows subordinates' affective commitment mediates the relationship between destructive leadership and employees' deviant behavior and organizational citizenship behavior. And turnover intention moderates the impact of destructive leadership on organizational deviant behavior and organizational citizenship behavior. That is, when employees' turnover intention is higher, relationship between destructive leadership and organizational deviant behavior is stronger, and relationship between destructive leadership and OCB is weaker.

## OR1276

**Antecedents and Consequences of Humble Leadership: the Role of Personality and Perceptions of Organizational Politics**

**Riguang Gao (1), Xu Xiaofeng (1), Wang Biying (2)** *1. Jiangxi University of Finance and Economics, China; 2. Jiangxi Normal University, China*

In recent years, humble leadership has become an interesting theme which some researchers focus on. The goal of the research is to understand who display humble leadership behavior and why does it matter. The results of our survey reveal that humble leadership is associated with supervisor' traits ( Agreeableness, conscientiousness, and neuroticism). Supervisor's conscientiousness and agreeableness traits were positively related to supervisor's humble leadership behavior, and supervisor's neuroticism was negatively related to supervisor's humble leadership behavior. In addition, humble leadership has significant negative influence on subordinates' silence, and that this relationship is fully mediated by Perceptions of organizational politics. We conclude with a discussion of the theoretical and managerial implications in China This research was supported by National Natural Science Foundation of China(71362018,71462010).

## OR1277

**UGL (Understanding Group and Leader) Coaches: Affective Profiles and Markers of Empowerment and Self-awareness**

**Danilo Garcia (1,2,3), Annika Ambjörnsson (1,4), Trevor Archer (1,4), Max Rapp Ricciardi (1,4)** *1. Network for Empowerment and Well-Being, Sweden; 2. Blekinge Centre for Competence, Karlskrona, Sweden; 3. Centre for Ethics, Law and Mental Health, University of Gothenburg, Gothenburg, Sweden; 4. Department of Psychology, University of Gothenburg, Gothenburg, Sweden*

The Understanding Groups and Leader (UGL), provided by the Swedish National Defence College, is one of the most popular management programs among civilians in Sweden. We mapped important markers of empowerment and self-awareness among UGL-coaches in relation to their affective profiles. UGL-coaches (N=153) and Swedish Chiefs of Police (N=104) completed an online survey comprising affect, optimism, self-esteem, and locus of control. Self-reported positive (PA) and negative affect (NA) were used to categorize participants in four profiles: self-fulfilling (high PA, low NA), high affective (high PA, high NA), low affective (low PA, low NA), and self-destructive (low PA, high NA). The self-fulfilling profile was more common among UGL-trainers (25.70% compared to 19.20% among Chiefs of Police). Moreover, UGL-coaches with a self-fulfilling profile

scored higher in optimism and self-esteem and lower in external locus of control. This suggest a higher probability of self-fulfillment, and thereby empowerment and self-awareness, among UGL-coaches.

## OR1278

**The role of ingratiation and career sponsorship in the relationship between career adaptability and promotability: A moderated mediation model**

**Patrick M Garcia (1), Laramie Tolentino (2), Hataya Sibunruang (3)** *1. University of Vermont, USA, United States of America; 2. Monash University, Australia; 3. University of Sussex, UK, United Kingdom*

Informed by Career Construction Theory (Savickas, 2013), this study proposed that the relationship between career adaptability and promotability is mediated by ingratiation. That is, employees' motivation to adapt is manifested through the use of ingratiation which then leads to the increased likelihood of promotion. Furthermore, we predicted that the presence of career sponsorship would strengthen this mediated relationship. We tested our moderated mediation model using 265 supervisor-subordinate dyads in Thailand. Results revealed that ingratiation, mediated the positive relationship between career adaptability and supervisor-rated promotability. In addition, this mediated relationship was stronger for employees who received high as opposed to low levels of career sponsorship from their supervisors. These results remained significant even after controlling for supervisor and subordinate gender. Our findings underscore the importance of examining specific behavioral strategies used by highly adaptable individuals and the positive effects of career-specific contextual support. Theoretical and practical implications are discussed.

## OR1279

**Employee Intrapreneurship in Relation to Work Engagement and Personal Resources over Time: A Latent Change Score Analysis**

**Jason Gawke (1), Marjan Gorgievski (1), Arnold Bakker (1,2)** *1. Erasmus University of Rotterdam, Netherlands; 2. University of Johannesburg, South Africa*

Purpose. Although employee intrapreneurship (i.e. the entrepreneurial activity of employees for their organization) has shown to positively impact organizational outcomes, empirical literature on the psychological antecedents and effects of this work behavior on the employee is relatively mute. Following the broaden-and-build theory, we hypothesized that work engagement fosters employee intrapreneurship, which in turn builds personal resources over a three month period. Method. A latent change score analysis was utilized to test

the hypotheses in two different samples among public servants of six organizations ( $N=210$ ;  $N=141$ ). Data was collected in two waves with a three month interval and was analysed in R. Results. Across samples work engagement is shown to positively relate to employee intrapreneurship, which in turn significantly affected the increment of personal resources over time. Conclusion. Given that employee intrapreneurship has both momentary and lasting positive effects for employees, organizations are advised to stimulate employee intrapreneurship.

#### OR1280

##### **Employee Intrapreneurial Behavior and Job Crafting; A Kaleidoscope Career Perspective**

**Marjan J Gorgievski, Jason Gawke, Tom Junker, Prof. Dr. Arnold Bakker** *Erasmus University Rotterdam, Netherlands*

Purpose. Building on the Kaleidoscope Career Model (KCM), this study investigated whether need for challenge, autonomy and balance predict intrapreneurial behavior, job crafting, work engagement and need satisfaction. Method. Data of 642 public servants (response rate = 58 %) participating in a 2-wave follow-up survey study with a three-month interval were analysed using SmartPLS. Results. In support of the KCM, need for challenge, and not need for autonomy or balance, predicted employee intrapreneurial behaviour and job crafting. Crafting challenges and job resources at Time 2 followed from employee intrapreneurial behavior at Time 1. Intrapreneurial behavior and job crafting did not predict need satisfaction over time, but correlated with work engagement at Time 1, which did predict both challenge and autonomy need satisfaction at Time 2. Conclusion. Need for challenge is the driving force behind intrapreneurial and job crafting behavior, but the accompanying work engagement predicts need fulfilment.

#### OR1281

##### **A new approach aimed at increasing social relevance and psychological well-being in the recruitment process**

**Kathleen Gottwald (1), André Durivage (2), Even Loarer (1)** 1. CNAM/UQO, France; 2. Université du Québec en Outaouais, Canada

The purpose of this research is to investigate the impact of an approach designed to increase the psychological well-being of candidates participating in a recruitment process. Contrary to common practices aimed primarily at maximizing the job/candidate fit, we introduced new practices focusing on the overall candidate experience: (1) personalized communication; (2) focus on efficiency;

(3) extensive feedback including a personalized report with developmental recommendations; (4) discussions with the managers and HR specialists involved in the process. 1078 candidates applying for an apprenticeship position were divided in 2 groups. The first group went through the conventional approach (recruitment/assessment/final decision) while the other group was exposed to the personalized approach. Each candidate then completed a questionnaire. The results show that the personalized approach produced greater satisfaction and a higher level of trust, belonging, meaning, autonomy, and existential recognition. It would appear that these findings hold true irrespective of whether candidates were offered a job or not.

#### OR1282

##### **Influence of work-family conflict on health: A gender perspective**

**Ester Grau-Alberola (1), Pedro R. Gil-Monte (2), Hugo Figueiredo-Ferraz (1), José L. Llorca Rubio (3)** 1. Valencian International University, Spain; 2. University of Valencia, Spain; 3. Valencian Institute of Safety and Health at work (INVASSAT), Spain

The relationship between life at work (public life) and not (private life) has aroused a great deal of attention over the past few years (Grau-Alberola, 2014). Work-family conflict has been defined as a kind of role conflict in which the role pressures from the work and family domains are mutually incompatible (Greenhaus y Beutell, 1985). The aim of this study was to analyse the influence of psychosocial risks at work (demand factors) on burnout and health from a gender perspective. Variables were evaluated by the UNIPSCO questionnaire. The sample was 418 employees (73.44% women) working in public health organizations -i.e. hospitals and health centres. Results showed no significant gender differences in the levels of work-family conflict. However, according to stepwise regression analyses, the influence of work-family conflict on psychosomatic disorders, burnout and medication use was significantly higher in women than in men. Supported by Ministerio de Economía-Competividad (MINECO) Spanish Government.

#### OR1283

##### **Prevalence of burnout and relationship with its consequences**

**Ester Grau-Alberola (1), Pedro R. Gil-Monte (2), Hugo Figueiredo-Ferraz (1)** 1. Valencian International University, Spain; 2. University of Valencia, Spain

The aim was to present the prevalence of burnout and relationship with its consequences (e.g., depression, psychosomatic disorders). According to Gil-Monte (2012), guilt could explain different types of burnout, based on their role in the relationship between burnout

and its consequences. While for some professionals indolence allows them to manage the levels of strain (Profile 1), other professionals feel uncomfortable with it and develop higher feelings of guilt and more severe manifestations of burnout (Profile 2). The study sample was composed of 418 employees (men 26.6%, women 73.4%) working in public health organizations. Burnout was measured by the Spanish Burnout Inventory (SBI). By considering the total score on the SBI, 8.4% of employees indicates high levels of burnout (P1). In addition, 3.1% of them presented higher feelings of guilt (P2). Using ANOVA, employees with P2 reported higher levels for consequences of burnout than the other groups. Supported by MINECO.

#### OR1284

##### **Career Anchors and Enablers for Different Age Groups in A Higher Education Institute**

**Sonja Grobler** *University, South Africa*

Career anchors and enablers influence work satisfaction for different age groups within a Higher Education Institute. The participants ( $N=1392$ ), all employed within an open distance electronic learning higher education institute, consisted of 54.5% females and 45.5% males. Their ages ranged from 18 to 65 years, with 79.7% professional and 20.3% academic staff. The employees were interviewed through a structured career anchor and career enabler framework and analysed for differences in work life stages denoted by age. Findings suggest that younger employees are motivated to develop their technical/functional knowledge and expect to be challenged on their abilities while older employees concentrated more on work-life balance. Younger and middle aged employees need to maintain and enhance their self-esteem whereas older employees, closer to retirement, focus more on the structuring of work motives and needs. The results give new insights on how career anchors and career enablers vary as employees grow older.

#### OR1285

##### **Harmonising diverse intellectual traditions: Towards a meta-theory of Organisation Development**

**Johann P Groenewald (1), Christian L Van Tonder (2,3)** 1. Edith Cowan University, Australia; 2. Curtin University, Australia; 3. University of Johannesburg, South Africa

The contemporary practice field of Organisation Development (OD) is marred by theoretical diversity and disparate practitioner practices. This dilutes the perceived legitimacy of this application domain for applied psychologists and constrains the propagation of OD as an effective intervention frame for social systems. In pursuit of theoretical clarity relevant databases (SCOPUS, Web of Science) were

systematically reviewed to identify embedded theory and intellectual traditions in published OD contributions up to October 2015. Of 1421 articles, 384 met stated criteria and were further analysed. Results indicate that scholars generally under-report the underpinning theory in OD initiatives. Indicated theory tends to be a-contextual and inadequately characterised (focus, nature, level). The salience of e.g. social psychology, social constructivism and conventional 'planned change' (themes), suggest convergence of OD fundamentals around a social psychological identity - a starting point for harmonising theoretical diversity into a functional meta-theoretical framework. Implications for IO Psychology training are discussed.

### OR1286

#### **Do morality and sharing matter? A mediated moderation examination of exchange ideology on employee creativity**

**Qinxuan Gu (1), Zhigang Song (1), Dongqing Hu (1), Chunmei Kong (2)** 1. Shanghai Jiao Tong University, China; 2. Inner Mongolia University of Finance and Economics, China

Drawing on social exchange theory and social learning theory, we developed a mediated moderation model to examine how exchange ideology affects employee creativity. With multisource data collected from 237 R&D employees and their team leaders, we found that exchange ideology was negatively associated with both perceived shared leadership and employee creativity, and that perceived shared leadership mediated the relationship between exchange ideology and employee creativity. Moreover, we revealed that moral leadership not only buffers the negative relationship between exchange ideology and perceived shared leadership but also creates moral climate which buffers this mediated moderating effect.

### OR1287

#### **How does materialism impact consumer ethics among Chinese and French adolescents? Internal and external power perspectives**

**Qinxuan Gu (1), Thomas Liping Tang (2), Elodie Gentina (3), Mingchuan Yu (4)** 1. Shanghai Jiao Tong University, China; 2. Middle Tennessee State University, United States of America; 3. Université de Lille, MERCUR Research Center, France; 4. Shanghai Normal University, China

Previous research has paid much attention to the relationship between materialism and consumer ethics which resulted in mixed findings. However, no study has made on how materialism impacts consumer ethics. This study develops a moderated mediation model from internal and external power perspectives. Using

data from 445 Chinese adolescents and 544 French adolescents, we finds that sense of power from an external power perspective and self-esteem from an internal power perspective mediate the relationship between materialism and consumer ethics. Furthermore, we finds that French adolescent sense of power has a stronger positive relation to consumer ethics than Chinese adolescents, and French adolescent materialism has a stronger indirect relation to consumer ethics through sense of power than Chinese adolescents, whereas Chinese adolescent self-esteem has a stronger negative relation to consumer ethics than French adolescents, and Chinese adolescent materialism has a stronger indirect relation to consumer ethics through self-esteem than French adolescents.

### OR1288

#### **Social Activities for Entertainment: A New Perspective on the Relationship Between Openness to Experience and Innovative Work Behavior**

**Wenjing Gui, Wenjie Yuan, Lei Wang** Rm.1215-3, Psychology Dep., Peking University, China

The relationship between openness to experience and innovative work behavior (IWB) has been investigated for decades, and several explanations have been made as mediators, such as affective commitment and job satisfaction. However, the explanation perspectives on the interaction between life and work have seldom been investigated. We proposed a new concept and develop a new measure of Social Activities for Entertainment, concerning entertaining activities and social activities simultaneously. Additionally, we examined Social Activities for Entertainment as a mediator between openness to experience and IWB in the current study. Results based on a 328 individuals' two-wave data showed acceptable reliability and validity of the Social Activities for Entertainment, and demonstrated its mediation effect in relationship between openness to experience and IWB. We provide a new perspective and discuss implications for future research concerning the Social Activities for Entertainment.

### OR1289

#### **The exploration research on the influencing factors model of healthcare service complaint**

**Zhi Guo, Pei-Luen Patrick Rau** Tsinghua University, China

Healthcare providers and researchers have paid more attention to the improvement of healthcare service quality with the increasing conflicts between doctors and patients. The study explored the factors influencing healthcare service complaint in China. 293 participants answered the questionnaires about

hospital public credibility, expected and actual healthcare service quality, healthcare service satisfaction, patients' trust in doctors, expected benefit of complaint and complaint behavior via website link. The results of structural equation model analysis show that (1) both healthcare service satisfaction and patients' trust in doctors are the mediator factors between hospital public credibility and healthcare service complaint behavior, and between the difference of expected and actual service quality and healthcare service complaint behavior; (2) expected benefit of complaint has a direct positive effect on healthcare service complaint behavior. The conclusions could provide the theoretical foundation for the improvement of healthcare service in China.

### OR1290

#### **Mobbing and Burnout in the Service Sector: Psychometric and Empirical Findings from Colombia, Costa Rica, and the USA**

**Benicio Gutiérrez Doña, Guiselle Alvarado, Douglas Arévalo, Fabián Herrera, Esteban Mora, Kathia Quesada, Cynthia Rojas, William Rojas, William Serrato, Floreny Ulate, Joaquín Vargas, Ronny Zúñiga, Martín Zúñiga** Universidad Estatal a Distancia, Costa Rica

Relations between mobbing and burnout were examined. A sample of service sector workers ( $n = 1215$ ) completed the Leymann Inventory of Psychological Terrorization (LIPT) and Maslach Burnout Inventory (MBI). Factorial structure was evaluated by means of principal component analysis. Cronbach's Alpha for the LIPT were within the range of .76 to .89, and within .86 to .94 for the MBI. GLM-multivariate revealed that country had significant effects on both mobbing, Wilks' Lambda = .28,  $F(10, 2410) = 215.25$ ,  $p < .01$ ,  $\eta^2 = .47$ , and burnout, Wilks' Lambda = .60,  $F(6, 2412) = 118.38$ ,  $p < .01$ ,  $\eta^2 = .23$ . Regression analysis revealed that attacks on quality of life and occupational position were good predictors of depersonalization,  $R^2 = .43$ ,  $F(1, 1213) = 921.30$ ,  $p < .001$ , 95% CI [.27, .44]; prevention of self-expression and communication was a good predictor of emotional exhaustion,  $R^2 = .24$ ,  $F(1, 1213) = 921.30$ ,  $p < .001$ , 95% CI [.36, .44]. Conversely, isolation from social relationships accounted for only 5% of variance in personal accomplishment. Keywords: Mobbing, burnout, service sector, psychometric scale adaptation, predictive models.

### OR1291

#### **Personality and Job Performance: Test Of The Mediating Effects Of Achievement Motivation and Self Efficacy Among Malaysian Public Administrator Officers**

**Fatimah W Halim (1), Arifin Zainal (2), Khairul A Mastor (1)** 1. *Universiti Kebangsaan Malaysia, Malaysia*; 2. *Open University Malaysia, Malaysia*

This study attempts to examine the direct role of personality factors as predictors of job performance and the indirect influence of achievement motivation and self-efficacy as mediating variables. The 16PF Questionnaire, achievement motivation scale (CLAMS), self-efficacy was constructed by the researcher and annual job performance evaluations were used as the measuring instrument. Data were collected from 450 public administrator officers and were analysed using confirmatory factor analysis (CFA) and structural equation modelling (SEM). The results shows that anxiety directly influence job performance negatively. However, self-control and independence have an indirect influence on the job performance. All the predictors were found to contribute 62% of the variance in job performance. Therefore, the results show that a predictive performance model can be applied in the local context. Personality, achievement motivation, and self-efficacy measurement tools can be used as predictors to evaluate the suitability of job applicants in personnel decision making.

#### OR1292

##### **Autonomy Support from Organization Enhances Volunteerism: A Self-Determination Theory Perspective**

**Yi Ming Ho, Sook Ning Chua** *HELP University, Malaysia*

This study examined the relationship between the environment of volunteer organizations and volunteers' motivation as well as their contribution to the organization. 56 volunteers from various non-profit organizations throughout Malaysia completed measures of perceived organizational autonomy support, motivations, needs satisfaction, work engagement and intention to leave of the volunteers. Controlling for age, gender and religiosity, hierarchical regressions revealed that organizational autonomy support significantly predicted autonomous motivation, work engagement and lower intention to leave. Need satisfaction for relatedness mediated the relationship between organizational autonomy support and autonomous motivation, while need satisfaction for autonomy mediated the relationship between organizational autonomy support and intention to leave. Interestingly, needs satisfaction did not mediate the relationship between organizational autonomy support and the volunteers' work engagement. The findings supported Self-determination theory's assertion of the benefits of an autonomy supportive environment and show how the environment of organization can impact the enjoyment and engagement of volunteers.

#### OR1293

##### **Studying in leisure time as a challenge or a hindrance - A longitudinal study on the effects of learning activities on recovery and engagement**

**Katja Hoffmann, Oliver Weigelt** *FernUniversität in Hagen, Germany*

Given the current ubiquity of avocational learning it is an open question whether learning activities during leisure time contribute to successful recovery or should be conceived as an additional demand depleting the same resources as the focal job. In this study we investigated how learning for an avocational study affects recovery and subsequent performance. We conducted a week-level diary study across twelve weeks (N=94) with measures obtained every Friday afternoon and Monday morning. HLM analysis reveals an indirect relationship of time spent on learning (in the weekend) on work engagement in the subsequent week via mastery experience. The results imply that learning can help to build new resources in the individual that are beneficial in the work domain. We extend prior research on the recovery-performance link by stressing a so far neglected type of leisure activity, and scrutinizing effects using rigorous methods drawing on a rich longitudinal design.

#### OR1294 High-Involvement Management and Worker Health: Magic Bullet or Mixed Blessing?

**Severin Hornung (1,2), Jürgen Glaser (1), Thomas Höge (1), Matthias Weigl (2)** 1. *University of Innsbruck, Austria*; 2. *University of Munich, Germany*

Expounding research on High-Performance Work Systems (HPWS), mediated, direct, and interactive effects of High-Commitment Management (HCM) and High-Involvement Management (HIM) on worker well-being were examined in a large-scale sample (N=14,372) of German city employees. HCM was operationalized as employer investments in decent working conditions, HIM as employee participation in management processes. Positive Job Attitudes (PJA) was included as a mediator. Occupational health was measured with the Work Ability Index (WAI). Structural equation modeling assessed competing views on HPWS. Confirming involvement and inducement perspective, PJA mediated positive indirect effects of HCM and HIM on the WAI. Positive direct associations of HCM reflected organizational investments in employee well-being. Negative direct paths of HIM supported the more controversial work intensification hypothesis. Interactive effects substantiated the ambivalent double role of HIM in motivating workers and intensified absorption of their work capacity. Implications for reconciling mainstream and critical perspectives on HPWS are discussed.

#### OR1295

##### **Work and Family Role Conflict and Mental Health of Hospital Physicians**

**Severin Hornung (1,2), Matthias Weigl (2), Jürgen Glaser (1), Peter Angerer (3)** 1. *University of Innsbruck, Austria*; 2. *University of Munich, Germany*; 3. *University of Düsseldorf, Germany*

This study investigated interferences between work and family in the occupational socialization of hospital physicians. Results on the prevalence, dynamics, and longitudinal relationships of inter-role conflicts with impaired mental health are reported. The study comprised four waves between 2004 and 2014. Initially, 1000 junior hospital physicians were asked to participate; responders counted 621, 561, 507 und 590; analyses included 340 complete data sets. Work-Family and Family-Work Conflict (WFC and FWC) were measured in all four waves with established scales. Mental health was assessed with the State-Trait Anxiety and Depression Inventory by Spielberger. Controlling for dispositional components, cumulative WFC was a significant predictor of mental health impairment; neither FWC, nor WFC-FWC interactions explained additional variance. The primary relevance of WFC for occupational health is reflected, based on study data and theorizing. Using the medical field as an example, implications for the prevention of WFC during early career stages are discussed.

#### OR1296

##### **Relationship between the Effectiveness of Senior Leadership Teams and Organizational Performance in China**

**Jingxi Hou (1), Siqi Fang (2)** 1. *International Association of Organization and Leadership, China*; 2. *The Chinese University of Hong Kong, Hong Kong*

Objective: This study explored the relationship between the effectiveness of senior leadership teams and the organizational performance based on the team effectiveness model. Method: 24 senior leadership teams of Chinese state-owned and private enterprises participated in a two-year longitudinal study between 2010 and 2015. Each of the team members completed an effectiveness questionnaire and an individual interview in the beginning and went through the same procedure after 24 months. Result: Three dimensions of team effectiveness, namely, "unite as one", "mutual trust", and "matching of team leaders", were found to be significantly and positively related to organization profit and sales growth. Conclusion: The effectiveness of senior leadership team predicts the organizational performance in China, regardless of industries.

**OR1297****Organizational Performance Improvement through Intervention on the Effectiveness of Senior Leadership Team**

**Jingxi Hou (1), Siqi Fang (2)** 1. *International Association of Organization and Leadership, China*; 2. *The Chinese University of Hong Kong, Hong Kong*

**Objective:** The study investigated the potential impact of an organization coaching intervention program on the effectiveness of senior leadership teams, which may lead to enhancement on the organizational performance. **Method:** Both experimental and controlled groups consist of 12 senior leadership teams of Chinese state-owned and private enterprises respectively. Interventions were delivered during 2012 to 2015. The effectiveness of senior leadership teams and organization profit and sales growth were followed up in 12 and 24 months. **Result:** The increases on the effectiveness of teams of the experimental group showed significantly differences from that of teams in the controlled group. The effectiveness of teams in the experimental group ("unite as one" and "mutual trust") was significantly positively related to the organization profit and sales growth. Interviews showed that "mutual trust" facilitated team effectiveness most. **Conclusion:** The coaching intervention program significantly improved team effectiveness, and thereby enhanced organizational performance.

**OR1298****The Stigma of Unemployment and Frequent Job-changing in Employee Selection: Perception Difference between Undergraduate and HR Specialist**

**Ting Wei Hsu (1), Li Fang Chou (1), Chin Kang Jen (2)** 1. *National Cheng Kung University, Taiwan*; 2. *National Sun Yat-sen University, Taiwan*

Resume is the first touch for employer and job-seeker and provide the opportunity to build employer-employee relationship. The information discloses on resume influence recruiter's perception and selection decision. Therefore, we try to explore whether applicant's unemployed state and frequent jobs-changing incur stigma and impact recruiter's decision? Is there difference between undergraduate and HR Specialist? Young applicant resume scenarios were designed as X1(unemployed/employed) and X2(frequent jobs-changing/infrequent jobs-changing). We used 146 undergraduates-144 enterprise's HR worker and 154 undergraduates-142 HR specialists as subjects for two studies respectively. After the analysis of ANOVA and mediated moderation regression, the results show that (1) applicant with unemployed state and jobs-changing will get less opportunity for

interview and admission; (2) negative perception is influenced by jobs-changing and play mediated role between jobs-changing and selection decision; (3) the stigma of jobs-changing are significant only for HR specialists, but not for undergraduates. Finally, theoretical and practical implications were discussed.

**OR1299****Motivated information processing and team creativity: Effects of team cognition and team psychological safety climate on information elaboration**

**Chiung Yi Huang, Hung-Hui Li Yuan Ze University, College of Management, Taiwan**

Organizational performance and innovation is usually developed through teams. The study standing on motivated information processing model to propose a framework that two variables of social motivation induce by psychological safety climate and epistemic motivation induce by team cognition both influence team information process, team performance and team creativity. 644 team members and 105 team leaders of 105 teams to test five hypotheses. The results revealed team cognition and psychological safety climate both significant positive related to team information elaboration. Further, team information elaboration showed significant positively related to team performance and team creativity. Finally, results indicated team information elaboration significant mediated the pattern between team cognition, and team performance and team creativity. Results also revealed team psychological safety climate has positive effect on team performance and creativity through team information elaboration mediating. The implications of our findings for theory and research on motivation and information elaboration in teams are discussed.

**OR1300****I choose, I like? --- Preference Reversal in Choice Blindness Paradigm**

**Zhang Hui (1,2,3), Xu Fuming (1,2,3), Ma Hongyu (1,2,3), Tang Hanyang (1,2,3), Shi Yanwei (1,2,3)** 1. *School of Psychology, Central China Normal University, China*; 2. *Key Laboratory of Adolescent Cyberpsychology and Behavior, Ministry of Education, China*; 3. *(Key Laboratory of Human Development and Mental Health of Hubei Province, China*

Preference reversal in choice blindness paradigm refers to a person's preference can be unconsciously influenced after receive the false feedback. In studies 1a and 1b, the phenomenon of preference reversal in choice blindness paradigm was measured in preference and non-preference condition

respectively. Study 2 attempted to explore the the effect of different type and degree in self-report. The results showed that preference reversal phenomenon exists in preference condition, yet not in non-preference. The degree of preference increase in feedback of verbalizing their picture, and decrease in verbalizing reason. And the most preference reversal is in condition of the extra verbal.

**OR1301****Engineers' leadership in various stages of project life cycle**

**Chen Hui, Lv Sansan, Yu Yang, Ma Wenyan** *GuiZhou Normal University, China*

Since 1984, engineering leadership idea be put forward by Gorden. Throughout the domestic and foreign, many countries attach great importance to the engineers' leadership. Engineers leader coordinate the interests of all parties concerned, guidance engineering technology, lead all participator efficient achievement task and meeting requirement in various stages of project life cycle. The project life cycle have six stages, first stage: project starting, second stage: project planning, third stage: project implementing, fourth stage: project evaluating, fifth stage: feedback and communication, sixth stage: project ending. Engineers leader not only is leader, but also is participant, in a project team. They play an important role in the process of accomplishment project. The engineers must have exquisite professional technology and rich experience. Engineers have leadership, which is beneficial to engineering invention, innovation, and engineering practice.

**OR1302****Employee's self-regulation motivation and psychological well-being in Chinese organization: the moderating effects of authoritative leadership and benevolent leadership**

**Shao Wei Hung (1), Yi-Ting Yeh (2), Chin-Kang Jen (2)** 1. *National Cheng Kung University, Taiwan*; 2. *National Sun Yat-Sen University, Taiwan*

Well-being has a close linkage to employee's effectiveness and has been valued in organizations and enterprises. This study explored: (1) the relationship between employee's approach/avoidance motivation and psychological well-being (PWB). (2) The moderations of supervisor's strict demanding and benevolent care. Using a sample of 330 employees from the private enterprises in Taiwan, the results showed that: (1) Approach motivation positively affects all dimensions of PWB but avoidance motivation has no significant effect on PWB; (2) authoritative leadership has positive impacts on environment mastery

and purpose of life, and benevolent leadership is positively related to PWB except for personal growth; (3) authoritative leadership strengthens the effects of approach motivation on autonomy and personal growth and has positive moderations among avoidance motivation and environmental mastery/positive relation with others; (4) benevolent leadership strengthens the positive effect of avoidance motivation on autonomy. Finally, the contributions, limitations and future directions were discussed in the study.

#### OR1303

##### **Effect of Gratitude on Job Performance in Japanese Organizations**

**Hiroshi Ikeda** *Fukuoka University, Japan*

As the effect of gratitude on job performance has not been fully elucidated in previous research, the present study attempts to provide evidence regarding the function of gratitude in Japanese organizations. A survey ( $N = 49$ ) was conducted at company A, which regularly conducts morning meetings wherein its many employees express gratitude in various ways. Results showed that the frequency of participation in such meetings was positively associated with a grateful disposition. Mediation analyses examining whether perspective-taking mediated between a grateful disposition and three types of job performance showed that gratitude indirectly affects contextual and proactive performance through perspective-taking. An important implication of these findings is that organizations should effectively manage gratitude, especially in workplace environments that require cooperation.

#### OR1304

##### **Psychological traits and professional competence to take adaptive actions in unusual situations: a questionnaire survey**

**Midori Inaba, Masato Kuratani, Ikuo Shirai, Ken Kusakami** *Safety Research Laboratory, East Japan Railway Company, Japan*

This study investigated psychological traits contributing to professional competence of railway employees that enables them to take adaptive actions in unusual situations. The web questionnaire survey with 300 participants and the survey with 300 railway employees were carried out. The questionnaire consisted of 84 items that were created or adapted from several questionnaires that had been already published. Each of items was rated on how well it applied to the recent conditions of a participant using a 4-point Likert-type scale. We conducted the exploratory factor analysis for data in the two surveys respectively and compared these results. In addition, data about attitudes toward unusual events of the railway employees who participated in the survey were collected from their managers. Matching these data with the questionnaire survey data,

we discuss the relationship between the professional competence concerning the adaptive action in unusual situations and the self-rated personality traits.

#### OR1305

##### **Understanding gender to strengthen the role of HRM process on employee participation and job performance: An empirical study in public sector organisations**

**Indrayanti Indrayanti** *Universitas Gadjah Mada, Indonesia*

Human resource management (HRM) process approach highlights the importance of psychological processes through which HRM practices are delivered to employees. This study is aimed to examine the role of HRM process on the relationship between employee participation and job performance from a gender perspective. The empirical study was conducted by a multi-actor method that collected data from 432 employees and 72 supervisors in Indonesia public sector organisations. Data was analysed using mixed model linear regression analysis. The result shows that male and female employees develop a reverse mechanism in HRM process (i.e. distinctiveness) that tends to create conflicting outcomes each other. High distinctiveness on employee participation would increase job performance for a male employee but at the same time it would decrease job performance for the female and vice versa.

#### OR1306

##### **Psychosocial Factors in Gas Transport Industry in Romania**

**Raluca Iordache, Viorica Petreanu, Doru Costin Darabont** *The National Research and Development Institute for Occupational Safety and Health, Romania*

This paper presents results recorded in a large ergonomic field study concerning psychosocial risk factors that could determine work related stress and effects on work behaviour and health state in a specific economic field in Romania: gas transport. The study aimed to investigate the phenomena of mental load and work related stress factors in order to establish the occupational categories whose work conditions present specific and special aspects, according to Romanian legislation. The study used a complex ergonomic methodology, and one of the main instruments used to identify and assess psychosocial factors was the Romanian version of The Copenhagen Psychosocial Questionnaire (COPSOQ). Therefore, the stress factors which could affect the personnel health and safety state and the organizational performance were identified and assessed.

#### OR1307

##### **The Lived Learning Experience of Indonesian Entrepreneur in Japan**

##### **Minta Istono none, Indonesia**

This article has been led by a specific goal "to deeply understand the question not only how an Indonesian can survive and succeed in a country with tight competition but also how the person experiences the toughness of the competition in Japan". Method in this research is case study with Indonesian entrepreneur in Kyoto. This goal has led to a number of meetings which has produced interview transcripts and 'diaries' on the respondent's life history and on how he can survive in Japan. From the transcripts and diaries the writer got 'stepping-stones' or foundations for a specific theme. Learning is a keyword in every minute of the interviews in the eight meetings. In addition to learning, there were also several themes which often emerged in every interview, which among others are networking, family support, risk-taking, interpersonal skill, self-confidence and self-understanding. Key word: Survive, Life history, Learning,

#### OR1308

##### **Is workaholism always harmful? Work engagement moderates the negative effects of workaholism on wellbeing**

**Tatiana Y Ivanova (1,2), Evgeny N Osin (1,2)** *1. National research university Higher School of Economics, Russia; 2. National research university Higher School of Economics, Russia*

The study was based on work engagement theory (W.Schaufeli) and job demands-resources model (A.Bakker). We focused on the way engagement, workaholism, burnout, boredom are related to the perception of job demands/resources and subjective well-being (satisfaction with life and affect balance) using data from a cross-sectional survey of Russian employees ( $N = 1182$ ). Using hierarchical cluster analysis, we found six groups of employees: engaged workers, enthusiastic workaholics, burned-out workers, bored workers, burned-out workaholics, and group with medium scores on all variables. The groups showed different patterns of general well-being and perceived organizational factors. Moderation analysis using sequential multiple regression showed that engagement and workaholism have independent inverse effects on general well-being and an interaction, suggesting that engagement buffers against the negative effects of workaholism. We conclude that workaholism is only associated with ill-being when it is not accompanied by work engagement. The probable paths of how enthusiastic workaholics become burned-out workaholics will be discussed.

#### OR1309

##### **Risky Business: Managerial decision making and Risk culture practices in Public Enterprises**

**Munyaradzi L Jambaya, Gomathi Shamuganathan** *Help University Graduate School, Malaysia*

Impacting managerial autonomy and organisational risk appetites, the tide of academics and regulators alike, has been advocating new approaches to managing enterprise risk focusing on Risk Cultures. This study examined dominant theories decision making models, in order to identify the complexity and emergent gaps existent in managing Zimbabwean State Owned Enterprises. By ascertaining patterns and rationals for past and current risk cultural practices, a multi-disciplinary qualitative approach was adopted to provide a historical review of organization performances. Beyond positing a dearth in management literature on state enterprises in developing countries and their subsequent performances under conditions of macro environmental volatility. Study findings established the presense of Social Agency as a key driver of State enterprise risk management practices. Given the risk profiles and yet often underwhelming performance of key Zimbabwean State Enterprises, the current trajectory of decision making models is failing thereby negatively impact public service delivery.

#### OR1310

##### **Psychological Capital and Organisational Citizenship Behavior: Role of Emotional Intelligence in Indian Industries**

**Lalatendu K Jena, Rabindra K Pradhan** *IIT Kharagpur, India*

The role of emotional intelligence towards nurturing citizenship behavior is still imperfectly certified and is awaited for investigation. At the same time, the growing interest in recent years on psychological capital (self-efficacy, hope, resilience and optimism) within the managerial literature is sparsely researched in Indian context. Therefore, the purpose of the study is set to investigate (a) the relationship of psychological capital on organisational citizenship behavior (b) whether the construct of emotional intelligence plays a role in moderating the relationships between PsyCap and OCB. The study examined employed professionals identified through purposive sampling in Indian manufacturing and service industries. The results show that PsyCap is positively related to OCB. The study's major hypothesis that EI moderates the relationship between PsyCap and OCB was also supported. Implications of the findings as well as recommendations for future studies are discussed. Keywords: Psychological capital, Organisational citizenship behavior, Emotional Intelligence, SEM, India

#### OR1311

##### **Cross-lagged associations among family-supportive supervisory behaviors, leader-member**

##### **exchange, and work engagement: A test of gain spiral of resources**

**Hai Jiang, Hongyu Ma, Linchuan Yang, Yin Zhou** *Central China Normal University, China*

Grounded on the Conservation of Resources Theory, the present study investigates family-supportive supervisory behaviors (FSSB) as a job resource in relation to leader-member exchange and work engagement. Advancing the idea that FSSB may increase leader-member exchange and, through leader-member exchange, also work engagement, we probe the paths from FSSB to leader-member exchange and from leader-member exchange to work engagement. Furthermore, we account for another possible causality reversedly, that is, from work engagement to leader-member exchange and from leader-member exchange to FSSB. The results based on a sample of 340 workers from six supermarkets in China, who participated this survey twice with a time lag of six months, showed that FSSB related positively to leader-member exchange and vice versa. Similarly, there was a positive reciprocal relationship between leader-member exchange and work engagement. We conclude that FSSB may develop leader-member exchange and, through increased leader-member exchange, also work engagement.

#### OR1312

##### **High performance work systems and employee engagement in selected higher institutions of learning in Uganda**

**James R Kagaari, Harriet Mpakubi, John Munene** *University, Uganda*

**Abstract** The purpose of this study was to establish the relationship between high performance work systems and employee engagement in selected higher institutions of learning in Uganda. There are limited studies that have been conducted in Uganda that have examined the relationship between high performance work systems and employee engagement in Uganda. A cross sectional, correlational survey design was adopted. Using a convenience sampling design, a sample of 213 respondents scored a self-administered structured questionnaire. The results show that high performance work systems (HPWS) manifested in talent management, performance appraisal, employee participation in decision making and teamwork promote employee engagement. Consequently, Higher Institutions of Learning in Uganda should attract, develop and retain talent, appraise and promote teamwork as employees participate in decision making if they are to remain relevant.

#### OR1313

##### **Perception of performances management of subordinates by**

##### **Lubumbashi companies supervisors**

**Jacques Kalumba Ngoy, Philippe Kasongo Maloba Tshikala, Balthazar Ngoy Fiama Bitambile** *University, Democratic Republic of the Congo*

According to Troyano (2012), the assessment of performance facilitate the skills development of employees. A survey of employees (Kalumba, 2011) shows that the assessment of performance neither improve nor strengthens the skills of employees in many companies of Lubumbashi. How supervisors perceive management of subordinate performance in their companies? This study describes the perception that 150 supervisors of the management of performances in primary, secondary and tertiary companies of Lubumbashi and the study will help the Lubumbashi's organisations to improve the performance management. We have used the questionnaire survey method and Chi-square test has helped us to treat data with SPSS software. The results show that the supervisors of secondary and tertiary sectors have a more positive attitude towards the performance management than those of primary sector. The assessment is more used only to increase the capacity or the output rather than developing subordinates skills.

#### OR1314

##### **Psychological capital and work behaviour-related outcomes amongst South African church ministers**

**Herbert Kanengoni (1), Christophe N Ngarambe (2), Johanna H Buitendach (2)** *1. University of Pretoria, South Africa; 2. University of KwaZulu Natal, South Africa*

The cross-sectional study at hand sampled (n = 191) church ministers from all nine South African Provinces to investigate the relationship between Psychological Capital (PsyCap), work outcomes and well-being among the church ministers in South Africa. A Psychological Capital Questionnaire (PCQ), the Minnesota Satisfaction Questionnaire (MSQ), Organisational Commitment Scale (OCS), Orientation to Happiness Scale (OHS), Satisfaction with Life Scale (SWLS) and General Health Questionnaire (GHQ) were used to collect data. The results revealed that overall PsyCap not only had a positive relationship with Job satisfaction, Organisational commitment, and Well-being but was also predictive of the mentioned constructs. Similarly Happiness was found to predict Job satisfaction and Organisational commitment. Findings from this study encourage organisations in general and church ministry in particular to enhance individuals' level of psychological capacities for institutional and individual growth and thriving.

**OR1315****Differential Effects of Explicit and Implicit Mental Model Similarity on Team Performance**

**Derya Karanfil (1), Hayriye Canan Sümer (2)** 1. *Yildirim Beyazıt University, Turkey;* 2. *Middle East Technical University, Turkey*

The aim of the current study was to examine the effects of shared mental model on performance of sale teams. A field study was conducted on a sample of 27 teams (128 team members) in a technology retail store chain. SMM was operationalized both implicitly (i.e., relatedness ratings) and explicitly (i.e., conventional self-report measure). Two different implicit measures of SMM (i.e., teamwork SMM and taskwork SMM) were employed along with the explicit measure, and monthly sale record of each team was used as the team performance measure. A hierarchical regression analysis suggested that while the expected positive association was not found for the explicit SMM measure, implicit teamwork SMM was found to be positively related to team performance. However, unexpectedly, implicit taskwork SMM exhibited a negative relationship with team performance. Taken together, the present study indicated different components/aspects of SMM, measured implicitly, are likely to have differential relationships with performance.

**OR1316****What team commitment has to do with keeping safety: The curvilinear relationship between transformational and transactional leadership and work accidents**

**Tal Katz-Navon (1), Ronit Kark (2), Mariana Delegatch (3)** 1. *The Interdisciplinary Center, Herzliya, Israel;* 2. *Bar-Ilan University, Israel;* 3. *Bar-Ilan University, Israel*

The positive correlations between transformational and transactional leadership styles and employees' safety outcomes have been empirically supported in numerous studies. However, most of these works did not relate to actual accidents, but rather to employees' safety behaviors. Based on situational strength theory, we propose a theory driven primary research exploring a more complex curvilinear relationship between leadership styles and workgroup actual accidents rate, suggesting that employees' group commitment to safety moderates these relationships. Specifically, we hypothesize that transformational (transactional) leadership and group affective (continuance) commitment to safety interact in their influence on the group accidents rate, such that under intermediate level of transformational (transactional) leadership, there are fewer accidents when the group affective (continuance) commitment to safety is high as compared to low. Results of empirical study

supported the proposed curvilinear relationships and the interactions. We discuss implications to the roles of leadership and the team in reducing work accidents.

**OR1317****Universal values and entrepreneurial, professional and leadership career motivations**

**Jeffrey C Kennedy (1), Kim Yin Chan (2), Ringo M-H Ho (2)** 1. *Massey University, New Zealand;* 2. *Nanyang Technological University, Singapore*

While values have been shown to distinguish entrepreneurs from non-entrepreneurs, are they also able to distinguish students' career motivations prior to entering the workforce? Chan et al.'s (2012) framework of entrepreneurial, professional, and leadership (EPL) career motivations provides a structure for exploring relationships between values and career motivations. Using a sample of 272 students, we demonstrate that EPL motivations are differentially related to Schwartz's (1992) universal values. While Achievement and Stimulation relate to both entrepreneurial and leadership motivation, higher levels of entrepreneurial motivation are associated with Self-Direction and with lower emphasis on Conformity and Security. Leadership motivation is correlated with Benevolence. A second sample of 304 students is used to explore horizontal and vertical individualism and collectivism in relation to EPL motivation. Insights into the role of values in shaping career motivation can contribute to more effective professional and entrepreneurial programs and guidance for students.

**OR1318****The moderating role of emotional intelligence in the relationship between core self-evaluations and career success**

**Moluk Khademi Ashkzari (1), Salehe Piryaee (2), Ezzat Khademi Ashkezar (3)** 1. *Alzahra University, Tehran, Iran;* 2. *Alzahra University, Tehran, Iran, Iran;* 3. *Rehah University, Tehram, Iran*

The purpose of this study was to develop a better understanding of how certain personality traits and emotional intelligence abilities interact with one another, and influence the extrinsic and intrinsic career success. Core Self-Evaluation Scale (CSES), Workplace Emotional Intelligence Profile-Short Version (WEIP-S) and career success subscale in occupational success scale were administered to 350 (250 men & 100 female) full-time employees working in an industrial company in Iran that were selected by stratified random sampling method. The data were analyzed applying hierarchical regression analysis. Results indicated that CSE was positively related to career success and emotional intelligence can moderate this association. Also, the moderator

role of emotional intelligence in this relationship may provide opportunities for business schools to incorporate emotional intelligence training and development within their curricula to improve their employee's future career success. Keywords: emotional intelligence, core self-evaluation, career success

**OR1319****The competition types and competitiveness models in professional occupation**

**Olga A Kliueva PhD, Associate Professor, Tver State University, Russia**

In the cross-disciplinary approach a brief historical review of the competition and competitiveness problem has proved that social aspects of competition and psychological substantiation for the content of 'competitiveness of personality' concept should be considered to pursue solution of economic tasks. The analysis of operationalization and measurement has indicated the need for subject activity-based, and also the situation-based approach when describing the phenomenology of personality competitiveness in view of the competition model. Given complexity of the phenomenon, the sampling size totaled 1,064 critical incidents. The study was taken in 2009–15. To process the results obtained we employed the content analysis, correlation analysis, factor analysis. Results of the empirical competition study as a critical incident in the professional occupation have allowed classification of competition types and singling out competitiveness models, key competencies (rationally constructive free competitiveness, rationally constructive dependent competitiveness, short-term, long-term, irrationally constructive dependent competitiveness, irrationally destructive competitiveness).

**OR1320****Corporate Culture : a Moderator of the Employee Value Proposition with Work Engagement**

**Dian Komalasari PT. Pamapersada Nusantara, Indonesia**

Work engagement and corporate culture is still become a concern for many organizations in the world. Currently, has emerge employee value proposition as a corporate strategy to winning the talent war which can improve attractiveness and employee contribution. This study was to examine the role of corporate culture as the moderating variables of the employee value proposition with work engagement. The hypothesis of this study is corporate culture has moderating effect in the relationship between employee value proposition to work engagement. This study used quantitative approach with descriptive correlational research type. Hypothesis testing was analyzed with hierarchial regression analysis technique. The results toward 450 respondents indicated that employee value proposition has

been proved increase work engagement significantly. The role of employee value proposition to work engagement has been reinforced significantly by the corporate culture. Implications of this study are discussed, together with limitations and suggestions for further research.

### OR1321

#### Organizational Health Perspective through Psychological Aspects of Human Capital

**Sofia Kosheleva, Aleksandra Bordunos**  
Saint Petersburg State University, Russia

Turbulent environment highlighted especial importance of organisational health and resilience concept (Salanova et al., 2012, Linenluecke, 2015). The research purpose is to clarify the psychological and organizational conditions how employees support firms in reaching organisational health. Theoretical base form Institutional Theory (Papandreou, 1998), Positive Psychology (Seligman et al., 2014) and Self Determination Theory (Deci et al., 2011). In particular the authors focus on emotional, eudemonic, physical well-being along with psychological capital development, and engagement as employees' reactions, intensified by meaningfulness and intrinsic motivation. The data is collected from 110 respondents employed by 22 companies, operating in Russia, and from HR managers of these firms. This research contributes to add knowledge for managing corporate human capital, in particular employees' psychological capital and well-being, as a main source of organisational resilience and a basement for a competitive advantage of the firm.

### OR1322

#### Personal adaptation of young specialists

**Liubov Kotlyarova (1), Vladimir Rostovskij (2), Syinova Ekaterina (3)**  
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We have studied the peculiarities of the young specialists' adaptation/deadaptation to the professional activities in companies and at the industrial plants; law enforcement agencies, educational institutions, service sector. The research is based on the comparative-longitudinal, complex, systematic and personal-oriented approaches. The research has resulted in uncovering of the adaptation (process and result) peculiarities of the young specialists working in different areas, depending on characterological and typological features; defining the main strategies of the personality's adaptation to the critical conditions; defining the systematic correlations in the personality's structure (as an integral individuality) while fulfilling certain

strategies and usage of the special adaptation mechanisms. We have worked out: the adaptation model; methods and procedures of the complex study of the strategies effectiveness and adaptation mechanisms; criteria to evaluate adaptation effectiveness. Basing on the pointed out patterns we have worked out the recommendations on creating programmes on optimizing the young specialists' adaptation process.

### OR1323

#### Proactive Approach to Recreation Planning in Dynamic Organizational Environment: Recovery Efficiency in Work Breaks

**Alla S Kuznetsova, Marina Luzianina**  
Moscow State Lomonosov University, Russia

The research aim of the empirical study: to reveal the characters of proactive approach to recreation planning in organizational settings with flexible work schedule, and to estimate the recovery efficiency during work breaks. The study was conducted in 480 employees working in educational and service fields in Russian and Uzbek capitals. To obtain the data for evaluation of the rest planning and recovery efficiency, the set of questionnaires and checklists was used. The results showed: 1) the most efficient recovery found in employees with clear understanding of proactive recreation planning as an important instrumental value, required for increase in workability and work satisfaction; 2) the reactive approach to recreation planning leads up to less efficient recovery; 3) even employees with proactive approach tend to complain about lack of time for proper work breaks recovery. The results are discussed taking into account the cultural and organizational traditions of work breaks arrangement.

### OR1324

#### Coping with long-term innovation stress under branch-specific reforms in education

**Alla S Kuznetsova, Maria A Titova**  
Moscow State Lomonosov University, Russia

The set of cross-sectional and longitudinal studies was aimed: (1) to describe the patterns of effective self-regulation and coping means, (2) to estimate how typical coping means correspond with organizational requirements under branch-specific innovations. The cross-sectional study was conducted in 106 college teachers with various positions and terms of employment; the longitudinal study was focused on 50 teachers. The assessment methods included: the job stress survey (JSS), the coping questionnaire (SACS), the checklist designed to get data about coping means, used during work hours. The results revealed: (1) experienced and effective teachers tend to use coping means in strict conformity with

accepted organizational rules and professional norms; (2) less efficient teachers use organizationally inappropriate models of coping behavior, such as aggressive and avoidance behavior patterns. Obtained data allowed to elaborate training programs, targeted for maintaining high workability and development of effective coping behavior under long-term innovation stress.

### OR1325

#### I Am Happy Because I Can Be Who I Am: The Role of Authenticity and Organizational Climate on Job Satisfaction and Subjective Well-Being

**Godiva Kwan, Wing Tung Au, Fanny M. Cheung**  
The Chinese University of Hong Kong, Hong Kong

Authenticity, being true to oneself, has been found to enhance life satisfaction. The present study aims to advance research on authenticity by contextualizing it into the workplace, thereby investigating the possible satisfaction outcomes brought about by being authentic at work. We proposed that dispositional authenticity and authenticity at work should be treated as two separate concepts (trait vs. state), in which team psychological safety (organizational climate) would moderate the relation between dispositional authenticity and authenticity at work, and employees' authenticity at work would predict job satisfaction and subjective well-being. 182 employees from Hong Kong were recruited to participate in our study. Dispositional authenticity was found to be a separate concept compared to authenticity at work. Whereas authenticity at work mediated the relation between dispositional authenticity and job satisfaction and subjective well-being, team psychological safety moderated the relation between dispositional authenticity and authenticity at work. Implications for future research are discussed.

### OR1326

#### The Effects of A Proactive and Reactive Approach to Developing Resilience for Employees of Thai General Insurance Association

**Kantaka Kwanyuen, Chanya Leesuttrupai**  
Srinakharinwirot University, Thailand

The objectives of this experiment one group pre-test, post-test design were to: 1) compared the resilience of employees before and after using a proactive and reactive approach to developing resilience; and 2) employees' opinion towards attending a proactive and reactive approach to developing resilience. The samples of the study were 30 employees from Thai General Insurance Association. They were selected by simple random sampling. Research instruments developed by the researcher were: 1) resilient development program; 2) resilience measurement scales;

and 3) a questionnaire of employees' opinion towards attending proactive and reactive approach to developing resilience. Data were collected in August 2014-February 2015, and were analyzed by frequency, percentage, mean, standard deviation, and dependent samples t-test. Research findings were as follows: 1. Employees' resilience after attending resilient development program was higher than before attending statistically significant at the .05 levels. 2. Employees' opinion towards attending resilient development program was at the high-level.

### OR1327

#### **The Bottom Line: Linking psychological health risks with productivity costs for Australian miners**

**Sarah J Lacey, Tamara D Street** *The Wesley Research Institute, Australia*

This study investigated the relationship between the psychological health risks of stress, anxiety, and depression and measures of productivity for mine workers in Australia. Data was drawn from a survey of 897 employees (73.6% male) of a mining company. The survey included measures of demographic characteristics, psychological health risks, and a modified version of the Work Productivity and Activity Impairment (WPAI) questionnaire. Each of the psychological health risks were found to significantly impair worker productivity in those with presenting symptoms. Stress had the greatest impact on productivity cost producing an estimated annual loss in excess of \$10 million as measured by the rate of presenteeism and absenteeism among employees. This study highlights the high financial burden of stress on organisations, and suggests that reducing or eliminating workplace stress can provide mutual benefit through enhanced quality of life for individual employees and through decreased absenteeism and increased productivity at work.

### OR1328

#### **Thinking Positive: State-like Predictors of the Experience of Workplace Bullying and Psychological Distress**

**Lara R Lambkin, Mir R Islam** *Charles Sturt University, Australia*

Research demonstrates that workplace bullying affects the psychological wellbeing of employees. However, studies in this area have primarily focused on trait-like characteristics, (e.g. personality), rather than state-like characteristics (e.g. optimism). This study examined the complex relationships of components of psychological capital (optimism, hope, self-efficacy and resilience) and emotional intelligence with the experience of workplace bullying and psychological distress. A sample of 268 Australian workers representing a wide range of industries completed an

online survey containing the PsyCap Questionnaire, Workgroup Emotional Intelligence Profile, Negative Acts Questionnaire and Kessler Psychological Distress Scale. Regression analyses indicated that optimism and age were negative predictors of the experience of bullying, and similarly, optimism, hope and age negatively predicted psychological distress. Contrary to prior research, emotional intelligence failed to predict participants' experience of bullying and psychological distress. Practical implications of the findings are discussed aiming to improve training programs to minimise the impact of workplace bullying.

### OR1329

#### **Balanced physicians, satisfied patients? Physicians' emotion regulation, well-being and patient satisfaction**

**Bettina Lampert, Christine Unterrainer, Jürgen Glaser** *University of Innsbruck, Institute of Psychology, Austria*

Employees' detachment and empathic concern are the core dimensions of the Detached Concern (DC) emotion regulation strategy. This strategy influences human professionals' wellbeing positively but no research has surveyed its effect on client outcomes. Based on cross-sectional self-reported survey data we studied the impact of DC on physicians' well-being and patient satisfaction in a two-stage procedure. In Study 1 (N=258 physicians), we analysed the interactive effects of detachment and concern on emotional exhaustion (EE) using polynomial regression. In Study 2, we conducted a multilevel analysis linking physicians' detachment and concern with patient satisfaction (N=211 patients nested in 23 physicians). Slope analysis of Study 1 confirmed that a congruence at higher values of physicians' detachment and concern (balanced DC) yielded lower levels of EE, whereas EE increased when both detachment and concern decreased. Multilevel analysis (Study 2) revealed that physicians' detachment and concern were both positively related to patient satisfaction.

### OR1330

#### **The Spillover and Crossover Effects of Supervisor incivility on Subordinate Wellbeing: The Moderating Roles of Subordinate-Supervisor Gender Similarity and Life Insecurity**

**Chun-Hsien Lee (1), Mei-Ling Wang (2), Pi-So Chen (3), Chiu Chia-Min (1)**

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*National Kaohsiung University of Applied Sciences, Taiwan*

The purpose of this research is to investigate whether supervisor incivility has spillover and crossover effects on subordinate wellbeing as well as examine the moderating effects of subordinate-supervisor gender similarity and life insecurity. Data from 367 dual-earner couples employed in the public sector of Taiwan. The results of structural equation modeling (SEM) analysis showed that supervisor incivility induced subordinates' work-family conflict (WFC) through the negative spillover effect of emotional exhaustion. Subordinates' WFC, in turn, aggravated their spouse well-being through the negative crossover effect of stress transmission perceived by spouses. In addition, the results of multi-groups analysis showed that subordinate-supervisor gender similarity mitigated the negative effect of emotional exhaustion on WFC. Notably, this mitigation effect was higher among female subordinate-supervisor dyad than male subordinate-supervisor dyad. We also found that subordinates' life insecurity would exacerbate the influence of supervisor incivility on emotional exhaustion but alleviate the influence of emotional exhaustion on WFC.

### OR1331

#### **Validation of the Well-being at Work Situation and Feelings' Scale** **Jérémy Lemoine (1), Fatima-Ezzahra Pappalardo (2), Christine Roland-Levy (2)** *1. York University, France; 2. University of Reims Champagne-Ardenne, France*

The DARES' report (Gollac & Bodier, 2011) identified 6 main factors of risk/well-being at work. The aim of this research was to validate a scale measuring both the situation and the feelings' dimensions of well-being at work based on the 6 DARES' dimensions: the WWSF. A questionnaire based on a double scale rating (measuring both situation and feelings) was created. The validation was realized through three studies. Each study was composed of both interviews and questionnaires. Overall 216 employees took part in semi-structured individual interviews, while 1969 employees were administered the WWSF scale. Factor analyses, both exploratory and confirmatory, were run. The final version of the scale is composed of 25 items, covering 7 dimensions: Autonomy, Relationships with the hierarchy, Relationships with colleagues, Emotional demand, Competence, Work demands and the held up quality, and Meaning of work. Computed correlations suggest a good convergent validity with stress, burnout and well-being.

### OR1332

#### **Individual and interpersonal motivational attitudes of personnel and attractiveness of organizational culture**

**Anna B Leonova, Fania R Sultanova**  
*Lomonosov Moscow State University, Russia*

The attractiveness of organizational culture (OC-attractiveness) is recently considered as a complex motivational phenomenon that has a strong impact on various long-term criteria of organizational efficiency (Moon et al., 2012). For understanding the mechanisms of influencing OC-attractiveness on efficient joint behavior it is important to reconstruct relationships between motivational attitudes of employees at three hierarchical levels of organizational analysis: "worker", "working group" and "personnel" (Roe, 2002; Leonova, 2014). This approach was realized in our empirical study on the staff of several business enterprises (82 ss). The data were collected by the complex of well-standardized psychodiagnostic tests that allows represent the dominant types of: (1) individual motivational attitudes; (2) interpersonal motives in group interactions; (3) OC-attractiveness values. By procedures of cascade factorization and regression analysis the structure of integrative indexes and significant predictors of OC-attractiveness were defined. These results are important for elaborating new psychological technologies for improving management styles.

#### OR1333

**The Impact of Job Crafting on Safety Performance and Outcomes**  
**Feng Li (1), Yue Zhang (1,2), Yingxia Li (1,2)** 1. *Institute of Psychology, CAS, China*; 2. *Graduate University of Chinese Academy of Sciences, China*

This two-wave research examined whether blue-collar workers can impact their safety performance and outcomes by crafting their job demands and resources. Based on the Job Demands-Resources model, we proposed that job crafting would have an impact on safety performance which in turn affect safety outcomes. Data was collected in logistics companies at two time points (N1 = 304, N2 = 176) with one month interval. The five-factor model of job crafting was proved to fit the data adequately. And the results of path analysis indicated that workers who crafted their social job demands at first showed an increase in the safety compliance and participation one month later. The increase in safety compliance was positively related to their experienced near-misses which positively correlated with injuries. Then the blue-collar workers' job crafting has a positive impact on safety performance and outcomes and they should be offered more opportunities to craft their own jobs.

#### OR1334

**Cognitive ability predicts cyberloafing behavior**

**Yingwu Li, Kunxiali Peng** *Renmin University of China, China*

This study presents the first focal investigation of the cognitive ability-cyberloafing behavior relationship, building on the model of self-regulation and counterproductive work behavior theory (Ones, 2007). We measured cyberloafing behavior using experimental tasks required participants to focus on watching and critiquing the video, thus the number of minutes spent visiting websites instead of performing the task was classified as cyberloafing. Cognitive ability measurements were available in the form of test scores on the standardized psychometric test of the Wonderlic Personnel test (a test of cognitive ability that sees frequent use in personnel selection). Results demonstrate that cognitive ability predicts the extent to which individuals engage in cyberloafing, and provides empirical support about this effect and enrich the research in the field of cyberloafing.

#### OR1335

**Humor Predicts Criterion within Organizations: The State and Mechanism**

**Yingwu Li, Minyuan Wei** *Renmin University of China, China*

Humor refers to any amusing communications that produce positive emotions and cognitions in the individual, group, or organization. Humor could not only reduce the work pressure of the staff, reduce the interpersonal conflicts but also improve the organization performance. Building on multilevel organizational approach, this study summarized the concepts, measurements and theories of humor in the workplace. We also describe the influence of humor on the organization from three aspects of the relationship between organizational humor and occupational health, the prediction mechanism of job performance and the humorous style of leaders. Finally, we concluded with an agenda for future research on humor in the workplace.

#### OR1336

**Effect of Self-Presentation on Business Communication**

**Ziyang Li, Pei-Luen Patrick Rau, Ya-Tzu Tsao** *Tsinghua university, China*

This study investigates self-presentation styles of Chinese managers and the effect of that on communication between supervisors, colleagues and subordinates. Firstly, this study interviewed the managers of a manufacturing company in China and then designed and collected 259 questionnaires for all managers in three cities of the company. Results classify managers into assertive self-presentation and protective self-presentation. The proportion of assertive managers is larger than protection managers. Self-presentation types affect managers' attitudes and behaviors in communication. Results imply that understanding of employees' self-presentation contributes to

communication and cooperation. And cooperation depends on self-presentation types.

#### OR1337

**Consequence of Abusive Supervision: The Mediating Effect of Negative Affect**

**You-Lin Li (1), Amber Yun-Ping Lee (2), Fei-Ran Yang (3)** 1. *National University of Tainan, Taiwan*; 2. *National University of Tainan, Taiwan*; 3. *National University of Tainan, Taiwan*

Abusive supervision has drawn great attention in the past decade, and the influence of abusive supervision on employees has also been discussed in many previous studies. The purpose of this study is to understand how abusive supervision affects supervisor-rated performance and their intentions to quit by adopting the Affective Event Theory (AET). This study collected samples from 42 groups in 25 organizations located in Taiwan and Macau by the "snowball sampling," and analyzed data by PROCESS in SPSS. As a result, we found that negative affect would mediate the positive relationship between abusive supervision and employees' intentions to quit. In addition, while abusive supervision did not significantly affect supervisor-rated performance, we found that the positive relationship between abusive supervision and employees' intentions to quit would be weakened when supervisor-rated performance is at a higher level.

#### OR1338

**Spillover effect of job stress on life satisfaction: a diary study**

**Yongjuan Li, Guangxi Wang, Ying Li** *Institute of Psychology, Chinese Academy of Sciences, China*

Based on the Challenge-Hindrance stressors Model and Job Demand-Resource theory, the current study aimed to explore the spillover effect of job stressors on life satisfaction, as well as the possible moderating role of psychological detachment. A total of 55 white-collar employees were recruited to participate in a 5 consecutive days' online daily survey, and 226 valid occasions were collected. Hierarchical linear model analysis showed that challenge stressors had a positive spillover effect on life satisfaction via vigor, whereas hindrance stressors had a negative spillover effect on life satisfaction via vigor. Despite that both two kinds of stressors could significantly increase the level of exhaustion, exhaustion had no significant spillover effect on life satisfaction. In addition, psychological detachment could boost the indirect effects of two kinds of stressors on life satisfaction via vigor.

#### OR1339

**How moral leadership behavior is related to positive orientation of**

### subordinates? The mediating role of public service motivation

**Chaoping Li, Yuanjie Bao** *Renmin university of China, China*

Applying the positive organizational behavior perspective, this paper hypothesized that moral leadership behavior will lead to subordinates' positive orientation toward the work such as engagement, voice, and positive work behaviors and these effects are achieved through the mediating role of public service motivation. Self-concept based theory and self-determination theory are used to explain the psychological mechanisms of subordinates. Empirical data was collected from MPA students and their contacts from public organizations using online survey in two time periods. Hypotheses were tested using hierarchical regressions and were mostly confirmed. This paper expands our understanding on how leadership, being an organizational influence, can bring out subordinates' public service motivation through setting moral examples, and how public service motivation can lead to positive work orientations through engaging subordinates' self-concept. We conclude that moral leadership behavior is of critical importance when the organization wants to achieve positive employee behaviors through a social control mechanism.

### OR1340

#### Understanding the Interplay Between Member Replacement and Team Performance Through Substituted and Substituting Members Relative Task Attributes

**Jia Li** *Eindhoven University of Technology, Netherlands*

In this paper, I studied the intertwinement between member replacement and team performance by analyzing the 367 replacement acts in 2014 FIFA World Cup tournament. Focusing on two relative task attributes between substituted and substituting members, that is, functional background dissimilarity and competence superiority, the study shows that (a) poor prior performance leads teams to choose substituting members with superior competence and (b) substituting members' dissimilar functional background and superior competence improve subsequent team performance with respect to task content and speed of performance turnaround respectively. Going beyond mere contrasts between teams with and without membership change, the paper highlights the importance of changed members' relative attributes and provides a more nuanced understanding of the complex phenomenon of team membership change. The paper also extends team dynamic composition research from predominantly laboratory research of short-lived student groups performing cognitive tasks to field research of real-life work teams performing action tasks.

### OR1341

#### The Predictors and Consequences of Within-Team Conflict Change: A Dynamic Mediation Model

**Jia Li (1), Karen Jehn (2), Robert Roe (3)** *1. Eindhoven University of Technology, Netherlands; 2. Melbourne Business School, Australia; 3. Leipzig University, Germany*

Fifteen years after Jehn and Mannix's (2001) seminal work on the dynamic nature of team conflict, there is still scant research on within-team conflict dynamics. In this longitudinal study, we examine (a) team value diversity as a predictor of diverse team conflict development patterns and (b) the influences of diverse team conflict patterns on team performance and members satisfaction. Collecting the data from 66 project teams over time, we test a dynamic mediation model. We found (a) that team diversity in masculinity and power distance values escalates team relationship and process conflict over time and (b) escalating task conflict jeopardizes team performance and rising relationship conflict and process conflict lowers members satisfaction at the end of team project. Furthermore, these detriments of team conflict change are beyond those of team conflict level. Our study points at within-team conflict dynamics as a unique and promising avenue for future team conflict research.

### OR1342

#### The Effects of Team Fairness on Team Innovation Behaviors and Performance: A Moderated Mediation Model

**Yuhui Li, Peiqi Zheng, Xuerui Hou** *School of Labor and Human Resources, Renmin University of China, China*

Based on the Fairness Theory and the Social Exchange Theory (Cohen-Charash, Spector, 2001), this study aimed to explore how the team fairness effects on the team innovation behaviors and performance, and the roles of organization commitment and the peers' co-working tenure in the team were discussed. 405 team peers and 74 team leaders from 21 organizations were measured by the scales of team fairness perception, organization commitment, innovation behaviors and performance. With the multiple regressions, CFA and moderated mediation model testing, the results indicated that, a) there was a positive influence of team fairness perception on the team innovation behaviors and performance; b) organization commitment mediated the relationship between team fairness perception and team innovation behaviors and performance; c) the peers' co-working tenure moderated the above mediating model which would be more positive when the co-working tenure in the team was longer. Contributions, practical implications and limitations were discussed.

### OR1343

#### Employee resilience: how supervisors can help?

**Yuan-Hsi Liao, Tzu-Ting Lin** *National Chengchi University, Taiwan*

To survive and prosper in the organizational environment of heightened uncertainty and change, nowadays, more than ever, resilience is needed in the workplace. Resilience is the capacity to utilize resources to positively cope and adapt to challenging events. However, few are known about what employee resilience is and what kind of resources provision can enhance the capacity, especially from their supervisors. The purpose of this study is to define and refine the concepts of resilience in organizational context, including of three perspectives, namely recovery, stability, and sustainability. A three cycle interview process included pre-interview, interview and review by the respondent for accuracy. Standard qualitative methods were used in the analysis. Results revealed supervisors could provide three resources to help facing adversity: Virtual assistant, transfer cognitive strategies, and emotional relief. In sum, this study provides the critical link between employee resilience and leadership. Recommendations and suggestions for future research are discussed.

### OR1344

#### Do Employee Voice Behaviors matter to Autonomy and Environmental Mastery? The Critical Role of Supervisor's Zhong-Yong thinking

**Shou-Chi Lin (1), Li-Fang Chou (2), Chin-Kang Jen (1), Ying Zhen Haw (2)** *1. National Sun Yat-sen University, Taiwan; 2. National Cheng Kung University, Taiwan*

Compare to lots of attention on antecedents of employee voice behaviors, there is little research focus on the consequences of voice behavior. If the voice is accepted, it means the opportunity of improvement in work environment and also indicates employee has personal influence. Therefore, this study explored (1) the relationships between voice behavior and employee's autonomy/environmental mastery; (2) the moderating effects of supervisor's Zhong-Yong thinking (valuing harmony, holistic perspective, and perception of yin-yang). Using a two-waves survey on 341 employees from 97 units, the result of HLM showed: (1) there's no significant effects of voice behavior on autonomy and environmental mastery; (2) supervisor's Zhong-Yong has positive effect on employee's autonomy but not on environmental mastery; (3) supervisor's Zhong-Yong has positive moderating effects respectively on the relationship between promotive-oriented voice and autonomy and the relationship between prohibitive-oriented voice and environmental mastery. Finally, the implications of theory/practice, and limitations/future directions were discussed.

**OR1345****Not all knowledge hiding is equally harmful: The differentiated consequences of task-related and interpersonal knowledge hiding***Lin Lin, An-Qian Zeng* Central University of Finance and Economics, China

Researchers have recently begun to track the negative consequences of knowledge hiding. However, while both task-related and interpersonal knowledge are important in organizations, extant literature mainly focuses on the negative effects of task-related knowledge hiding. Across two scenario-based experiments, we explore whether all knowledge hiding is equally harmful. Study 1 found that the hiders were perceived less conscientious, cooperative, altruistic, friendly, generous, and warm-hearted when they hid task-related rather than interpersonal knowledge. Moreover, they were less likely to be trusted and chose to cooperate with. The above results were replicated in study 2. Furthermore, Study 2 found that, comparing with individuals without experiencing hiding (i.e., those in control group), targets of hiding were more reluctant to cooperate with, and more likely to hide back to hiders, no matter what knowledge the latter had concealed. Overall, our research suggests that while knowledge hiding is harmful, hiding task-related knowledge causes more damage.

**OR1346****The Relationship Between Leader Motivating Language and Employee Personal Initiative: A Moderated Mediation Model***Bin Ling* Hohai University, China

The present study (NSFC71502048) built a moderated mediation model to examine multiple mediating effects of affect-based and cognition-based trust on the relationship between leader motivating language and employee personal initiative, and the moderating effect of leader feedback availability on the second stage of indirect effects. With a sample of 237 supervisor-subordinate dyads from China, the results revealed significant conditional indirect effects from motivating language to personal initiative. Specifically, when employees perceived of higher level of feedback availability, there were significant indirect effects of overall motivating language and its three components on personal initiative only through affective trust, which reflected a social exchange function of affective trust; however when employees reported a lower level of feedback availability, there were significant indirect effects of overall motivating language and direction giving and empathetic language on personal initiative only via cognitive trust, which exerted a social loafing function of cognitive trust.

**OR1347****Change Leadership and Employee Change-Oriented Organizational Citizenship Behavior: A Multi-level Mediation Model***Bin Ling (1), Dusheng Chen (2)* 1. Hohai University, China; 2. Transfar Group, China

The present research project (NSFC71502048) develops a multi-level mediation model in which collective identity and change self-efficacy mediate the relationship between change leadership and employee change-oriented organizational citizenship behavior. The model presents an integrative theoretical framework which combines change self-efficacy based on social learning theory with collective identity based on social identity theory at individual and team levels of analysis, respectively. With a sample of 647 employees from 110 teams in Chinese enterprises, the results reveal that change leadership was positively related to employees' change-oriented organizational citizenship behavior. At team level of analysis, collective identity mediated significantly the relation between change leadership and individual change-oriented organizational citizenship behavior. At individual level of analysis, change self-efficacy significantly mediated such relation as well.

**OR1348****Correlation between tracing performance and hand eye coordination***Pin-Ling Liu, Chun-Wei Peng, Chien-Chi Chang* National Tsing Hua University, Taiwan

Hand eye coordination is a crucial quality for smartphone assemblers. We have developed a tracing assessment app on a tablet to investigate how performance scores on this test correlate with traditional test method such as the Purdue Pegboard test and the actual smart phone assembly task. Participants were recruited to perform the tracking assessment, Purdue Pegboard test, and a simulated phone assembly task in a random order. The pairwise Pearson and Spearman Correlation tests were conducted to compare the performance scores from each of these tests. The results showed that the tablet test significantly correlates with the performance of the phone assembly ( $r = .715, p < 0.05$ ) while the Purdue Pegboard is not correlated with the phone assembly ( $r = .363, P = 0.12$ ). Correlation results suggest the use of the proposed tracking test might provide a better alternative to accurately test the assemblers hand eye coordination in comparison to the traditional method.

**OR1349****Psychological capital and voice behavior: the moderating role of job insecurity***Li Lu (1), Wen-Chung Hsu (2), L. F. Chou (1)* 1. Department of Psychology, NCKU, Taiwan; 2. Institute of Human Resource Management, NSYSU, Taiwan

Psychological capital (PC) refers to individuals who hold positive evaluations toward environment and opportunities and then transfer personal goals into motivation and endeavor. In the frame of Chinese organizations which value harmony and have relatively high level of power distance, this study investigates: (1) Does employee's PC promote voice behavior? (2) Does Employee's perceived job insecurity (including job insecurity of lose present job and keep present job but lose job features) moderate the relationship between PC and voice behavior? Using a questionnaire survey on 651 leader-subordinate dyads from Taiwan private enterprises, the results of regression analysis showed: (1) The higher employees' PC, the more voice behavior they do; (2) Employee perceived job insecurity do not have significant impact on voice behavior; (3) However, job insecurity weakens the positive effects of PC on voice behavior. Research contributions, limitations and practical significance were also discussed in this study.

**OR1350****Effect of Positive Comments and Involvement on Willingness to Pay in Online Shopping***Huawei Ma, Fangming Zhao* Tianjin Normal University, China

Based on the theoretical foundation of Cognitive-Experiential Self-Theory and the Construal Level Theory, this paper studied the Ratio Bias and Numerosity Effect in consumers' online shopping decisions by 2 experiments. Results indicated that people preferred the product with large number of positive comments when the percentage of positive comments was equal, or the percentage of positive comments was clearly marked as equal. What's more, when the involvement of the product was high, people are more willing to pay for the product with large (vs. small) number of positive comments, or product with large number and low percentage of positive comments (vs. small number and high percentage of positive comments). In conclusion, this paper evidenced that there is significant Numerosity Effect in consumer's online shopping decisions, and in the background of high involvement, the effect of absolute quantity of positive comments is even higher than the percentage of positive comments.

**OR1351****The effect of cultural intelligence development program for Indochina sales supervisor***Vachiravit Maikhu* Srinakharinwirot University, Thailand

The objective of this experiment one group pre-test, post-test design was to compare the

cultural intelligence of employees before and after using a Cultural Intelligence development program. The samples of the study were 14 supervisors from the Indochina sales department of Boonrawd Trading Co., Ltd. They were selected by non-probability sampling methods. Research instruments developed by the researcher were: 1) Cultural Intelligence development program and 2) Cultural Intelligence Scale. Data were collected in November 2014, and were analyzed by frequency, percentage, mean, standard deviation, and dependent samples t-test. Research findings were employees' cultural intelligence after attending the Cultural Intelligence development program was higher than before attending statistically significant at the .05 levels.

### OR1352

#### **Authentic Personal Branding as a Mediator of the Influence of Employees Heroic Leadership and Positive Psychological Capital to Quality of Work Life in Mercubuana University**

**Antonius D Manurung, Alana Damaris, Nunnie R Widagdo** *Mercu Buana University, Indonesia*

The aim of this study is to examine the influence of heroic leadership and positive psychological capital to quality of work life with authentic personal branding as mediator. The subjects of this study are 205 employees of Mercu Buana University consist of lecturers and staff. Data collection is using a modified QWL scale of Herrick (1993), heroic leadership scale based on Lowney (2005); positive psychological capital scale from Snyder (20011); and authentic personal branding scale of Rampersad (2008). Technique of data analysis is using Structural Equation Model (SEM) with Linear Structural Model (LISREL) version 8.72. The result of the analysis shows fit to empirical data. (CFI = 0.99; RMSEA = 0.048; GFI = 0.90; NFI = 0.98; IFI = 0.99). The coefficient of determination (R-square) on APB is 0.65. While R-square of QWL is 0.63 which means that the amount of variable ability HL, PPC and APB explain the variation in the QWL by 63%.

### OR1353

#### **Cognitive component of networking ability: its structure and measurement**

**Larisa V Mararitsa** *Saint-Petersburg State University, Russia*

The present research was developed to examine the conceptualization and measurement of the cognitive component of networking and provide validation evidence for the new inventory. Three dimensions of the ability were studied: accuracy of network perception, vision of how others understand relationships in the

social net and social interest (motivation to collect and use social information). This structure based on thematic review in the field is confirmed in empirical investigation involving 143 managers of different companies. The results demonstrate consistency of the factor structure and construct validity. As hypothesized, cognitive component of networking ability was positively related to networking behavior, position in the company and social experience; and not correlated with social desirability. The measure had a coefficient alpha of .87. The cognitive component of networking ability was considered as a farsightedness in interpersonal relationships and as a part of social intelligence.

### OR1354

#### **Mental Readiness and Performance under Stress**

**Nicki Marquardt (1), Carolin Hannig (2), Sandra Hannig (2)** *1. Rhine-Waal University of Applied Sciences, Germany; 2. Dresden University of Technology, Germany*

Since the emergence of the concept 'Mental Readiness', it has been used to explain variations in peak performance. In particular, research conducted in diverse work settings such as sports, military and medicine integrated mental readiness dimensions to increase human performance in critical task episodes. Mental readiness is a complex construct which encompasses subdimensions such as attentional control, goal-setting, relaxation, activation, self-confidence, self-talk and imagery. In this paper we present the development of a generic mental readiness measure, the Mental Readiness Scale (MRS). 261 participants were surveyed regarding mental readiness dimensions, performance appraisals and perceived stress in a demanding task situation. Data analysis revealed acceptable and even excellent internal consistency of these subscales ( $\alpha = .61 - .90$ ). A validation study with criterion measures showed mixed results. While some scales did not significantly correlate with subjective and objective performance appraisals, others subscales like attentional control demonstrated good criterion validity.

### OR1355

#### **The interaction between leadership style and subordinates humor in workplace**

**Junichi Maruyama (1), Kei Fuji (2)** *1. Chukyo University, Japan; 2. University of Tsukuba, Japan*

This study examined the effect of humor in the workplace, focusing on the interactive relationship between management behavior by leaders and humor behavior by subordinates. Japanese employees ( $n = 564$ ) responded to questionnaires addressing their leader's style of leadership, the behavior of those who express humor in the workplace, the workplace atmosphere, and perceived job performance. Of

these, 314 people responded that there was a non-leadership person who expressed humor in their workplace. Covariance structural analysis showed that the leadership style of supporting subordinates and maintaining group harmony promoted humor behavior by followers, and such behaviors resulted in a workplace atmosphere that valued employees' relationships, by promoting positive feelings. The cooperative atmosphere had a promotive influence on the supportive leadership as well as job performance. The role of humor in the workplace in regard to the bidirectional influence between leadership and subordinates is discussed.

### OR1356

#### **Conflict Interactions in the Filipino Workplace: How High and Low Class Individuals Differ in Conflict Management Styles**

**Marian Mira M Mationg, Aldrich Nixon S Teng, Ma. Cristina Rosanne M Viray, Terese Samantha T Yap** *De La Salle University - Manila, Philippines*

Social class is a determining factor in dictating one's life choices. However, its implications in working environments were given scant consideration in the field of Psychology. Moreover, it becomes interesting if such conflicts occur between individuals who come from different social classes. In this study, a 2x2 factorial design which comprises of high class - supervisor, high class - subordinate, low class - supervisor, and low class - subordinate was used. The ROCII-II was utilized to determine conflict management styles which are composed of the following dimensions: Collaborating, Accommodating, Compromising, Dominating, and Avoiding. A two-way ANOVA was used to analyze all conflict management styles in which rank was found to be significant while social comparison and its relation to rank did not yield significant results. The researchers were able to make use of Filipino values in order to have a better understanding of such results.

### OR1357

#### **Advances in the measurement of personal wellbeing: Psychometric perspectives from the Managerial and Executive Wellbeing Survey (MEWS)**

**Audrey A McGibbon** *MEWS EEK & SENSE, Australia*

MEWS offers a new way of conceptualizing and measuring subjective wellbeing (SWB) in an organisational context; it comprises an integrated framework of wellbeing and a new measure of wellbeing consisting of 125 items across 6 wellbeing domains reflective of key research concepts: 1. Authentic Relationships 2. Meaning, Purpose & Direction 3. Resilience & Equanimity 4. Vitality & Energy 5. Balance & Boundaries 6. Intellectual Engagement &

Flow Based on a sample of  $N=245$  managers, we will share a range of psychometric perspectives regarding the factors mostly highly correlated with SWB for this group; internal consistencies ranging from .70 to .85; scale inter-correlations ranging from .347 to .806 and a range of interesting differences based on gender, age and seniority. The significance of these findings has potential relevance for future research, may assist in policy development by HR departments, and approaches to promoting person-centred wellbeing interventions for senior executives within organisations.

### OR1358

#### **Test User, Adaptor and Developer Perspectives on the British Psychological Society (BPS), European Federation of Psychologists (EFPA) and the International Test Commission Psychometric Assessment Qualifications and Guidelines**

**Audrey A McGibbon (1), Rainer H Kurz (2)** 1. MEWS EEK & SENSE, Australia; 2. Cubkis, United Kingdom

This study investigated the construct convergence of 8 ability tests on a co-validation sample of  $N=83$  in the wider context of professional test review guidelines. The correlations of four Verbal tests averaged .26 and all remained below the .45 set by the BPS originally for evidence supporting construct convergence. The five Non-verbal tests averaged .42 with only four of the 10 pairs exceeding .45. Some pairings exceeded the  $r > .45$  threshold for construct convergence evidence. Most however fell short of the convergence expected by the EFPA standards which subsequently seem rather unrealistic (with .55 as the lower bound for 'Adequate' evidence). The results raise questions concerning the advances and challenges for quality control encountered in comparing, contrasting and applying the application of a range of occupational testing standards and guidelines as issued by the three leading professional bodies in this field - BPS, EFPA and ITC.

### OR1359

#### **Relationship between perceived organizational justice and organizational citizenship behaviors: mediating role of organizational loyalty**

**Ali Mehdad, Atefeh Khoshnami** Islamic Azad University, Isfahan (Khorasgan) Branch, Isfahan-Iran, Iran

The purpose of present research was to study the relationship between perceived organizational justice and organizational citizenship behaviors with considering mediating role of organizational loyalty. The research method was correlational and statistical population

consisted of all employees of a big governmental organization in Iran, among them 197 employees were selected via convenience sampling. a set of questionnaire consisting of employee organizational loyalty, organizational citizenship behaviors, and perceived organizational justice were used. The results of structural equation modeling showed that perceived organizational justice were significantly related to organizational loyalty and explained 38 percent of organizational loyalty's variance ( $p < 0.01$ ). Moreover, organizational loyalty was significantly related to organizational citizenship behaviors and explained 31 percent of organizational citizenship behavior's variance ( $p < 0.01$ ). Based on current research's results, organizational justice perception could enhance employee's loyalty to organization and organizational loyalty increases organizational citizenship behaviors among employees. It can be noticeable in developing of citizenship behaviors among organizations.

### OR1360

#### **Predicting Perceived job security and Organizational trust, through Ethical leadership and Adherence to psychological contract**

**Ali Mehdad, Elham Khalaveh** Islamic Azad University, Isfahan (Khorasgan) Branch, Isfahan-Iran, Iran

The main purpose of this research was to predict perceived job security and organizational trust through ethical leadership and adherence to psychological contract. Research method was descriptive correlational and statistical population included all employees of a big manufactory, out of them, 210 persons were selected via convenience sampling. A set of questionnaires consisting of ethical leadership, psychological contracts, perceived job security and organizational trust were used in this study. Results showed that there are significant relationship between ethical leadership and perceived job security and adherence to psychological contract with organizational trust. In addition, the findings of the multiple regression analysis showed that ethical leadership could predict 24% of perceived job security's variances and adherence to psychological contract could predict 4/9% of organizational trust's variances. Based on current research's results, perceived job security could be increased by ethical leadership and organizational trust could be increased by adherence to psychological contract.

### OR1361

#### **Political Skill as a Mediator of Emotional Labour and Job-related Affective Wellbeing**

**Sasmita Mishra** KIIT University, Bhubaneswar, Odisha, India

This study tests 'political skill' as a mediator of the relationship between 'Emotional Labour'

and 'Job related affective wellbeing (JAW)'. Online responses from 209 Indian employees across organizations were collected and analyzed with the help of SPSS and AMOS. Results reveal that 'political skill' was positively related to 'pleasurableness' and negatively with 'arousal'. Out of the five dimensions of 'Emotional labour', 'frequency' and 'intensity' was found to be positively related to both 'pleasurableness' and 'arousal', whereas, 'variety', 'deep acting', and 'surface acting' was found to be positively related to only 'arousal'. Political skill was found to be partially mediating the relationship between variety, intensity and frequency dimension of emotional labour and both the aspects of JAW. This finding demonstrates that 'political skill' helps people adapt to a situation differently and can ameliorate the negative impact of emotional labour on JAW.

### OR1362

#### **Cross-cultural Differences in Task Performance and Performance Feedback Among Some Nigerian Managers**

**Andrew A Mogaji** Benue State University, Nigeria

The aim of this study was to examine cross-cultural differences in task performance and performance feedback among managers from three socio-cultural groups in Nigeria. Data were collected from 521 employees including 198 Hausa/Fulani, 147 Igbo, and 176 Yoruba managers. The participants responded to the 57-item Word Opinion Survey developed by Kanungo & Mendonca (1994). Subjecting the test scores to One-way ANOVA, the results showed there are significant differences in task performance and performance feedback among the three Nigerian socio-cultural groups. The findings of the study have implications for creating the impact of culture upon Human Resource Management practices among the sample of the study.

### OR1363

#### **Organizational Climate and Job Satisfaction Among Nigerian Industrial Employees**

**Andrew A Mogaji** Benue State University, Nigeria

The study investigated the relationship between organizational climate and job satisfaction among Nigerian industrial employees. Data were collected from 600 employees selected from three industries in Lagos, Nigeria. The participants responded to measures of organizational climate and job satisfaction. Analysing the data with Pearson's product-moment correlation ( $r$ ) showed that all the measures of organizational climate are significantly inter-correlated with all the measures of job satisfaction. Analysing the data

with t-statistics showed significant sex differences in extrinsic and overall satisfaction but not in intrinsic satisfaction or any dimension of organizational climate. The analysis with One-way ANOVA showed significant differences in all the measures of job satisfaction due to occupational level and the type of industry respectively. Occupational level significantly impacted upon the perception of only 2 dimensions of organizational climate and the type of industry significantly impacted upon 8 dimensions of organizational climate respectively. The implications of the findings were discussed.

#### OR1364

##### **To go or to stay? Examining the relationships between organisational commitment, work ethics, and turnover intention**

**Nor Diana Mohd Mahudin, Fatin Fauzi, Putifatma Hanum Melati, Nazariah Sharié Janon** *International Islamic University Malaysia, Malaysia*

Past research has suggested that the rising rate of turnover intention in the banking industry can be attributed, in part, to employees' work ethics and organisational commitment. However, there is limited empirical evidence investigating the role of these two variables, particularly the three components of organisational commitment (i.e., affective, continuance, and normative) play in explaining intention to quit. Responses from 225 full-time bank employees were analysed using hierarchical regression. Results indicate that both global and normative organisational commitment negatively correlated with turnover intention most strongly. Affective and continuance commitment as well as work ethics, however, were not statistically significant predictors of turnover intention. The results suggest that targeting only one component of organisational commitment may not be sufficient to mitigate intention to quit. Hence, fostering similarity between employees' and organisation's values is recommended as this process could build stronger organisational commitment and help lower employees' turnover intention

#### OR1365

##### **Of Sociopaths and Empaths: The Relationship between Linguistic Primes and Trait Activation with Subsequent Employee Moral Disengagement**

**Matthew J Monnot** *University of San Francisco, United States of America*

A series of randomized controlled experiments explore the connection between priming, personality, and moral disengagement. Language is an important artifact of organizational culture (Schein, 1984). Thus priming respondents with certain language (i.e., prosocial versus

antisocial) will influence intentions and behavior. Likewise, priming will also results in trait activation, wherein personality influences priming effects. First, study 1) involved validation of a measure of moral disengagement (Bandura, Barbaranelli, Caprara, & Pastorelli, 1996). Study 2) results confirm that respondents are moralizing the newly created scale content as well as assigning the hypothesized ethical evaluation of the scale (Van Zant & Moore, 2015). Next, in study 3) the effect of priming condition on moral disengagement was examined. Finally, study 4) tested a priming by trait interaction such that A) prosocial empathic individuals resist moral disengagement (Grant & Sumanth, 2009) and B) anti-social personality (e.g., Jones & Paulhus, 2014) enhances disengagement.

#### OR1366

##### **Are Spanish workplaces free of discrimination? The case of incivility against LGB employees**

**Lourdes Munduate (1), Donatella Di Marco (1), Alicia Arenas (1), Helge Hoel (2)** *1. University of Seville, Spain; 2. Manchester Business School, United Kingdom*

Past studies demonstrated that workplace incivility might be selectively addressed to protected groups, being vehicle of negative attitudes, stereotypes and prejudices. According to this finding, the present study focuses on workplace incivility experienced by Spanish Lesbian, Gay and Bisexual (LGB) employees. 39 in-depth semi-structured interviews with Spanish LGB employees were carried out. Participants were recruited through a snowballing approach. Results demonstrated that LGB employees are victims of several groups of uncivil acts. Low intensity and unclear intention to harm characterised such behaviours. Humour and jokes contribute to create ambiguity with regard the real intention behind such acts. Such behaviours might be explained from the modern discrimination perspective. This study has several implications. At a theoretical level we analyse workplace incivility as a form of sexual prejudice. At a practical level, this study demonstrated that Human Resources managers have to be trained to recognize subtle manifestations of sexual prejudice.

#### OR1367

##### **The team-level processes of implicit coordination in Japanese organization: the role of daily communication and shared team cognition**

**Kengo Nawata (1), Ryota Akiho (2), Hiroyuki Yamaguchi (3), Mika Aoshima (4)** *1. Institute of Decision Science for a Sustainable Society, Kyushu University, Japan; 2. Graduate school of Human-Environment Studies,*

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Recent studies of teamwork suggest the efficacy of implicit coordination in organizational team processes. However, few empirical studies has been conducted. The aim of this study is to examine team-level processes of implicit coordination in Japanese organization. We conducted survey of more than 200 team from three companies. The data was analyzed by multilevel structural equation modeling to investigate team-level processes. The results showed the team-level processes of "daily communication -> shared team cognition -> implicit coordination -> team performance". These findings suggest that team performance is based on daily communication thorough shared team cognition and implicit coordination.

#### OR1368

##### **What Tomorrow Brings? Examining Antecedents of Career Expectations in the Organization**

**Elaine R Neiva (1), Vinícius C Vasconcellos (2)** *1. University of Brasília, Brazil; 2. University of Brasília, Brazil*

The question "What will my future be in this organization?" is a relevant part of working life of most employees. Thus, it is important to assess which variables influence future career expectations. This study tested a structural model in which perceptions about policies/practices of human resources management (HRM), well-being at work and organizational future expectations act as antecedents of career expectations in the organization. The sample of 305 professionals from a government agency in Brazil answered an online survey with several scales. The results indicated the direct and positive effects of well-being at work and organizational future expectations on career expectations (with moderating effect of organizational tenure on these relationships). The effect of perceptions about policies/practices of HRM on career expectations was fully mediated by well-being at work and organizational future expectations. The discussion brings interpretations of the results, practical implications, and indicates future research possibilities.

#### OR1369

##### **Attributes of organization change, change-supportive behavior, attitudes toward change and employee wellbeing: a three wave study**

**Elaine R Neiva (1), Vanessa F Nery (2), Helenides Mendonça (3)** *1. University of Brasília, Brazil; 2. University of Brasília, Brazil; 3. Pontifícia Universidade Católica de Goiás, Brazil*

This study investigates antecedents and effects of change-supportive behavior and how these antecedents and effects vary over the course of an organization change. We also tested the mediation relationship between attributes of organization change, change-supportive behavior, attitudes toward change and employee wellbeing. Hypotheses were tested in a three-wave panel of 745 employees from three organizations undergoing a strategic reorientation. The variables had stable positive and negative effects in each wave, conducted 12, 24 and 36 months after the change was initiated. The effects of change anticipated benefits, change planning and intensity were moderated by time, such that the former became less and the latter more important as the change progressed from an earlier phase of implementation to a latter stage of institutionalization. These variables also showed effects on employee welfare during the process and these effects were mediated by attitudes and behaviors to support changes.

#### OR1370

##### **Do speak your mind: How ethical leadership and person-organization fit stimulate employee voice**

**Pedro Neves, Joana Story Nova** *School of Business and Economics, Portugal*

The communication of ideas, suggestions, information about problems or concerns, i.e. voice, is fundamental for contemporary organizations. While we know that ethical leadership is an important pillar in the development of employee voice (Morrison, 2014), our knowledge of the mechanisms and boundary conditions surrounding such relationship remains scarce. With a sample of 170 supervisor-employee dyads from organizations in the education sector we found that ethical leadership promotes employee voice via an increase in the supervisor's trust in that employee, but only when that employee has a strong person-organization fit. Our study contributes to the literature by showing that a) based on social exchange theory, ethical leaders deposit more trust in their employees, which in turn reciprocate with voice behaviors, and b) the process initiated by ethical leaders is only significant when there is a high degree of congruence between employee and organizational values and beliefs.

#### OR1371

##### **Young and Unemployed: Searching for Identity and Meaningfulness**

**Leonard S Ngaosuvan** *Sigtuna Municipality, Sweden*

Youth Effort is a joint venture between Sigtuna municipality, The Swedish Unemployment Office and Sigtuna Social Service to help youths between 16 and 24 to find jobs or educations. To improve job coaching, motivation and meaningfulness was assessed. Situational

Intrinsic Motivation Scale showed that participants had higher identified regulation compared to the other motivational types. Thus, these youths search and apply for jobs as a means to an end, not an intrinsic drive towards a concrete goal. Analysis of a modified Meaningfulness Activity Participation Assessment showed that concrete actions towards finding a job was rated highly, but also reflecting on one's own life goals. Also, being assisted by professionals was rated highly meaningful. Hence, the youths have spent too little time reflecting on who they are. The overall result shows that identity are central to their drives as they are still searching to find themselves and their place in society.

#### OR1372

##### **The relationship between Meaning of Life and Job Performance: The mediating role of Psychological Capital**

**Caifang Ning, Ran Zhao** *Central University of Finance and Economics, School of Social Development, China*

This study aimed to explore the relationship between meaning of life and job performance and then examine whether this relationship was mediated by psychological capital. Meaning Life Questionnaire (MLQ) which includes two dimensions - searching for meaning and presence of meaning, Workplace Outcome Suite (WOS) and Psychological Capital Scale were administered to 400 employees from one state-owned enterprise. The results indicated that: (1) There were no significant correlation between searching for meaning and job performance. However, presence of life meaning was significantly positively correlated with employees' job performance ( $r = 0.142-0.556^{**}$ ). (2) Psychological capital played completely mediating role between presence of life meaning and absenteeism, and partially mediating role between presence of life meaning and other dimensions of job performance, such as presenteeism, engagement, life satisfaction and work distress. This research enriched our understanding of meaning of life, and provided an effective way to improve the job performance of employees.

#### OR1373

##### **Psychological Capital as a mediator in the relationship between psychological climate and subjective well-being**

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Drawing from the recent theoretical and empirical developments in the field of positive psychology and positive organizational behaviour,

this research aims to understanding the relationships between psychological capital (i.e., self-efficacy, hope, optimism and resilience) psychological climate (i.e., employee perceptions of the organizational environment) and subjective well-being (i.e., emotional responses and judgments about life and job satisfaction). The study involved 172 employees from a SAP consulting company, who responded to a questionnaire using well-known scales to capture the above constructs. The confirmatory factor analysis indicates that all constructs are represented by a two-factor model. Furthermore, the results showed that: a) psychological capital has impact on well-being; b) psychological climate influences both psychological capital and well-being; and c) psychological capital mediates the impact of psychological climate on well-being. The paper ends drawing theoretical and managerial implications regarding the balance between life at work and outside it.

#### OR1374

##### **Does social learning theory matter? An investigation of the impact of supervisory and non-supervisory role models on employee behaviour**

**Tunde Ogunfowora (1), Addison Maerz (2), Christianne Varty (1)** *1. University of Calgary, Canada; 2. Queen's University, Canada*

Social learning theory (SLT) proposes that individuals vicariously learn by observing others (Bandura, 1977). Many studies have drawn on SLT to explain how employees learn both positive and negative behaviours from their supervisors (Lian et al., 2012). Recently, however, some researchers have found that SLT does not explain "trickle-down" effects - the reproduction of behaviours from top-managers to supervisors to employees (Wo et al., 2015). The present research demonstrates that social learning does matter, although its impact may be driven by the role modeling source. The results of a multi-wave survey of 204 employees showed that multiple role models - direct supervisor, non-supervisory manager, family and non-family figures - influenced employee unethical work behaviors, and these influences occurred through increased employee moral courage. Interestingly, the immediate supervisor did not have the strongest influence. These findings indicate the need to critically re-examine how social learning theory is applied in leadership research.

#### OR1375

##### **Morals and Authentic leadership**

**Olav K Olsen** *University of Bergen, Norway*

Authentic leadership (AL), as transparent, moral, balanced and self-aware leadership has been portrayed as an ethical leadership theory (Gardner, 2011). However, few studies have

investigated this claim empirically. Thus, we conducted a study of if and how three individual antecedents of moral behavior explained variation of AL in a sample of 132 Norwegian military cadets. A stepwise hierarchical regression model showed that mature moral justice reasoning (Rest, 1979) and moral motivation in terms of strength of moral identity (Aquino & Reed, 2001) explained 31, 4 % (adjusted R<sup>2</sup>) of AL. This model was not improved by adding a measure of psychological hardness (Bartone, 1995) to the equation. Notably, all facets of AL were positively related to the two morals variables. The study provides evidence of a strong morals component of AL.

### OR1376

#### **Perceived socio-demographic factors predicting affective commitment and turnover intent of employees in insurance organizations**

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This study examined perceived socio-demographic factors predicting affective commitment and turnover intent of employees in insurance organizations. Perceived socio-demographic factors considered in the study are age, gender and salary of employees. 105 insurance employees accidentally sampled from 9 insurance organizations participated in the study, and they were made up of 58 male and 47 female. The age of the participants ranges from 20 years and above. Questionnaire that has 3 sections comprising of measure of socio-demographic variables, affective commitment scale and turnover intention scale was used to collect data while t-test for independent groups and one-way analysis of variance were used to test the 3 hypotheses of the study. Results showed that age does not predict affective commitment of employees, but it predicts turnover intent. Findings also showed that salary predicts affective commitment and turnover intent of employees, but gender is not a predictor of affective commitment and turnover intent.

### OR1377

#### **Quality of Work Life as Predictor Organizational Commitment of Selected Public Employees**

**Ma. Criselda T Pacquing (1,2), Kharren T Endaya (2), Van Juliuz C Dasalla (2), Audrey Ann H Estuar (2), Jovelyn C Evangelista (2), Kristel Dianne G Oliveros (2), Rosanna Isabelle R Vitriolo (2)** 1. Far Eastern University, Philippines; 2. University of Santo Tomas, Philippines

Quality of work life and organizational commitment are both essential factors that contribute to an employee's work performance. Their relationship to each other can affect the organization's success. Working in the public sector usually entails unsatisfactory working environment, demanding work schedules, excessive workload and inadequate compensation and benefits, which directly affect the employees' quality of work life and commitment to the organization. In the Philippines, few researches have been conducted and published regarding the public sector. The study determines the relationship of quality of work life and organizational commitment utilizing a sample of 320 public employees. Results reveal that quality of work life is a predictor of organizational commitment, which indicates that employees with good quality of work life are more committed and can maintain a long term relationship with their organizations.

### OR1378

#### **Assertiveness and leadership: clarifying the construct of dominance**

**Carolyn Palmer** Justus Liebig University Giessen, Germany

Dominance is proven to be an important trait for exerting influence in groups and teams (Anderson & Kilduff, 2009) and is described as a highly relevant leadership skill (Hoffman et al., 2011). Besides behavioural observations and peer-ratings, self-reports are applied very often to assess dominance. Clinical instruments exist as well as subclinical surveys, furthermore dominance is operationalised as a personality trait or as a motive. But do these various instruments converge in a joint construct of dominance? To test the internal structure of the dominance construct, items from differing dominance self-report scales have been subjected to common analysis (i. a. EFA and CFA). Moreover, additional personality traits, demographic variables and external criteria have been collected. Despite diverse backgrounds of scale construction, essentially two general factors could be identified for the dominance concept: social-oriented dominance and object-oriented dominance. Gender effects and differential validities for external criteria are discussed.

### OR1379

#### **Psychological empowerment and Organizational commitment: Moderating effect of Employee engagement in Indian IT industry**

**Madhusmita Panda, Rabindra Kumar Pradhan, Pratishtha Bhattacharyya** Department of Humanities and Social Sciences, Indian Institute of Technology, Kharagpur, India

The major sources of competitive advantage not only lie on advanced technology, but in the

dedication of the commitment and competence of the workforce. Organizational commitment is the psychological bond that an employee has with an organization and empowerment is the new fuel for today's booming workplace. The present study examines the moderating effect of employee engagement in the relationship between psychological empowerment and organizational commitment. Data were collected through questionnaire survey on 300 employees in Indian service sector (Information Technology Industry). A set of standardized tools of psychological empowerment, employee engagement, and organizational commitment were used to collect empirical data from IT industry. The results revealed that psychological empowerment has a significant influence on organizational commitment. The study also reported a significant moderating effect of employee engagement between psychological empowerment and organizational commitment. The theoretical and practical implications for the study are discussed in the light of empirical findings.

### OR1380

#### **The effect of working conditions on salivary cortisol secretion and the moderating role of personality traits**

**Annick Parent-Lamarche, Alain Marchand** University of Montreal, Canada

Stress theories argues that the effects of stressors are moderated by the individual perception, personality traits may moderate the relationship between work stressors and salivary cortisol. Multilevel regression analyzes are performed on a sample of 401 workers employed in 34 Quebec firms. Saliva samples were collected five time a day (awakening, 30 minutes awakening, 2:00 PM, 4:00 PM, bedtime) repeated three time (1 rest-day, 2 working days). Work variables included (e.g. skill utilisation, decision authority, psychological demands) and personality traits included (e.g. self esteem, Big Five). Self-esteem plays a moderating role on the relationship between physical demands, psychological demands, support from colleagues and awakening cortisol. Agreeableness moderates the impact of working hours on awakening cortisol, while neuroticism plays a moderating role on the relationship between support from colleagues and cortisol secretions at bedtime. Employees are, in effect, physiologically preparing themselves for potentially stressful situations that may arise during work days.

### OR1381

#### **Continuous Employment Produces Cumulative Advantage in Psychosocial Outcomes, Whereas Continuous Unemployment Produces Cumulative Disadvantage**

**Maria K Pavlova** *University of Jena, Germany*

Using data from the German Socio-Economic Panel, a representative 30-year survey of German adult population, I investigated cumulative advantage and disadvantage of long-term employment and unemployment. I estimated multilevel models with pairs of yearly observations clustered within individuals (N ranged between 7,201 and 20,419). A longer duration of continuous employment was associated with a lower likelihood of social isolation (i.e., having no one to turn to in case of severe illness) and predicted a positive residual change in perceived employability, satisfaction with health, and general life satisfaction over one year. However, these positive effects, especially those on perceived employability, were dampened in those workers who stayed a long time with the same employer. A longer duration of continuous unemployment had exactly the opposite (i.e., unfavourable) effects on these outcomes. Findings provide evidence for a growing divergence in psychosocial resources and well-being between continuously employed and continuously unemployed individuals.

#### OR1382

##### **Applying the Stereotype Content Model (SCM) to ownership types of organizations**

**Mathieu R Peiffer, Mohammad Habibpour, Marc Jegers, Roland Pepermans** *Vrije Universiteit Brussel (VUB), Belgium*

Several studies showed that organizations' ownership type (i.e., whether they belong to the profit, public, or non-profit sector) displays specificities regarding how individuals (e.g., consumers) stereotypically see them (Aaker, Vohs, & Mogilner, 2010; Dreves, Tscheulin, & Lindenmeir, 2014). These studies lean on the SCM, exhibiting a distinction between warmth and competence (Fiske, Cuddy, Glick, & Xu, 2002). Our study assesses future job seekers' perceptions of the three sectors for the first time. 290 management graduates from three Belgian universities answered a survey containing stereotypical items. Almost entirely confirming the hypotheses, results from repeated measures ANOVAs systematically indicate significant differences between sectors. The profit sector is rated as the most competent, followed by the non-profit sector, and then the public sector. The non-profit sector shows the highest perceived warmth, followed by the public, and lastly by the profit. These findings are discussed regarding sector's attractiveness for job applicants (e.g., Turban, 2001).

#### OR1383

##### **Financial Strain and Veteran Health: The Role of Supervisor Support**

**Mackenna Perry (1), Leslie B Hammer (1,3), Tori L Crain (2), Todd Bodner (1), Ryan C Johnson (4), Kathleen Carlson (3,5)** 1. *Portland State University, United States of America*; 2. *Colorado State University, United States of America*; 3. *Oregon Health & Science University, United States of America*; 4. *Ohio University, United States of America*; 5. *VA Portland Health Care System, United States of America*

We expand understanding of how financial strain and supervisor support relate to the health of veterans in a cross-sectional sample of 513 active-duty and separated/retired post-9/11 United States service members. Results show that financial strain was significantly related to diet, exercise, risk behaviors, and psychological distress, with higher financial strain associated with poorer health. Both general supervisor support (GSS) and family-supportive supervisor behaviors (FSSB) were significantly related to safety compliance and psychological distress, above and beyond associations with financial strain. FSSB was also significantly related to diet and risk behavior beyond the effects of financial strain. Finally, FSSB was also significantly related to psychological distress over GSS and financial strain, while GSS was related to safety compliance over FSSB and financial strain. Results confirm the importance of supervisor support, a potential intervention target, which might offset, in part, the negative effects of financial strain on veteran health and well-being.

#### OR1384

##### **Factors of Professional development and Emotional Burnout of the ambulance personnel**

**Marina Petrash** *Saint Petersburg State University, Russia*

In the medical sphere, personnel of the ambulance service are a special group. Furthermore, ambulance service is significant part of the Disaster medicine system of St.Petersburg. Helping sick people and victims of any disaster, medical personnel suffer emotionally and psychologically. One of the tasks of this research was to study the possible relation between burnout and factors of professional development. Methods used were: Special application form "Professional development", Maslach Burnout Inventory (MBI). Participants: 143 ambulance personnel (Ndoctors = 31; Ndoctor's assistant = 86; Nnurses = 26). Doctors had higher scores than nurses and doctor's assistants on "emotional exhaustion" subscale and lower on "depersonalization". Analyses between groups with different situation of professional development showed that scores for the three scale of syndrome were increasing in the periods of professional development crisis. So, present results showed that burnout was one of the representations of the professional crisis.

Research showed the relation between burnout and factors of professional development.

#### OR1385

##### **Understanding Quality of Work Life in Academic Institution**

**Avisenna Pramitasari, Bagus Riyono, Diana Setiyawati** *Universitas Gadjah Mada, Indonesia*

Quality of work life (QWL) is the condition where the needs of the organization's members are met when working in an organization, whether there is fair treatment, adequate compensation and a chance to actualize themselves. There are two ways to describe the quality of work life, i.e: 1) a set of perceptions from organization's members such as safety at work, job satisfaction, and the conditions that support members' self-actualization; 2) a set of targets to be achieved through a policy of career development, the design characteristics of the work, fair compensation, etc. This study aims to discover the perceived quality of employee's work life and the current quality of work life in academic institution. This study is the first part of a multi-year research that will be conducted using interpretative phenomenological approach. The data obtained from these studies will be analyzed in two stages, i.e. open coding and axial coding.

#### OR1386

##### **The Relationship Between Job Satisfaction and Organizational Commitment**

**Anindya Pritanadhira, Haryanto F Rosyid** *Universitas Gadjah Mada, Indonesia*

The purpose of this research was to explore the relationship between job satisfaction and organizational commitment. The criterion variable of this research was organizational commitment (affective, continuance, and normative), was measured with Organizational Commitment Scale by Allen Meyer (1990) adapted from Rasuna (2010). The predictor variable was Job Satisfaction, which was measured with Job Satisfaction Survey (JSS) bypector (2005). The subjects of this research were permanent employees of Soeradjati Tirtonegoro Hospital in Klaten (N=61). The data were analyzed with Kendall Tau as a form of non-parametric relationship. The results indicated non-significant relationships between job satisfaction with affective 0,355 ( $p > 0,05$ ), continuance 0,207 ( $p > 0,05$ ), and normative commitment 0,437 ( $p > 0,05$ ) which means that there were no relationship between job satisfaction with any component of organizational commitment. The relationship between job satisfaction and all of the three components of organizational commitment (affective commitment, continuance commitment, and normative commitment) were analyzed using one-tailed hypothesis.

**OR1387**
**Exploring the link between organizational culture and organizational effectiveness: Multi-dimensional and multi-level perspectives**

**Martin Puppatz, Juergen Deller**  
*Leuphana University Lueneburg, Germany*

Given the holistic theoretical roots of organizational culture, research on the relationship between culture and effectiveness should be characterized by multidimensional and multilevel approaches. However, the opposite is the case: Most studies focus on individual culture dimensions on an overall organizational level. We believe that this perspective is problematic, as it neglects the complexity of organizational culture and might thus yield limited conclusions. In order to address this issue, this paper offers suggestions on how to look at the culture-effectiveness link from multidimensional and multilevel perspectives. First, we provide an overview of the current state of research and outline the drawbacks associated with conventional single-dimensional approaches. Second, we introduce three multidimensional culture variables and propose how each of them is related to effectiveness outcomes. Third, we discuss how the organizational level of analysis affects these relationships. Finally, directions for future research and practical implications are addressed.

**OR1388**
**Core Self-Evaluation and Innovative Behavior among Self-Employed People: The Moderating effect of Proactive Behavior**  
**Debora Eflina Purba (1,2)** 1. *University of Indonesia, Indonesia*; 2. *Erasmus University Rotterdam, Netherlands*

The study aimed to investigate the moderating effect of proactive behavior on the relationship between core self-evaluation (CSE) and innovative behavior among self-employed people. CSE has been linked with job satisfaction and work motivation in employees but has not been widely used to consider entrepreneurial traits and behaviors. We argued that the relationship between CSE and innovative behavior is dependent on proactive behavior, such that the relationship becomes stronger on people with high proactive behavior than on people with low proactive behavior. Data were obtained from a survey administered to 307 self-employed people in Jakarta (Indonesia) and its surroundings. Data were tested using Hayes' PROCESS macro on SPSS. Results showed that proactive behavior moderated the relationship between CSE and innovative behavior, wherein the relationship was stronger for people with high proactive behavior than for people with low proactive behavior. Theoretical and practical implications of the findings are further discussed.

**OR1389**
**Relationship Between Perception of E-service Quality with Buying Intention the Product Based on E-commerce in College Students**

**Dian F Putri (1), Arief Fahmie (2)** 1. *Universitas Gadjah Mada, Indonesia*; 2. *Universitas Islam Indonesia, Indonesia*

This study aimed to examine there was a positive relationship between perception of e-service quality with the intention to buy the product based on e-commerce in college students. Total subjects were males and females college students ( $N=91$ ) who had experience to make online purchasing in Yogyakarta. Data were collected using two scales, (a) perception of e-service quality scale which refers to aspects of e-service quality SERVQUAL theory from Parasuraman (Lee & Lin, 2005), which modified with additional aspects from Kimery and McCard (Lee & Lin, 2005) with  $\alpha=0.885$ , (b) intention to buy the product based on e-commerce scale which refers to the buying intention components from Ajzen and Fishbein (1975) with  $\alpha=0.936$ . The result showed that there was no significant relationship between perception of e-service quality with the intention to buy based on e-commerce ( $r=-0.059$  with  $p=0.290$  ( $p<0.05$ )). Based on the data, the research hypothesis was rejected.

**OR1390**
**Organizational heuristics facilitate adaptive organizational decisions: A multi-case study of intrapreneurship**

**Huiqing Qiu, Zhongming Wang** *Zhejiang university, China*

While many studies indicate that heuristics are very important for organizational decision making, there is surprisingly little empirical research has been conducted. Existed literature mainly focuses on the content and structure analysis, which is difficult for researchers to find a consensus due to the heterogeneity of organizational heuristics. Using qualitative field data on the intrapreneurship process of three middle sized corporates, we explore how organizational heuristics being utilized during the organizational decision making process. We recognize four crucial organizational tasks of the intrapreneurship: environment scanning, project selection, resource allocation and outcome evaluation. Furthermore, we found three different functions of organizational heuristics: avoiding vital errors, focusing organizational attention, and transferring important knowledge. Further analysis indicates that organizational heuristics function varyingly when solving a specific task. Broadly, we hope that this study (supported by GrantNo. 71232012) will contribute to the emerging topic of organizational cognition emphasizing the adaption to the changing environment.

**OR1391**
**Top Managers' personality, cognitive abilities, and motivation**

**Olaf J Ringelband** *md management-diagnostics, Hamburg, Germany*

Based on experience from a few thousand psychological assessments with international top managers some their respective psychological characteristics are outlined The individual assessments consist of various psychometrical instruments (cognitive abilities tests, personality questionnaires, motivational tests, interview) and end up in an overall assessment of each manager's leadership and management capabilities. Analysing those data, it turns out that top managers differ essentially from other professionals (e.g. experts, team leaders, middle management) with respect to many psychological dimensions (cognition, personality, motivation). The ramification of these findings on the selection of top managers, their derailment risks, and personal development are being discussed.

**OR1392**
**"You can cheat the company - but you can not cheat God" - Leadership in an Islamic south-eastern Asian company**

**Olaf J Ringelband** *md management-diagnostics, Hamburg, Germany*

In the context of an Management Audit (i.e. individual assessments with managers, in order to assess their management capabilities) in an Southeast-Asian company over 100 managers had been assessed, using several psychometric instruments (cognitive tests, personality and motivational questionnaires, interviews). It showed up that the aforementioned group of managers differ with respect to their motivational structure, leadership style, and personality from Western managers. E.g. they are less extravert, more norm obeying, have a higher need for structure. The interaction between personality, Islamic culture, and leadership behaviour is being discussed and implication for intercultural work and management assessments are outlined.

**OR1393**
**Adjusting to the new culture and be accepted by new colleagues - a qualitative study on organizational change**

**Onofre Rodrigues De Miranda (1), Rubens Makoto Sasaki (2)** 1. *University of Brasilia / Business School Projeção, Brazil*; 2. *University of Brasilia, Brazil*

The change on organizational context is defined as a modification, planned or not, related to different variables on organizations, such as worker resistance against this change. The present study investigated the employees' perceptions of the organizational change, using qualitative research to evaluate difficulties,

facilitate factors, practices, leadership, and the main changes through the organizational change process. Five workers from a financial organization were interviewed and the results showed many difficulties, despite of the success of the change process, with most of them being related to worker resistance due to lack of information and training courses, difficulties to operating new systems and lack of leadership to drive the process forward. Regarding the future studies, we would suggest the use of quantitative methods and surveys, including managers as participants, in order to make the research on the matter rich in content and complete as a whole.

#### OR1394

##### **The central nucleus of social representation of organizational diversity**

**Onofre Rodrigues De Miranda (1), Lúcia Helena Cavasin Zabotto Pulino (2)** 1. *University of Brasília / Business School Projeção, Brazil*; 2. *University of Brasília, Brazil*

Through the studied literature, there is no consensus about the conception of organizational diversity. Many studies addressed the conception to individual characteristics as gender, race and ethnics. This paper aimed to identify the central and peripheral elements in social representation, regarding the diversity from workers. It was used the software EVOC 2000 to analyze the collected data from one hundred and sixty nine Brazilian workers. The results indicate that the central elements of social representation are: culture, differences and respect. These reports created thematic categories, such as "ways of think, act and live" and "considering, understanding and respecting the other". For future studies, researchers could address to the differences between brazilian workers employed in public and private sectors in the organizational context and also from overseas companies.

#### OR1395

##### **Police structural organizational change in action: From change leadership toward policemen attitudes and behaviors**

**Claudia L Rus, Ratiu C Lucia, Adriana Baban Babes-Bolyai University, Department of Psychology, Romania**

This study analyzed the mediator role of affective commitment to change and behavioral support of the change between change leadership, on one hand, and turnover intention and job satisfaction, on the other hand. Data collected from 641 Romanian policemen empirically supported the partial mediator role of the affective commitment to change and behavioral support of the change in the relationship between change leadership and turnover intention. Instead, affective commitment to

change and behavioral support of the change did not mediated the relationship between change leadership and job satisfaction. Furthermore, affective commitment to change was positively associated with behavioral support of the change. Job satisfaction was negatively correlated to turnover intention. These findings highlight the process through which change leadership influence employees' attitudes and intentions in the context of police organizational changes. Also, these results suggest the need to consider employees' perceptions in the successful management of police structural organizational changes.

#### OR1396

##### **Exploring Successful Strategic Changes in Indian Organizations: Antecedents and Process**

**Sonali Sandipta Sahoo, Kailash Bihari Lal Srivastava Indian Institute of Technology Kharagpur, India**

Managing strategic change has become a challenging task. With an objective to identify the factors affecting strategic changes and change process in Indian organizations, the study was delved in 36 organizations in mixed framework using interviews and questionnaires. The study identifies critical change antecedents pertaining to Indian context that include individual factors (employees), organizational factors (management and HR practices), and peripheral factors that are external to the organizations. The study has supported cyclic change framework and provided evidence for the influencing nature of change management initiatives towards change acceptance. The study developed a measure of cyclic change process framework and validated it, which can be more suitable and adopted by the Indian organizations going for successful strategic change. It has implications for organizations those are planning for strategic changes by providing the categorization of critical factors and change process for successful implementation. Keywords: strategic change, change process, critical success factors.

#### OR1397

##### **Effects of support from multiple mentors on women's work performance and work-family conflict**

**Keiko Sakakibara Toyo University, Japan**

**Objective** The present study explored whether having multiple mentors with different social roles contributes to improving work performance satisfaction and decreasing work-family conflict among managerial and professional women in Japan. **Methods** Using a web based survey, we collected data from 757 female managers and professional staff, and 697 valid responses were analyzed. Among the participants, 335(48.1%) women had more than one mentor. Hierarchical multiple regression analysis was used to assess the association

between the presence of mentors (formal mentor, superior mentor, subordinate mentor, and mentor outside of the workplace) and performance satisfaction and work-family conflict. **Results** Mentees with a superior mentor showed significantly greater performance satisfaction. Mentees with a subordinate mentor or a mentor outside of the workplace showed significantly less work-family conflict. **Conclusion** It is important for working women to have multiple mentors in different social roles.

#### OR1398

##### **Leadership approaches to diversity at the workplace: Implications for employees' organizational commitment and well-being**

**Gro M Sandal (1), Fons Van De Vijver (2), Hege M Bye (1)** 1. *University of Bergen, Norway*; 2. *University of Tilburg and North-West University, Netherlands*

Growing attention is paid to efficient management of cultural diversity in organizations. The purpose of this study was to explore the link between supervisors' leadership approaches and employees' well-being and organizational commitment. Based on qualitative interviews, Leadership in Diverse Organizations Inventory (LIDO) was developed to assess three leadership approaches, Diversity Leadership, Homogeneity Leadership, and Laissez faire. A total of 220 employees (169 immigrants and 51 native born) completed an online survey. An exploratory factor analysis confirmed the three factor structure of LIDO. Path analysis showed that diversity leadership was the strongest predictor of well-being, and to affective and normative commitment. Homogeneity leadership was positively linked with health, while laissez-faire leadership was a negative predictor. Taken together, the results show that how supervisors approach cultural diversity in the workplace has implications for the well-being and the commitment of the employees, specifically their identification and their sense of loyalty to organization.

#### OR1399

##### **Gender diversity at work: why women have more occupational stress than men?**

**Philippe Sarnin, Behnaz Boroumand, Margaux Vignet University of Lyon (France), France**

Researches on work-related stress systematically show that women have more stress than men. The objective of this study is to clarify the nature of these differences by an analysis of the effects of gender combined with characteristics of jobs and extra-professional variables. 1163 women and 4787 men were questioned during compulsory medical examination within the same firm. The questionnaire includes: Job Content Questionnaire (Karasek & Theorell, 1990), Effort/Reward imbalance

scale (Siegrist, 1996), Hospital Anxiety and Depression scale (Mykletun & al., 2001), Perceived Stress Scale (Cohen & al., 1983) and various questions about characteristics of the job, marital status, children in charge, etc. Statistical analyses were realized using multiple regressions. Results show that characteristics of jobs occupied by women are the main factor of the difference between men and women about occupational stress. Interaction effects with variables related to familial characteristics are observed mainly for men.

#### OR1400

##### **Positive Organizational Practices in Indian Engineering & Technology Institute: An Exposition of Grounded Theory**

**Sarvesh Satija (1), Priyanka Bhat-tacharya (1), Rajendra Kumar Gupta (2)** 1. *Birla Institute of Technology & Science (BITS Pilani), Pilani Campus, Pilani, INDIA, India*; 2. *Management Development Institute, Gurgaon, INDIA, India*

Historically higher education institutions like engineering and technology institutes, which have sought to create cultures of excellence and peak performance as sole evidence for their success, have put faculties as well as students under tremendous pressure affecting their well-being. Such nascent and underdeveloped research area which lacks adequate existing theories to explain such phenomenon calls for adopting a theory- generating methodological approach. In such pursuit, a qualitative study using grounded theory methodology was carried out on faculties and students of a premier Indian engineering and technology institute of an international repute. Data collected through open-ended interviews was analyzed using the grounded theory method suggested by Corbin and Strauss. The findings of the study lead to an exposition of role of 'positive organizational practices' behind well-being of the faculties and students. In conclusion, various 'positive organizational practices' have been identified along with implications and suggestions for future research.

#### OR1401

##### **Women and young professionals in leadership positions: A cross-cultural analysis of non-normative superior-subordinate dyads**

**Matthias Schmidt (1), Ina Zwingmann (2), Sandra Wolf (3)** 1. *University of Applied Sciences Zittau/Goerlitz, Germany*; 2. *Technical University Dresden, Germany*; 3. *innsicht GbR, Germany*

This study investigated the dyadic and cultural conditions in superior-subordinate-dyads on subordinate's emotional exhaustion. Participants were 63,052 subordinates and 7,050

supervisors of an international services company in 22 countries. Multilevel analyses revealed that national uncertainties such as inflation rate and uncertainty avoidance influence the impact of age and gender dissimilarities in superior-subordinate-dyads. Specifically, high inflation rate and uncertainty avoidance strengthened the health-hampering impact of gender dissimilarities that are not consistent with relational norms (e.g., female leaders and male subordinates). However, our results indicate that in particular younger professionals in leadership roles may buffer health impairment processes. In sum, the findings revealed that relational demography, national socio-economic factors, and cultural values play an important role in health impairment processes in superior-subordinate dyads. Keywords: emotional exhaustion, superior-subordinate dyads, inflation, uncertainty avoidance, relational demography

#### OR1402

##### **Burnout, conditions at work and Work/home Interaction in relation to physical activities**

**Sandrine O Schoenenberger** *STICO OCeS FLSH University Catholic Lille, France*

Burnout studies should include health behaviors like physical activities (Shirom, 2010). The most common barrier for physical activities is lack of time (Malik & al., 2013) which depends on work/home interactions. How do physical activities relate to Burnout? How work/home interactions affect physical activities? 444 employees in a French hospital answered a questionnaire (i.e.: MBI, SWING, number of children to support, difficulties for children care, home/work distance and number of hours per week for sport). The results indicate that doing physical activities decreases Emotional Exhaustion and increases Professional Efficacy. Physical activities also depend more on perceived factors (i.e. negative work/home interaction), than on actual factors (i.e. extra-hours). Perceived work/home interactions seem more helpful to explain physical activities, which are related to burnout. It might be interesting to put forward some solutions: employers could introduce actions for their employees to manage work/home interaction and do more physical activities.

#### OR1403

##### **Conscientiousness-based biographical scale versus traditional trait-based Conscientiousness scale: Predicting academic performance, academic satisfaction and developmental activity**

**David Schwartz, Nitzan Roth, Adi Margin, Hila Rab** *academic college of Tel aviv - Jaffa, Israel*

Biodata has been shown to be a high valid and superior predictor of various performance criteria, compare to traditional personality scales. Conscientiousness-based biodata scale (CBBS) was developed to measure the construct as an alternative method, aiming to examine whether CBBS uniquely contributes to prediction of academic criteria, beyond the variance explained by the traditional Conscientiousness scale (TCS). This examination has been conducted both concurrently and longitudinally. In study 1 (n = 142), CBBS was positively associated with academic performance (AP), as measured by self-reported grade point average (GPA), and with academic satisfaction. These relations were not significant for TCS. In study 2 (n = 153), both scales were administered 1–2 months before the exam period. Both measures significantly predicted actual GPA and Developmental activity (DA). CBBS uniquely contributed to prediction of DA. Results demonstrate the potential of construct-based biodata scales to predict unique variance of diverse criteria, beyond the prediction of traditional personality scales.

#### OR1404

##### **Nurses lived experiences: A psychological contract perspective**

**Jean-Marie H See, Anthony H Winefield, Maureen F Dollard** *University of South Australia, Australia*

The purpose of this study was to elicit nurses' expectations about the psychological contracts they have established with their organisation, immediate supervisor and current team. Most empirical research (e.g. Kickul, Lester & Belgio, 2004) has acknowledged the negative consequences of psychological contract breach but little attention has been directed to examining nurses' interpretation of the formation of their psychological contracts and how contract breaches are experienced and explained. The results revealed a list of themes relating to context specific expectations (e.g. flexible rostering) nurses perceived of their work environment regarding their referents. The results also indicate that nurses held a higher salience on relational than transactional components of the psychological contract. Consequently, hospital management should manage nurses' high relational contracts by conveying and clarifying realistic expectations. Although the findings may not be generalizable to a wider population, the impact of these results is significant for the transactional-relational exchanges for nurses.

#### OR1405

##### **Assessing Job Stress Development of an Inventory and relationship with managers intention to stay and job satisfaction**

**Meera Shanker** *SNDT Women's University, India*

The present paper made a modest attempt to develop Job stress inventory through factor-analytic approach. Two hundred and seventy six practicing managers from various companies took part in the study, answering the initial pool of 66 items of job stress of which finally 38 items were retained under 5 meaningful factors, such as Distress and agonizing job feelings, Perceived neglect and fear of supervisor, Feeling of attrition created stress, Stressful work, Insecurity related stress. The psychometric properties of items and Cronbach Alpha Reliabilities calculated for subscale were quite satisfactory, ranging from .95 to .80. The Pearson correlation coefficient with subscales and intention to stay, job satisfaction were found to be negative. The findings suggest that stressed managers are not satisfied and inclined to leave the organization at the very first opportunity, resulting in their inability to contribute to organization's potential and resourcefulness.

#### OR1406

##### **Organizational Culture Relates to Readiness for Organizational Change: Mediated by Organizational Identification**

**Yixuan Shao (1), Zhongming Wang (1,2)**

1. Zhejiang University, China; 2. School of Management, Zhejiang University, China

Individual readiness for organizational change is a critical construct for successful implementation of organizational change. Through an exploration (supported by GrantNo.71232012) of incumbent employees' personally perceived organizational culture and their individual readiness for organizational change, it is confirmed that various organizational cultures have different impact on readiness for organizational change. Based upon Competing Values Framework, an empirical study was conducted to investigate how employees perceive their organizational culture. The result shows that perception of human relation model correlates to readiness for change more closely than perception of internal process model does. Additionally, this paper presents that organizational culture identification does mediate the relationship between perceived organizational culture and individual readiness for organizational change. Employees with higher organizational identification act more consistently with what their organization values. In contrast, employees with lower organizational identification are reluctant to do what their organization values.

#### OR1407

##### **The effects of critical development experiences on transitions of middle career stage**

**Hsin-Peng Shiah-Hou (1), Chin-Lun Tasi (2), Shih Hung Yang (1)**

1. Dept. of Business Administration, Fu Jen Catholic University., Taiwan; 2. Dept. of Psychology, Fu Jen Catholic University., Taiwan

The critical development experiences (CDE) is based on career paths. CDE is an organizational approach which differs from worker approach of competency. This study assumed that CDE has more predicting effect on transitions of middle career stage than competency. Because the experience accumulated by individuals in different job positions within an organization has an effect on them when changing a job, CDE can describe the root of competence but not be constrained. This study also adopted the concept of organizational capability integrated with the concept of organizational structure, organizational life cycle, and globalization to develop CDE contents. Participants in this study were employees who had been on the job for ten years and had an experience of changing a job. The result indicated that CDE has an effect on job switch time, employment results, and employment satisfaction and this effect is greater than that of competency.

#### OR1408

##### **Development of the workplace bullying scale**

**Saeko Shitara (1), Takafumi Monma (2), Sakiko Ozawa (2), Noriko Furutani (3), Fumi Takeda (2)** 1. Sakushin Gakuin University Women's College, Japan; 2. Faculty of Health and Sport Sciences, University of Tsukuba, Japan; 3. cuorec3, Inc., Japan

The need for intervention to workplace bullying has increasingly achieved social recognition in Japan. However, Japan is still behind Europe in its efforts. We developed a new workplace bullying scale based upon Japanese context and need, as well as examined its validity and reliability. 567 employees (386 males and 175 females) working at eight different organizations participated. Previously published cases informed the scale items. After an exploratory factor analysis (promax rotation, generalized least-squares method), three factors were extracted: "Professional devaluation" ( $\alpha = .80$ ), "Verbal/physical abuse" ( $\alpha = .77$ ), and "Neglect of management" ( $\alpha = .54$ ). A correlation analysis was employed to examine relationships among the three factors of workplace bullying with other scales such as occupational stress, social support, work engagement, organizational climate, sense of coherence, and mental health. A relationship was confirmed as expected. The findings suggested that different characteristics should also be considered with workplace bullying.

#### OR1409

##### **Personality factors and length of service as predictors of preferred coping strategies among cabin crew**

**Anita Shrivastava Kashi, Chloe Blundell** Middlesex University Dubai, United Arab Emirates

A multitude of research has identified working environment of cabin crew emotionally and physically stressful. This study therefore investigated the influence of HEXACO personality factors and work experience in preferred coping strategies in an opportunistic sample of 1001 cabin crew. Regression analysis found conscientiousness as the strongest predictor of task oriented coping (contributing 10% variation) followed by extraversion (5%) and length of service (1%). Emotionality contributed 14% variance in emotion focused coping, whereas humility contributed only 1.2% variance in distraction focused coping. Agreeableness and openness to experience did not predict task oriented and social diversion coping respectively. Therefore can be suggested that certain personality factors may play an important role in coping strategies employed by cabin crew.

#### OR1410

##### **Turnover intention in Indian BPOs as consequence of Job involvement and Attitude of Employees**

**Jay Singh Govt. Danteshwari PG College, Dantewada, Chhattisgarh, India**

This study examines the role of job involvement and attitude towards satisfaction in turnover intention of Indian BPO (Business Process Outsourcing) employees, because despite all encouraging scenario this organization faces many problems related directly to the management of human capital, specifically high turnover of employees being the main problem leading to a shortage of employees. Study comprised of 460 customer care executive (CCE) level employees includes 388 males and 72 females in the age range of 20 to 34 years. Respondents were given Employees' Attitude Scale (12 item), Job Involvement Questionnaire (20 items) and Turnover Intention Scale (20 item). Results of regression analyses showed that job involvement and employees' attitude scale individually are significant negative predictors for turnover intentions. Analysis further revealed that after controlling the effect of employees' attitude, association of job involvement with turnover intention shows a significant change results.

#### OR1411

##### **The Association of Work-Family Interface and Workplace Safety: Integrating the Negative and Positive Sides**

**Oi-Ling Siu Lingnan University, Hong Kong**

It has been demonstrated that work-family interface has both negative and positive sides on employee behavior. Yet little research has simultaneously considered the two sides of work-family interface on workplace safety. Based on the role theory and COR theory, the present study investigated

the associations between work-family conflict, work-family enrichment and employee safety behaviour. Two-wave data from 233 employees in high risk industries were collected with a seven-month interval. As predicted, work-family conflict was related to more routine violation and less safety compliance via emotional exhaustion, which led to more injuries and accidents at work. Work-family enrichment was positively related to safety compliance through work engagement, which contributed to less injuries at work. Taken together, these findings suggest that work-family conflict may harm whereas work-family enrichment may promote workplace safety. The present study has not only contributed to safety literature, but also provided practical implications for managing workplace safety.

#### OR1412

##### **Work in extreme conditions. Guidelines to the introduction of Polar Leadership Program based on longitudinal psychological study of workers of Polish Polar Station on Spitsbergen**

**Agnieszka Skorupa** *University of Silesia in Katowice, Poland, Institute of Psychology; The Polish Polar Consortium, Poland*  
Each year a small group of Polish researchers and technicians is staying on Spitsbergen to work in the Polish Polar Station. Their work conditions are characterised as: Isolated-Confined-Extreme (ICE; Sandal, Leon, Palinkas, 2006). I have conducted the one-year-long study measuring changes of individual characteristics and the whole group dynamic. Data were collected in three ways: (1) before the expedition leave and after return; (2) for a whole-year by sending each month questionnaires through the internet; (3) directly in the Polish Polar Station. Main conclusions are that: the individual characteristics have minor impact on the adaptation to ICE; the surrounding factors do not have such a big impact on one's adaptation as they use to have; individuals seem to adapt more to the work in organisation than to the life in ICE. The research results were used to create an outline of the Polar Leadership Program which will be presented.

#### OR1413

##### **The nature of leadership essentialism: implications for performance management decisions**

**Victor E Sojo (1,2), Michelle Stratemeyer (1,2), Robert Wood (1,3)** 1. *Centre for Ethical Leadership, Melbourne University, Australia*; 2. *Melbourne School of Psychological Sciences, Melbourne University, Australia*; 3. *Australian Graduate School of Management, University of New South Wales, Australia*

The studies explore leadership essentialism (LE) as a lay theory which posits there are fundamental differences between leaders and followers and that such differences are biological. In Study 1 we developed a 13 items scale of LE (273 participants, mean age = 34.8 y/o, 52% female). A PCA derived two factors: (1) Discreteness (alpha = .88) and (2) Biological (alpha = .90). Overall-scale alpha = .92. In Study 2 (305 participants, mean age = 35 y/o, 39% female) LE appeared positively related to organisational hierarchy threat perception, SDO, and RWA. In an experimental task, participants high in LE were more likely to punish and under-performing manager (e.g., lay off) or do nothing about the situation, and were less likely to change work processes to help the manager. LE was unrelated to counselling the manager. LE seems to have a negative impact on the way individuals treat workers who need support.

#### OR1414

##### **Industrial and Organizational Psychology in Central Europe: Short History and Trends**

**Miloslav Solc (1,3), Michal Walter (2)** 1. *Consulting agency CAPA, Czech Republic*; 2. *Czech Association of Work of Organizational Psychologists, Czech Republic*; 3. *Union of Psychologists Associations in the Czech Republic, Czech Republic*  
Presentation consists of three parts: Short history (till 2000): Czech lands by the year 1918, Czechoslovakia 1918 to 1991, companies (e.g., Bata, Skoda). Development (after 2000): congresses in Prague: 2001 EAWOP, 2005 IAREP, 2007 ECP, 2015, 2017 and 2019 WPF, ICP 2020. Trends: dynamics, globalization, generational changes, impact of ICT and media, transition. State of art in industrial and organizational psychology: Industrial psychology: what concerns industrial psychology, we mainly concentrate on chemical industry, metallurgy, heavy industry; in the sphere of industry, it is car industry, automotive, special industry (e.g., for ABB, Siemens, Faun, Volvo); nuclear energy (safety and environmental); from psychological point of view, in the sphere of transport it is road (city and highway), railway (personal and cargo), air transport and flight operation control; ships; space; Organizational psychology aims at human resources management, behaviour economy, services.

#### OR1415

##### **Role of career competencies in the relationship between work characteristics and well-being**

**Guoping Song, Hui Hua** *School of Psychology, Shaanxi Normal University, China*

Based on the job demands-resources framework, we examined the role of career competencies in the relationship between work

characteristics and well-being. Results from the survey of Chinese employees (N=282) showed that career competencies were positively correlated with job resources, job demands, and work engagement while negatively correlated with emotional exhaustion. Career competencies exerted a partial mediating effect on the relationship between job resources and work engagement, and job resources exerted a partial mediating effect on the relationship between career competencies and work engagement. Career competencies exerted a moderating effect on the relationship between job demands and emotional exhaustion. Current understanding of different types of personal resources is advanced, suggesting that career competencies act in the same way as personal resources in the model. Improving job resources and career competencies would contribute to employee well-being and buffer the impact of job demands on emotional exhaustion.

#### OR1416

##### **The Training Project for Enhance Happiness at Work of Instructor in Industrial and Organizational Psychology, Faculty of Humanities and Social Sciences, Suan Dusit Rajabhat University**

**Amphorn Sriprasertsuk, Sudarat Tantivivat** *Srinakharinwirot University, Thailand*

The objective of this experiment one group pre test ,post test design were to :1) compared happiness at work before and after attending in training project for enhance happiness at work; and 2) studied opinion toward attending in training project for enhance happiness at work. The samples were 8 Instructors in Industrial and Organizational Psychology, Suan Dusit Rajabhat University, selected by purposive sampling. Research instruments developed by researcher were : 1) happiness at work enhance program; 2)Happiness at work questionnaire and 3) participants opinions toward attending in training project questionnaire. Data were collected in August 2014 - February 2015 and analyzed by frequency, percentage, mean, standard deviation. Research findings were - Average score of participants' happiness at work after attending happiness at work enhance program was higher than before attending. - Participants 'opinion toward attending in training project for enhance happiness at work were in the highest level.

#### OR1417

##### **The mediating effect of Organizational learning between Knowledge management and Innovation in Indian Organizations**

**Kailash B Srivastava** *Indian Institute of Technology, India*

This study examined a causal link between knowledge management, organizational learning, and innovation. The study was conducted using survey method, and the data were collected from 280 managers from IT sector, pharmaceuticals, R&D labs, and telecommunication industries, having established knowledge management practices. The data were analyzed using correlation, SEM and AMOS to achieve model fit. The results showed that effective KM processes enhanced organizational learning, significantly improving firms' innovation. People based KM strategy was positively related with organizational learning and significantly predicted innovation, while system based KM strategy facilitated knowledge integration and making knowledge more explicit. Organizational learning significantly mediated the relationship of KM with firm innovativeness. This study provides an empirical base for a comprehensive model to explain the interrelationship of KM, organizational learning, and innovation. It has implications for management that to enhance product and process innovation, managers should facilitate learning and deploy effective KM strategy.

#### OR1418

##### **If we took care of managers' psychological health at work?**

**France St Hilaire, Rébecca Lefebvre, Rachèle Hébert** Université de Sherbrooke, Canada

Studies report a link between supervision behaviors and psychological health at work (PHW). However, the role of the subordinate and his behaviors has not been addressed in the literature. If the idea that subordinate can have an effect on the PHW seems obvious, we do not know their concrete behaviors. Individual semi-structured interviews were conducted with 49 managers and 91 subordinates from 8 Canadian and French organizations. The interview plan focused on PHW risk factors. All interviews were transcribed and coded. An inter-rater reliability analysis was made. The results showed a wide and large variety of specific behaviors ( $n = 104$ ). A taxonomy of these codes was derived and a hierarchical structure emerged, consisting of 6 higher order clusters of behaviors and 14 lower-order clusters. The entire taxonomy with specific examples of practices will be presented and explained. These results underline the shared responsibility of managers and subordinates in PHW interventions.

#### OR1419

##### **Being a manager: Which effects on health?**

**France St Hilaire (1), François Aubry (2), Robert Simard (3)** 1. Université de Sherbrooke, Canada; 2. Université du Québec en Outaouais, Canada; 3. Occupational Health, Public Health Department, Sherbrooke Québec, Canada

It appears that workplace stress is increasing among managers in recent years. If managers are less likely than other job categories to suffer of emotional exhaustion, they would be more likely to report somatic complaints (e.g. sleep disorders) associated with psychological symptoms (e.g. anxiety). However, few studies compare the subordinates' health to those of managers. This epidemiological study was conducted as part of a population survey in Quebec district (Canada). Psychological distress (Kessler-6), depressive symptoms, the level and sources of stress (General Social Survey - 2010), and physical health indicators were measured. Two groups were compared: managers ( $n = 453$ ) and other professionals ( $n = 3217$ ). Mean comparison analysis (ANOVA) were performed. The results show that managers are more stressed than workers. Managers present less psychological distress, but they report more excessive drinking. Relationship with depression is not significant for managers. Implications for managers' health and organizational interventions are discussed.

#### OR1420

##### **The power of two: Combining cognitive-behavioural and metacognitive approaches to boost work-related learning competency**

**Christian Stamov Rosnagel** Jacobs University Bremen, Germany

Work-related learning competency spans cognitive, metacognitive, and self-efficacy levels. Extant trainings to increase learning competency usually address only one level, although combined interventions may be more effective. On that background, I compared self-efficacy, metacognitive, and combined training variants with 144 workers from a car parts manufacturer. In the self-efficacy variant, participants cognitively restructured their subjective learning models towards higher learning self-efficacy in five two-hour sessions. In the metacognitive group, participants practised self-testing strategies to improve metacomprehension. In the combined group, training time was split between the self-efficacy and metacomprehension interventions. Follow-up during participants' regular trainings revealed that combined group participants self-assessed their learning most accurately, as measured by a knowledge test. Accuracy was associated with metacognitive strategy use and negatively related to perceived learning demands. Combined group participants had the shortest knowledge test completion times. I discuss ways to optimise such interventions towards higher knowledge test performance.

#### OR1421

##### **The attractiveness of organizational culture (OC-attractiveness)**

##### **is recently considered as a complex motivational phenomenon that has a strong impact on various long-term criteria of organizational efficiency (Moon et al., 2012)**

**Faniia Sultanova, Anna B Leonova** Moscow State University, Russia

The attractiveness of organizational culture (OC-attractiveness) is recently considered as a complex motivational phenomenon that has a strong impact on various long-term criteria of organizational efficiency (Moon et al., 2012). For understanding the mechanisms of influencing OC-attractiveness on efficient joint behavior it is important to reconstruct relationships between motivational attitudes of employees at three hierarchical levels of organizational analysis: "worker", "working group" and "personnel" (Roe, 2002; Leonova, 2014). This approach was realized in our empirical study on the staff of several business enterprises (82 ss). The data were collected by the complex of well-standardized psychodiagnostic tests that allows represent the dominant types of: (1) individual motivational attitudes; (2) interpersonal motives in group interactions; (3) OC-attractiveness values. By procedures of cascade factorization and regression analysis the structure of integrative indexes and significant predictors of OC-attractiveness were defined. These results are important for elaborating new psychological technologies for improving management styles.

#### OR1422

##### **Role of Specific Abilities: Again, Not Much More Than g**

**Canan Sümer (1), Nurhan Er (2), Ayca Ozen (3), Yagizhan Yazar (1)** 1. Middle East Technical University, Turkey; 2. Ankara University, Turkey; 3. TOBB University of Economics and Technology, Turkey

Despite compelling evidence for the superiority of general mental ability (i.e.,  $g$ ) in predicting work related criteria (e.g., Schmidt & Hunter, 1998), the role of specific abilities in explaining additional variance over the  $g$  factor has long been of extensive research interest. Recently, Krumm et al. (2014) called for the examination of boundary conditions of the dominance of general versus specific cognitive abilities as predictors of job performance. In the present study we examined incremental validity of four job-related specific abilities (i.e., visual attention, auditory attention, reaction time, and time to contact estimation) over general mental ability in predicting performance of blue collar workers ( $N = 66$ ) in a large manufacturing company in Turkey. Multiple regression analyses revealed that  $g$  was a significant predictor of job performance ( $\beta = .27, F = p < .03$ ) and that incremental contribution of job-related specific abilities above and beyond  $g$  failed to reach significance.

**OR1423****The Effect of Emotional Labor on Well-being: Mediation role of Work-family Conflict****Jian-Min Sun (1), Cheng-Gang Cao (2)***1. Renmin University of China, China; 2. Chongqing University of Arts and Sciences, China*

This study explores the relationship among emotional labor, work-family conflict and well-being. With a two-wave design, data are collected in two different time point with one month interval from 225 nurses in large hospital in Beijing. Correlation analysis, regression analysis and SEM are used to test three hypotheses. The results show that: 1) Emotional labor has a positive correlation with work-family conflict, specifically, surface acting has a positive correlation with work-family conflict, while deep acting and the expression of natural felt emotions are not relevant; 2) Work-family conflict has a negative correlation with well-being; 3) Work-family conflict plays an mediation role between emotional labor and well-being. Discussions of the results in a lens of conservation of resources theory and emotion regulation theory are presented. The theoretical and practical implications as well as limitations of this research are discussed.

**OR1424****High Commitment HRM Practices and employee Subjective Well-being****Jian-Min Sun (1), Yuan Li (2)** *1. Renmin University of China, China; 2. Chinese Academy of Social Sciences, China*

Employee's well-being is closely related to the practice of human resource management. The events of several employees' suicide in Foxcom Technology Group have inspired scholars to consider whether the high performance culture is contradictory to employee's subject well-being. This paper aims at exploring the relationships among high commitment HRM practices (HCHRM), employee well-being, and workplace friendship. A relational perspective was employed in developing research hypotheses and the explanation of the findings. Data were collected with a questionnaire survey from 8 manufacturing firms with 257 valid respondents. Hierarchical regression analysis demonstrated that: 1. High commitment human resource management practices is positively related to employee's subject well-being; 2. Workplace friendship is positively related to employee's subject well-being; 3. HCHRM is positively related to workplace friendship; 4. Workplace friendship partially mediated the relationship between HCHRM and employee's subject well-being. Theoretical and practical implications are discussed.

**OR1425****Factors predicting the intention of****"shares" on SNS: Exploring the effects of article readers' sympathy and self-relevance****Hiroko Suzuki (1), Yoko Sugitani (2), Isamu Watanabe (1)** *1. FUJITSU LABORATORIES Ltd., Japan; 2. Sophia University, Japan*

This research clarified the factors that predicted readers' interest in articles and their intention to share articles with other SNS users. As a range of factors can evoke interest in articles, this study identified certain predictive variables for exploratory purposes. In a preliminary experiment, 29 readers answered open-ended questions about their impressions of certain articles. Their responses (e.g., "I sympathize with the article", "The article is related to my past experience") were categorized using the KJ method to reveal their perspectives. These findings were used to create an online questionnaire that could be used to evaluate articles based on such 12 perspectives using a five-point scale, which was completed by 814 readers. A factor analysis and multiple regression analysis of the responses revealed two factors, namely "sympathy" and "self-relevance", that significantly predicted the readers' interest and their intention of sharing articles on SNS.

**OR1426****The Effect of Social Support on Psychological Wellbeing Of Working Mothers****Dewi Syarifah** *Universitas Airlangga, Indonesia*

A working mothers have role and responsibility in work and family. They have to be success as a mother and employee. Those roles and responsibility can emerge conflict that will have effect their quality of life. The quality of life can relate to wellbeing and happy life. Well-being is a construct that explain positive function of a person. Model of psychological well-being consist of six dimensions of psychological function: autonomy, environmental mastery, personal growth, positive relation, purpose in life, self acceptance. This study examine the effect of social support on psychological wellbeing. The questionnaire was given to 64 participants. The questionnaire measures psychological wellbeing and social support. The result of regression analysis showed that there was a significant effect of social support on autonomy, environmental mastery, personal growth, positive relation, dan self acceptance.

**OR1427****Relation between Basic Psychological Needs, Working Environment, and Job Satisfaction****Kiho Tanaka (1), Ehssan Sakhaee (2)** *1. Doshisha University, Japan; 2. University of Sydney, Australia*

According to the Self-determination Theory (SDT), the basic psychological needs (for

autonomy, competence and relatedness) must be satisfied for people to develop and function in healthy or optimal ways (Deci & Ryan, 2000). The recognition of the connection between employees' working condition and job satisfaction (Sell & Bryan, 2011), the present research investigates the mediated effect of the need satisfaction between working environment and job satisfaction. The research involved participants working at various organizations in Germany (n = 324) and Australia (n = 149). Based on the results, respectable working conditions enhanced work motivation, job effort and job satisfaction mediating need satisfaction. Income level, which had positively influenced by competitive salary condition, had no significant effect on job satisfaction.

**OR1428****Monetary Intelligence Theory****Thomas L Tang** *Middle Tennessee State University, United States of America*

Monetary Intelligence (MI) examines the relationships between the affective-behavioral-cognitive (ABC) components of money attitudes and positive and negative outcomes. On the bright side, in a cross-cultural study, managers with low love of money motive but high stewardship behavior have high pay satisfaction and life satisfaction. Further, money smart managers adapt the approach coping strategies and enjoy higher intrinsic and extrinsic job satisfaction. University students with low love of money motive have lower importance in making money, but higher importance in making ethical decisions, and better objective academic achievement in a business course. On the dark side, affective love of money motive predicts unethical intentions in multiple panel studies and cheating behaviors in laboratory experiments. We demonstrate individuals' ability to monitor their own emotions, behaviors, and cognitions; guide their thinking and actions; and achieve ultimate success, satisfaction, and happiness (monetary wisdom, the bright side), or engage in dishonesty (the dark side).

**OR1429****Theory of Social Bonding and Academic Cheating: Bad Company Corrupts Good Morals across Culture and Gender****Thomas L Tang (1), Elodie Gentina (2), Qinxuan Gu (3)** *1. Middle Tennessee State University, United States of America; 2. Université de Lille, France; 3. Shanghai Jiao Tong University, China*

Following social bonding theory, we develop a theoretical model of social bonds (parental attachment, academic commitment, peer involvement, and moral value) and academic cheating. Based on 913 adolescents (429 French and 484 Chinese, average age = 15.88), we reveal our innovative discoveries: Parental attachment, academic commitment, and moral

value deter academic cheating, peer involvement (social sharing) contributes to cheating. Results of multi-group analyses suggest that for French teens, peer involvement encourages and moral values undermines cheating; for Chinese adolescents, all four social bonds contribute to cheating, similar to the whole sample. For girls, parental attachment deters, but peer involvement enhanced cheating. For boys, parental attachment is the only social bond that does not affect cheating. Social integration (popularity) is a mediator of the relationship between peer involvement and cheating. Popular French females and unpopular Chinese males tend to cheat. Thus, bad company corrupts good morals differently, across culture and gender.

#### OR1430

##### **Improving Teamwork of Homestay Operators Using Communication Principles**

**Metinee Tanongkit, Kamolwan Karomprach Klaykaew Srinakharinwirot University, Thailand**

The dimension of hospitality teamwork consist of governance domain, normative domain, technical domain, and customer service domain that can improve with using communication principles. This study aims to develop a program for improving teamwork using communication principles as well as investigate the effectiveness of the developed program. The subjects in this study include 15 homestay operators in Bang Namphueng community, Samut Prakan Province, Thailand. The result found, the developed program for improving teamwork of the homestay operators using communication principles have different levels of effectiveness index before and after the program implemented. The developed program cause the subjects satisfactions, understanding and communication in hospitality team skills, and positive attitude toward to hospitality teamwork. Also, the activities of the developed program provide homestay operator's self-awareness and self-esteem.

#### OR1431

##### **Sociocognitive determinants, the desire to enlist in the behaviour and intentions to commit oneself in informal work restructuring programs in Cameroon**

**Charles Le Grand Tchagnéno Téné, Elisabeth Dautre Université de Grenoble-Alpes, France**

The purpose of this study was to assess the links between knowledges, perceptions, social representations and the intention to commit in informal work restructuring programs; and to ascertain the influence of the desire to enlist in these programs on the intention. 337 informal workers were enquired. The results indicated that the knowledge about programs explained

13,40% ( $p = .000$ ) of the variance of the intention. This went up to 18,50% ( $p = .000$ ) and to 20,80% ( $p = .003$ ) respectively with the introduction of the perceived credibility of programs and social representations of informal work. The addition of desire to enlist in the behaviour increased the explained variance of intention to 60,10% ( $p = .000$ ). It also came out that, perceived credibility of programs and knowledges about them mediated the effect of the perception of informations on the intention,  $\beta = .29$ ;  $t(337) = 4,22$ ;  $p = .000$ ,  $R^2 = .20$ ;  $IC = [.1772-.3572]$ . This study enlighten the importance of psychosocial variables in planning interventions on informal work.

#### OR1432

##### **Political skill: Personality traits as antecedents**

**Klaus J Templer SIM University Singapore, Singapore**

Politically skilled employees use their networking ability, social astuteness, interpersonal influence, and apparent sincerity to pursue personal and/or organizational goals. Research has shown that political skill is related to job performance. The objective of the present study was to test personality traits as antecedents of political skill using the full HEXACO personality taxonomy, which includes the new dimension honesty-humility. Employees rated their personality on the HEXACO-PI and their political skill on the Political Skill Inventory. Unlike in earlier studies, also supervisors rated the employees' political skill ( $N = 110$  pairs). The results project a picture of politically skilled employees as non-emotional, extravert, and conscientious, but also as less honest and as less open to experience. Additionally, more fine-grained analyses for the facets of political skill are presented and differences between self- and supervisor-ratings are discussed.

#### OR1433

##### **An Investigation of Short and Long term Effects of a Gratitude Intervention in Relation to the Stress Coping Styles and Resiliency of Turkish Employees: The Mediating Role of Gratitude State**

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This study examines whether a gratitude intervention changes the participants' stress coping styles and increases the resiliency levels by the mediation of their gratitude state. The sample group consisted of employees of a university. Participants were randomly assigned to either a gratitude intervention ( $N = 33$ ) or a control group ( $N = 35$ ). Gratitude interventions was carried out over a four-week period. All participants completed pretest (T1) measures evaluating their state level of gratitude, resiliency and

stress coping styles. First posttest (T2) measures were completed after the four-week intervention period whereas Second posttest (T3) measures were filled in after 4 months. Results show gratitude intervention increases optimist stress coping style by increasing gratitude level measured at T2. Gratitude intervention alone increases T2 "social support seeking" stress coping style. Gratitude state of T3 predicted the resiliency subdimensions of "perception of future", "social resources" and also "optimist" stress coping style.

#### OR1434

##### **Trait Emotional Intelligence and Work-Home Interaction: case of public officials in Algeria**

**Redha Tir The university of Algiers, Algeria**

The influence of trait emotional intelligence (Trait EI) on work-home interaction is crucial for public officials in regulating emotions in work-home life. The correlations between Trait EI and four factors of work-home interaction are of special relevance and were examined in 249 public officials in Algeria. Trait EI would positively predict negative Work-home interaction (WHI) and negative home-work interaction (HWI). Results confirmed both hypotheses. In other terms, Trait EI predicts higher levels of negative WHI and HIW. Correlation and regression analysis revealed that Trait EI was positively associated to negative work-home and home-work interaction. This study indicates that public officials who adopt emotion regulation experience less negative work-home interaction in both directions. Thus, high trait EI individuals employ better emotional resources and responses in dealing with and managing stressful effects of work-family balance. The implications of these findings for public management officials are discussed.

#### OR1435

##### **Motivation and retention impacts of human resource practices in Vietnamese organizations: Mediating roles of psychological contract for the effective HR**

**Phuong P Tran Huy (1), Kiyoshi Takahashi (2) 1. Vietnam National University Hanoi, Viet Nam; 2. Kobe University, Graduate School of Business Administration, Japan**

The current study investigates the impacts of human resource practices on the level of employee motivation and retention, taking into account the mediating functions of psychological contracts. Particularly, this study sheds lights on such personnel practices as training, participative performance management, merit-based compensation, internal promotion policy, and person-job fit (P-J fit) placement to

find their effects for getting employees motivated and stayed in the employment organizations. Data was collected from a sample of 549 MBA students in Vietnam by self-reported questionnaires. The results found that all of the human resource practices positively influenced employee motivation and intention to stay, except for the impact of performance management on retention. Moreover, relational psychological contract and perceived psychological contract fulfillment were found to act as mediators of the relationships between human resource practices and employees outcomes. Theoretical and practical implications of the findings as well as future research directions are discussed.

#### OR1436

##### **How paternalistic leadership affects subordinate's leader-subordinate relational identity?**

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The issue of how relational identity about leader-subordinate affects each other's behavior is getting attentions. We took perspective of social cognitive schema to clarify the dimensions and contents of leader-subordinate relationship. By using two dimensions of "equal/unequal" and "close/distant", the contents of the leader-subordinate relational identity (LSRI) are classified into four categories: communal affection RI (equal and close), instrumental exchange RI (equal but distant), care-repay RI (unequal but close), and authority-obedience RI (unequal and distant). Furthermore, we explored how a leader affects subordinate's LSRI via paternalistic leadership behavior. Using 59 work group as sample (59 leaders and 251 subordinates), the results of regression analysis showed: paternalistic leadership is significantly related to subordinates' LSRI: benevolent leadership is positively related to subordinate's communal affection and care-repay RI; Task-focused authoritative leadership has significantly positive relationship with care-repay and authority-obedience RI; People-focused authoritarian leadership has significantly positive relationship with subordinate's instrumental exchange RI.

#### OR1437

##### **Understanding Employee Voice Cross Culturally: Does it matter to be Collectivistic?**

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Analysis of employee voice has focused on the reasons and managerial issues regarding available environment to speak up. Voice is first conceptualized by Hirschman by "any attempt at all to change rather than to escape from an objectionable state of affairs" (Hirschman, 1970; p. 70). The study aims to understand the effect of management attitude towards voice on employee voice with the mediating effect of individual's psychological safety. We constructed a framework based on Maynes and Podsakoff (2014)'s view that identifies four different types of voice behavior (supportive, constructive, defensive, and destructive). 207 questionnaires were collected from employees who are working in technology industry. Based on analysis, management attitude has positive effect on employee voice with the mediating effect of perceived psychological safety. Collectivist employees' level of psychological safety has positive effect on destructive employee voice. Supported assumptions would be discussed based on resource conservation, impression management and social exchange theories.

#### OR1438

##### **Improving employees innovative behavior at work: The impact of organizational participation in decision-making, distributed leadership agency and employees occupational self-efficacy**

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This study investigates the relation between employees' participation in organizational decision-making and innovative work behavior (IWB) focusing on the mediating mechanisms of this relationship. Archer's (1982) Analytical Dualism and Bandura's (1997) Cognitive Theory of Agency help to explain why distributed leadership agency (DLA) and occupational self-efficacy mediate the relation between participation in decision-making and IWB. Empirically, positive relations between autonomy, leadership behavior, self-efficacy and IWB are well proven (Hammond et al., 2011), but not investigated in a mediating model. We conducted a self-report questionnaire study with employees from different economic sectors and occupations in Austria, Germany, and Italy (N=136). A serial multiple mediation analysis showed that DLA and employees' occupational self-efficacy fully mediate the positive relation between employees' participation and IWB. These results indicate that having influence in decision-making encourages employees to take over leadership tasks, which in turn increases their self-efficacy and leads finally to more IWB.

#### OR1439

##### **The Relationship Between Gratitude and Prosocial Organizational Behavior Among Muslim Public Civil Servants**

**Rima F Usman (1), Thubagus M Nu'man (2)** 1. Universitas Gadjah Mada, Indonesia; 2. Universitas Islam Indonesia, Indonesia

This study examined the relationship between gratitude and prosocial organizational behavior among 85 muslim public civil servants in Dinas Pendidikan, Kebudayaan, Pemuda, dan Olahraga of Pohuwato, Gorontalo. Researchers assumed that gratitude was positively related to prosocial organizational behavior. Data were collected by Psychological Measure of Islamic Gratitude scale from Kurniawan et.al (2012) and Prosocial Organizational Behavior Scale based on Hazzi and Maldaon theory (2012). Non-Parametric Spearman's Rho analysis was used to test the hypothesis. The result of this study showed significant positive relationship between gratitude and prosocial organizational behavior. Beside that, the results also showed that gratitude levels in female tend to be higher than male.

#### OR1440

##### **Diversity Management Used to Bridge Differences Towards Managing Risk During a Financial Institutions Merger Between South Africa and Tanzania**

**Annelize Van Niekerk, Michelle S May** University of South Africa, South Africa

Merging two financial institutions from Tanzania and South Africa is complex due to the culturally diverse, yet rich milieu. This hermeneutic phenomenological qualitative study explored the psycho-social factors that informed employee's behaviour during the implementation of an operational risk management framework as a result of the merger. Data collected from in-depth interviews with 46 employees were analysed using Tesch's content analysis and the hermeneutic circle yielded numerous themes. A central theme namely, the role of diversity management to ensure effective risk management is illuminated through two subthemes. Firstly, organisations merging demand interdependence between stakeholders as employees experience many challenges such as integrating cultural and skill differences, and establishing new relationships and levels of authority. Secondly, accepting risk management with its accompanying changes and considering the stakeholders' appetite for risky behaviour. Future research should focus on the value of incorporating diversity management during implementation of risk management in a merger.

#### OR1441

##### **Two wrongs don't make a right,**

**or do they? How normatively (in)appropriate leader behavior following normatively (in)appropriate follower behavior informs perceptions of ethical leadership and interpersonal justice**

**Niels Van Quaquebeke (1), Steffen R Giessner (2), Jennifer V Ulrich (1), Marius Van Dijke (2)** 1. *Kühne Logistics University, Germany*; 2. *Rotterdam School of Management, Erasmus University, Netherlands*

The extant literature on ethical leadership often portrays ethical leaders as morally superior in their behavior and personality. Indeed, it is a central part of the definition of ethical leadership that an ethical leader behaves normatively appropriately. With the present paper we seek to challenge this assertion. We posit, that whether a leader's normatively appropriate behavior towards his or her followers is perceived as ethical or not also depends on whether respective preceding follower behavior was normatively appropriate behavior to start with. Specifically, based on theories of retributive fairness, we argue normatively inappropriate leader behavior will not be judged as negatively when it is in response to normatively inappropriate follower behavior. In an effort of constructive replication, the hypotheses are tested and confirmed in five experimental studies with variants of (in)appropriate follower and leader behaviors. Resultant fundamental challenges for ethical leadership research as well for leaders in practice are discussed.

**OR1442**

**Exploring the Professional Identity of Industrial and Organisational Psychologists Within the South African Context**

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The aimed was to explore the professional identity of Industrial and Organisational Psychologists (IOPs) within a South African context. Qualitative-data relating to participants' views of the I-O psychology profession (i.e., definition, roles/functions, designation or label) as well as its differentiation from Human Resource Management (HRM) were collected from 151 respondents (males = 53; females = 98) and analysed using thematic content analysis. The results indicate that IOPS in SA seeks to optimise the potential of individuals, groups, organisations and communities by implementing scientific processes to support both individual and organisational wellness and sustainability. 'Work-psychology' was considered a more fitting professional designation in contrast to I-O psychologist. The

IOPs' major roles were seen as wellness facilitator, people-developer, organisational development facilitator and behavioural specialist. A clear distinction between a more dynamic, pro-active approach of IOP compared to a more transactional approach of HRM was also evident.

**OR1443**

**Employee engagement enablers and behavioural indicators: Exploring the perceptions of diverse staff groups**

**Dieter Veldsman (1), Melinde Coetzee (2)** 1. *University of South Africa, South Africa*; 2. *University of South Africa, South Africa*

Research on surface-level diversity pertaining to significant experiences of engagement in the working context in South Africa is limited. The study explored whether gender, age, race and tenure groups differ significantly in terms of their perceptions of organisational enablers and behavioural indicators of employee engagement as measured by the Psychological Work Immersion Scale. The sample consisted of a non-probability sample (N = 1268) of individuals employed across various South African industries. The sample was represented by females (74%) and black people (86%) in the early (49%: 21–35 years) and establishment (51%: 36–50 years) career phases. Tests for independent samples revealed significant differences among the biographical groups on the engagement enabler and behavioural indicator variables. The results indicated that diversity characteristics are important to consider in improving employees' engagement as an aspect of employment relations. The differences observed provide valuable insights that can be used by management in the design of business performance and retention strategies.

**OR1444**

**Family, Human Capital and Industrial/Organizational Psychology: Diversity in Armony**

**Sandra Velez (1,2,3), Ilia Rosario (2), Vivian Mendez (4), Legna Vargas (2)** 1. *Young Human Capital Research Center, Corp., Puerto Rico*; 2. *Pontifical Catholic University of Puerto Rico, Puerto Rico*; 3. *Universidad del Turabo, Puerto Rico*; 4. *Pfizer Pharmaceutical, United States of America*

This study applies the science of I/O Psychology to the Family Organization viewing it as a socioeconomic group. It applies the administrative and organizational theories to evaluate how it help or disrupt productivity in the members of the family organization. The study utilize a triangulation method that includes semi structured interview, focal group, and bibliographical review to gather information and analyze it. The population used is ten family's

groups, six with their adult leaders employed with their young human capital having a high grade average at school, and four with unemployed adult leaders with their young human capital with a low grade average at school. The study concludes that the productive families use the same and specific format to manage their members comparable with the organizational and administrative theories, vs the non productive families that are using different formats and are not align with the organizational and administrative theories.

**OR1445**

**A Qualitative Analysis of Personality and Transformational Leadership Traits of Diplomatic and Administrative Officers**

**Wan Shahrazad Wan Sulaiman, Fatimah Wati Halim, Fatimah Omar, Sarah Waheeda Muhammad Hafidz, Arena Che Kassim** *National University Malaysia, Malaysia*

One of the factors of a successful organisation is the role of leaders in bringing organisational vision and mission towards excellence. However, the problem that often occurs is that leaders do not exhibit clear personality and transformational characteristics that can be modelled towards followers. Therefore, the objective of this study is to explore personality and transformational leadership traits among diplomatic and administrative officers in Malaysia. This study employs an in-depth interview in collecting data. A total of five respondents from five different ministries were chosen through purposive sampling. Data were analysed qualitatively using Nvivo. Results showed that the transformational leadership traits that were extracted were individual consideration, idealistic influence, motivational inspiration and intellectual stimulation which are consistent with Transformational Leadership Theory. In addition, results found that effective leaders also have high conscientiousness, openness and agreeableness traits. The findings provide important insights in understanding leadership, leaders and their characteristics at work.

**OR1446**

**How to respond when ethical leadership combines with abusive supervision: A three-wave longitudinal study from moral licensing perspective**

**Rong Wang (1), Kwan Shing Darius Chan (2)** 1. *Department of Sociology, Nanjing Forestry University, China*; 2. *Department of Psychology, The Chinese University of Hong Kong, Hong Kong*

Moral licensing theory suggests that people may liberate themselves to act in morally questionable ways due to their past history of moral behaviors. Drawing on this view, the current

study explored the influences of leaders' inconsistent behaviors (i.e., ethical leadership and abusive supervision) on subordinates' job attitudes and well-being through a three-wave longitudinal survey. A total of 223 Chinese full-time employees reported ethical leadership at Time 1, abusive supervision and interactional justice at Time 2, and work-related outcomes at Time 3. Results showed that: a) interactional justice mediated the relations between abusive supervision and work-related outcomes; b) ethical leadership moderated the relations between interactional justice and work-related outcomes, and they were stronger at high (vs. low) levels of ethical leadership; c) ethical leadership also moderated the mediating effects of interactional justice, which were stronger at high levels of ethical leadership but weaker at low levels of ethical leadership.

#### OR1447

##### **How does managerial exemplarity help to increase employees satisfaction and affective commitment at work? A moderated-mediation model in the context of proximal vs virtual management**

**Zhe Wang (1), Rémi Finkelstein (1), Alexandra Didry (2)** 1. *University of Paris 8, France*; 2. *PerformanSe Group, France*  
Managerial Exemplarity (ME) refers to the capacity of managers to put into practice firstly the demands that they require of their direct subordinates. This study aims to explore the impact of ME on employees' satisfaction and affective commitment at work by examining the mediating effect of both affective and cognitive trust, in the context of physical vs. virtual management. We investigated 239 professionals composed of business consultants via an internal mailing system. Structural equation modeling analysis revealed that both affective and cognitive trust mediate the relationship between ME and satisfaction, affective commitment at work. Besides, the impact of ME on affective trust differs depending on whether employees work virtually or in proximity with their direct superior. In particular, employees working in proximity vis-à-vis their supervisors are more likely to rely on ME to build manager-employee emotional links. The applicability of our results and future research possibilities are discussed.

#### OR1448

##### **The influence mechanism of new generation succession on team performance: Evidence from Chinese firms**

**Zhongming Wang (1,2), Yi Wang (1,3)** 1. *Zhejiang University, China*; 2. *School of Management, China*; 3. *Department of Psychological and Behavioral Sciences, China*

Top management team succession is an important issue among entrepreneurial firms. The basic structure of new generation succession and entrepreneurship values was explored with a perspective of generation gap by conducting a pretest among 25 new team leaders and 275 team members in China with preliminary questionnaire (NSFC Grant No.71232012). Then data from other 211 employees was analyzed by EFA, showing that new generation succession was a three-factor model (youth approval, adaptive matching and long-term planning) while entrepreneurship values were also a three-factor model consisting of entrepreneurial motivation, entrepreneurial approach and failure identification. With item analysis and CFA, data from another sample of 202 employees was used to confirm the validity and reliability of the formal questionnaire of new generation succession and entrepreneurship values. A hierarchical multiple regression analysis demonstrated a moderating effect of interpersonal relationship (Guanxi) and mediation effect of entrepreneurship values on team performance.

#### OR1449

##### **Perceived Corporate Social Responsibility and Employee Outcomes under Organizational Change: a Moderated Mediation Model**

**Zhongming Wang (1,2), Ying Fu (1,2), Wei Wang (1,3)** 1. *Zhejiang University, China*; 2. *School of Management, China*; 3. *Department of Psychological and Behavioral Sciences, China*

This research (NSFC Grant no. 71232012) explored employee's attitudinal and behavioral reactions to perceived corporate social responsibility (PCSR), and the conditions of CSR effects on employees under organizational change. Drawing on social identity and social exchange theories, we investigated the mediating effect of organizational identification on the relationship between PCSR and employee outcomes (i.e. turnover intention, in-role job performance, and helping behavior), and the moderating effect of moral identity on the first stage of the indirect effect. Data were obtained from a sample of 340 Chinese manufacturing employee-supervisor dyads. The study found support for the moderated indirect effect of employee's PCSR on the following: (i) turnover intention via organizational identification, and the negative relationship is weaker when employees are with high moral identity; (ii) in-role job performance and helping behavior via organizational identification, and the positive relationships are stronger when moral identity is high than when it is low.

#### OR1450

##### **How Proactive Personality Influences Daily Fluctuations of**

##### **Emotional Exhaustion: a diary approach**

**Guangxi Wang** *Chinese Academy of Science, Institute of Psychology, China*

Emotional exhaustion is the core component of job burnout, which has tremendous negative effect on employees' performance and well-being. Emotional exhaustion has traditionally been perceived as relatively stable, chronic mental fatigue experience in literature. More and more evidence indicated that emotional exhaustion can fluctuate in a day, and individual differences can affect the fluctuation process. In the current study, based on conservation of resources theory, we explored how an individual's emotional exhaustion fluctuates from morning to evening and the moderating role of proactive personality in educational settings. A total of 151 graduate students participated in our diary study. After finishing an initial survey, participants need to report their emotional exhaustion twice each day (morning and night) for five consecutive work days. The figure of valid occasions came out at 747. Hierarchical linear model analysis showed that emotional exhaustion showed a significant daily fluctuation, and proactive personality can moderate this process.

#### OR1451

##### **Is group relationship important for assembly line workers? The effects of inclusive leadership and perceived insider status on performance and turnover**

**Yumei Wang, Ningyu Tang, Chiyin Chen** *Shanghai Jiao Tong University, China*

We propose a model based on social identity theory to explain how and when inclusive leadership (manifested by openness, accessibility, and availability of a leader) can impact the assembly line workers' performance and turnover. Using longitudinal, multisource data for 324 workers, we found inclusive leadership had indirect effects on workers' team role performance and turnover via perceived insider status in group. Further, moderated analysis revealed generation cohort moderated inclusive leadership's direct effect on perceived insider status in group, that inclusive leadership had stronger influence on perceived insider status in group for those born in the post 1990s than the post 1980s. This research sheds light on the explanation of assembly line workers' group behavior and turnover with the perspective of group identity. Implications for practice and future research are discussed.

#### OR1452

##### **The Effect of Transformational Leadership Training Program on Nippon Express (Thailand) company Limited Leaders**

**Amorn Wangpeerawong, Shuttawee Sit-siraat** *Srinakharinwirot University, Thailand*

The study on the effect of transformational leadership training program for leaders at Nippon Express (Thailand) company Limited, is aimed at creating transformational leadership training program for leaders and to study the effect of transformational leadership training program on them. The leaders were Team Leaders, totaling 60 persons from 31 departments. Random sampling was used to select 30 persons into the experimental group. Tools used in the study consisted of a transformational leadership training program that was divided into 13 modules, and a measurement scale that was a self-evaluated transformational leadership scale. The reliability was .89. The data acquired from this experiment, was analyzed, by using descriptive statistics, dependent samples t-test. The results of the study can be summarized as follows; The pre-test and post-test in transformational leadership showed a significant difference at the .05 level. The post-test scored higher in their transformational leadership after training, than the pre-test score.

#### OR1453

##### **Exploring the relationships on the entrepreneurial learning, error orientation and opportunity identification in Small Firm**

**Xueyan Wei, Yahui Qi, Jinjuan Yao, Hui Xu, Qingling Geng, Xiaopei Sun, Lixin Zhang** *Jiangnan University, China*

The aim is to explore the relationship on the entrepreneurial learning, error orientation and opportunity identification in small firms. In order to identify the entrepreneurial opportunity, the paper supplied the empirical support based on entrepreneurial opportunity. The paper recovered 187 questionnaires by entrepreneurs from small firms. The results show that: entrepreneurial learning, error orientation and opportunity identification had significant correlation; the entrepreneurial learning predicted opportunity orientation significantly; entrepreneurial knowledge learning, significantly predicts acquisition of business knowledge ( $\beta = .257$ ,  $p < 0.001$ ) and competitive scanning significantly ( $\beta = .358$ ,  $p < 0.001$ ); Entrepreneurial conscious learning had significant prediction to proactive searching ( $\beta = .365$ ,  $p < 0.001$ ) and group activity negatively ( $\beta = -.206$ ,  $p < 0.01$ ); Entrepreneurial technique learning had significant prediction to innovative solution creation ( $\beta = .422$ ,  $p < 0.01$ ). Entrepreneurial learning mediated between error orientation and opportunity identification.

#### OR1454

##### **Personal Resilience among Chinese People And Its Relation to Organizational Behavior**

**Wei Wei** *University of South Carolina, United States of America*

In the current study, the new multidimensional personal resilience measure (i.e. Determination, Endurance, Adaptability, and Recuperability) was applied in an empirical study of 375 employees in organizational settings. This study tested nine antecedent variables, i.e. Self-Confidence, Conscientiousness, Openness, Neuroticism, Chinese Values, Future Orientation, Emotional Intelligence, Shyness, and Fear of success; and seven outcome variables, i.e. Subjective Career Success, Conflict Handling (Integrating), Burnout (Emotional Exhaustion), and Organizational Socialization (Training, Understanding, Coworker Support, Future Prospects). The results lent statistically significant support for nearly all the hypotheses. Confirming these relationships, regression analyses of the resilience facets explained 46% of the variance for Determination, 47% of the variance for Endurance, 51% of the variance for Adaptability, and 53% of the variance for Recuperability. The results showed strong evidence that personal resilience facilitates Subjective Career Success, Conflict Handling, and Organizational Socialization, and can reduce Burnout, which could benefit the people and management in many organizations.

#### OR1455

##### **Border theory, afterhours mobile phone communications and its impacts on wellbeing**

**Edward Peter Greenwood White (1,2), Andrew Thatcher (3)** *1. Uppsala University and University of South Africa, Sweden; 2. University of South Africa, South Africa; 3. University of the Witwatersrand, South Africa*

This study looks if mobile phones have altered the flow of afterhours communication between work and home, and by doing so affecting the balance between the two. This work extends Clark's (2000) Border theory, which is described as the ability of an individual to manage and control the transitions between the home and work domains to attain balance. However, Clark fails to mention if mobile phones would influence the "enactment" of the border. To compensate for border theory's limitation and the vaguely defined term of enactment, the researchers of this study put forward that Bandura's self-regulation can substitute the concept of enactment in diverting the flow of communication (Bandura, 1989). To test these hypotheses a mixed methods methodology used a thematic content analysis ( $N = 27$ ), finding three user groups, and linear regression analyses ( $N = 180$ ) which determined that

self-regulation effectively mediates the relationship between afterhours mobile phone use and work-family conflict.

#### OR1456

##### **Relationship between Job Satisfaction toward Organization Commitment at Employee who Work in Family Business**

**I Gde D Widanandana, Abdul H Saragih** *Universitas Gadjah Mada, Indonesia*

Family business, a term of business who worked hereditary from generation to generation. It could be said that the first generation was the generation who created the business and the next generation started to develop the business into progression or regression. This situation also supported by employee that has a quality also a satisfaction in working. Job satisfaction is a positive feeling that could be felt by individual who is the result from their job (Robbins and Judge, 2013). While organization commitment, a term of employee had a trust and make them keep up with their job (Jex and Britt, 2008). This study was preliminary study using quantitative approach, 37 employees as the subjects with purposive sampling in collected the data. Data were analyzed using a simple regression technique. Result showed that there was a relationship between job satisfaction toward commitment at employee who work in family business ( $0.039$  ( $p < 0.05$ )).

#### OR1457

##### **The impact of Prophetic Leadership and Psychological Empowerment on Employee Work Engagement**

**Puti A Widiasih, Lusiana Suhesti, Atika Nuraidha** *University, Indonesia*

Work engagement is important issue in organizational effectiveness. It related to better performance. Engaged worker often experience positive emotions, experience better health, and also create their own job and personal resources. Work engagement is found to be positively associated with job resources include social support from superior and opportunities for learning and development. The purpose of this study was to examine how prophetic leadership style and psychological empowerment as predictor of work engagement. This study collect data from 239 employee from banking sector and using multiple regression analysis. Result shows that prophetic leadership style and psychological empowerment have contributed toward the  $R^2$  and could explain 37,89% in the variation of employee work engagement.

#### OR1458

##### **Is Calling Your Calling? A Study on the Motivations and Career Goals of Filipino Call Center Agents**

**Gabrielle S Wilwayco, Maria Carmela Paz D Esguerra, Ma. Ida Faye A Gomez, Bea Korina T Madrid** *University of the Philippines, Philippines*

As the call center industry in the Philippines continues to grow, so does the population needed to sustain its employment demands. With this increase in population, the Filipino call center agent's identity remains unclear and more often than not, becomes the clouded with misconceptions. As a result of this, and researchers chose to focus on aspect of this population's lives, the motivations and career goals of Filipino call center agents. The study aimed to identify their motivations for joining and staying in call center agencies as well as their career goals within or outside the call center industry. The methods employed to gather data include interviews, questionnaires, and content analysis to support the findings from each method in order to complete triangulation. The researchers found different motivations that urged people to join the industry and career goals that call center agents had both within and outside the industry.

#### OR1459

**Diversity and alignment in employment relationships: the association between employer and employee psychological contract obligations**  
**Kelly P Windle (1,2), Kathryn Von Treuer (1), Mark Stokes (1)** *1. Deakin University, Australia; 2. WhiteBear Logic, Australia*

In contemporary job markets, the ongoing competition for diverse and talented employees means that organisations must offer a carefully designed employment relationship proposition. Ideally, this proposition not only attracts desirable talent but also encourages employment obligations that serve the organisation's strategic needs. The psychological contract is a framework that articulates the obligations exchanged between an employer and employee. We used this approach to investigate how different types of employer obligations predicted employee obligations. Results of multivariate relative importance analysis ( $N=475$  new employees) demonstrated that six of seven employer obligation factors predicted employee obligations. Further, three of these factors-career marketability, narrow duties, and employment timeframe-contributed significantly more influence than did the other four factors. We conclude that the association between employer and employee obligations is not straightforward. Findings may assist organisations to establish an employment proposition and culture that engages diverse talent while aligning employees to organisational goals.

#### OR1460

**Work Support, Work-to-Family Facilitation and Voluntary**

**Workplace Behaviours in Hong Kong**

**Chi K Wong (1), Michael P O'driscoll (2)** *1. Hong Kong Shue Yan University, Hong Kong; 2. University of Waikato, New Zealand*

The current study examined whether work-to-family facilitation had direct effects on voluntary workplace behaviours, and also served as a mediator of the relationships between work support and voluntary workplace behaviours. 509 full-time employees from various occupations in Hong Kong completed a questionnaire including supervisor support, organisational support, work-to-family facilitation, organisational citizenship behaviors and counterproductive workplace behaviours. Results showed that work-to-family facilitation was positively related to organisational citizenship behaviours, but negatively associated with counterproductive workplace behaviours. Furthermore, work-to-family facilitation also mediated the effects of work support on organisational citizenship behaviours and counterproductive workplace behaviours. These results illustrate that the effects of work-to-family facilitation should be considered when discussing voluntary workplace behaviours in Chinese context. Further implications and limitations are discussed.

#### OR1461

**A Study about Market Segmentation of Online Shopping Lifestyles Based on Augmented Reality**  
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Augmented reality (AR) technology is one of three major technologies that were identified as likely to change the future of shopping (the others are QR codes and mobile payment). The study considered AR technology while conducting market segmentation research based on online shopping lifestyles. First, the researcher compiled the online shopping lifestyle scale. Second, the study conducted market segmentation according to their online shopping styles. Finally, the participants were classified according to aspects of their online shopping style using cluster analysis. The study determined two AR online shopping lifestyles. The researchers examined the two shopping styles in terms of their market segment-specific factors. There are two types of consumers who use AR online shopping: the loyalty lifestyle consumer and the random lifestyle consumer.

#### OR1462

**A New Measure of Contemporary**

**Vocational Interests in Chinese College Students with Nine Dimensions**

**Chu Xu, Jian Li** *Beijing Normal University, School of Psychology, China*

Cross-cultural studies have showed the inapplicability of famous vocational interests' measurements such as Holland's model to Chinese sample. The present study explored the structure of contemporary Chinese college students' vocational interests and expanded our view of vocational interests' fields. In study 1, researchers constructed a descriptive item pool based on the information obtained from open-ended questionnaire and previous scales in literature. Then a self-report vocational interest inventory was developed from the item pool. Nine dimensions were found through Exploratory Factor Analysis, including Investigative, Biotic, Adventurous, Operational, Conventional, Enterprising, Social, Expressive and Artistic. In study 2, Confirmatory Factor Analysis was employed to test its validity and all indexes indicated good fitness. Additionally, empirical evidence proved good homogeneity reliability (.91) and test-retest reliability ( $>.70$ ), as well as good convergent validity with the Self-Directed Search. In conclusion, all the evidence converged to confirm this scale sound psychometrical properties and its practicality in use.

#### OR1463

**Flight Attendants' Personality, Career Stress, and Career Satisfaction: Implications for Career Management and Counseling**  
**Peter Yang** *National Chiayi University, Taiwan*

How flight attendants view their career and the reasons for this view remain inadequately described. To bridge the gap, this study examined flight attendants' career satisfaction, and addressed how career stress links the relationship between personality and career satisfaction. In Study I, the nature of career stress was examined using a focus group interview. A career stress scale specific to flight attendants was established, and preliminary evidence substantiating its measurement validity was obtained in Study II ( $n=122$ ). Study III examined the validity of a model presenting the rationale that underlies the dispositional effects of extraversion and neuroticism on career stress and satisfaction ( $n=152$ ). The structural equation modeling results showed that the goodness-of-fit indices were within an acceptable level. However, flight attendants' career satisfaction and career stress were not explained by degree of neuroticism or extraversion, respectively. The clarification obtained holds implications for career management and workplace counseling.

## OR1464

**Differential Effects of Likability on Assessment Center Ratings****Yagizhan Yazar, H. Canan Sumer** *Middle East Technical University, Turkey*

Performance appraisal research has demonstrated prevailing effect of rater liking on overall performance ratings (Sutton, Baldwin, Wood, & Hoffman, 2013). In this study, we examined the extent to which likability played a role in assessment center (AC) ratings. Sixty-five white-collar employees working in a large manufacturing firm in automotive industry in Turkey constituted the sample of the study. Results indicated that likability was a strong correlate of overall assessment ratings ( $r = .52$ ,  $p < .01$ ). Furthermore, although likability was significantly related with relational dimensions of performance (i.e., leading, cooperativeness/awareness of others, oral communication, and conflict management), its correlations with more task-focused dimensions (i.e., orderliness/attention, inquisitiveness, and planning and organization) were not significant. We believe that likability might act as a rater bias especially in the assessment of interpersonal competencies with affect influencing appraisal process beyond recognition. Findings of this study have important practical implications for AC rater training.

## OR1465

**Psychosocial effect of Corporate Social Responsibility policies****Montserrat Yepes-Baldo, Marina Romeo, Francisco Javier Pérez, Sefa Boria, Fernando Barbancho** *University of Barcelona, Spain*

Few studies have explored the psychosocial effect on employees of corporate social responsibility (CSR) policies focused on the inclusion of people with disabilities. The present research examines the extent to which employees' perceptions of CSR policies are related to organizational identification and commitment. A questionnaire was administered to 104 employees. Correlations, common method variance tests, and linear regressions were performed. Only the internal-focus policies have an effect on employees' identification and commitment, although the external-focus policies have been more deeply studied. Our research highlights the impact of internal-focus policies for the inclusion of people with disabilities in the commitment and identification of all employees, those with and without disabilities.

## OR1466

**More service is better? An investigation of mediating and moderating mechanisms in the relationship between over-service and customer satisfaction****Li-Yeu Yu (1), Hung-Yi Liao (2), Tsung-Yu Wu (1), Li-Yang Chung (1),****Chia-Chi Hsiao (1), Shu-Yu Lin (1)** *1. National Taiwan University, Taiwan; 2. Department of Business Administration, Xiamen University Tan Kah Kee College, Taiwan*

Most people think that providing more service may lead to better customer satisfaction. However, over-service, which refers to service that exceeds expectations of customers, may make customers feel unsatisfied. In this study, we explored the mechanisms behind the relationship between over-service and customer satisfaction. Specifically, we tested the mediating effects of negative emotions (intrusiveness and embarrassment) as well as the moderating effects of service provider's authenticity and customer's self-conscious authenticity on this relationship. We conducted two experimental studies and collected samples of Taiwanese college students. Study 1 ( $N = 111$ ) showed that over-service has negative effect on customer satisfaction via the negative emotions (intrusiveness and embarrassment). Study 2 ( $N = 105$ ) revealed that over-service has greater negative effect on customer satisfaction when the service provider's authenticity is low and the customer's self-conscious authenticity is high. We offered theoretical and practical implications of findings in the end.

## OR1467

**The Interactive Effects of Self-control Demands and Teacher Support on Vocational High School Students' Ego Depletion and Safety Behaviors****Xiao Yuan (1,2), Meilin Guan (1), Yu Xing (1,2,3), Yongjuan Li (1)** *1. Institute of Psychology, Chinese Academy of Sciences, China; 2. University of Chinese Academy of Sciences, China; 3. Beijing Railway Electrification College, China*

Vocational high schools that feed personnel to those safety critical jobs such as railway drivers and technicians play an important role in developing students' good safety habits. The purpose of the current study was to explore the personal and situational factors that affect students' safety behaviors. Specifically, drawing on Ego Depletion Model, we examined the relationship among self-control demands (SCDs), ego depletion, teacher support, and safety behaviors. A total of 198 students participated in the study. They completed a questionnaire measuring the first three variables in week 1, and finished a second questionnaire measuring safety behaviors in week 2. Regression analysis showed that SCDs had a positive relationship with ego depletion, which in turn, impaired the safety behaviors; and teacher support, as an important social resource, can buffer the relationship between SCDs and ego depletion. The implications for theory, future research, and educational management practice were discussed at last.

## OR1468

**The Interplay between Job Insecurity and Job Search Behavior****Umran Yuce-Selvi, Nebi Sumer** *Middle East Technical University, Turkey*

Job insecurity is one of the major stressors in employment situation and has detrimental impact on both individual and organizational outcomes. This study examines the effect of job insecurity on job search behavior as well as their potential mediators. Specifically, the mediating roles of job satisfaction, affective organizational commitment, turnover intention, and psychological symptoms between job insecurity and job search behavior relationship were investigated. The sample consisted of 679 blue-collar Turkish employees. The results of Parallel Multiple Mediation Analysis indicated that the effect of perceived job insecurity on job search behavior was significantly mediated by affective organizational commitment, turnover intention, and psychological symptoms. Findings have critical implications in understanding job search behavior, especially during the periods of economic crises. Keywords: Job insecurity, job search behavior, commitment, turnover intention, psychological symptoms.

## OR1469

**Interrelation of the university organizational culture and organizational identification of its employees****Ekaterina Zabelina, Diana Tziring, Yana Sizova** *Chelyabinsk State University, Russia*

Organizational identity is considered as the mechanism of the employees' internal motivation causing high efficiency of their work. The organizational culture type is one of the factors that can influence this indicator. The research results ( $N = 147$ ) show that there is a specific interrelation between the university organizational culture type and the level of the organizational identity of its employees. In particular, the level of the organizational identity among the university staff increases with the increasing of the level of clan and adhocracy. The atmosphere of experimenting, innovation, creativity, team spirit, trust and freedom provides the acceptance of the organizational policy by employees. On the contrary, domination of the hierarchy culture type at the university is connected with decreasing of the level of the organizational identity. When employees realize the power of hierarchy (existence of formal rules and procedures, centralization of the power, authoritative relationship) they stop identifying themselves with university.

## OR1470

**Emotion regulation at work: its association with personal and work-related traits and abilities, and its influence on well being**

### **Vanda L Zammuner** *University, Italy*

To study surface acting (emotion regulation) in work settings, a sample of Italian men and women (N 2,092, 20–40 year-old), working in small to large organizations in a variety of sectors, completed a survey comprising several self-report measures that, besides SA and socio-demographic aspects, assessed personal and work-related traits (e.g., emotional work-related intelligence) and general well-being (e.g., job satisfaction, health symptoms, affect). **RESULTS.** Most participants reported low SA and job involvement, but medium to high job satisfaction. SA was inversely related to education, income level, firm size, hierarchical level, and frequency of customer-contacts. After controlling for personal traits, SA was significantly predicted by work-related traits (e.g., self-management competence) and explained both job satisfaction and well-being (especially health, negative affect, emotional loneliness). By jointly assessing such an extensive network of SA-related variables, the study helps increase our understanding of the complexity of emotion regulation, adding data that facilitate cross-cultural comparisons too.

### **OR1471**

#### **Self-concept peculiarities of Russian business leaders**

**Elena K Zavyalova** *GSoM St.Petersburg State University, Russia*

The idea of Self-concept was treated as a theory given in the works of R.Burns (1982) and K.Rogers (1956). As a method of investigation a special form of self-appraisal of 16 properties and R.Cattell's questionnaire were used. Discrepancy in 16-factors of R.Cattell's and in the corresponding items of the self-appraisal form were appreciated. The 235 graduates of EMBA program at the St.Petersburg University (women and men of 28 to 40 years from various regions of Russia) were the subject of research. The leaders considerable overestimated how such traits of a person were expressed as dutiful(G), driven (Q4), self-disciplined (Q3), self-reliant (Q4) and underestimated how distrustful(L), imaginative (M) were expressed. The gender differences of Self-concepts were found out. The supposition was put forward that the revealed peculiarities of Self-concept business leaders are associated not with a real Self-appraisal, but with the accepted stereotypes of personal traits that are required to reach success in the current organizational environment.

### **OR1472**

#### **Impact of Non-verbal Behavior on Interview's Rating: An Eye-Tracking Investigation**

**Wei Zhang, Jianping Xu** *Beijing Normal University, China*

The structural interview as a personnel selection method has been widely used. Many

factors will influence the interviewer on applicant's score. Few studies have examined the influence of non-verbal behavior. This study examined a bias against non-verbal behavior applicants and the processes involved. 120 participants viewed a computer-mediated interview of an applicant who exhibited a typical non-verbal behavior or not. Three types of non-verbal behavior (i.e., Illustrators, Emotional expressions, Manipulators) was examined in the study. Participants' (a) memory recall about the applicant, (b) self-regulatory depletion, (c) time spent looking at the non-verbal behavior (using eye tracker technology), and (d) overall ratings of the applicant were recorded. Results revealed that the participants attended more to the behavior, which led participants to recall fewer interview facts, which in turn led to lower applicant ratings. What's more, participants depleted more regulatory resources when interviewed the applicant who exhibited a typical non-verbal behavior.

### **OR1473**

#### **Positive group affective tone and employees' work engagement: Based on emotional contagion theory**

**Linlin Zhang** *Harbin Engineering University, China*

Group affective tone is an affect-related topic at group level, which reflects consistent or homogeneous affective reactions within a group. Drawing on emotional contagion theory, the present study (NSSFC13CSH079) explored the impact mechanism of positive group affective tone (PGAT) on individual members' work engagement in Chinese context. A sample of 74 work teams (74 supervisors versus 324 members) participated in this study. Hierarchical linear modeling indicated that PGAT had significant positive effects on employees' work engagement, and employees' self core-evaluation (SCE) was a cross-level mediator between PGAT and employees' work engagement. Further HLM analysis showed that team leaders' psychological capital moderated the positive relationship between employees' SCE and work engagement. Comparing to those who experienced low SCE, employees with high SCE were more likely to be engaged in work, especially when leaders' psychological capital was perceived to be high. Theoretical and practical implications for organizational and individual change were highlighted.

### **OR1474**

#### **The reward of being honest: The antecedent and outcome of employees' feedback mitigate**

**Kaili Zhang (1), Ningyu Tang (1), Jingqiu Chen (1), Thomas Li-Ping Tang (2)**  
1. Shanghai Jiaotong University, China;

### **2. Middle Tennessee State University, United States of America**

Making mistakes or being not able to finish tasks on time is not a rare phenomenon in organizations. Yet due to motivation of building good image to the supervisors, employees are less likely to admit errors or mistakes. We propose that employees can admit mistakes with conscientiousness, which is termed as "feedback mitigate". Building on information processing theory, it develops a model that integrates the antecedent as employees' self-efficacy and the outcomes as leaders' evaluation of employees' task and counterproductive behaviors. Through two waves' data of 675 employees and their supervisors, it reveals that 1) employees' self-efficacy is positively related to feedback mitigate; 2) employees' feedback mitigate has non-significant relationship with leaders' evaluation of employees' task performance, but is negatively related to leaders' evaluation of employees' counterproductive behaviors. Results demonstrate that admitting mistakes is not detrimental to leaders' evaluation of employees' performance, moreover, employees should show sincerity when admitting mistakes.

### **OR1475**

#### **Generational similarities in work values: The evenly importance of intrinsic work values among different generations**

**Kaili Zhang (1), Ningyu Tang (1), Thomas Li-Ping Tang (2)**  
1. Shanghai Jiaotong University, China; 2. Middle Tennessee State University, United States of America

Based on a nationally representative sample (N = 2232), this study examines work values of Chinese workforce representing three generation cohorts as Pre-reform, Reform, and Post-reform generation. Results show that intrinsic work values are the highest in each generation ( $ps < .01$ ), while leisure values are the lowest in each generation ( $ps < .001$ ). Moreover, there is no significant differences in the five-factor work values among different generations, which reveals generational similarities in work values and also, no matter which generation individuals belong to, they all treasure the intrinsic meaning more than others meanings that jobs bring. In addition, the result of leisure values are the lowest in each generation also indicates the influential beliefs of diligent and hard-working in traditional Chinese culture. Overall, these findings demonstrate the similarities of generation cohorts in work values, which may have practical implications for managing diverse generations in the workplace.

### **OR1476**

#### **Psycho-social support model in**

### crisis management based on activity theory

**Zhao Zhang (1,2), Xuelian Chen (3), Yongyu Guo (1)** 1. School of Psychology, Central China Normal University, China; 2. Organization department, Wuhan University of Technology, China; 3. Humanity School, Hubei University of Chinese Medicine, China

According to Vygotsky's activity theory and Activity Model with six ingredients and four subsystems proposed by Engeström (1987), the agent of activities of psycho-social supports in crisis management is the decision-makers such as the government or other organizations. The object is the target (individuals, crowds and the influences in crisis) that the agent confronts. The community includes those professional staff in system of psycho-social support system such as psychologists and social workers. Tools are individuals' and crowds' mental and behavioral characteristics. Rules are laws, policies and mechanisms that manage and discipline this supporting system. Division is the sum of different interventions from psycho-social supporters aiming at different persons in crisis. This is the psycho-social support model based on activity theory containing four subsystems-comprehensive assessment, information interchange, division and cooperation and psycho-social support on account of the relation between decision-makers, professional staff and objects in crisis.

### OR1477

#### Research on the Relationship of Knowledge Governance Mechanism and Knowledge Governance Performance in Small and Medium High-tech Enterprise

**Wei Zhang (1), Yun Xiao (2), Xiaolu Yuan (1)** 1. Zhejiang University, China; 2. Hangzhou Dianzi University, China

Previous studies in which discuss the relationship between knowledge management behaviors and organization performance are relatively lack. This paper tries to explore how knowledge governance mechanism affects knowledge governance performance of high-tech enterprises in China. Based on semi-structured interviews and structured questionnaire survey from a sample of 154 small and medium sized high-tech enterprises, we test the relevant research hypotheses. The result show that knowledge governance mechanism has significantly positive effects on knowledge governance performance. Structured knowledge governance model and relational knowledge governance model have significant positive impact on enterprise's financial performance and growth performance. However, process oriented knowledge governance model has a certain degree of positive effect on enterprise's growth performance and has no significant on financial performance. Through organization life cycle

analysis, we find that high technology enterprises under the mature stage are more willing to adopt structured knowledge governance and process oriented knowledge governance model.

### OR1478

#### High performance human resource practices, perceived organizational support, and employee creative performance: A social exchange perspective

**Lifeng Zhong, Linlin Wang, Hong Zhang** School of Business, Renmin University of China, China

We developed and tested a model of the underlying mechanism for the relation between high performance human resource practices and employee creative performance. Results of a study of 149 part-time MBA students and their immediate supervisors from their employing companies suggested that high performance human resource practices were directly and indirectly related to employee creative performance. In terms of indirect effects, human resource practices were related to employee creative performance through their effects on perceived organizational support (POS). In addition, power distance orientation moderated the relationship between high performance human resource practices and perceived organizational support.

### OR1479

#### The Effects of Family-Supported Supervisor Behavior (FSSB) and Work Support on Work-family Enrichment: Examining the Unique, Moderating and Interaction Effects

**Yin Zhou, Julian Xie, Hongyu Ma, Yu Ma** School of Psychology, Central China Normal University, China

Recently, Family-Supported Supervisor Behavior (FSSB), as a kind of work-family-specific supports, has been put forward as an important factor on work-to-family enrichment. The present study tests whether FSSB and work supports, which used as traditional ways, have different functions on work-to-family enrichment. A total of 286 employees were included in the surveys to exam the effects of work support, FSSB and work-family centrality on work-family enrichment. The results showed that, (1) both of FSSB and work support had unique effects on work-to-family enrichment; (2) work-family-centrality moderated the effects of supports on work-to-family enrichment. That is, FSSB had stronger association with work-to-family enrichment when people had higher work-family-centrality, while work support had weaker association with work-to-family enrichment when people had lower work-family-centrality; (3) FSSB

and work support had positive interaction on work-to-family enrichment. Implications are discussed.

### OR1480

#### The Effects of Ethical Leadership on Job Burnout: The Multiple Mediating Roles of Job Involvement and Focus on Opportunities

**Yin Zhou, Julian Xie, Hongyu Ma, Yu Ma** School of Psychology, Central China Normal University, China

In the context of ethical problems occurring frequently in business, it is relatively important to explore the effects of ethical leadership on leadership and employees, both for theoretic meaning and practical meaning. On the basis of Job Demand-Resource model, the present study proposes a model emphasizing the mitigative effect of ethical leadership on employees' job burnout through stimulating employees' internal motivation, that is, job involvement and focus on opportunities. Questionnaires consisting of Ethical Leadership Scale, Employee Burnout Scale, Job Involvement Scale and Focus on Opportunities Scale were completed by 284 employees from different organizations. The results show that: Ethical leadership significantly predicts job burnout negatively, and job involvement and focus on opportunities play multiple mediating roles between them. This paper implies the importance of ethical leadership which may be an effective way to solve organizational problem, such as burnout, by delivering ethical information from leaders to employees.

### OR1481

#### International Survey of Personal Values, Strengths, Well-being, Spirituality, Religiosity, and Work Satisfaction

**Conrad S Zygmunt (1), Cesar A Merino Soto (2), Rabindra K Pradhan (3)** 1. Helderberg College, South Africa; 2. San Martin de Porres University, Peru; 3. Indian Institute of Technology Kharagpur, India

This study sought to investigate the invariance of a hypothesised structural model of the relationships between spirituality, religiosity, resilience, emotional intelligence, well-being, life satisfaction, values (moral foundations), and various indices of job satisfaction among three religious groups in three countries. The hypothesised model states that religiosity impacts on personal moral foundations (values), personal strengths (emotional intelligence and resilience), which consequently impact on life satisfaction. Life satisfaction, and values mediated by personal-organisational congruence predict various indices of job satisfaction including engagement, commitment, and reduction in organisational cynicism. Participants were sampled from three

religious faith groups (Hindu, Roman Catholic, and Seventh-day Adventist), in three different countries (India, Peru, and South Africa), in order to test the structural invariance of the theoretical model across country and religion. Validated measures were delivered using an online survey to collect responses. The findings of this study are discussed within the framework of diversity and unity.

## POSTER PRESENTATION

### P1841

#### **Leader-Member Exchange and Work Outcomes: The Role of Self-esteem**

**Rehana Aafaqi, Mahfooz A. Ansari** *University of Lethbridge, Canada*

Drawing on the dominant lens of social exchange theories and individual differences literature, we examined the role of self-esteem as a conditional variable in the leader-member exchange (LMX)-work outcomes relationship. Data were obtained by means of questionnaires (subordinate-rated measures of LMX, self-esteem, supervisory commitment, and job satisfaction, and supervisor-rated measures of LMX and job performance) from 820 employees and their 291 supervisors representing diverse organizations in Malaysia. Controlling for supervisor and subordinate gender and the duration of their work relationships, LMX reported by both subordinates and their supervisors had significant positive effect on work outcomes. As expected, the effect was significantly stronger for the employees with higher self-esteem. We describe an explanation of the moderating role of self-esteem, offer directions for future research, and discuss implications for practice that include the development of high-quality exchange relationship between supervisors and their subordinates.

### P1842

#### **Ways to Conduct Safety Training and Practical Education for Nurses in Middle-sized or Large-sized Hospitals in Japan**

**Yuko Adachi (1), Tomoichiro Matsumoto (2), Shinnosuke Usui (3)** *1. Tokaigakuin University, Japan; 2. Chukyo University, Japan; 3. Osaka University, Japan*

This case study explored ways to impart safety training and practical education to nurses in hospitals. We interviewed safety managers or persons responsible for training nurses. Interviews showed that hospitals run safety training workshops more than once a year and conduct various other workshops to go the extra mile. Often, the medical safety management office in a hospital conducted safety training workshops. Committees and divisions collaborated

on medical safety management. Practical education of nurses had an institutionalized system alongside years of experience as nurse and that in other functions such as nurse preceptor, nursing research, and nursing administration. Additionally, departments conduct study sessions. Training contents were flexibly decided depending on the situation or based on the staff's request. We will also report devices that each hospital had done.

### P1843

#### **Leadership and Psychological Well-Being in Organisational Contexts: a systematic review**

**María Constanza Aguilar** *Universidad Santo Tomás, Colombia*

The academic work on leadership and psychological well-being draws from many diverse and heterogeneous sources. According to Contreras (2008), the concept of leadership is associated to the definition of a leader; however, a complete conceptualisation also includes the interest and specific features of a society, its history and its culture. We also review the main contributions from the last decade to the concept of psychological well-being in order to identify its components, its theoretical models, the methods used for its assessment, related psychological factors and organisational aspects identified in the literature about the relationship between psychological well-being and leadership. This systematic review aims to present definitions, models and studies conducted from the point of view of Psychology and to identify conceptual, methodological and psychometric trends, along with possible research topics emerging from Industrial/Organisational Psychology. This will be framed in the context of the business world in Colombia and the trends of the professional practice in this field.

### P1844

#### **Second Career Teachers: Challenges and perceived impact of former work experiences**

**Dilan Aksoy, Catherine Bauer, Larissa Trösch, Ueli Hostettler** *University of Teacher Education Bern, Switzerland*

Second Career Teachers (SCT) are an important target group for teacher training. As professional development models postulate, prospective teachers' use of learning opportunities as well as coping resources are substantially shaped by their individual backgrounds and previous experiences. In order to examine SCTs' experience of challenge and coping in their first 7–10 years of teaching, as well as the perceived influences of former professional experience, 23 interviews were conducted and analysed with qualitative content analysis. Most challenges were reported in the very first year. Besides well-known challenges of beginning teachers, such as feelings of being overwhelmed or a perceived lack of support,

SCT reported difficulties with the change in role from expert to novice, and with the working conditions in their new professional field, i.e. lack of office hours. They located benefits of their earlier professional experience mainly in subject-specific knowledge, communication and cooperation, and high practice-orientation in teaching.

### P1845

#### **The relationships between work stressors and work engagement: The moderating role of job control among Japanese employees**

**Tsuyoshi Araki** *ADVANTAGE Risk Management Co., Ltd., Japan*

This study aimed to investigate the moderating effect of job control between work stressors (quantitative job overload, qualitative job overload, interpersonal relationships in workplace) and work engagement with a sample of Japanese employees. The participants (1,043 employees) completed the questionnaire including the items from Brief Job Stress Questionnaire (Kawakami et al., 2012) which measures job control, work stressors, and work engagement. Hierarchical regression analyses showed that job control, qualitative job overload, and interpersonal relationships in workplace have a positive effect on work engagement, although quantitative job overload had a negative effect. Additionally, the moderation results clarified that job control can accelerate the positive impact of qualitative job overload on work engagement. These findings suggest that job control is one of key factors for raising highly engaged employees and organizational climate leading to high performance in business.

### P1846

#### **Role Centrality, Gender Role Ideology and Work-family Conflict Among Working Fathers in South Africa**

**Jeffrey J Bagraim, Ameeta Jaga, Josh Gelb** *University of Cape Town, South Africa*

This paper examines role centrality and gender role ideology as predictors of work-family conflict amongst working fathers in South Africa. A cross-sectional, self-report survey elicited responses from (N=369) working fathers. Factor analysis confirmed the bi-directional nature of work-family conflict, from work to family and from family to work. Work and family role centrality did not explain a significant variance in work-family conflict but moderation analysis using hierarchical multiple regression showed that family centrality interacted with gender role ideology to explain significant variance in both directions

of work-family conflict. The theoretical contributions and practical applications of the findings are discussed as are suggestions for future research.

#### P1847

##### **Sense of coherence as a potential moderator of financial well-being**

**Antoni Barnard** *UNISA, South Africa*

Sense of coherence (SOC) is a psychological strength enabling coping in stressful times. Employees' financial distress is an organisational concern as it affects work performance. This research explored the relationship between SOC and financial well-being. Secondary data derived from a cross-sectional, online wellness survey with white collar employees ( $n=7185$ ). Measures included a 6-item SOC and a 6-item financial well-being questionnaire. Chi-square interaction detection, ANOVA and cross-reference frequency analysis were applied. Findings reveal a significant relationship between level of income and SOC. Psychological strength is detrimentally affected in low to mid-level income groups by being single, sole income earners with dependants. However, inferential analysis show that irrespective of level of income, SOC positively impacts financial well-being. Absenteeism may result from employees' financial distress. Understanding employees' financial well-being from a salutogenic perspective contribute to occupational health psychology interventions aimed at developing psychological strength consecutive to financial planning and management skills training.

#### P1848

##### **Vanity in The System of Requirements to the Teachers Profession (Non-linear Psychology)**

**Mikhail Basimov** *Russian State Social University, Faculty of Psychology, Russia*

In the report is considered non-linear dependences in which "Vanity" was defined and as dependent, and as independent parameter (the research on revealing of the basic requirements to the teacher's profession). In the expert questionnaire were offered 129 parameters. It has been revealed 193 strong non-linear dependences (from them 63 with a maximum, 93 with a minimum, 37 increasing, but it is far not linear). Strong linear dependences are revealed only 30 and they connect related estimations (sometimes expressed by synonyms). One example of dependence: Dependence of the parameter "Likes to work" (Y) from the parameter "Vanity" (X) as comparative weightiness of the parameter Y for triads on a scale X: X-1 ( $Y = -1744$ ); X-2 ( $Y = +28765$ ); X-3 ( $Y = -9261$ ) Factor of the connection strength = 0.69 (feedback is weak = 0.06) Coefficient of correlation = -0.08 The

received results allow to speak about system of requirements to the teacher's profession as the object of synergetic studying.

#### P1849

##### **Commitment to Principles in Pedagogic Activity (non-linear aspect)**

**Polina Basimova, Mikhail Basimov** *Russian State Social University, Faculty of Psychology, Russia*

The non-linear dependancies are presented in the report hereby, wherein the "Commitment to Principles"(X) plays the role of the independent parameter (the cause) in the research of the main requirements to the teacher's profession. Dependence of the parameter "The skill of tactful behavior in any situation"(Y) from the parameter X as comparative weightiness of the parameter Y for triads on a scale X: X-1 ( $Y = -2360$ ); X-2 ( $Y = +35486$ ); X-3 ( $Y = +1998$ ) Factor of the connection strength = 0.72 (feedback is weak = 0.04) Coefficient of correlation = 0.01 This is a dependancy with a maximum, which is close to being symmetrical, because absence of commitment to principle, as well as too much commitment to principle do not promote Y, which is important to professions of social type. Such ambiguity, from the point of linear perception, is necessary to consider as objective. Meanwhile, in the traditional linear approach the maximum values of qualities are desirable, which are separately considered as useful in professional activity.

#### P1850

##### **Work Related Stress : an Italian Assessment Model**

**Daniele Berto (1), Liviano Vianello (2), Dorian Magosso (3)** 1. ASL 16 - Padua - Italy, Italy; 2. ASL 16 - Padua, Italy; 3. PREO - Veneto Region - Venice, Italy

Work Related Stress is growing up quickly among work pathologies. The Italian Law (n.81/2008) and the Veneto Region Law (n.8/2010) protect health within workplaces. The Veneto Region (PREO) and the Department of Prevention of Padua (SPISAL) are part of the Italian Health Authority and they focuses on the promotion of the prevention, safety and hygiene within workplaces. PREO and SPISAL are composed by a multi-disciplinary team (medical doctors, psychologists, expert in prevention). They have developed a model to assess work related stress in a single person. The model includes 3 steps: General information on work organization; A psychological assessment with specific tools; An inspection within the company both to verify the information and find solutions. This paper will introduce this model and the results after over five years of application. Statistic tables are included with the diagnoses and the most important issues WRS that we found out in workplaces.

#### P1851

##### **Unraveling the Complexity of Workplace Sarcasm: Perspective, Power, Gender and Culture**

**Dawn G Blasko, Victoria A Kazmerski, Shariffah R Sheik Dawood, Misterovich L Rebecca, Simmons Alysha** *Penn State Behrend, United States of America*

Industrial organizational psychologists and psycholinguists have noted that sarcasm in the workplace is both highly common and potentially harmful to workplace relationships. Whether email, texts or verbal comments, sarcasm is the perfect weapon, allowing the speaker to criticize while seeming to complement. It is very different to be sarcastic to a teacher or employer instead of a friend. Using M-Turk to seek a broad sample, 67 participants read a workplace story ending in a sarcastic statement. The speaker was a male or female boss or coworker. Participants rated the story from the perspective of the speaker and listener (i.e., justified, humorous, insulting) and completed measures of empathy, personality, and culture. The results showed complex interactions of gender, culture, perspective and power. For example, from a speaker's perspective, male bosses were more justified in using sarcasm, but female bosses were less justified. From the listener's perspective the gender effect was reversed.

#### P1852

##### **The Validation of the Afrikaans Versions of the Trait Hope Scale and the Satisfaction with Life Questionnaire**

**Elrie Botha** *Optentia Research Unit, North-West University, South Africa*

The primary objective of this study was to validate the Afrikaans (native language in South Africa) versions of the Trait Hope Scale and the Satisfaction with Life Scale for employees ( $N = 286$ ) in a Co-operation in the North-West Province, South Africa. The measuring instruments that were used are the Trait Hope Scale (HS), the Satisfaction with Life Scale (SWLS) and a biographical questionnaire. A cross-sectional survey design was conducted. Results demonstrated that both measuring instruments were reliable and valid with good construct validity and internal consistency. A positive correlation was found between the Hope Scale and Satisfaction with Life Scale. Through a multiple regression analysis hope was found to explain 16% of the variance in happiness. Recommendations on interventions for increasing both hope and happiness were made as well as for future research.

#### P1853

##### **Predicting Leadership Emergence: A Comparison of Trait and Behavior-Based Approaches**

**Joshua Bourdage, Stephanie Law, Babatunde Ogunfowora** *University of Calgary, Canada*

Two major approaches to leadership include trait-based and behavior-based approaches. Behavioral approaches have the advantage of lending themselves to leadership training. The present study compared the predictive value of trait-based versus behavioral theories of leadership. We conducted a field study on 173 respondents from a not-for-profit company, comparing the predictive value of traits and behavior-based competencies in predicting multi-source ratings of leadership emergence. Using a hierarchical regression, behavioral competencies were found to predict both self ratings of leadership, and supervisor ratings of leadership, above and beyond personality. More specifically, behavioral dimensions corresponding to Consideration behaviors were particularly predictive, although other behavior-based competencies provided value. Consistent with previous research, Conscientiousness and Extraversion also predicted leadership emergence.

#### P1854

##### **Validation of the Dimensions of Organizational Learning Questionnaire (DLOQ) in Singapore: Confirmatory Factor Analysis and relationship with Organizational Commitment and Job Satisfaction fully mediated by Empowerment and Trust in Organization**

**Kim Yin Chan (1), Yoke Loo Sam (1), Kwee Hoon Lim (2), Marilyn A Uy (1)** *1. Nanyang Technological University, Singapore; 2. Agency for Science, Technology and Research, Singapore*

Since Senge's (1990) introduction of the "Learning Organization", many Singaporean public sector organizations have promulgated this concept and its associated practices which are represented by the 43-item, 7-factor Dimensions of Organizational Learning Questionnaire (DLOQ; Yang, Watkins, & Marsick, 2004). This study reports an effort to validate the DLOQ using data collected from 675 employees in a large public sector organization in Singapore. Confirmatory factor analysis showed that while the original 7-factor measurement model provided good fit to the data, the model could be improved by reducing from the original 43 to 21 items, and a second-order factor also fit the data well. Structural equation modelling and Sobel tests showed that the relationship between the general factor of the DLOQ with job satisfaction and organizational commitment was fully mediated by psychological empowerment and trust in organization. We discuss the use of the DLOQ to measure the impact of Learning Organization interventions.

#### P1855

##### **The effects of work-family demands, work-family resources, gender and Chinese -Traditionality / Modernity on work-family conflict: A test of three-way interaction**

**Ting-Ting Chang (1), Lai Yen-Ru (2), Luo Lu (3)** *1. Department of Industrial Management, Lughwa University of Science and Technology, Taiwan; 2. Department of Information Management, Minghsin University of Science and Technology, Taiwan; 3. Department of Business Administration, National Taiwan University, Taiwan*

The purpose of this study is to examine the relations between work-family demands (including work load and family responsibility), work-family resources (including organizational family culture, supervisory support, and family support) and work-family conflict (work-to-family conflict, WFC and family-to-work conflict, FWC), as well as the three-way interaction effects of gender and Chinese-traditionality/modernity on the relationship between work-family antecedents (including work/family demands and resources) and work-family conflict. Using structured questionnaires, 251 employees in Taiwan were surveyed. The results revealed that work demands and family responsibility were positively related to both WFC and FWC. Both supervisory support and family support were negatively related to WFC, but not FWC. More importantly, we found that traditionality weakened the positive relationship between family responsibility and FWC for female employees. In contrast, traditionality strengthened the positive relationship between family responsibility and FWC for male employees. Implications for management and future research are then discussed.

#### P1856

##### **Safety Climate and Occupational Accidents: A Case Study in the Taiwan Steel Industry**

**Chien-Chi Chang, Kang-Hung Liu, Yu-Ling Chen, Pin-Ling Liu** *National Tsing Hua University, Taiwan*

Data from the Taiwan Ministry of Labor show that among all occupational accidents in Taiwan, about 52% come from the manufacturing industry. Finding the accident sources are important for safety improvement. Previous studies have claimed that the safety climate can be conceived as a leading indicator of safety outcomes. However, little study has applied safety climate research in the steel industry. In this study, we examine the correlations between the safety climate scores (Zohar & Luria, 2015) and the safety outcomes in a steel manufacturer of Taiwan. The structural equation modeling (SEM) was adopted to construct the path model of accident causation. Results show that safety climate is a good

indicator of workplace hazard and accident ( $r = -0.703^{**}$ ,  $p = 0.016$ ) for the manufacturer we investigated. Path analysis also shows that safety climate score can be used to identify the root cause of occupational accidents ( $\chi^2(3) = 27.176$ ,  $p < .001$ ; CFI = .919; GFI = .094).

#### P1857

##### **A Cross-Cultural Study of Safety Climate: Foreign Labor in the Domestic Industry**

**Chien-Chi Chang, Yu-Ling Chen, Shao-Hsuan Chung, Kan-Hung Liu, Yu-Cheng Chang** *National Tsing Hua University, Taiwan*

Much of safety climate research focuses only on domestic employees within companies. In this study, we took the domestic and foreign labors into consideration and examined how cross-culture could influence safety climate outcome in a steel manufacturer. Statistical analyses were performed to investigate the characteristic differences between two groups (domestic vs. foreign labors). The correlation coefficient that connected the safety climate score and injury accident rate were also analyzed. Results indicate that when analyzing two groups separately, the safety climate scores of domestic labor ( $r = -0.798^*$ ,  $p = 0.018$ ) and foreign labor ( $r = -0.678$ ,  $p = 0.065$ ) are all good indicators for the accidents. But when combining the data of two groups together into analyses, the correlation between safety climate score and injury rate significantly decreased. The structural equation modeling (SEM) and measurement equivalence (ME) were used to identify the measurement properties of two groups to examine the influence of cross-culture bias

#### P1858

##### **Test of a Model Linking Negative Customer Events and Employee Negative Outcomes**

**Chien-Cheng Chen, Cally Ko** *National Taipei University of Technology, Taiwan*

Past studies have generally demonstrated that negative customer events are detrimental to service employee's work motivation and task performance. However, we do not yet fully understand the intricacies embedded within the mechanisms. Furthermore, we have yet to precisely model the process in which negative customer events lead to employee's work outcomes in organizational settings. The main aim of this study is to extend affective events theory (AET) by proposing an integrative model that examines mediating processes underlying negative customer events and employees' negative outcomes (including turnover intentions and misbehaviors). The sample included 100 service providers in various industries who volunteered to participate in the study. We measured constructs with two time points to enhance the possibility of causality inference and lower the concerns associated with common method

variance (CMV). Results showed that negative customer events influence employees' turnover intentions and misbehaviors indirectly through employees' felt negative moods and job satisfaction.

#### P1859

##### **The result of Appreciative Inquiry Development Program effects to Psychological Capital**

**Lalita Dach-Pao Srinakharinwirot University, Thailand**

This research aims to evaluate the result of the appreciative inquiry development program for fostering psychological capital of the human resources management personnel to increase the psychological capital. The participant is 13 human resources management personnel in the Department of Disease Control, Ministry of Public Health of Thailand. The assumption underlying this study is that the program for boosting psychological capital of the human resources management personnel using appreciative inquiry will help the subject to develop and have a higher level of the psychological capital after passing the program. The research found that the participants have a higher level of the psychological capital comparing with the pre-test and post-test. For considering in each component of psychological capital variable we found that self-efficacy, hope and resilience are also improved and have a higher level of these components after passing the program.

#### P1860

##### **Why Cant We Be Friends: The Impact of Polyculturalism on Foreign Coworker Relations**

**Fatima Bianca H Del Rosario, Tiffany Kei V So, Hiu Sheung Chan, Kara Angela L Suarez De La Salle University- Manila, Philippines**

This study aims to understand openness as a moderating effect on the relationship of polyculturalism and foreign coworker relations. As a quantitative study, 132 Filipino respondents working in different sectors in the Philippines were asked to answer survey questionnaires consisting of different scales (Polyculturalism, Attitudinal and Behavioral Openness Scale [ABOS] and Workplace Friendship Scale). The participants comprised of 70.5% females and 29.5% males, with ages ranging from 19 to 63 years old ( $M = 32.47$ ,  $Mdn = 29$ ). Polyculturalism was seen to have an effect on foreign coworker relations ( $p < .001$ ). Rather than having a moderating effect on the relationship of polyculturalism and foreign coworker relations, Openness was observed to have an individual effect on foreign coworker relations ( $p < .001$ ). It was concluded that Openness acts as another independent variable rather than a moderator variable. Keywords: polyculturalism, openness, foreign coworker relations.

#### P1861

##### **Primary and Middle School Teachers' Emotional Intelligence and Work Effect: The Mediating Effects of Positive Career Mentality**

**Ying Deng, Fuming Xu, Ou Li School of Psychology, Central China Normal University; Key Laboratory of Human Development and Mental Health of Hubei Province; Key Laboratory of Adolescent Cyberpsychology and Behavior (CCNU), Ministry of Education, China**

To investigate the relationship of primary and middle school teachers' positive career mentality and emotional intelligence, work effect variables. Questionnaires about positive career mentality, emotional intelligence and job satisfaction were administered to 207 primary and secondary school teachers. Results: (1) Correlation analysis showed significantly positive correlation between positive career mentality and emotional intelligence, job satisfaction, organizational commitment, job performance. (2) Primary and middle school teachers' emotional intelligence can positively predict their positive career mentality. (3) Job satisfaction, organizational commitment and job performance was positively influenced by emotional intelligence and positive career mentality as a partially mediator between them. Conclusion: Primary and middle school teachers' positive career is an important mediating variable between their emotional intelligence and work effect variables.

#### P1862

##### **How absorbed blue-collar followers at work shape the quality of leader-member exchange: A longitudinal analysis**

**Josefine Denzin, Felix Brodbeck Ludwig-Maximilians-Universitaet Munich, Germany**

Building on social exchange theory (SET) (Cropanzano & Mitchell, 2005) and conversation of resources theory (COR) (Hobfoll, 1989) this longitudinal research examines the effects of follower's absorption and follower's perceptions of leader-member exchange (LMX) in a large manufactory. It is hypothesized that there are reciprocal effects between LMX-quality and follower's absorption between two waves with a time lag of 12 months. Results confirm a direct and causal effect of follower's absorption on follower's perceptions of LMX over one year. However, a reciprocal effect cannot be shown. Thus, follower's absorption is identified as a key rule and resource in social exchange processes of blue-collar workers, actively shaping the exchange quality with their leaders (LMX) over time. The link between present findings and previous research is discussed and practical implications for an improvement of LMX-quality through the

exchange rule of follower's absorption are suggested. Keywords: Absorption, leader-member exchange (LMX), blue-collar worker.

#### P1863

##### **Helping others will lead happiness to you? Organizational helping behavior and its relationship with employee workplace well-being**

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The aim of this present study is to develop a helping behavior scale, to examine the relationship between helping and employee well-being. Semi-structured interviews were carried out to understand what constitutes employee helping behavior. A scale of helping behavior was then developed and structured questionnaire surveys were conducted for the study. Data was collected from 448 employees and their immediate supervisors in the South Jiangsu province. Results provided corroborating evidence that helping behavior consisted of proactive helping and reactive helping. Proactive helping predicted employee workplace well-being positively but reactive helping behavior cannot. Further, psychological meaningfulness mediate the relationship between proactive helping and well-being, but it cannot mediate the relationship between reactive helping and well-being. Moreover, the interacting effect of proactive helping behavior and mindfulness predicted psychological meaningfulness. High mindfulness can predict more psychological meaningfulness and it moderated the mediating effect of psychological meaningfulness between proactive helping and employee well-being.

#### P1864

##### **Tailoring the Overclaiming Technique to Identify Faking Behaviour: An Experimental Simulated Selection Study**

**Patrick D Dunlop, Megan Orchard, Tomas Austen School of Psychology, University of Western Australia, Australia**

The Overclaiming Questionnaire (OCQ) is proposed as a method to identify faking behaviour in personnel selection settings. The OCQ asks respondents to report their knowledge of a set of items, some of which are fake; thus claims of knowledge of these items cannot be legitimate. We argue that for the OCQ to be effective at identifying fakers, its item content must be perceived as instrumental to the context at hand. We developed a tailored OCQ for use in a professional context and compared this version to the traditional OCQ. 259 participants completed a personality questionnaire and the

traditional and tailored OCQs under two conditions: neutral and simulated job-application. Results revealed that participants overclaimed their knowledge on the tailored OCQ more than on the traditional OCQ when applying for a hypothetical job. Further, overclaiming on the tailored OCQ was positively associated with the amount of faking observed on the personality questionnaire.

#### P1865

##### **Tailoring the Overclaiming Technique to Capture Faking Behaviour in Applied Settings: A Field Study of Firefighter Applicants**

**Patrick D Dunlop (1), Ilona M Mcneill (2), Karina Jorritsma (1)** 1. School of Psychology, University of Western Australia, Australia; 2. Melbourne School of Psychological Sciences, University of Melbourne, Australia

In this study, we investigate the Overclaiming Questionnaire (OCQ) as a means of identifying faking behaviour in a sample of firefighter applicants. The OCQ asks respondents to report their knowledge of a set of items, some of which are fake (i.e., non-existent) items; thus claims of knowledge of these items cannot be legitimate. In this study, we developed a 'Firefighting OCQ' with knowledge items that are relevant to firefighting. 519 firefighter applicants completed the Firefighting OCQ and a personality questionnaire, both of which were assessments to be considered for their potential selection into the role. Analyses revealed that overclaiming of knowledge on the Firefighting OCQ was positively associated with scores on a socially desirable responding scale as well as a 'faking' factor extracted from the personality assessment. It appears that contextually relevant OCQs may be useful for identifying faking behaviour in operational selection settings.

#### P1866

##### **Third Party Assessment on Chinese Returned Oversea Talent Introduction Projects: A Research based on Pearl River Talent Project**

**Wei Fan, Ning Zhao** Chinese Academy of Personnel Science, China

After the launched of "Thousand Talents Plan", Chinese government and local government published a series of projects to introduction of returned overseas talents. The talents plan system has established from central to local. Now, more and more researches and agents is in process of talent project performance appraisal as the third party. In these study, we focus on the Pearl River talent project in Guangdong Province. On the basis of a wide range of comments, we built the talent work performance appraisal index system included 9 first-level indicators and 37 second-level indicators. We took several research method to assess the

talents real performance(matching), environmental perception(Adaptive) and development potential(growth). The result shows: the talent in Pearl River Talent Project developed well, real performance is significant, the development potential is big. The Pearl River Talent Project can effectively promote the transformation and upgrading of Guangdong economic and technological industry.

#### P1867

##### **Chinese Entrepreneurial Policies Status and Utility for Returned overseas entrepreneurs**

**Wei Fan** Chinese Academy of Personnel Science, China

Benefited from massive oversea entrepreneurs introducing policies made by Chinese government, now the numbers of returned entrepreneurs is increasing year by year, as the level constantly improved and the range of services continually broaden. This paper begins with the status of entrepreneurial policies for returned overseas. Based on combing 357 entrepreneurial policies, this study explores the status of entrepreneurship environment and influencing factors by surveying a sample of 1188 returned overseas through questionnaires. By comparing the current policy structure and the actual influencing factors of entrepreneurship environment, this study analyzes the existing problems in our entrepreneurial policy system for returned overseas. At last, targeted advice and suggestions are put forward to resolve the problems.

#### P1868

##### **The "Spanish Burnout Inventory" (SBI)**

**Hugo Figueiredo Ferraz (1), Pedro Gil Monte (1), Ester Grau Alberola (2)** 1. University of Valencia, Spain; 2. Valencian International University, Spain

The aim of this study is to present the structure, content validity and psychometric properties of the "Spanish Burnout Inventory" (SBI). The SBI is a questionnaire to evaluate psychological burnout that has been adapted and validated in over ten countries in Europe (e.g., Spain, Portugal, Germany) and Latin America (e.g., Argentina, Brazil, Mexico). Although it is an instrument originally developed in Spanish language, it has been translated into different languages (Portuguese, German, Czech, French, etc.) The results of this study derived from the SBI Manual (TEA, 2011). The sample consisted of 12025 participants from ten countries (Spain, Portugal, Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Peru and Uruguay), and several occupational sectors (e.g., health, education, prison employees). The following analyses were performed: Exploratory factor analysis and confirmatory factor analysis, reliability (Cronbach's alpha) and item analysis. The results confirmed both

psychometrical and theoretical models, and were appropriate for dimensions and items.

#### P1869

##### **The relationship between emotional intelligence, work engagement, creativity and demographic variables in a South African Call Centre**

**Aden-Paul Flotman, Sindy Bartlett, Frans Cilliers, Jeremy Mitonga-Monga** University of South Africa, South Africa

This study investigated the relationship between emotional intelligence (measured by the Emotional Intelligence Questionnaire), work engagement (measured by the Utrecht Work Engagement Scale), creativity (measured by the Creative Personality Scale) and the demographic factors of age, gender, ethnic group, work level, tenure and work experience. A cross-sectional survey design was used with a purposive sample of 180 employees in a call centre in South Africa. The results indicate that emotional intelligence relates positively with work engagement and creativity. All the demographic variables differ significantly with regards to the three behavioural constructs differences. The study adds important new knowledge to the existing literature on how the different call centre staff demographic identities behave in terms of the measured positive psychology constructs.

#### P1870

##### **Integrated Motivation Impacting Job Satisfaction, Organizational Citizenship Behavior (OCB) and Turnover Intention**

**Jane Fung** UniSIM - Singapore Institute Management University, Singapore

Job satisfaction, organizational citizenship behaviour (OCB) and turnover intention has an impact to the organization. Employees with high job satisfaction, high OCB and low turnover intention would bring about greater productivity to the organization. Therefore, the aim of this study is to investigate how self-determination theory, and that is more specifically integrated motivation would predict high job satisfaction, high OCB and low turnover intention. Results from this study showed that there is a positive relationship between integrated motivation and job satisfaction. The result also showed that there is a positive relationship between integrated motivation and OCB. However, there is no relationship between integrated motivation and turnover intention.

#### P1871

##### **Organizational justice may protect against the negative effects of workplace violence on sleep in teaching**

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Although violence at schools is a concern that affects an increasing number of teachers, the majority of studies on school violence have focused on students. We examined whether a violent encounter at work is a risk factor for disturbed sleep among teachers, and whether organizational justice moderates this association. Longitudinal data were collected in five biennial repeat surveys from 6052 teachers working in comprehensive or upper secondary school in the Finnish public sector. The results of logistic regression with GEE showed that a violent encounter at work concurrently predicted a higher probability of disturbed sleep. As expected, teachers who experienced high organizational justice had a smaller likelihood of disturbed sleep upon encountering violence at work than those teachers who reported low organizational justice. Implications of the results and directions for future research are discussed.

#### P1872

##### The Role of job satisfaction in the relationship between perceived work stress and perceived performance

**Sibel Gok, Hazel Agun** Marmara University, Turkey

Prior research has found that work stress is causally related to perception of performance. In addition, prior research has determined the relationship between work stress and job satisfaction. Thus, this study aimed to investigate the mediating effect of job satisfaction in the relation between perceived work stress and perceived performance. A total of 100 air hostesses from an airline company located in Istanbul participated in the questionnaire survey (response rate 100%). Perceived work stress explained 49% of the variance in perceived performance and perceived work stress explained 31% of the variance in job satisfaction. In addition, job satisfaction mediated the effect of perceived work stress on perceived performance, but only partially, as work stress has a direct path to work performance. Our findings suggest that increasing job satisfaction level among employees in high stress situations should be helpful in increasing their work performance.

#### P1873

##### Relationship between Perceived Organizational Support (POS) and

##### Organizational Commitment of Government Employee

**Chandra Gupya, Noor S Rahmani** Universitas Gadjah Mada (UGM), Indonesia  
Organizational commitment is important because working attitude of individuals who committed to work harder for the goals of the organization indicate a better performance when they work. Good employee performance is often influenced by the support, appreciation and concern about employees welfare from organization, which is employee could put their trust to the organization (Eisenberger, 1986). Respondents in this study were 108 employees of BPN Jogja. Two scale were found to be highly reliable with Organizational Commitment Questionnaire by Porter et al (1974) (13 items;  $\alpha = .82$ ) and SPOS from Eisenberger et al (1986) (22 items;  $\alpha = .92$ ). Pearson Product moment correlation method from SPSS 16 was used to analyze the data. This topic is very interesting considering the performance of the government employees in Indonesia are now busy discussed, not even a little dubious performance of civil servants. That's why this study examined the correlation between Perceived Organizational Support and organizational commitment of government employees. For the result, both variables were significantly correlated in  $r = .58$ ;  $p = .00$ .

#### P1874

##### Effects of workplace on enhancement of work beginners' awareness of similarities among failure experiences

**Naoko Hasegawa (1), Ryo Misawa (2), Hiroyuki Yamaguchi (3)** 1. Central Research Institute of Electric Power Industry, Japan; 2. Nara University, Japan; 3. Kyushu University, Japan

It is important for work beginners to be aware of similarities among work experiences in order to obtain competency at work, as the awareness of similarity in turn facilitates awareness of work principles. For effective development, beginners are required to actively find similarities among not only their own experiences but also other workers' experiences. This study clarified effects of workplace on enhancement of awareness of similarity in experiences, especially failures that emerged as industrial accidents. The following three workplace factors were dealt with: development in superiors' behaviors, utilization of information on failures, and openness of discussions. Results of a questionnaire survey that included 144 work beginners suggested the following: (1) openness of discussion enhanced awareness of similarity and (2) development in superiors' behaviors and utilization of information on failures interacted to affect awareness of similarity. Based on the results, implications for developing beginners are discussed.

#### P1875

##### The Comparison of Mental Health And Job Performance Of Refah Bank Employees According To Days of Leaves

**Samira Heidari, Hosein Mirabzade Ardakani, Baharak Sefidgaran** Refah Bank Organization, Iran

Work Stress is a major challenge to worker's health. Employees who are stressed are also more likely to be unhealthy, poorly motivated and less productive. Bank staff, since they do financial work, deal with more stressors that can lead to fatigue increment and their mental health would decrease. In this research, with the aim of the comparison of mental health and job performance in Refah Bank staff, 160 employees (80 persons who use of leaves routinely, 80 persons who use of under five days leaves in two consecutive years) filled the questionnaire of Mental Health and Paterson Job Performance Scale. Acquired information analyzed with Independent T test. The results show that the group whom use under 5 days of their leaves have less mental health and their scores in "improve work" scale were significantly lower than employees who use their leaves in normal way.

#### P1876

##### Beyond RIASEC -- development of a hierarchical model of vocational interests

**Benedikt Hell (1), Thomas Gatzka (2), Katja Paessler (3)** 1. University of Applied Sciences and Arts Northwestern Switzerland, Switzerland; 2. University of Applied Sciences and Arts Northwestern Switzerland, Switzerland; 3. University of Applied Sciences and Arts Northwestern Switzerland, Switzerland

For over four decades, the RIASEC-model of John Holland has become the gold standard in vocational interest research. The RIASEC dimensions form the theoretical basis of numerous professional interest tests and are considered an almost indispensable tool for an informed guidance. Nevertheless, the model is also restricted in different ways. The breadth and the high degree of abstraction of the six interest dimensions are curse and blessing alike. On the one hand they ensure versatility and ease of use. On the other hand they complicate a differentiated assessment of interests and of the vocational environments. Therefore, a hierarchical model was developed based on an integration of different structural models and on several foci. Our model postulates the RIASEC dimensions on the first level and multi-faceted dimensions on the second level. In this poster we present the development process of the model and discuss the psychometric fit of the new model.

**P1877**
**The fundamental shift of job demands in the world of work - new forms of strains - causes, characteristics, consequences**

**Andreas Hermann, Pierre Sachse** *University of Innsbruck, Austria*

The aim of the presentation is to clarify whether the newfound freedom in the "brave new world of work" itself becomes a job demand and thus represents solution and cause at the same time. The working conditions - in particular, the degrees of freedom - have improved obvious. Nevertheless, the job demands increase despite the rising freedom. Apparently the freedom does not prevent (any more) that high job demands are experienced as stressful and can be dangerous to health in the end. In addition to the quantitatively increasing job demands, it is mainly the contradictions of the world of work that make employees' lives difficult. The aim of the completed empirical examination (N = 220) is to review the existing concepts on their validity and to measure the need for a new model. Results / findings will be presented and discussed critically.

**P1878**
**Explore the effect of the changes of medical environment on health care providers' mental and physical health and well-being: Antecedents and consequences**

**Chin-Tien Hsu (1), Mei-yu Yang (2), Ming-Ling Chao (3)** 1. *Ming Chuan University, Taiwan*; 2. *Chihlee University of Technology, Taiwan*; 3. *Hsin Sheng College of Medical Care and Management, Taiwan*

This research uses the in-depth interview and content analysis to explore the risk factors impacted medical staffs' physical and mental health. The data were collected from 12 nurses, 8 doctors, and 1 senior medical college professor. Results indicated that 366 themes were extracted and 8 risk factors from the content analysis such as violence aggression from patients and their families, verbal aggression from patients and their families, verbal bullying from senior colleagues, verbal bullying from colleagues, abusive supervision, work loading, family-work conflict and other stress (paper research). For the doctors, the main risk factor impacted medical staffs' physical and mental health is violence aggression from patients and their families. For the nurses, the main risk factors impacted medical staffs' physical and mental health is work loading. Implications for theory and practice are discussed.

**P1879**
**Investigation and prevention of secondary damage on companies after the Great East Japan Earthquake**

**Atsushi Igarashi** *Fukushima University, Japan*

Purpose: After the Great East Japan Earthquake 2011, it became a more and more important issue to keep workers' health and safety at workplaces in Fukushima. Firstly in this present study, we will investigate the actual appearance of workplaces and companies deal with workers' mental health systematically. Methodology: We conducted investigations on 300 business facilities in Fukushima and got responses from 205. Results: 30% of business facilities reported that after the disaster their employees had a mental health problem, 66.7% among of them were depression. There were no significant increase of temporary retirement and resignees after the disaster. In terms of implementing a comfortable and safe workplace environment, a high rate of execution was seen in two categories before the disaster and at present: emphasis on workplace communication and consideration of work hours. There was a specific increase of working-hours flexibility and correspondence in emergency circumstances after the disaster.

**P1880**
**The effect of resume structure on evaluation of candidates**

**Shinya Ishizaki (1), Hyunjin Song (2)** 1. *City University London, United Kingdom*; 2. *Arizona State University, United States of America*

This research seeks how the difficulty of reading affects the evaluation of resumes and I plan to use resume presentation format such as print fonts as a manipulation of difficulty. When people evaluate someone, biases caused by their minds are critical problems because biases disturb fair evaluations. This research focuses on the cognitive biases in the human resource section. Participants evaluate resumes with different difficulty of reading. There was a significant difference in the all three criteria and evaluation score of difficult-to-read resumes were lower than easy-to-read resumes.

**P1881**
**An exploration of role expectation: viewpoints from female and male leaders**

**Kanda Janyam** *Prince of Songkla University, Thailand*

The purpose of this study was to explore viewpoints from female and male leaders on their expectations towards the role of leaders. The subjects consisted of 70 female and 70 male leaders from government and private sectors in Thailand. The data were collected through structured interviews, and analyzed using frequency, percentage, and content analysis. The results revealed that 64% of the subjects thought that female and male leaders were expected to have different roles. 67% of the female leaders, and 62% of the male leaders indicated that male leaders were expected to be

more earnestly determined, able to make bold and brave decisions, stronger, more reasonable, and more emotionally stable than female leaders while female leaders were expected to be more careful, earnest, compromising, emotionally delicate than male leaders. Furthermore, most of the subjects (79%) considered that culture was one of the main factors influencing different expectations towards the role of leaders.

**P1882**
**Authentic leadership, self-awareness, and managerial education programs**

**Eva Jarosova, Daniela Pauknerova, Katerina Pubalova** *University of Economics, Prague, Czech Republic*

Authentic leadership based on authenticity in leadership actions can help diversity efforts in organizations, as it encourages followers to be authentic, including those who belong to minorities. One of four basic components of authentic leadership is self-awareness. The paper analyzes whether the development of self-awareness represents a valued learning outcome for the participants of managerial education programs. The data was collected through a survey to alumni and last year students of managerial lifelong learning programs and also MBA-students in the Czech Republic (N = 53). The method used to analyze and interpret the data was framework analysis, supplemented by a quantitative analysis of occurring topics. The results show that for one third of the respondents the various elements of self-awareness represent the greatest added value of the programs. This was the topic that was referenced in the answers most frequently. The paper states the implications of the results for managerial programs.

**P1883**
**The Impact Mechanism of Family-Friendly Workplace Supports on Life Satisfaction: From A Work-Home Resources Perspective**

**Hai Jiang, Linchuan Yang, Hongyu Ma, Ting Huang** *Central China Normal University, China*

Using the work-home resources (W-HR) model as a guiding framework, the authors propose that the utilization of family-friendly policy, family-supported supervisor behavior and their interplay are positively related to work-family enrichment, which, in turn, is positively related to life satisfaction. Data collected from 509 Chinese employees supported the authors' hypotheses, and indicated that (1) family-supported supervisor behavior strengthened the relationship between utilization of family-friendly policy and work-family enrichment; and (2) work-family enrichment was shown to mediate the relationship

of utilization of family-friendly policy and family-supported supervisor behavior with life satisfaction. A further test of mediated moderation demonstrated that work-family enrichment mediated the interaction of utilization of family-friendly policy and family-supported supervisor behavior on life satisfaction. Implications for research and practice are discussed.

#### P1884

##### **Passion for Work and Career Attitude: The Mediating Role of Work-Family Conflict**

**Yeseul Jung, Hyunjin Koo, Yonghwan Shin, Young Woo Sohn** *Yonsei University, Republic of Korea*

Previous research has largely focused on the differential effects of two types of passion, harmonious and obsessive, on work-related outcomes. However, little attention has been paid to the link between passion for work and career attitude and the psychological mechanism underlying such relationship. The goal of this study was to investigate the mediating effect of work-family conflict in the relationship between passion for work and career commitment. We collected data from employees in the United States and examined the research model using structural equation modeling with AMOS 18. Results indicated that work-family conflict partially mediated the association between both harmonious and obsessive passion and career commitment. In conclusion, individuals with high levels of harmonious passion tended to experience less work-family conflict and, in turn, had high levels of career commitment, while individuals with high levels of obsessive passion experienced more work-family conflict, and thus showed low levels of career commitment.

#### P1885

##### **The Mediation Effect of Learning Goal Orientation on the Relationship Between Grit and Job Crafting**

**Hyun Jung, Sungbae Jang, Jinkook Tak** *Kwangwoon University, Republic of Korea*

The purpose of this study was to verify the relationships among grit, job crafting, and learning goal orientation. Data were obtained from 229 employees across a wide variety of organizations and analyzed using AMOS 21. The analyses showed that grit had the significant positive effect on job crafting. Also learning goal orientation was found to mediate the relationship between grit and job crafting. These results imply that grit and learning goal orientation are important variables to consider in designing interventions for strengthening job crafting behaviors. Finally, implications, limitations, and suggestions for future research were discussed.

#### P1886

##### **Improved Prediction of Performance By Use of Interaction of Optimistic and Pessimistic Attributional Styles Among Japanese Life Insurance Sales Agents**

**Takashi Kakuyama (1), Yukie Tsuzuki (2), Tamao Matsui (3)** *1. Tokyo Future University, Japan; 2. Seijo University, Japan; 3. Rikkyo University, Japan*

Assessing an optimistic (or pessimistic) attributional style explaining positive (or negative) events with internal, stable, and global causes for 295 Japanese life insurance sales agents, this study assumed that optimistic and pessimistic attributional styles interact within an individual, and that performance depends upon which, optimistic or pessimistic, attributional style is predominant. The two types of attributional style were split into high and low at respective median, resulting in four interaction patterns. It was hypothesized and found that of the four patterns, performance was highest for the high optimistic and low pessimistic attributional style, whereas performance was lowest for the low optimistic and high pessimistic attributional style pattern.

#### P1887

##### **Supervisory support, work-to-family enrichment, and emotional exhaustion: The actor-partner interdependence model among married couples**

**Shu-Fang Kao (1), Luo Lu (2)** *1. Department of Applied Psychology, Hsuan Chuang University, Taiwan; 2. Department of Business Administration, National Taiwan University, Taiwan*

Based on the conservation of resources theory, we explored the gain spiral in which supervisory support increases the likelihood of work-to-family enrichment (WFE) and both of these together reduce the emotional exhaustion of workers. We also examined gender differences using the actor-partner interdependence model (APIM). 490 Taiwanese dual-earner employees (245 married couples) completed the survey. Results showed that WFE served as a mediator between supervisory support and emotional exhaustion. Regarding the APIM comparisons, first, the impact of the wife's WFE on her own emotional exhaustion was stronger than that of the husband's on his own emotional exhaustion. Second, partner WFE had differential predictive power for the two sexes' emotional exhaustion: the wife's emotional exhaustion was affected more by her own WFE than by her husband's WFE; whereas, the husband's emotional exhaustion was affected both by his own WFE and his wife's WFE.

#### P1888

##### **Validity and Reliability on the JSCTA-In-Basket Game**

**Shogo Kato (1), Koki Miyamoto (2), Hiromi Ito (1), Ryuichi Ito (1)** *1. HOSEI University Faculty of Science and Engineering, Japan; 2. HOSEI University graduate school of Science and Engineering, Japan*

Recently managers and directors in companies have played more important roles in their management such as smoothly carrying out daily operations and projects and properly coaching their colleagues. In order to assess their ability accurately, a proper assessment tool should be developed. This paper aims to examine the In-Basket Game developed by JSCTA (Japan SCT Association) and ascertain the validity and reliability of the Game. In the experiment 14 subjects; 4 experienced managers, 6 non-experienced managers, and 4 students were asked to answer the 18 prepared In-Basket Game questions. Their scores were calculated and analyzed. The results show that greater experience correlates with higher scores. In short, managers with experience have higher score than managers without experience, while students' had the lowest scores. These results confirm that the Game is valid and reliable.

#### P1889

##### **From Individual to Organizational Intervention: Action Research of Improving Employee Mental Health through Organizational Psychological Consultation**

**Yoko Kato (1), Hisaya Matsumoto (2)** *1. Sugiyama Jogakuen University, Japan; 2. Kyoto Bunkyo University, Japan*

This study began with new corporate employee mental health support through guidance counseling. High-risk employees were screened for medical referral and repositioning. Both workload and skill demand were high and insufficiently managed/supervised. The whole organization was therefore surveyed revealing that mid-level management was under excess stress, which then lead to their intervention through guidance counseling. It became apparent that the problem of excess workload in middle management caused insufficient subordinate management/supervision. The intervention was catalytic to increase awareness of management needs as well as various workplace and practical changes, which resulted in improved new employee satisfaction in support by their superiors in subsequent years. The researchers were meanwhile introduced to the practice of organizational psychological consultation, and through its training gained increased awareness of what began as a mental health problem, as systemic issues of corporate culture. This and related findings were presented to top-level management for further consultation/intervention.

#### P1890

##### **What errors do we learn from**

### most? Error attributes and intention to learn from error in Germany and Japan

**Nina Keith, Ai Muguruma-Petersohn**  
*Technische Universität Darmstadt, Germany*

Making errors at work may constitute a threat to one's self but can also be an important source for learning. In fact, research indicates that people can learn from errors, although little is known about what types of errors are more effective. The present research proposes that people pay more attention to and, in turn, intent to learn more from errors with severe (than with mild) consequences and from errors committed by oneself (than by others) and it also tested for cross-cultural differences. In an online experiment, 144 German or Japanese employees were presented with error scenarios and indicated their intention to learn (within-subjects design). Both factors showed main effects and interacted with country (larger effects in Germany). Results are in line with an interpretation of errors as threat to one's self and imply that many errors' learning potential may remain unused in work organizations, particularly among German employees.

### P1891 Creative technologies of Emotional Competencies Development in Kazakhstan

**Natalya N Khon (2), Alla Kim (1), Aliya Masalimova (1)** 1. KazGU, Kazakhstan; 2. Turan University, Kazakhstan

To function effectively in today's diverse, multicultural and demanding environments in Kazakhstan, Higher Education teachers must be properly prepared. Emotional Competencies training is widely believed to be able to make a positive contribution to teacher's performance. In practice, however, some recommended procedures are costly, time consuming and inappropriate to Kazakh culture. Therefore, there is a growing importance based on increasing the cost/time effectiveness or enhancing the efficacy of emotional competencies by functioning individual creativity development moderating teacher's performance. We blend ideas drawn from positive psychotherapy, creative technologies and emotional competencies to develop the frame that underlies the logic of this paper. We use creative technologies and emotional intelligence theories to enrich notion of emotional competences development in Kazakhstani Higher Education teachers.

### P1892 The Effect of Social Support, Work Volition and Career Decision-Making Self Efficacy on Career Adaptability: a Self Determination Theory Approach

**Na-Rae Kim, Jihye Kim, Kyung Min Heo**  
*Yonsei University, Department of Psychology, Republic of Korea*

The aim of the study was to investigate the influence of social support, work volition and career decision-making self efficacy on career adaptability in college students in South Korea. The framework for the study was based on self-determination theory (SDT), which is, including three psychological needs to get a sense of well-being. The study examined the mediating roles of work volition (autonomy need) and career decision-making self efficacy (competence need) on the relationship between social support (relatedness need) and career adaptability (career well-being variable). Survey data were collected from 231 university students. As hypothesized, structured equation modeling (SEM) showed that work volition and career decision-making self efficacy mediated the relationship between social support and career adaptability. Social support did not have direct effects on career adaptability. Career decision-making self efficacy mediated the relationship between work volition and career adaptability. Implications and suggestions for future research were discussed.

### P1893 The Effect of Passenger Entitlement and Passenger Verbal Aggression on Taxi Drivers' Coping and Stress: A Daily Diary Investigation

**Su Kyung Kim (1), Yujie Zhan (1), Xiaoxiao Hu (2), Xiang Yao (3)** 1. Wilfrid Laurier University, Canada; 2. Old Dominion University, United States of America; 3. Peking University, China

Previous research showed that low-quality treatment from customers impairs service employees' well-being. However, less research has studied why such treatment is detrimental. Drawing on the transactional theory of stress, this study examined coping behaviors as a mechanism explaining the effects of two distinct customer mistreatment stressors, customer entitlement (i.e., customers demanding special treatment and extra consideration and expecting their demands to be satisfied without questioning) and customer verbal aggression (i.e., customers expressing disrespect and hostility toward service providers through offensive verbal statements), on service employees' emotional exhaustion. Daily diary data were collected from 113 Chinese taxi drivers for 7 consecutive days. Results showed that encountering entitled passengers and verbally aggressive passengers led taxi drivers to adopt high-cost coping behaviors (i.e., faking their emotional expression, conceding to customers' demands, and emotionally distancing themselves from those customers), and these coping behaviors in turn depleted taxi drivers' resources, thus increasing their emotional exhaustion.

### P1894 Pay-for-performance perception and turnover Intention: A comparison between the US and Japan

**Wooyoung Kim, Rosemary H Moon, Jaeyoon Chang** Sogang University, Republic of Korea

While pay-for-performance is becoming increasingly common, only few studies have taken a cross-cultural perspective. Previous studies have claimed that not all reward systems are equally valued around the world, revealing that perception of pay system may affect subordinates differentially depending on their cultural background. In the current research, we investigated cultural differences in the level of pay-for-performance perception as well as the relationship between pay-for-performance perception and turnover intention of subordinates. With support of a Korean multinational corporation implementing pay-for-performance compensation system, surveys were conducted with 932 host country nationals from overseas subsidiaries, located in either the United States or Japan. Results revealed that while the level of pay-for-performance perception was not statistically different in samples from two countries, the negative relationship between the perception and turnover intention was supported only in the US. Implications and contributions of the findings are discussed. Keyword: culture, pay-for-performance, turnover intention, multinational corporation.

### P1895 Emotionally Intelligent Ones Won't Get Hurt: Mediated Moderation Effect of Emotional Intelligence on Feedback Delivery, Stress, and Leader Member Exchange (LMX) Relationship

**Gihyun Kim, Young Woo Sohn** Yonsei University, Republic of Korea

The purpose of the current study is to investigate the relationship between feedback delivery (feedback environment), stress, and leader member exchange (LMX). Previous research revealed the positive relationship between supportive feedback environment and LMX (Dahling, Chau, & O'Malley, 2010). Thus, the current study presumed unsupportive feedback environment, where supervisor gives feedback in a thoughtless manner will increase job stress and have a negative impact on LMX. However, we assumed the effect of feedback delivery on stress will be moderated by the emotional intelligence. High emotional intelligence is associated with tactful emotion regulation of their own emotions as well as others'. Therefore, high emotional intelligence will alleviate the stress from inconsiderate supervisor feedback, and buffer the negative effect on quality of LMX. A total of 272 workers completed the survey with a mean age of 33.42 years. The

results demonstrated the significant mediated moderation model ( $p < .005$ ).

#### P1896

##### Conversation decreases violations in work environments without monitoring

**Yasuhiro Kitamura** *Railway Technical Research Institute, Japan*

Work environments lacking monitoring may have problems with rule violations, which can increase the risk of workplace accidents. This study seeks to decrease workplace violations by investigating whether there is a relation between violations and conversation. We conducted an experiment simulating situations in which violations are likely to occur. Participants performed a tedious task following a procedure with excessively formalized, inefficient rules. During a break, the participants were divided into two groups, and the experimenter conversed about the task with one group. For the other group, the experimenter did not engage in conversation during the break. After the break, the experimenter left the room, thereby allowing the participants to be more inclined to commit violations. Regardless of the details of the conversation, the participants who talked with the experimenter committed fewer violations than their counterparts. This result suggests that conversation helps prevent violations in work environments without monitoring.

#### P1897

##### The function of career resilience during reality shock: Comparing technical and clerical employees

**Makiko Kodama** *Hiroshima University, Japan*

Career resilience was defined as "psychological traits that help individuals to cope with career risks and promote their own career development". It was considered to consist of five factors: ability to cope with problems and changes; social skills; novelty and diversity of interests; future orientation; and willingness to help others. The purpose of this study was to examine how career resilience helps individuals to cope with reality shock on starting a new job. Data were collected from 63 new technical employees and 95 new clerical employees using an online survey, and used to assess career resilience and the degree of career development. Neither technical nor clerical employees experienced significant reality shock if their "future orientation" was high. For clerical employees, "social skills" and "novelty and diversity of interests" reduced the negative effects of reality shock on career development, but no factor reduced the negative effect for technical employees.

#### P1898

##### The link between user's functional

##### state dynamic and usability of the program interface

**Artem I Kovalev (1), Alexander N Var-navsky (2)** *1. Lomonosov Moscow State University, Russia; 2. Ryazan State Radio Engineering University, Russia*

In recent years the usability became a central issue for program interfaces design. The effects of functional state in usability testing were examined in an experiment. 26 male students of technical specialties ( $M = 21$  years) operated two users interfaces (hierarchical menus). In addition to various performance measures (e.g. task completion time, task completion rate), several psychophysiological measures were taken (e.g. electrocardiogram, galvanic skin response, electroencephalogram). The regression analysis showed the importance of the functional state dynamic for the construction of the model ( $R^2 = 0.667$ ,  $p < 0.001$ ) considering two significant determinants of users subjective system usability evaluation - eeg alpha rhythm power and heart rate variability. Furthermore our finding revealed that functional state dynamic indirectly influence on usability through interface satisfaction. Differences in psychophysiological parameters point to the need to consider more strongly the factor functional state in usability research and practice.

#### P1899

##### Factors Influencing Intention to Leave of Employees in a Non-Life Insurance Company

**Kantaka Kwanyuen (1), Thawan Nieam-sup (2)** *1. Srinakharinwirot University, Thailand; 2. Kasetsart University, Thailand*

The objectives of this study were to study factors which could influence employees' intention to leave in a non-life insurance company. Samples were 181 of operation employees at level 1–6 and executive employees at level 1–4 in a non-life insurance company. The questionnaires were consisted of personal data, trust in supervisor, person-organization fit, and intention to leave, in order for collecting data. Statistics for the data analysis were percentage, mean, standard deviation and stepwise multiple regression analysis. The results of this study revealed that person-organization fit and age could jointly predict employees' intention to leave around 49.5 percentage at the .001 level of significance. Key words: trust in supervisor, person-organization fit, intention to leave.

#### P1900

##### Target practice: Who is subjected to more impression management behaviors?

**Stephanie J Law, Joshua S Bourdage, Tunde Ogunfowora** *University of Calgary, Canada*

Impression management (IM) refers to tactics that individuals use to manipulate the image they project to others, and has been found

to impact interviewer evaluations and performance appraisals. Despite recent research focusing on situational factors and antecedents of individuals who use IM, there is little focus on the target of the IM behaviors. We tested our new measure for assessing target-specific IM on 117 university students enrolled in a one-semester business course. It was found that one's conscientiousness ( $r = .19$ ,  $p = .024$ ), and one's status within the group, or whether they were perceived as a leader (ranging from  $r = .24$  and  $r = .29$ ,  $p < .01$ ) significantly impacted the amount of IM used towards them. This supported the novel notion that target characteristics influence IM use, and that productive team members, and those who are in a position of leadership, are subjected to more IM behaviors.

#### P1901

##### Aversive Workplace Condition and Perceived Abusive Supervision and Person-related Bullying: The Multiple Mediating Role of Psychological Strain and Mental Fatigue

**Bingtian Li, Yuting Tai, Lei Wang** *Peking University, China*

Long-term exposure to stressors could lead to strain, like anxiety, cognitive failure. Characterizing aversive workplace conditions (AWC) as a form of stressor, we examined the mechanism of the impact that environment stressors have on perceived abusive supervision and person-related bullying. In a two-wave study with a sample of 111 Chinese workers, we firstly found that AWC predicted psychological strain, which in turn brought about mental fatigue. Moreover, mental fatigue served as a mediator between psychological strain and abusive supervision as well as bullying. The more exposure to AWC (such as fire and electricity), the higher psychological strain individuals had, which led to an increased degree of mental fatigue, and finally led to more perception of abusive supervision and person-related bullying. The results demonstrated a multiple-step multiple mediator model. Implications for future research concerning to the effect of aversive workplace condition on interpersonal cognition are discussed.

#### P1902

##### Exploring the relationship between workplace fun and employee performance: Generation difference as moderator, Social network and organizational commitment as mediators

**Xiao Li, Yujian Ye, Yaqian Ruan, Jiantao Zhou** *Hangzhou Dianzi University, China*

Whereas both management scholars and practitioners emphasize the importance of workplace fun for improving employee performance, they

neglect the effect of employee generation difference. The implication of workplace fun for the two generations, there is a marked difference. Therefore, this research explore the relationship between workplace fun and employee performance with employee generation difference as moderator, and social network and organizational commitment as mediators. In a survey-based study of 175 employees, we found that workplace fun has significant effect on employee performance; and employee generation difference moderated the relationships between workplace fun or social network and employee performance, but not for the relationship between organizational commitment and employee performance; and social network and organizational commitment fully mediated the relationship between workplace fun and employee performance. Implications for research and practice are discussed.

#### P1903

**When Do High Relative Leader-Member Exchange (RLMX) Employees Ostracize Their Group Members? It Depends On Employees Social Dominance Orientation**  
*Shin-Guang Liang (1), Chun-Wei Lin (1), Fei-Fan Chen (2)* 1. National Defense University, Taiwan; 2. National Chengchi University, Taiwan

Although the general picture in the leader-member exchange (LMX) literature is that LMX has beneficial consequences for employees and organizations, an emerging stream of work has begun to explore the potential detrimental consequences of LMX. Drawing from social comparison theory, we develop and examine the social-comparison model of relative leader-member exchange (RLMX), contempt, and ostracizing others and to investigate the moderating role of social dominance orientation (SDO). Using a multi-wave and multi-source research design, survey data were recruited from 174 employees from 44 work-groups in a variety of organizations in Taiwan. We found that when employees possess high levels of SDO, RLMX was significantly positively related to ostracism. Furthermore, it was found that the emotion of contempt mediated the interaction effect. The results of the mediated moderation analysis revealed that RLMX was positively associated with ostracism through contempt when SDO was high. Implications for research and practice are discussed.

#### P1904

**Assessment Design for Corporate Training Programs**  
*Jiafang Lu, Darren Bryant* Hong Kong Institute of Education, Hong Kong  
In corporate training programs, typical assessments are designed with overly emphasis on demonstrating measurable outputs. The

functions of stimulating learning and judging achievements are often overlooked at the expenses of satisfying accountability needs. This paper represents a critical review and synthesis of literature and prevalent practices of assessment design in corporate training programs. Specifically, it attempts to categorize the functions of assessments, types of assessment methods, and level of assessment contents. Then the paper draws on the idea of Backward Design by Wiggins and McTighe (1998), and propose a practical framework for evaluating and designing assessment tasks for corporate training programs.

#### P1905

**Influences of relationship in work, quality of work-life, perception of work justice, job satisfaction, and work progress on work engagement of Thai government officers**  
*Supalak Luadlai, Pattaraporn Kangwanprongchai, Tao Saengwan* Chulalongkorn University, Thailand

This study aimed to explore the relations among Relationship in Work (RW), Quality of Work-Life (QWL), Perception of Work Justice (PWJ), Work Progress (WP), and Work Engagement (WE). Further, it was conducted to identify factors that would predict work engagement in Thai government officers. Eight-hundreds and eighty-eight participants, who work for Thai government, participated in this study. They were asked to complete Quality of Work-Life Questionnaire, Job Satisfaction Questionnaire, Work Engagement Questionnaire, and Perception of Work Justice Questionnaire. Results revealed that RW, QWL, and WP were positively influenced on work engagement (WE). However, PWJ was negatively related to participants' work engagement. Further, WP, PWJ, job satisfaction, and good work condition were correlated and all of them could predict work engagement in participants.

#### P1906

**Relationship between Work-home Segmentation Preference and Work Interference with Nonwork: The role of Boundary Management**  
*Yu Ma (1,2), Julian Xie (1,2), Hongyu Ma (1,2), Yin Zhou (1,2), Xiaoxiang Zhang (1,2)* 1. Central China Normal University, China; 2. Key Laboratory of Adolescent Cyberpsychology and Behavior(CCNU), China

With the widely use of communication and information technologies, people made role transitions between their work and non-work life become more frequent and easier, which intensified work interference with nonwork(WIN). In order to explore effective strategies to reduce people's WIN from the boundary theory perspective, we explored the

relationship between work-home segmentation preference and WIN, and the moderating roles of organizational and individual boundary management strategies therein. Participants were 312 college counselors (M age = 30.94, 49.7% males) from different college in China. Research showed that work-home segmentation preferences positively related to WIN, and the moderating effects were significant. Specifically, the relation between work-home segmentation preference and WIN became weaker with increasing level of segmentation supplies and clearer boundary creation around communication technology use. The study indicates that using proper boundary management strategies can effectively reduce the negative effect of Work-home segmentation preferences for WIN.

#### P1907

**Relationship between Work-home Segmentation Preference and Emotional Exhaustion: A Moderated Mediation Study**  
*Yu Ma (1,2), Julian Xie (1,2), Hongyu Ma (1,2), Xiuping Zhang (1,2), Yin Zhou (1,2)* 1. Central China Normal University, China; 2. Key Laboratory of Adolescent Cyberpsychology and Behavior(CCNU), China

Due to advance in communication technologies, emotional exhaustion has been becoming increasingly prevalent among employees. According to boundary theory and conservation of resource theory, this study is to explore the mechanism of work-home segmentation preferences on emotional exhaustion. Based on data from 431 college counselors in Wuhan, China (M age = 35.88, 49.9% males), a moderated mediation model was supported. Results showed that work-home segmentation preferences positively related to emotional exhaustion though the mediating effect of WIN. What's more, focus on opportunities could indirect moderate relationship between work-home segmentation preferences and emotional exhaustion through the mediating effect of WIN and focus on opportunities could weak the positive relationship between WIN and emotional exhaustion. Findings suggested that maintaining a high level of focus on opportunities could effectively reduce the negative effect of work-home segmentation preferences on emotional exhaustion through weakening WIN's negative effect on emotional exhaustion.

#### P1908

**Relationship between Working through Information and Communication Technologies after Hours and Well-being among Chinese Dual-Earner Couples: A Spillover-Crossover Perspective**

**Hongyu Ma (1), Julian Xie (1), Hanying Tang (1), Chuangang Shen (2), Xiaoxiang Zhang (1)** 1. *Central China Normal University, China*; 2. *Huaqiao University, China*

The study surveyed 278 Chinese dual-earner couples who had fixed working hours with W ICTs scale, work-to-family conflict scale, work-to-family facilitation scale, social undermining scale, work satisfaction scale and marital satisfaction scale. The structural equation model, the dyadic data analysis method, and the bias corrected bootstrap method were used to examine the research hypotheses. The results showed that: (1) W ICTs was positively related to work-to-family conflict and work-to-family facilitation; (2) work-to-family conflict was positively related to spouses' social undermining, while work-to-family facilitation was negatively related to it; (3) wives' social undermining induced the same behavior of husbands, but not vice versa; (4) both wives' and husbands' well-being had a mutually significant positive impact on each other; (5) W ICTs could aggravate work-to-family conflict and induce the social undermining between the couples, further reducing the couples' well-being, simultaneously promoting work-to-family facilitation, reducing social undermining between the couples, further raising the couples' well-being.

#### P1909

##### **Time of year effects on sleep, perceived health and cognition in shift workers**

**Jean-Claude Marquié (1), Michel Niezborala (2), Yolande Esquirol (3)** 1. *CNRS, University of Toulouse, France*; 2. *ASTIA (occupational health association), Toulouse, France*; 3. *University of Toulouse, CHU, INSERM U1027, France*

The effects of shift work on sleep, mental health, and cognition were assessed and compared at three different times of the year, namely when daylength is maximum at northern latitudes (summer solstice, SS), minimum (winter solstice, WS), and during the other times of the year (OT). Data were taken from the French Visat study (aging, health and work). After controlling for possible confounding factors (age, gender, education, physical work load, some aspects of chronotype and of sleep profile, ...), shift workers assessed around the SS ( $n = 163$ ) showed shorter sleep duration, greater emotional reactivity, and poorer perceived health and episodic memory performance than OT shift workers ( $n = 583$ ). By contrast, shift workers assessed around the WS ( $n = 157$ ) showed less daytime drowsiness, but more hypnotic consumption and musculoskeletal disorders than OT shift workers. These findings suggest seasonal variations in shift work tolerance, which might affect some outcome measures in shift work assessment.

#### P1910

##### **The effects of workplace diversity and inclusive climate on employee morale in Japan**

**Ikutaro Masaki, Yukiko Muramoto** *The University of Tokyo, Japan*

Workplace gender diversity has been one of the most critical issues nowadays. According to self-categorization theory, workplace diversity may produce a negative effect on employee morale through increasing conflict. In some empirical studies in the West (e.g., Nishii, 2013), however, it was found that diversity has a positive impact on employee morale when an organization has a climate which is favorable to diversity. In the present research, we conducted a survey on 866 employees in Japanese arm of a multinational high-tech company and examined the moderation effect of organizational climates. The results showed interaction effects between gender diversity and inclusive climate for diversity, one of sub-factors of organizational climates, on organizational commitment, career plan, and intent to remain among employees. As found in previous research in the West, the workplace diversity in Japanese organization could decrease employee morale when they perceive the organization doesn't have inclusive climate.

#### P1911

##### **Occupational Differences of Job Burnout and Frequency of Concealing Real Thoughts in Japan**

**Tomoichiro Matsumoto** *Chukyo University, Japan*

Job burnout is a serious issue for human service providers like nurses. Previous studies have revealed that concealing real thoughts in the workplace influences job burnout. The purpose of this research is to examine whether job burnout and concealing real thoughts are specific to human service providers. A web survey was conducted with 313 non-customer-facing employees, 154 customer-facing employees, and 600 nurses. The scale of job burnout includes "emotional exhaustion," "depersonalization," and "personal accomplishment." Concealing real thoughts was measured by the frequency of experiencing daily "unreasonableness in relationships" and "working against reason." ANOVA for "emotional exhaustion" revealed that nurses scored higher than the other employees. However, the result for "depersonalization" showed that nurses tended to be lower than the other employees. There was no occupational difference about "personal accomplishment." The result for two subscales of concealing real thoughts indicated that nurses are more likely to conceal than non-customer-facing employees.

#### P1912

##### **Japanese Employer Concerns toward Hiring and Retaining**

##### **Workers with Mental Disabilities: Analysis of Free Description Data with Text Mining Methods**

**Shiho Miyazawa (1), Naoto Sakuma (2), Kosuke Kawamura (1,3)** 1. *Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers, Japan*; 2. *Graduate School of Humanities and Social Sciences, Chiba University, Japan*; 3. *Graduate School of Advanced Integration Science, Chiba University, Japan*

The number of people with mental disabilities who want to work is increasing yearly. However, people with mental disabilities face higher degrees of stigmatization than those with other disabilities (e.g., physical disabilities), and many employers have negative attitudes toward employing them. The purpose of this study is to examine what kind of concerns Japanese employer have toward hiring and retaining workers with mental disabilities, and whether the employer experience of employing workers with mental disorders and those with other disabilities affect the types of concerns the employers have. We analyzed 2099 survey data with Japanese companies of different sizes and categories of businesses. The questionnaire included open answer questions. The result of the text mining analysis shows that there is a qualitative difference in the types of concerns the employers have, depending on the degree of experience of employing people with mental disorders.

#### P1913

##### **The research Interaction of combination with three kinds of stress during riding elevators to Memories of Digital Signage displayed information at elevators**

**Kyoko Morinaga (1), Tatsuhiko Sano (2), Takeshi Nagata (3)** 1. *The University of Kitakyushu, Japan*; 2. *FREE SHINE Co., Ltd, Japan*; 3. *The Ph.D. Program in Human Biology, University of Tsukuba, Japan*

Elevators are essential for our lives, but riding it is stressful. In this study, we researched the positive effects for memories with riding elevators stress in Japanese (SS). We focused on three kinds of stress that is "infringement on personal space", "time pressure" and "locus of control". At first, SS was classified into three groups by a combination of three types of stresses. Then SS got into simulated elevators, the digital signage information was displayed. We measured reaction of SS at elevators by physiological / action indexes and questionnaire surveys. Then we measured SS's memories of digital signage's information by recognized tests. From these result, we considered interaction to the memories of the stresses' combination in ANOVA. In poster session, we will report detail of our study and propose a strategy propose a strategy that ridding

elevators time become more meaningful than ever.

#### P1914

##### **The Influence of gender, race, age and level of education on perceptions of Organisational Citizenship Behaviours**

**Oscar S Mthembu** Stellenbosch University, South Africa

The influence of gender, race, age and education on Organizational Citizenship Behaviours i.e. altruism, civic virtue, courtesy, sportsmanship and conscientiousness was investigated. OCB is associated with improved goal attainment, productivity and job satisfaction. A quantitative study using Bateman and Organ's (1983) OCB questionnaire was used to gather data from a sample of 300 military practitioners in a South African military unit using convenience sampling. The sample consisted 78% males and 22% females. T-test showed that females have significantly higher perceptions of civic virtue and courtesy than males, males reported significantly higher conscientiousness and composite OCB than females. ANOVA results showed significant differences in courtesy and composite OCB on the basis of age and conscientiousness and composite OCB on the basis of education. No significant differences on the basis of race were found. Implications for job placement using the different perceptions of OCB on the basis of biographical variables are discussed.

#### P1915

##### **The transactive memory system reduces the sense of busyness in teams**

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Recent studies on team cognition have assumed the usability of the transactive memory system (TMS). TMS is a type of external memory system team members use to understand each other's knowledge and abilities (Wegner, 1986). The more team members learn about each other, the more efficiently they are able to anticipate other members' behavior. Previous studies have shown that this type of understanding improves mutual adjustment. Nevertheless, few employee-based studies have been conducted in industrial organizations. Therefore, to clarify the effect of TMS on team performance, we focused on the interaction between TMS, sense of busyness, and support seeking behavior. The results suggest that TMS leads to enhanced job satisfaction and team effectiveness. To summarize, TMS reduces the sense of busyness and prompts more appropriate behavior in teams.

It is therefore a vital factor to improve team performance.

#### P1916

##### **The effect of emotional intelligence on turnover behavior among call center employees: Application of the survival analysis**

**Sanghee Nam (1), Jae Yoon Chang (1), Hae-Youn Choi (2)** 1. Sogang University, Republic of Korea; 2. Korea Counseling Graduate University, Republic of Korea

Call centers, one of the workplaces with a high turnover rate, require emotionally competent employees who are able to adapt to the jobs. Therefore, the purpose of this study was to examine the effect of emotional intelligence (EI) on actual turnover among call center employees. Specifically, we investigated the relationship between EI and turnover behavior during 190 days at two call centers located in Korea. Survival analyses revealed that higher EI significantly reduced turnover rate after controlling for the effects of the Big 5 personality. Surprisingly, most of the employees with low EI quit their jobs within the first 2 months. The importance of EI in the emotional labor settings and suggestions for the future research were discussed.

#### P1917

##### **Psychological Contract Breach, Organizational Disidentification and Employees' Unethical Behaviors: The Moderating Role of Organizational Ethical Climate**

**Ning Ni, Ningyu Tang** Shanghai Normal University, Shanghai, China

The purpose of present study was to explore the mechanism of psychological contract breach's impact on employees' unethical behaviors. Data were collected from 5 high-tech companies in Shanghai, China. A total of 362 questionnaires, which consisted of two surveys for one employee and his (her) supervisor respectively, was retained for analysis. Multivariate linear regression analysis based on the least squares estimation was used to test 3 hypothesizes. The results showed that (1) Psychological contract breach was positively related to employees' unethical behaviors; (2) Organizational disidentification completely mediated the relationship between psychological contract breach and employees' unethical behaviors; (3) Organizational ethical climate moderated the relationship between psychological contract breach and employees' unethical behaviors through weakening the mediated effects of Organizational disidentification. In addition, the implications and limitations of this research have been discussed.

#### P1918

##### **Confirmation of the current status of workplace exchange activities; association with recognition of workplace cohesiveness as well as with motivation for contribution** **Satoru Nihei** Tap Create Corporation, Japan

Association with recognition of exchange activities and workplace cohesiveness as well as with awareness of contributing in the workplace was investigated in this study while confirming the current status of exchange activities among members of workplace in Japan. A questionnaire was distributed to 28 people to request them to describe the types of exchange activities and summarize survey items, followed by an Internet survey to 500 company employees and organizational staff. Lunches with members, drinking parties, leisure activities on holidays, chats, humorous exchanges, and company retreats were confirmed to be associated with recognition of workplace cohesiveness as well as with awareness of contributing in the workplace. It was also confirmed that departmental leaders emphasized exchange activities more than regular employees (staff). Association of the level of workplace exchange activities with consultation on private troubles was also confirmed. Keywords: Workplace exchange activity, cohesiveness, motivation for contribution.

#### P1919

##### **Laboratory simulation of tilt sickness**

**Hisato Ohno** Railway Technical Research Institute, Japan

Motion sickness observed in tilt train is called tilt sickness. To reduce the occurrence of tilt sickness, continual efforts have been made for years. The previous studies were conducted with real trains, chiefly because there were no ways to simulate tilt sickness in the laboratory. The objective of this study was to explore the possibility of laboratory simulation of tilt sickness. One-hundred-three healthy subjects were exposed to lateral accelerations for up to 60 minutes. The increase of subjective illness were remarkable when the lateral accelerations contained the frequency component around 0.3 Hz, which is the causal factor of tilt sickness. When we calculated the index for tilt sickness (i.e., MSDV-y), which had derived from a study with real trains, the calculated MSDV-y highly correlated with the subjective illness. These similarity between the illness induced in the laboratory and tilt sickness suggests the possibility of laboratory simulation of tilt sickness.

#### P1920

##### **Effects of occupational mental health education for graduate students**

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In Japan, few occupational mental health education was provided in the graduate course trained clinical psychologists. The aim of this study was to evaluate the effects of occupational mental health education, which was developed by the authors based on preceding studies, with graduate students in psychology department. A total of 56 students were enrolled in a course of occupational mental health education program taking around 20 h, and 38 students were participated to answer the pre-test and the post-test correctly. Knowledge and interest of occupational mental health and intention to be an occupational mental health specialist were used as the evaluation indices. One-way, repeated-measure analyses of variance revealed that all variables were significantly increased after conducting the education. We conclude that occupational mental health education can be improved graduate students' knowledge and interest on occupational mental health and intention to be an occupational mental health specialist after graduation.

#### P1921

**Relationship between work performance and sense of coherence among Japanese employees**

**Sakiko Ozawa (1), Takafumi Monma (1,2), Saeko Shitara (3), Mieko Abe (1), Kaori Kishi (1), Noriko Furutani (4), Fumi Takeda (5)** 1. Graduate School of Comprehensive Human Science, University of Tsukuba, Japan; 2. The Japan Society for the Promotion of Science, Japan; 3. Sakushin University Women's college, Japan; 4. cuorec3, Inc., Japan; 5. Faculty of Health and Sport Science, University of Tsukuba, Japan

Background: Recently, work performance has been a concern from the perspective of occupational health and business management. Sense of coherence (SOC) is an important factor to improve work ability that predicts work performance. However, the relationship between work performance and SOC has not been clarified yet. Objective: This study examines the relationship between employees' work performance and SOC. Methods: A questionnaire covering (1) demographics, (2) job demands, (3) job resources, (4) SOC, and (5) absolute presenteeism (adapted from the World Health Organization Health and Work Performance Questionnaire) was administered to 307 employees in April 2015. Multiple logistic regression analysis was performed with absolute presenteeism as the dependent variable and job demands, job resources, and SOC as independent variables. Results: SOC was significantly associated with absolute presenteeism. Conclusions: Increasing SOC can effectively improve employees' work performance.

#### P1922

**The relationships between mindfulness and thriving at work of Staff: the mediating effect of psychological capital**

**Miaomiao Pan, Zhang Xichao** the department of psychology Beijing Normal University, China

Objectives: To investigate the relationship between mindfulness and thriving at work, and the mediating effect of psychological capital. Methods: A self-administered questionnaire survey is conducted to collect data from 826 staff. Results: Hierarchical regression controlled for demographic variables and identified mindfulness as a significant positive predictor of thriving at work and, and a significant negative predictor of psychological capital. While psychological capital as a significant positive predictor of thriving at work. Mindfulness can effect thriving at work through psychological capital. Conclusions: Psychological capital mediates the relationship between mindfulness and thriving at work.

#### P1923

**A Systematic Review of Evidence-Based Career Interventions for Students and Employees**

**Kristina Paradnike** Mykolas Romeris University, Lithuania

There is a number of possible career guidance strategies aimed to help adolescents make career choices. However, the complexity of modern world and labor market issues increase the importance of career counseling among those who have already formally chosen their occupation. The purpose of this study was to systematically review the evidence-based career interventions for students and employees and analyze what components make the interventions effective in achieving the desired outcomes. The search of available studies was performed in PsycARTICLES, Science Direct, JSTOR, etc. Keywords were 'evidence-based', 'career', and 'intervention'. Seven research papers met the inclusion criteria and were analyzed. Interventions consisted of various activities (e.g., role playing; self-analysis; making resumes and career plans; getting feedback; self-disclosure), forms (e.g., groups, individual counseling) and theoretical backgrounds. In most cases, the interventions reached the expected outcomes. This study reveals a spectrum of strategies that career counselors and HR managers can employ.

#### P1924

**Links between Planned Happenstance and Occupational Well-Being of Students**

**Kristina Paradnike, Rita Bandzeviciene** Mykolas Romeris University, Lithuania

The awareness of resources that help to overcome life challenges and flourish in the conditions of uncertainty is critically important in the today's chaotic world. Planned happenstance (Kim et al., 2014) is a promising personal resource for students' occupational well-being while struggling in academic settings. The purpose of the study was to analyze the links between planned happenstance and students' satisfaction with life, study engagement and academic major satisfaction. The sample consisted of 212 college and university students (18–27 years old). The short form of Utrecht Work Engagement Scale - student version (Schaufeli et al., 2002), Satisfaction with Life Scale (Diener et al., 1985), Academic Major Satisfaction Scale (Nauta, 2007) and Planned Happenstance Career Inventory (Kim et al., 2014) were used in the study. Results revealed that planned happenstance was a significant predictor of students' satisfaction with life, study engagement and academic major satisfaction.

#### P1925

**Is Obsessive Passion always a Troublemaker?: The Moderating Role of Envy in Motivation and Performance of Obsessive Passion**

**Jeongmin Rhee, Yonghwan Shin, Young Woo Sohn** Yonsei University, Republic of Korea

Many previous studies on the dualistic model of passion revealed that OP (obsessive passion) predicted maladaptive outcomes, while HP (harmonious passion) did not. In this paper, we investigated whether the effect of OP on the motivation of individuals would vary with types of dispositional envy, ME (malicious envy) and BE (benign envy). Following upward social comparisons, ME was associated with degrading others, but BE predicted improving self. To test our model, 176 American workers completed measures of dispositional envy, passion, work motivation and performance task. As a result, we reaffirmed that OP predicted low motivation and low performance. Also, BE moderated the association between OP and motivation, while ME moderated the association between OP and performance. Specifically, the more participants endorsed BE toward others, the more they had the motivation. Conversely, the negative relationship between OP and performance was alleviated by ME.

#### P1926

**Perceptions of police professional identity features and organizational effectiveness: The role of stakeholder type**

**Claudia L Rus, Adriana Baban, Lucia C Ratiu Babes-Bolyai University, Department of Psychology, Romania**

This study examined the differences in the perceptions of external and internal stakeholders on police professional identity and organizational effectiveness. Data were collected using self-reports from 358 citizens considered as external police stakeholders and 731 policemen as internal stakeholders (128 leaders and 603 subordinates). Nonparametric comparison tests indicated substantial differences the perceptions of all three categories of stakeholders on the role of policeman to actively involve citizens in police work. Furthermore, these stakeholders have similar perceptions on policemen as having the authority to for the use of force against the public. Police leaders and their subordinates similarly perceived most of the features of the police professional identity (93%) and the level of the police organizational effectiveness. These perceptions were different from those held by citizens. These findings suggest that police organizations need to consider in their actions the images held by their stakeholders on police profession and organizational effectiveness.

#### P1927

##### **Career Adaptability: A Qualitative Understanding from the Cases of Career Changers in Japan** *Hiroimi Saido, Junko Yoshida DENKO Corp., Japan*

It is thought that career adaptability is one of the key concepts to help people accommodate the flexibility demanded by changed and changing labor market around the world. However in Japan, protected by the lifetime employment / seniority system, career education featured various type of / repeated career transitions has just started to be incorporated into career counseling. It remains to uncover fundamental understanding of actual career changers in Japan. This study aims to investigate how 8 career changers from aged 30 to 50 coped with and adapted to transitions related to work. Qualitative research is used to explore their strategies used to respond to transition and the adaptation to new situations. Conversion is indicated to be considered to adapt new situations in addition to career adaptability 5 dimensions, namely concern, control, curiosity, confidence and cooperation.

#### P1928

##### **Qualitative Analysis of the Resignation of Nursery School Teachers: The Crisis at Promotion** *Keiko Sakai (1), Chika Yamamoto (2)* 1. Shizuoka University, Japan; 2. Tokoha University, Japan

In Japan, there is a serious shortage of nursery school middle managers, because of their high resignation rate. This study sought to identify the reasons why middle managers resigned, through interviewing those who were in the process of resigning, and the person managing the process. Participants narrated

the steps undertaken by the person who had made the decision to resign. Six interviews about three cases were analysed, and five reasons for resignation emerged: 'retiring for personal reasons', 'self-consciousness about promotion', 'changes in tasks with promotion', 'self-consciousness about becoming a middle manager', and 'expression of intention to resign to the director'. There appeared to be particular difficulties about promotion to vice-director, as this caused many significant changes to middle managers' responsibilities. The results suggest that vice-director positions need to be restructured, and ways to grow the leadership and management ability of nursery school teachers need to be reconsidered.

#### P1929

##### **Corporate Social Responsibility a Transcultural Study**

*Flor Sánchez, Fernando Casani, Jesús Rodríguez pomedá, Angélica Sandoval, Julia Sastre* Universidad Autónoma de Madrid, Spain

The Corporate Social Responsibility (CSR) is in many ways a mantra for our time, a time in which the traditional roles and image of companies is changing drastically being leader companies pioneers in incorporating CRS and sustainability issues. The question is whether the "future leaders", have the necessary values and competences to understand and apply CSR naturally and efficiently. We present a transcultural study aimed at analysing perceptions, values and attitudes towards CSR in a sample of 1833 undergraduate students (43.9 percent men and 56.1 women, mean age 22 years) enrolled in Business Management studies in universities from Argentina, Bolivia, Costa Rica, Colombia, Spain, Paraguay. Results show that undergraduates have positive perceptions and attitudes CSR and sustainability although they consider them to be less important than other more classical responsibilities. It also shows some differences between countries and that women have the most positive attitude towards CSR and sustainability topics.

#### P1930

##### **Trust in organizations, relationship with perceived creativity and innovation**

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In this presentation we analyze the perception of individual and organizational factors of innovation in organizations, and specifically the role of trust in organization is explored. With this objective, we applied an specific scale for evaluating the factors that enhance innovation in the organization (F.I.N.O) and collected valuations derived of professional

experience of an extent sample of Spanish and South-American workers. Trust perception in the relation between supervisors and subordinates was associated to perceived organization's innovation,  $r(560) = .266$ , to role clarity, role expectations of innovations, role complexity and autonomy, safe participation, climate of excellence, orientation to task, group cohesion, external communication, work conflict, organizational integration and resources, to individual factors like creative personality, self-efficacy, intrinsic motivation and innovative leadership and positive emotional climate and leadership. Comparisons between countries (Spain, Brasil...) are presented and strategies for recovering lost trust are discussed.

#### P1931

##### **Investigation of subjective risk assessment in miners work**

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Profession of miners associated with a certain degree of risk. But in industrial psychology often considered only the risk of injury (extra risk), while there is the need to allocate the risk of a different nature. This is a health risk, which is the result of bad working conditions (risk of delayed results). We investigated the motivation of professions' choice related to health risk. The study involved 2 representatives of professions related to risk - 52 miners and 47 fire-rescue workers. Subjective assessments of miner profession are one of the most dangerous. Firefighters work from a subjective point of view is not considered as dangerous. Miners realized double risk of their profession - extra risk and risk of delayed results. Their professional risk miners consider unjustified, but against the backdrop of social risk - the risk of unemployment, the very existence of the work related to risk, understood as the value.

#### P1932

##### **Exploratory study of the link between cultural distance and stress at work**

*Sandrine O Schoenenberger* STICO OCeS FLSH University Catholic Lille, France

This communication studies the link between stress at work and cultural distance, which is not much studied. However, the higher the

cultural distance is, the more the person feels stress and the less people feel satisfaction or performance at work (Do Than, 2013). 49 employees in France, every kind of jobs, answered a questionnaire: e.g. job-strain questionnaire of Karasek and Theorell (1990), nationality of people, their parents and grand-parents (to calculate cultural distance, Do Thanh, 2013). Results indicate that a high cultural distance is linked with a high level of social support and a low level of psychological demand at work. Increasing knowledge about the link between cultural distance and health at work is important for health promotion at work: understand how cultural differences have impacts on health may help employers to develop cross-cultural management and then prevent health of their employees.

### P1933

#### Safety attitude measurements by applying an Implicit Association Test

**Takuro Shoji (1), Mieko Kumasaki (2)** 1. *University of Occupational and Environmental Health, JAPAN, Japan*; 2. *Yokohama National University, Japan*

A test for measuring safety attitudes was proposed by applying an Implicit Association Test. Validity and reliability of a test were evaluated. In experiment1, eight subjects were ordered to carry out this test six times repeatedly. Scores were almost constant in each subjects. This suggest the reliability of the test. In experiment2, five tests were prepared. In these tests, evaluation concepts were "safe" but different five alliance concepts were set in each tests. Ten subjects participated and were forced to carry out five test. After the tests, subjects were ordered to fill the questionnaire about safety behaviors in daily life, and carry out BART that was often used to evaluate "risk taking behaviors". The scores of five IATs varied much even in the same subjects and discriminate validity was confirmed.

### P1934

#### The Effect of Training to develop Attitude for the Appropriate Media Consumption of Grade7 Students

**Kedkun Srakawee Srinakharinwirot University, Thailand**

This quasi-experimental research aimed to study the effect of training to develop Grade 7 students' attitude for appropriate media consumption. They were compared with one control group. The included training; the researchers offered self-constructed idea as a change of attitude, according to McGuire's theory (1969). A total of eight activities were used in this study, the samples for this study were one Thai school students who were studying in the second semester. There were 35 students in the experimental group and 35 students in the control group. After the completion of the study, the data was analyzed by ANCOVA. The

results of study pretest found that students in the experimental group had higher good attitude towards media consumption after obtaining the treatment ( $p < .05$ ). Then, the pretest score was chosen as covariance, the result found that the score of experimental group was higher than control group ( $p < .01$ ).

### P1935

#### Personal goals and self-determination during simulated flight to Mars

**Iva Stuchlikova, Yvona Mazehoova** *University of South Bohemia, Czech Republic*

The study presents changes in crewmembers' personal goals and self-determination during 520-days isolation project MARS-500. The 6 crewmembers reviewed their personal goals (Cox, Klinger, 2004), answered Self-Determination Theory based questionnaire of basic needs (Gagné, 2003) and questions about their emotions and feelings of on-flight competence and control each 3 months. We created for each crewmember the goal matrix showing the profile of goals and their ratings. The patterns of personal goals vary from very stable one to others which reflect the loss of control over the personal issues outside the mission. Self-determination was related to mental representation of important personal goal pursuit; especially Autonomy had significant correlations to cognitive and emotional aspects of personal goals. Self-determination was also correlated to self-reported feelings of on-flight competence and on-flight control, as well as to the meaning of life.

### P1936

#### Predicting the procrastination in employees of modern organization

**Ivanova A Svetlana, Barabanshchikova V Valentina** *Lomonosov Moscow State University, Russia*

The aim of this research is to investigate how personal, professional and organizational factors influence on level of procrastination in employees of modern Russian industrial organization. Based on complex methodology of occupational stress analysis (Leonova, 2004), OPQ model of personality (Bartram, Brown, Fleck et al., 2006) and used Tuckman General Procrastination Scale (Ferrari, Johnson, McCown et al., 1995), the concept of organizational paradigms by Constantine (Constantine, 1993) we asked 120 employees of Russian industrial organization (men = 50, women = 70, mean age = 35). The results of regression analysis revealed significant personal, professional and organizational predictors of procrastination in modern employees ( $\text{adj.}R^2 = 0.569$ ): outgoing ( $p < 0.04$ ), innovativeness ( $p < 0.005$ ), detail conscious ( $p < 0.017$ ) and conscientious ( $p < 0.03$ ), work environment characteristics such as content and importance of job tasks

( $p < 0.023$ ,  $p < 0.02$ ). Personality and behavioral deteriorations (anxiety and depressive syndrome), adaptive collaborative process, social desirability make a contribution to regression model predictiveness ( $p < 0.000$ ,  $p < 0.048$ ,  $p < 0.037$ ,  $p < 0.014$ ).

### P1937

#### The Relationship between Locus of Control and Perceived Stress among professors

**Anca Delia Tarfulea "Mihai Viteazul" National Intelligence Academy, Romania**

The present study analyses the correlation between Locus of Control and Perceived Stress. The aim of this research was to identify whether professors from an University in Romania ( $N = 68$ ) have an internal or external locus of control, which determines how they perceive and cope with situations and life events and how stressed they are due to this. To measure locus of control of participants, Nowicki-Strickland Locus of Control Scale was used, whereas to measure stress Perceived Stress Scale by Sheldon Cohen was used. The results of the study denoted a positive correlation between locus of control and stress. The hypothesis of gender differences in perception of stress in the investigated population was not statistically supported. Future interventions, either aiming to control stress and promote a program for personal development or to eliminate external LOC orientation should be applied. Limitations of the research have been discussed.

### P1938

#### Antecedents and consequences of envy in organizational settings

**Geir Thompson, Lars Glasø, Øyvind L Martinsen** *BI Norwegian Business School, Norway*

Our aim was to examine the relationship between individual attributes and envy, and determine how envy may impact personal response variables. We applied Vecchio's (1995) theory on antecedents and consequences of envy as a theoretical framework. We relied on a cross-sectional design where 113 leaders and 467 followers participated. SEM analysis indicated that envy is more likely to occur in larger groups because leaders differentiate sharply among their subordinates, which arouse greater fear and competitiveness. We also found envy to be indirectly and negatively related to social loafing via self-esteem and distress. The present study identified an important contextual antecedent of envy as well as affective components that may explain why envious people choose social loafing as a dysfunctional behavioral response. Finally, evidence was found that supervisory consideration is negatively associated with envy indicating this type of leadership style would limit the likelihood of envy occurring.

**P1939****Span of supervision, leadership style and outcomes**

**Geir Thompson, Stig Ytterstad, Lars Glasø** *BI Norwegian Business School, Norway*

Prior research has found group size to be negatively associated with individual performance. However, our knowledge of which factors influence individual performance under such circumstances is limited. In the present study, a multivariate model of the impact of group size on leadership style and outcomes was tested. The study population was drawn from a total of 437 leaders and followers in business settings. Results of structural equation modelling analysis showed that leaders of large work groups have more constraints on their time than do leaders of small groups. Opportunities for interaction between leader and individual followers are less likely. This limit the leader's possibilities for providing individual team members with coaching and support but also limit the leaders possibilities for developing high-quality leader-member exchange (LMX) relationships with every group member, and in turn their performance.

**P1940****"If it's too hot, get out of the kitchen!": expatriate attitudes and performance 'in the field'**

**Estelle J Toomey** *Zayed University, United Arab Emirates*

Within the field of expatriate research, predominantly published in management journals, very little has been explored in terms of human emotion and behaviors related to adjustment and performance. In particular, this research is exploring factors related to supervisory attitudes and emotions towards employees experiencing distress in 'hardship' locations, with an impact on employee retention and wellbeing.

**P1941****The effect of emotional labour and performance monitoring on stress, emotional exhaustion, and job satisfaction: Moderating effects of coping strategies**

**Nachiketa Tripathi (1), Narsingh Kumar (2)** *1. Indian Institute of Technology Guwahati, India; 2. Central University of South Bihar, Patna, India*

The present research investigated moderating role of adaptive and maladaptive coping strategies on the relationship between emotional labour and performance monitoring, and stress, emotional exhaustion and job satisfaction. The sample included 269 (Male = 195; Female = 74; Average age = 23.55; SD = 3.26) call centre employees from seven call centres in India. Results indicated that some of the dimensions of performance monitoring and emotional labour predicted stress, emotional

exhaustion and few dimensions of job satisfaction. Moderating effects of two types of coping strategies (adaptive and maladaptive) were investigated by median-split method. Stepwise regression analyses showed that coping strategies played a role of significant moderators. However, this moderating effect was mixed with regard to adaptive and maladaptive coping strategies. The findings have been discussed in the context of call centre work environment. Implications of findings for occupational health in human services have also been discussed.

**P1942****Downward Influence Strategies and General Health: Mediating Role of Organizational Justice**

**Nachiketa Tripathi, Vinit Ghosh, Rajpal Rawat** *Indian Institute of Technology Guwahati, India*

Present research investigated the relationship between downward influence strategies (DIS) and general health variables (perceived stress and general health), apart from studying the mediating role of organizational justice dimensions. Data were collected from a petrochemical organization (N = 109), using measures of DIS, organizational justice, perceived stress and general health. Results indicated that positive sanction and negative sanction dimensions of DIS were the best predictors of perceived stress and general health. Mediation analysis suggests that (a) the relationship between ingratiation dimension of DIS and stress is fully mediated by all the dimensions of organizational justice, (b) the relationship between ingratiation and sense of accomplishment (dimension of general health) is fully mediated by interactional justice, (c) the relationship between negative sanction and stress is partially mediated by all the justice dimensions, (d) significant indirect effects of rationality have been noticed through all the justice dimensions in the relationship between rationality and perceived stress.

**P1943****What could supervisors do to improve employee work passion? A qualitative and quantitative approach**

**Wei-Chi Tsai, Hsiang-Pin Yu, Han-Ching Tuan** *National Chengchi University, Taiwan*

Employee work passion has been shown to lead to higher job satisfaction and lower turnover intention. It is desirable for managers to understand ways to improve employee work passion. The aim of this study was to identify a complete list of supervisor behaviors that might positively predict work passion. We first interviewed 5 senior managers from leading companies in Taiwan and developed a supervisor behavior scale. We then empirically examined

whether these behaviors (three dimensions in total) would predict work passion (harmonious and/or obsessive passion). Results of the hierarchical regression based on 259 employees in Taiwan showed that supervisor behaviors like "providing help and coaching" had a positive effect on harmonious passion. In addition, supervisor behaviors like "providing care and encouragement" had positive effects on both harmonious and obsessive passion. The present study thus contributes to the literature by providing suggestions on how supervisors could do to improve work passion.

**P1944****Time zone specific difference of association between objectively measured physical activity and psychological distress on weekdays and weekend in workers**

**Masao Tsuchiya (1), Rino Umanodan (2), Rieko Hojo (1)** *1. National Institute of Occupational Safety and Health, Japan; 2. Kyoto Office, Health Wave Co., Ltd., Japan*

The purpose of this study was to investigate time zone specific difference of association between spent time of objectively measured physical activity (PA) level and psychological distress (PD) in workers. After responding to K6 questionnaire, 9 workers equipped a triaxial accelerometer (Active style Pro HJA-750C) for the next consecutive 7 days. PA was measured as metabolic equivalent every 10 seconds during waking time. When accelerometer were worn longer than 10 h/day, the data were used. The number of females were 4 (44%), and mean age was 39.22 (SD 13.53). Using linear mixed models with minute of PA as outcome, higher PD was associated with lower minutes of moderate and vigorous PA at before/after work time zone ( $b = -2.01$ , 95% confidential interval [CI] -3.53, -0.50), at work time zone ( $b = -2.95$ , 95% CI -5.77, -0.13) and at total time ( $b = -4.80$ , 95% CI -8.54, -1.07) in weekend. Workers with high PD may be inactive in weekend.

**P1945****Pilot mental workload under a flight task in a simulator: Assessment by auditory steady-state response and near-infrared spectroscopy**

**Aki Tsuruhara, Masashi Arake, Takaaki Ogawa, Shunsuke Hayashi, Yuko Aiba** *Aeromedical Laboratory, Japan Air Self Defense Force, Japan*

Assessment of pilot mental workload is important for preventing flight accidents. We examined whether auditory steady-state response (ASSR) and near-infrared spectroscopy (NIRS) could be used to assess pilot mental workload under a flight task in a simulator. It has been known that reducing attention to the sound decreases amplitudes of ASSRs.

In this study, a task-independent sound was presented throughout the task. Smaller ASSRs were supposed to indicate greater attention was provided for the flight task and less attention was provided for the task-independent sound, that is, the workload was high. Thirteen male pilots completed a flight task in which some parts forced higher mental workload than the other parts did. The results showed that the amplitudes of the ASSRs and oxygenation changes measured by NIRS varied with the workload evaluated by the participants. It suggests that both of ASSR and NIRS could be used to assess pilot mental workload.

#### P1946

##### **Social-psychological Aspects of Personnel Motivation in the Conditions of Anticrisis Management in One Private University in Kazakhstan**

**Aizhan Turgumbayeva (1), Aishakhan Yeskendiroya (2), Indira Dzhumagaliyeva (3), Danna Naurzalina (4), Aiman Beknazarova (5)** 1. "Turan" University, Kazakhstan; 2. Turan University, Kazakhstan; 3. Aktau Institute of Advance Qualification, Kazakhstan; 4. Turan University, Kazakhstan; 5. Turan University, Kazakhstan

The study aims to research the social-psychological aspects of personnel motivation in higher education institutions, as they seem to be crucial for the effective functioning in the crisis conditions. The research questionnaire was distributed among 232 research participants ( $N=232$ ) in order to reveal the factors that motivates or demotivates personnel of higher education institutions in one university in Almaty, Kazakhstan. The research findings show that the most motivating factors are - the relationships with colleagues (65%), salary (57.6%) and internal climate (56.7%), whereas the most demotivating are - fear of job loss (59.5%) and competition (36.4%). Additionally, 25% of respondents reflect the necessity of advanced motivational systems in the context of anticrisis management. In this sense, it is evident that social-psychological aspects are prevail in the motivation of personnel of higher education institutions and consequently require the precise attention for the further effective operations.

#### P1947

##### **The Influence of Social and Psychological Climate on the Job Satisfaction Level of Higher Education Personnel in the Conditions of Anticrisis Management**

**Aizhan Turgumbayeva (1), Lyaziza Sarsenbayeva (2), Danna Naurzalina (3), Elmira Yeralina (4), Svetlana Bayukan-skaya (5), Aiman Beknazarova (6)** 1.

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The purpose of the study is research the influence of social and psychological climate on the job satisfaction level of personnel of one national university in Kazakhstan in the conditions of anticrisis management. The research applies Lutoshkin's job satisfaction questionnaire for the 293 ( $N=293$ ) participants. Among them 70.6% of female and 29.4% of male, of work experience - 8.3 years. The research shows that 94.4% of participants perceive their internal climate as "favorable", whereas only 2.6% of respondents believe it is "unfavorable". Other 3% of participants prefer not to answer. In the context of job satisfaction, 64.37% of participants reflect the satisfaction with the job, whereas 35.63% of personnel unsatisfied with the job. The employee turnover rate is relatively low - 11%. As research findings show, it is evident that in the conditions of anticrisis management, the national university has relatively favorable social and psychological climate with appropriate job satisfaction level.

#### P1948

##### **The study about the influence that the life event of the woman office worker gives in work ethic and carrier awareness. -From the viewpoint of type of job and age-** **Yuki Ueno, Masafumi Tokoro** *Rissho University, Japan*

The life event of the Japanese woman affects the carrier continuation. The carrier interruption by the life event appears in characteristic M-Curve which showed an age-specific ratio of the working rate. Recently, in Japan we have to consider, coming "low birthrate and aging society", and the activity of the woman is desired. This study investigated the life event of the woman, a lifestyle and career up, carrier inhibition consciousness according to job classification and age and clarified how a difference of the recognition for a life event and the lifestyle affected the work ethic and the career up inhibition as a intervening variable for career up, carrier disincentive consciousness, and considered environment improvement for a woman to play an active part.

#### P1949

##### **The Adaptive Bubble Cursor-Clicking Augmented Technology Based on the Operation of Users**

**Qijun Wang, Xinqin Jin, Liezhong Ge** *Zhejiang Sci-Tech University, China*

The current study developed two kinds of adaptive cursors based on the bubble cursor: the frequency adaptive bubble cursor and the time adaptive bubble cursor. Moreover, we carried out an empirical experiment to verify the effect of these two adaptive cursors. Sixty right-handed adults participated in the study (33 females and 27 males), and randomly assigned to 3 levels of cursor type: (bubble cursor, frequency adaptive cursor and time adaptive cursor). For each group, participants were asked to finish 82 times of clicking by using a mouse as accurately as possible, which the accuracy and the time were recorded. After that, subjective evaluation was performed. The results showed: 1) the two adaptive cursors are better than the bubble cursor. 2) There is no significant difference between the two adaptive cursors. In summary, these findings provide empirical evidences for the development of the clicking augmented technology.

#### P1950

##### **Proactive team members constitute high-performance teams? The Effects of collaborative job crafting and empowering leadership**

**Zhen Wang, Yuhui Li, Canwei Huang** *Renmin University of China, China*

Team members' proactive personality composition have a significant impact on team performance. However, the mechanism and boundary conditions of team members' proactive personality composition is not clear. Based on the paired data of 88 team leaders and 429 team members from 88 construction management teams, the results show that the mean of team proactive personality is positively related with team performance. In addition, collaborative job crafting fully mediates the relationship between team proactive personality mean and team performance. Furthermore, the relationship between team proactive personality mean and collaborative job crafting is moderated by empowering leadership, and empowering leadership moderates the mediation effect. Specifically, the mediation effect of collaborative job crafting is stronger when empowering leadership is high rather than it is low.

#### P1951

##### **The construct of humble leadership in Chinese context**

**Biyang Wang, Qianqian Du** *Jiangxi Normal University, China*

Humility as a kind of virtue has become a hot topic in leadership behavior research in the past decades with the emergence of a series of business scandals, and leader humility is paid more attention in recent research. Humble leadership is proposed in this research which brings humility to leadership. Humble leadership in Chinese context is a four-dimension construct with qualitative research method, which includes moral modeling, self-modesty, calmness and wisdom, and subordinate-oriented

behavior. It is very important for humble leader to behaving moral modeling first and then showing more subordinate-oriented behavior based on self-modesty and wisdom in Chinese context. This research was supported by National Natural Science Foundation of China(71362018,71462010).

### P1952

#### **The Impact of Colleagues Turnover on Stayers Turnover Intention**

**Zhenyuan Wang, Shie Tan** *East China Normal University, China*

This study is to study "who" would be vulnerable after colleagues leave the organization. Using scenario experimental design, 268 samples were collected from MBA students. The results showed: (1) comparing with downward mobility of the leavers, the stayers' turnover intention will be higher when upward mobility. (2) comparing with the leavers who are less similar to them, the stayers' turnover intention will be higher when the leavers are more similar. (3) comparing with the leavers who are less closer to them, the stayers' turnover intention will be higher when the leavers are closer. (4) there is a three-way interactive effect on the stayers' turnover intention. When the leavers are upward mobility, more similar to, and closer to the stayers, they would have higher turnover intention. This study contributes to the literature by taking social comparison perspective to study the impact of colleagues' turnover on stayers' turnover intention.

### P1953

#### **Development of a scale for assessing the mutual-monitoring climate of organizations**

**Wei Wang, Kiriko Sakata, Hitomi Sug-iura** *Hiroshima University, Japan*

A number of researchers have suggested that close monitoring by supervisors inhibits the motivation of followers (Zhou, 2003). However, followers might have more interactions with their colleagues than with leaders. Followers might check the performance of others and also feel monitored by others, which might affect their motivation and work stress. A scale to measure organizational climates of mutual-monitoring. The Organizational Mutual-Monitoring Climate Scale, was developed to examine the relationship between a mutual-monitoring climate in organizations and work stress. Respondents were Japanese employees (N = 400, 200 men, Mean age, 43.1 years, Age range 20 and 67 years, SD = 10.24). We identified 14 items that comprised "being monitored by others" and "monitoring others." Results of factor analysis indicated that "being monitoring others" and "monitored by others" consisted two factors with significant correlations with interdependent construal of self, task interdependence, work goal engagement, and organizational commitment, indicative of their validity.

### P1954

#### **An empirical study on influence of work ethics on teachers' job performance**

**Xiangqian Wei, Junfu Miao** *Qilu Normal University, China*

The present paper investigated 1233 teacher participants from primary and secondary school in China. This study demonstrated that work ethics had an important influence on teachers' job performance. To be specific, teachers' work ethics had positive influence on task performance ( $\Delta R^2 = 14.2\%$ ,  $p < .01$ ) and organizational citizenship behavior ( $\Delta R^2 = 20.8\%$ ,  $p < .01$ ), and negative influence on anomie behavior ( $\Delta R^2 = 17.8\%$ ,  $p < .01$ ). However, there were different predictive power of three dimensions (objective seeking, work meaning, behavior quality) of teachers' work ethics influencing on their job performances. To determine the relative important of different antecedent variables, the results of dominance analysis showed that when predicting teachers' task performance, 55.42% of the predicted variance was attributed to objective seeking; predicting their organizational citizenship behavior, 40.37% of the predicted variance was attributed to work meaning. While behavior quality was the strongest negative predictor of three teachers' anomie behaviors.

### P1955

#### **The Effect of Career Resilience on the Relationship among Role Stressors, Job Satisfaction and Turnover Intention: The Positive Factor in School-to-Work Transition**

**Li Wenxi, Hou Zhijin** *Beijing Normal University - Hong Kong Baptist University United International College, China*

School-to-work transition is the process when individual graduates from school and enters the world of work. The purpose of this study was to investigate the relationship among role stress, career resilience, job satisfaction and turnover intention in the background of school-to-work transition. A set of survey was distributed by email to 480 people most of whom were graduated from school in less than two years. And the findings of this study were: 1. Role stress was a negative predictor of job satisfaction. 2. Job satisfaction was a negative predictor of intention to leave. 3. Job satisfaction was a mediator in the relationship of role stress and turnover intention. 4. Career resilience was a positive predictor of job satisfaction. 5. Job satisfaction was a mediator in the relationship of career resilience and turnover intention. 6. The relationship between role stress and job satisfaction is moderated by career resilience.

### P1956

#### **The relationship between college**

#### **student advisors' job stress, job satisfaction and turnover intention: The effect of social class**

**Yang Wu, Chen Zhenzhen** *Central China Normal University, China*

College student advisors in Chinese universities are under constant stress, whose turnover rate remained high in recent years. The present study investigated how college student advisors' subjective social class and income influence the relationship between their job stress, job satisfaction and turnover intention. A total of 260 student advisors from 8 universities from China participated in the study. We constructed a moderated mediation model, and results show that: (1) job satisfaction partially mediated the relationship of job stress and job satisfaction; (2) the subjective social class and income of the advisors moderated the effect of job stress on job satisfaction; (3) for those with medium and low subjective social class and with low income, the increased job stress would lead to less satisfaction with the job; however, for those with high subjective social class, the job stress would lead to less job satisfaction only when their incomes are higher.

### P1957

#### **The relations among nurses career commitment, attendance incentives, presenteeism and job satisfaction**

**Hsin-Pei Wu (1), Luo Lu (2), Chih-Ta Chi (1), Chung-Ho Tsai (1)** *1. Asia University, Taiwan; 2. National Taiwan University, Taiwan*

The purpose of this study is to explore the relations among nurses career commitment, attendance incentives, presenteeism and job satisfaction. The study collected data from 884 full-time nurses from academic medical centers, metropolitan hospitals, local community hospitals and their branches in Taiwan. A total of 771 participants returned valid responses making the valid response rate 87%. The results revealed that career commitment was positively related to presenteeism and job satisfaction, while attendance incentives was negatively related to presenteeism and job satisfaction. Moreover, the more presenteeism they had, the less job satisfaction they felt. Finally presenteeism also mediated the relationship between attendance incentives and job satisfaction.

### P1958

#### **Social Network Structure and Interactive Characteristic of Self-managed Teams in Different Developmental Stages**

**Tiejun Wu (1), Dianzhi Liu (1), Jieting Yu (2)** *1. Soochow University, China; 2. Zhaoqing Middle School, China*

Self-managed team is a type of team which is given relatively whole tasks and is allowed

increased autonomy and control over its work. So, members of self-managed team might build unique interaction frameworks of their own. The diversity of social network is remarkable character of self-managed team. Selected 21 self-managed teams as participants; thereinto, 5 teams were in forming stage, 12 teams were in storming stage, and 4 teams were in norming stage. Measured interaction condition of team members by questionnaire, got 151 valid data and analyzed them by UCINET. The results indicate that teams have single interaction center in forming stage, and interaction frequency is low. In storming stage, several overlapping interaction centers arise and interaction frequency is higher than forming stage. In norming stage, interaction centers are separated completely and subgroups are established around interaction centers. Interaction frequency is higher within the subgroups than it is between subgroups.

#### P1959

##### **How and When Does Abusive Supervision Damage Service Performance? The Perspective of Self-regulation Impairment**

**Tsung-Yu Wu (1), Ya-Ling Gan (2), Hung-Yi Liao (4), Chun-Chi Yang (3), Bor-Shiuan Cheng (1)** 1. National Taiwan University, Taiwan; 2. National Taiwan University of Science and Technology, Taiwan; 3. Fu Jen Catholic University, Taiwan; 4. Xiamen University Tan Kah Kee College, Taiwan

Drawing on the perspective of self-regulation impairment, we examine how and when abusive supervision negatively affects frontline employees' service performance, specifically focusing on the mediating role of surface acting and ego depletion as well as the moderating role of surface acting self-efficacy. Using questionnaire survey, we collected 156 valid pairs of leader-subordinate dyad data among organizations in Taiwan. The results showed that (1) abusive supervision predicts employees' service performance through the mediating effect of surface acting and ego depletion; (2) surface acting self-efficacy weakens the relationships between surface acting and ego depletion; (3) surface acting self-efficacy moderates the mediating effects of surface acting and ego depletion on the relationship between abusive supervision and service performance such that this mediating effects are weaker for employees with higher surface acting self-efficacy, which implies a moderated mediation model. We discussed the theoretical and practical implications at the end.

#### P1960

##### **Expatriate career commitment and cross-cultural adjustment among self-initiated Taiwanese expatriates**

**Hsin-Pei Wu (1), Jui-Lan Chi (1), Jui-Ting Chi (1), Ming-Hsien Wang (1), Ting-Ting Chang (2)** 1. Asia University, Taiwan; 2. Lunghwa University of Science and Technology, Taiwan

This study aimed to explore the relationship between expatriate career commitment and cross-cultural adjustment among self-initiated Taiwanese expatriates working in the Mainland China. SIEs were those high-skilled people who work abroad voluntarily. Expatriate career commitment as an obvious characteristic mentioned in SIEs studies makes SIEs different from traditional ones who accepted overseas assignment passively. Meanwhile, cultural intelligence (CQ) as an important expatriate competence to adjust effectively in a culturally diverse environment might play a role of moderator. After collecting data from 191 Taiwanese expatriates, data from 105 SIEs was used for further analysis and the valid response rate was 54.97%. The results revealed SIEs' expatriate career commitment had significantly positive effect on interaction adjustment. Cognitive CQ was positively related to work adjustment. Motivational and metacognitive CQ were positively related to interaction adjustment. In addition, metacognitive had moderating effect of enhancing the positive relation between expatriate career commitment and interaction adjustment.

#### P1961

##### **Relationship between Working through Information and Communication Technologies after Hours and Emotional Exhaustion: A Moderated Mediation Study**

**Julan Xie (1,2), Pei Zhang (3), Hongyu Ma (1,2), Yu Ma (1,2), Yin Zhou (1,2)** 1. Central China Normal University, China; 2. Key Laboratory of Adolescent Cyberpsychology and Behavior(CCNU), China; 3. Zhejiang University, China

With the development and innovation of mobile internet technologies and smart-phones, it has become a common phenomenon to work through information and communication technologies after hours (W ICTs). The purpose of the present study is to delineate the mechanism of action of W ICTs on employees' emotional exhaustion. In a sample of 431 college counselors from mainland China (M age = 30.88 years; 50.11% females), the study based on the work-family boundary theory, therefor, examined a moderated mediation model. Findings revealed that W ICTs was positively related to emotional exhaustion, and this relationship was totally mediated by work-to-nonwork conflict. Additionally, psychological detachment from work during off-job time moderated this mediation. The mediation only existed for individuals with low psychological detachment. These results suggest that W ICTs is linked to high levels of emotional exhaustion, and work-to-nonwork

conflict and psychological detachment are key mechanisms in the relationship.

#### P1962

##### **Relationship between Family-Supportive Supervisor Behaviors and Marital Satisfaction among Chinese Dual-earner Couples : A Spillover-Crossover Perspective**

**Julan Xie (1,2), Hongyu Ma (1,2), Yin Zhou (1,2), Yu Ma (1,2)** 1. Central China Normal University, China; 2. Key Laboratory of Adolescent Cyberpsychology and Behavior(CCNU), China

In recent ten years, the divorce rates in mainland China has been rising year by year. The present study based on the Spillover-Crossover Model, therefore, is intended to examine the relationship between family-supportive supervisor behaviors (FSSB) and employees' marital satisfaction. The study surveyed 361 dual-earner couples from mainland China (62.88% had at least one child under the age of 18, and 54.29% had elders to help with their housework). Results revealed that FSSB could promote the employees' work-to-family facilitation and social supports from their spouses, further raising their marital satisfaction, simultaneously promoting their work-to-self facilitation and social supports for their spouses, further raising their spouses' marital satisfaction. Additionally, both wives' and husbands' marital satisfaction had a mutually significant positive impact on each other. These findings integrate previous findings on FSSB and spillover-crossover theories. Practical implications are emphasized in addition to future research directions.

#### P1963

##### **The Effect of Servant Leadership and Employee Service Performance: When and How**

**Haoying Xu, Zhen Wang** Central University of Finance and Economics, China

In this paper, we developed and tested a multilevel process model to explain how and when servant leadership behavior affects employee service performance in organizations. We hypothesized that servant leadership behavior cascades downward along the organizational hierarchy from higher-level manager to immediate supervisor, eventuating in frontline employee superior service performance. Further, we predicted that supervisor's perceived manager's organizational embodiment and service-oriented high performance work system act as boundary conditions of the manager-, supervisor-servant leadership and employee service performance linkage. A matched sample supported our hypotheses. The theoretical and practical implications are discussed.

**P1964**

**The conflict which a minor professional group confronts in the collaborative workplace ; Professional identity of Nurses working in Nursery Center**

**Chika Yamamoto (1), Keiko Sakai (2)**  
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The purpose of this study is to consider how change the minor group identities in the workplace where various professional groups collaborate with, through the interviews for two nurses have worked in the nursery centers. According to the interview, two nurses had professional experiences in both the hospital and the nursery center. One (A) of the two nurses was working in the center after her retirement. Another one (B) decided to resign 2 years before retirement age. The results of the differences between these two were as follows : 1) working experiences in the centers (B > A), 2) manager experience (A > B), 3) ambition and professionalism as a nurse in the center (B > A), and 4) to adapt themselves to the culture of nursery center (B > A). Their identities and decisions caused by the relations to colleagues called "Hoikushi" playing a cardinal role among nursery workers, who were also trained by a different expertise and qualification system.

**P1965**

**A study of voice behavior: Testing the related virtues in Confucian Analects**

**Mei-Yu Yang (1), Chin-Tien Hsu (2)**  
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Managers all know that open their doors for employees to speak up will receive valuable opinions in different perspectives. However, are they really able to listen to those suggestions? The aim of this study is to examine how the quality of leader-member exchange (LMX), speak up in publicity, and the leaders' beliefs in power distance lead to biased opinion evaluation. We used a 2x2 between-subject experimental design with 365 subjects. The results showed that speaking up in publicity lowered the evaluated quality of suggestions. Supervisors with high power distance also lowered their evaluation score. But the LMX has no effect on the evaluation. In other words, managers won't judge the opinions by their relationship with the speakers. However, managers biased the evaluation due to their beliefs in power distance as well as whether the suggestion was provided in private.

**P1966**

**Does Social Identity Alignment Affect Investor's approval**

**Yu Hong Yang (1), Ning Ni (2)**  
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A method for measuring social identity has been applied to examine whether identity alignment between a firm and investor is related to investor's investment decision. The findings include (1) investors are more intend to support entrepreneurs who claiming a social Identity similar to their own. (2) Investors are more intend to support entrepreneurs who claiming similar attributes with them. (3) The degree of environment uncertainty has no effect on the relationship between alignment and investor's approval.

**P1967**

**Coworkers Embeddedness Effects: A Multilevel Analysis of the relationship during Work Motives, on-the-Job Embeddedness, and Turnover**

**Chun-Chi Yang (1), Jihn-Chang Jehng (2), Ya-Ting You (2), Bao-Yi Ann (3)**  
 1. Fu Jen University, Taiwan; 2. National Central University, Taiwan; 3. China University of Technology, Taiwan

Base on the social cognitive theory. The study examined the relationship during employs work motive, on-the-job embeddedness and turnover (intention and behavior). Moreover, we test the mediating role of on-the-job embeddedness and moderating role of coworker's on-the-job embeddedness. 303 samples were collected from 24 department of a big life insurance company in Taiwan. Turnover behaviors were collected after first survey in 6 months and 12 months. A Multilevel analysis (HLM) were used in this study. Our findings are as follow: Firstly, work motive is positively relative to on-the-job embeddedness. Secondly, on-the-job embeddedness is negatively relative to turnover intention while influencing turnover behavior. Third, employee on-the-job embeddedness plays a mediating role between work motives and turnover, while a partly mediating on turnover intention and fully effect on behavior. Finally, coworker on-the-job embeddedness plays a moderated mediation role in the model. The theoretical contribution and practical implication will be discussed in the end.

**P1968**

**Career Exploration and "Reality Shock to Learning in a University" on Undergraduate Students: Studying the relationship using goodness-of-fit hypothesis**

**Yumiko Yazaki** Nihon-Fukushi University, Japan

The purpose of this study was to examine the relationships between present "reality shock to learning in a university", past career explorations, and the mismatch between an

individuals' psychological needs and environmental demands. The subjects were 84 first year undergraduate students. They responded to two questionnaires: the first was administered immediately after enrollment in university and the second was administered eight months after the first. Data analysis revealed the following: "Environmental exploration" was 1) positively correlated with "reality shock" with regard to the university's lecture level score; 2) negatively correlated with the difference between the environmental demands and psychological needs. 3) The difference between environmental demands and psychological needs positively correlated with the dissatisfaction with the university's teaching staff. The results reveal that the process of not environmental exploration well enough leads to a mismatch between psychological needs and environmental demands, and they lead to complaints against university's teaching staff.

**P1969**

**Development and Validity of a Dimension-Based Assessment Center: Does Exercise Similarity Breed Validity?**

**Yagizhan Yazar, H. Canan Sumer** Middle East Technical University, Turkey

An assessment center (AC) is a systematic means to evaluate a wide range of competencies using multiple assessment methods to make a variety of employment decisions, such as selection, promotion and career management. The present study aimed to develop a dimension-based AC to identify employees with high managerial potential. The AC comprised of five exercises (e.g., leaderless group discussion and make-a-brochure) and assessed eight dimensions of performance (e.g., leading and inquisitiveness). The sample consisted of 65 white-collar employees working in a large manufacturing firm in automotive industry in Turkey. In order to examine convergent and divergent validity, Campbell and Fiske's (1959) multitrait-multimethod (MTMM) matrix approach was utilized. Results provided partial support for the construct validity of the AC ratings. However, consistent with the findings of a recent study by Wirz, Melchers, Schultheiss, and Kleinmann (2014), similar exercises were better at yielding construct validity evidence.

**P1970**

**Emotional intelligence, communication capability and employee performance: evaluation consistency between intern and mentor as moderator**

**Yujian Ye, Jiayi Wang, Jiantao Zhou** Hangzhou Dianzi University, China

Since interns are shifting from school-centered life to society-centered life, emotional intelligence and communication capability are particularly important to their task performance in the workplace. However, the communication capability and task performance are usually interns self-evaluated, not by their mentors. Therefore, this research try to study the role of evaluation consistency between interns and their mentors. In a survey-based study of 80 pairs of intern-mentor, we found that the score of communication capability and task performance evaluated by interns are higher than evaluated by their mentors. The evaluation consistency of task performance moderated the relationships between emotional intelligence evaluated by interns or communication capability evaluated by interns and employee performance evaluated by mentors. The evaluation consistency of communication capability moderated the relationships between communication capability evaluated by interns and employee performance evaluated by mentors. Implications for research and practice are discussed.

#### P1971

##### **Two Dimensional of Authoritarian Leadership and Voice Behavior: A Self-regulation Theory View**

**Yi-Ting Yeh (1), Chin-Kang Jen (1), Ming-Yen Lee (2), Wen-Chung Hsu (1), Yi-Hsien Wang (1)** 1. National Sun Yat-sen University, Institute of Human Resource Management, Taiwan; 2. Chung Yuan Christian University, Department of Business Administration, Taiwan

Authoritarian leadership is the most common leadership behavior in Chinese organizations and previous researches have shown it unbeneificial to subordinate attitude as well as organizational behavior. However, Chou et al (2010) pointed out that authoritarian leadership has two parts: autocracy and strict demands. This study uses the self-regulation and motivation viewpoints to explore: (1) the relationship between the dual dimension of authoritarian leadership and voice behavior of subordinates and (2) intermediary effect of approach/avoidance motivation of subordinates. The study carries out path analysis on 403 pairs of manager-subordinate samples collected from Taiwan's private sector. Results show that (1) autocratic leadership will trigger avoidance motivation in subordinates, leading to reduced voice behavior and (2) task-related authoritarian leadership will trigger approach motivation in subordinates, leading to increased voice behavior. Finally, there will be a discussion of the contributions and limitations of the study as well as future research direction.

#### P1972

##### **The more I perceive about my high performance, the better I behave: Moderating roles of perceived**

##### **envy in the relationship between perceived high performance and Organizational Citizenship Behavior (OCB)**

**Min Young Yoon, Suran Lee, Yonghwan Shin, Young Woo Sohn** Yonsei University, Republic of Korea

Recent research has shown an overall positive relationship between Organizational Citizenship Behavior (OCB) and performance, and the fear of being envied induces people to behave well in a group to prevent possible adverse impacts of envy. The current study examines how people show OCB when the company informs them that their performance is high within a team. The results of regression analysis show that the more people perceive that their performance is high, the more they increase their OCB; this is moderated by perceived envy. Specifically, when perceived envy is high, the moderation effect is significant. But when perceived envy is low, the moderation effect is insignificant. The study implies that the extent to which people perceive their performance feedback may make a difference in their reactions toward colleagues and prosocial behavior within a workplace.

#### P1973

##### **The Relationship between Procedural Justice and Employee Voice: the Mediating Role of Psychological Safety**

**Chia-Chen Yu, Mavis Yi-Ching Chen** National Taiwan Normal University, Taiwan

The purpose of this study is to investigate the relationship between procedural justice and employee voice, as well as the mediating effects of psychological safety. Convenience sampling was conducted for selecting companies in Taiwan. The participants were 188 employees and 94 employees' supervisor from Taiwanese organizations. The response rate was 86.00%. The results indicated that procedural justice are positively associated with employee voice, and psychological safety fully mediate the relationship between procedural justice and employee voice. Finally, implications for research and practice were discussed.

#### P1974

##### **The formation mechanism of knowledge sharing under the boundary condition of team creativity: Multilevel moderated mediation model**

**Linlin Zhang** Harbin Engineering University, China

Based on social exchange and trait activation theory, this study theorized that proactive personality led to job crafting, and in turn enhanced employee's knowledge sharing. At the same time, team creativity moderated the above path. Data from 385 employees among

68 knowledge teams indicated that proactive personality had significant positive effect on employees' knowledge sharing, and employees' job crafting was a mediator between proactive personality and knowledge sharing. Further HLM analysis showed that team creativity was a contingent factor that moderate the effect of job crafting on knowledge sharing. Multilevel moderated mediation model showed that when team creativity was high, employees with high proactive personality were more likely to be engaged in knowledge sharing; while when team creativity was low, it was necessary to encourage employees to conduct job crafting so that to promote their knowledge sharing. The theoretical and practical implications for organizational and individual change were then highlighted.

#### P1975

##### **The meta-analysis of the relationship between organizational identification and turnover intention**

**Shuhua Zhang (1), Zhaoyan Liu (1), Xinghong Jiang (2)** 1. Shenyang normal university, China; 2. Liaoning Basic Education Research and Training Center, China

**Abstract:** The method of meta-analysis was utilized to analyze the relation between organizational identification and turnover intention. Forty-four studies, which included a total of 55 effect size and 19194 participants, met the criteria for inclusion in the meta-analysis. In terms of tentative analysis, random effects model was used as meta-analysis model. The results showed overall, the negative correlation between organizational identification and turnover intention was highly strong ( $r = -0.444$ ). Additionally, results indicated that organizational identification scale including different dimensions, different turnover intention scale, participants' industry all moderated the relationship between organizational identification and turnover intention, but culture background not do it. Results suggest the effect of organizational identification to turnover intention, and emphasize the importance of measuring tools in scientific research. Key words: organizational identification; turnover intention; meta-analysis; moderate effect

#### P1976

##### **The Multilevel Influence of Micro-openness Foundation on Creativity**

**Jing Zhong, Jin Lian Luo, Yang Han** Tong Ji University, China

This paper explores how a team's links with entities outside of its organization and a team member's openness to experience affect both team and individual creativity. The results of our field study of 178 employees from 32 teams show that team external links is positively associated with team creativity, and that both

contextual learning and vicarious learning positively moderate the relationship. At the individual level, creative self-efficacy mediates the relationship between openness to experience and individual creativity. Moreover, the mediation effect of creative self-efficacy is more significant when teams have less external linkages. This finding suggests that both a team's external links and individual openness to experience have complimentary effects on individual creativity. The findings show how teams with the micro-openness foundation can be managed to increase creativity.

#### P1977

##### **Are you humble today? The effects of humble leadership on employee job performance**

**Jiantao Zhou** Hangzhou Dianzi University, School of Management, China

In today's dynamic and complicated business environment, a growing number of leadership scholars recognize that humble leadership is important to organizational effectiveness, but little researches explore its effects on employee outcomes. This study examines the cross-level effects of humble leadership on employee job performance in China context. In a study of 436 employees nested within 86 work groups, we found that humble leadership was positively related to employee task performance, helping behavior and employee voice, with team empowerment climate partially mediating these relationships. Further,

employee power distance orientation had differential moderating effects on the relationships between humble leadership and task performance, helping behavior and employee voice. Implications for research and practice were discussed.

#### P1978

##### **The effect of mindfulness intervention on burnout among service employees: a randomized controlled trial**

**Ze Zhu, Mengmeng Chen, Xichao Zhang** Beijing Normal University, China

To explore the effects of Langerian mindfulness intervention in workplace, 145 service employees were randomly assigned to an intervention group, a placebo-contrast group and a control group by a randomized control trial (RCT) design. The intervention lasted for 1 week. The intervention group participants were told that their daily work is good exercise and satisfies the recommendations for an active lifestyle, and received a pedometer to monitor steps and calorie consumed at work. Moreover, they recorded one novel event about their work or colleagues, respectively everyday. The placebo-contrast group wore the pedometer and recorded steps, calorie, and any events about their work/colleagues. Mindfulness and burnout were measured before (T1), immediately after (T2), 2 weeks after (T3) and one month after (T4) the intervention. Results showed that compared to the other conditions,

the intervention program could significantly improve mindfulness at T2 and T3, and reduce burnout at T2, T3 and T4.

#### P1979

##### **Relationship between characteristics of mentor and newcomer socialization**

**Irena Zukauskaitė** Vilnius University, Lithuania

Workplace mentoring becomes very popular program for newcomers. The mentor has to advise, guide and help a newcomer to become acquainted with new role and learn about the workplace itself. However the effectiveness of mentoring still is the object of discussions. The aim of this study is to analyse how the personal characteristics of the mentor are related with newcomer socialization. 56 dyads (newcomers and their mentors) took part in the study. Newcomers filled the questionnaires evaluating amount of information (Morrison, 1995) and job related anxiety (Spielberger et al., 1983). Mentors filled the questionnaires measuring organizational commitment (O'Reilly & Chatman, 1986), andragogic, social and professional competencies, job satisfaction and work motivation. The results show that professional and social competencies and mentor's identification with organization are related with newcomer socialization. Moreover, sometimes it is better to have no mentor than have incompetent one. These results prove the importance of mentor selection.