Studying work as it is: Capturing dynamics in workplace relationships

14-15 September 2015
Vrije Universiteit Brussel, Belgium

Organizing committee:
Yannick Griep
Tim Vantilborgh
Joeri Hofmans
Sara De Gieter
Roland Pepermans
**Welcome**

We want to wish each and every one of you a warm welcome to Brussels. The Research Group of Work and Organizational Psychology of the Vrije Universiteit Brussel is proud to host this EAWOP Small Group Meeting on “Studying work as it is: Capturing dynamics in workplace relationships”. The organizing committee believes this to be an important and timely topic as most phenomena in the field of organizational behavior are inherently temporal in nature. Therefore it becomes increasingly important to study phenomena as prototypical stories of ‘what happens’, ‘why it happens’, ‘when it happens’, and ‘how it happens’ over a certain time interval. This EAWOP Small Group Meeting will address this increasingly important topic in its full breadth.

Over the two following days close to 50 participants will present their work, listen and learn from each other, discuss and develop ideas, meet new collaborators, and meet and learn from a range of leading scholars in our field joining us from as far afield as Australia and the US. A total of 5 paper sessions and 2 interactive poster sessions will be held with 26 high quality presentations. We have also invited two esteemed keynote speakers: Prof. Dr. Robert Roe and Prof. Dr. Timothy Judge.

The interaction between and contributions from academic scholars, with a strong focus on dynamics in workplace relationships, will be central throughout this EAWOP Small Group Meeting. Hence, we invite all of you to actively take part in our EAWOP Small Group Meeting and to share your knowledge and ideas on the overarching theme of these two days.

Finally, we would like to take this opportunity to extent our gratitude to The European Association of Work and Organizational Psychology, the Faculty of Psychology and Educational Sciences and the Department of Experimental and Applied Psychology of the Vrije Universiteit Brussel for offering us a start-up budget to organize this Small Group Meeting. In addition, we would like to thank everybody who contributed to putting together the program for this EAWOP Small Group Meeting.

A warm welcome to you all,

The organizing committee

Yannick Griep, Tim Vantilborgh, Joeri Hofmans, Sara De Gieter, & Roland Pepermans
Scope

The editorial boards of leading journals such as the European Journal of Work and Organizational Psychology, Journal of Organizational Behavior, Journal of Applied Psychology, and the Journal of Occupational and Organizational Psychology have—in the recent past—launched several calls for more dynamic research in the field of Organizational Behaviour (OB).

The reason is that there is a growing awareness that most phenomena in OB are inherently temporal in nature and that it is important to study how these phenomena and relationships evolve and change over time, how employees react to these changes, and how trajectories appear or disappear over time. Indeed, looking at these phenomena through a temporal and process-oriented lens undoubtedly leads to a better understanding of the ‘how’ question (by looking at interrelationships between temporal aspects of phenomena), as well as of the ‘why’ question (by looking at determinants of these temporal characteristics) (Chan, 1998; Collins, 2006; Roe, 2008). Therefore, temporal and process-oriented studies often provide a more realistic, plausible, and relevant representation of what actually happens at work and how work events influence what happens outside of work.

At the same time, dynamic and temporal studies are complex as they require a ‘temporal and process-oriented intuition’, which implies creating a prototypical story of ‘what happens’, ‘why it happens’, ‘when it happens’, and ‘how it happens’ over a certain time interval (Roe, 2008). Moreover, dynamic studies require specific data-collection methods such as daily diary, experience sampling, and event sampling designs and they also necessitate the use of complex data-analytical techniques such as growth modeling, multilevel regression analysis, and functional data analysis. The present small group meeting is aimed at advancing the field by exchanging state-of-the-art knowledge on all three fronts (i.e., dynamic theory, methodology, and statistics).
Organizing committee

**Yannick Griepe** is a PhD researcher at the Research Group of Work and Organizational Psychology, Vrije Universiteit Brussel. His primary research interests focus around volunteering, psychological contracts, commitment, negative behavior at work, and time-dynamics.

**Prof. dr. Tim Vantilborgh** is Assistant Professor at the Research Group of Work and Organizational Psychology, Vrije Universiteit Brussel. His research interests center on psychological contracts, volunteering, trust, emotions and individual differences.

**Prof. dr. Joeri Hofmans** is Associate Professor at the Research Group of Work and Organizational Psychology, Vrije Universiteit Brussel. His research interests include personality, emotions, and motivation at work, with particular emphasis on their dynamics and on individual differences.

**Prof. dr. Sara De Gieter** is Assistant Professor at the Research Group of Work and Organizational Psychology, Vrije Universiteit Brussel. Her primary research interests are the work-family interface, spillover-crossover mechanisms in dual-earner couples, and individual differences in employee behavior.

**Prof. dr. Roland Pepermans** is Professor at the Research Group of Work and Organizational Psychology, Vrije Universiteit Brussel. His research interests include social exchange theory, high potentials, organizational justice, and nonprofits.

All organizers are affiliated to the Research Group Work & Organizational Psychology, Vrije Universiteit Brussel, Belgium. The research of the Work and Organizational Psychology (WOPs) group focuses on affective, behavioral, and cognitive process dynamics at work. More specifically, we study how employees react to day-to-day occurrences at work, how these reactions manifest themselves over time, how they invite subsequent reactions, and how employees differ from each other regarding these processes. As such, the research of our group aims to unravel the processes that drive employees’ reactions. This dynamic process approach is applied to a number of important substantive research topics. Central topics in the WOPs group are psychological contracts, motivation, performance, work-family interface, personality, political skills, talent management, organizational justice, and leadership. Moreover, we not only focus on traditional but also on specific, non-traditional work populations such as non-profit workers, volunteers, and high-potentials.
Conference information

Conference venue
The conference will take place at the U-Residence, located on the campus of the university (271, Avenue General Jacques, 1050 Brussels). On both conference days, a member from the organizing committee will welcome you in the morning (7.30AM – 9AM) and guide you to the conference room.

Registration
Registration will also take place at the U-Residence. You can register on Sunday 13th of September, between 3.00 PM and 7.00 PM or on both conference days between 7.30 AM and 9.00 AM. All conference materials and documentation are available at the Registration desk.

Conference language
The official language at this conference is English. There will be no translation to other languages.

WiFi
Free wireless internet is available throughout the conference. You will receive a password and information upon Registration.

Mobile phones
As a courtesy to presenters and other participants, please ensure that your mobile phone is switched off or in “silent” mode during presentations.

Catering
On both conference days, we will provide breakfast between 7.30 AM and 9.00 AM in the main hall of the U-Residence. We will also provide lunch in the campus restaurant. Complimentary coffee/tea/water/juice will be available throughout both days (see coffee breaks).

Non-smoking policy
Smoking is not allowed at the U-Residence, nor in any public building or restaurant on campus. If you do wish to smoke, please use the provided ashtrays outside of U-Residence.
Information for presenters

Oral sessions
3 to 4 papers will be presented depending on the length of the timeslot (60 – 90 minutes). This gives you a maximum of 15 minutes for your presentation and 5 minutes for questions and discussion. Papers will be thematically organized. If you want to use a slideshow presentation, please send your presentation one day before the start of the Small Group Meeting to yannick.griep@vub.ac.be. Your session chair will upload your presentation to the laptop in the conference hall.

Interactive poster sessions
Approximately 4 to 5 posters will be grouped during an interactive poster session of 60 minutes. You will have a maximum of 5 minutes to present your research and 3 minutes for questions. A member of the organizing committee will moderate these sessions. The poster will be attached to a wall-system (tape will be provided). Please make sure your poster does not exceed 96 cm width by 138 cm height. Posters should be placed on the wall-system by the start of the interactive poster session and taken off after the session.
Venue map
Social events

Welcome reception
The welcome reception will take place in the main hall of the U-Residence on Sunday 13th of September, 6.00 PM.

Conference diner
The conference dinner will take place at Bonsoir Clara (22-26 Rue Antoine Dansaert, 1000 Brussels) on Monday 14th of September, 7.30 PM. For those who are willing to join, we will leave from the U-Residence at 6.30 PM. The conference dinner will be at own expenses.
Conference Program

Day 1

7:30-9:00 Registration and breakfast

9:00-9:30 Welcome speech

9:30-10:50 Paper session 1 (chair: Tim Vantilborgh)
1 Daily transformational leadership qualifies the impact of daily job demands on follower work engagement
Kimberley Breevaart, Arnold Bakker

3 Task-contingent units of personality at work
Nadine Beckmann, Robert Wood, Amirali Minbashian

5 Relational dynamics within the leader-subordinate dyad: The spillover of state core self-evaluations
Edina Dóci, Joeri Hofmans

7 Towards dynamic team process research: Modelling temporal interaction sequences with statistical discourse analysis
Nale Lehmann-Willenbrock, Ming Ming Chiu

11:00-11:30 Coffee break

11:30-12:50 Paper session 2 (chair: Yannick Griep)

9 Employee-manager exchanges following a perceived breach of organizational obligations: A dyadic process approach
Melanie De Ruiter, René Schalk, Robert J. Blomme

11 Relating dynamics in PE fit to dynamics in performance: A weekly diary study
Wouter Vleugels, Marijke Verbruggen, Rein De Cooman

13 Task Fit as Driver of Work Effort and Affect: A Week-Level Investigation
Juliane Strack, Stamov Rossnagel, Susanne Scheibe

15 Who feels locked-in in their work place? A multi-level analysis on organizational and job changes and their relation to feeling locked-in at a workplace over time
Claudia Bernhard-Oettel, Johanna Stengård, Constanze Leineweber, Gunnar Aronsson

13:00-14:00 Lunch

14:00-15:00 Keynote: Robert Roe on “From stability to hyper dynamics”

15:10-15:50 Interactive poster session (chair: Jonas Debusscher) - including coffee break

17 Injustice and Depression over Time: Test of Longitudinal Effects
Constanze Elb, Claudia Bernhard-Oettel, Guillaume Soenen, Constanze Leineweber

19 Examining the effect of boundary control and work-home segmentation preferences on detachment: A dyadic diary study
Lynn Gernsies, Sara De Gieter

21 Leaders coming and going: what influence do they have on employee engagement?
Szilvia Kovacs

23 Personality dynamics at work? How work characteristics and mindfulness impact employees’ state core self-evaluations
Annika Nübold, Ute Hülsheger

16:00-17:00 Paper session 3 (chair: Roland Pepermans)

25 Bullying, an escalated conflict? A latent class modelling approach to model longitudinal relationships
Guy Notelaers, Leo Paas, Ståle Einarsen

27 The relationship between organizational change and being a workplace bully: A three wave longitudinal study
Elfi Baillien, Yannick Griep, Timme Vander Elst, Hans De Witte
Temporal Social Comparison Predicts Coworker Social Undermining  
Susan Reh, Christian Tröster, Niels Van Quaquebeke

19:00-... Conference diner

Day 2

7:30-9:00 Registration and breakfast

9:00-10:00 Keynote: Timothy Judge on “The Trait Theory of Leadership: Problems, Prospects, and Opportunities”

10:10-10:50 Interactive poster session (chair: Safāa Achnak) - including coffee break

11:00-12:20 Paper session 4 (chair: Joeri Hofmans)

12:30-13:30 Lunch

13:30-14:30 Paper session 5 (chair: Sara De Gieter)

14:30-15:30 Conference discussion and future directions

15:30-16:00 Closing

Index of Authors
DAILY TRANSFORMATIONAL LEADERSHIP QUALIFIES THE IMPACT OF DAILY JOB DEMANDS ON FOLLOWER WORK ENGAGEMENT.

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1. PURPOSE

Most scholars adopt a between-person view of leadership, highlighting individual differences in leadership “styles”. Yet, even inspiring, transformational leaders have “off-days” on which they have a bad mood or are not available for their followers. Adopting a within-person approach of leadership, we examine the influence of leaders’ daily transformational leadership behaviours on the relationship between daily job demands and employees’ daily work engagement. We propose that transformational leadership behaviours such as being supportive of followers needs and inspiring followers with an optimistic vision of the future, may act as valuable resources. We hypothesize that transformational leadership will foster employee work engagement on the days followers are confronted with high challenge demands, and that transformational leadership will protect work engagement on the days followers are confronted with high hindrance demands.

2. DESIGN/METHODOLOGY

Two hundred and seventy-one elementary school teachers filled out an online questionnaire about their leaders’ (school principals) behaviours, their own level of work engagement, and the perceived job demands at the end of each day for a period of ten days (i.e., daily diary study; number of data points = 2710). We used multi-level structural equation modelling in Mplus to test our proposed interactions.

3. RESULTS

Two challenge demands, namely workload and cognitive demands did not affect teachers’ feelings of work engagement on the days that the school principal showed few transformational leadership behaviours, whereas teachers were less engaged in their work when they experienced role conflict on these days. In contrast, when the principal showed many transformational leadership behaviours, teachers were more engaged in their work when they experienced a high workload and high cognitive demands. Moreover, as predicted, the principal’s transformational behaviours buffered the negative impact of role conflict on teachers’ work engagement. Thus, daily workload and cognitive demands acted as challenges only when employees were inspired by the leader; role conflict only acted as hindrance demand and undermined work engagement when daily transformational leadership was lacking.

4. LIMITATIONS

No causal claims can be made due to the cross-sectional design of the study.

5. RESEARCH/PRACTICAL IMPLICATIONS

Daily transformational leadership behaviours may be considered as important resources that turn daily demands into challenges and buffer against the detrimental impact of hindering demands on employees’ work engagement. It thus seems especially important for leaders to use transformational leadership behaviours on the days that job demands are high.

6. ORIGINALITY/VALUE

The present study is one of the few to adopt a within-person approach to leadership. Furthermore, as far as we know, this is the first study that examines how transformational leadership behaviours and job demands interact and consequently, impact follower work engagement.
NOTES:
TASK-CONTINGENT UNITS OF PERSONALITY AT WORK.

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1. PURPOSE

We will present an integrative view of personality at work that combines both, stable and variable components of personality responses in task-contingent units of personality (TCUPs). TCUPs are conceptualised as an individual’s systematic cognitive-affective responsiveness to situational demands and are operationalized as individual specific situation-state contingencies, estimated using HLM.

2. DESIGN/METHODOLOGY

A series of studies with different samples (e.g. students, managerial professionals) employing experience-sampling methodology will be presented. Perceived situational demands and task-relevant cognitions, emotions and behaviours were assessed over several weeks on the job, and during multiple modules in a 2-year executive training program.

3. RESULTS

The results of the studies show that TCUPs vary systematically between individuals and predict adaptive performance after controlling for trait measures of conscientiousness, neuroticism and cognitive ability. Adaptive performance was measured under laboratory conditions using a computerised simulation task, and in field conditions using supervisor ratings. We also investigated the affective processes that underlie task-contingent conscientiousness to add to our knowledge and understanding of the developmental dynamics of TCUPs. Findings show that (a) positive affect and negative affect both positively mediate the relationship between perceived situational demands and conscientious behaviour; (b) that individuals differ from each other in the extent to which affect mediates task-contingent conscientiousness; and, (c) that such differences in affective mediation are related to an individual’s level of emotional knowledge (EQ), suggesting that these responses are at least partly learned. Finally, we present first evidence from ongoing studies, related to (a) the cross-cultural validation of TCUPs, and (b) the measurement of contingent units. Future directions of our research will be discussed in relation to the modifiability of TCUPs via intervention and training.

4. LIMITATIONS

The measurement of contingent units via experience-sampling is highly resource intensive and produces data that allow conclusions about correlation rather than causation. An alternative approach to measurement will be discussed.

5. RESEARCH/PRACTICAL IMPLICATIONS

TCUPs provide a new, integrative framework to study personality at work, which is firmly based in personality theory and relevant for personnel selection and development in organizations. Our findings are in line with the conceptualisation that TCUPs represent cognitive-affective structures that are learned and proceduralised through practice, which lends support to the notion of TCUPs being amenable to intervention.

6. ORIGINALITY/VALUE

TCUPs provide a first integrated model of personality at work that accommodates both between-person stability (i.e. traits) and within-person change (i.e. state variability). As such it contributes to the call for integration of trait theory and social-cognitive theory in personality science, and offers important insights for those interested in the development of personality on the job. We conceptualise personality as a dynamic phenomenon and hence take a process-oriented perspective on personality at work employing experience-sampling methodology. Our approach goes beyond description (e.g., a person’s standing on a given trait) and enables explanation and potentially the modification of personality responses.
RELATIONAL DYNAMICS WITHIN THE LEADER-SUBORDINATE DYAD: THE SPILLOVER OF STATE CORE SELF-EVALUATIONS.

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1. PURPOSE
By showing between-dyad differences in one’s self-concept, several studies have revealed that one’s sense of self is strongly influenced by relevant others. In the present paper, we extend the research on relational identity by shifting the attention from between-to within-dyad dynamism. Using a two-week daily diary study on forty-four leader-subordinate dyads, we tested the spillover effect of within-person fluctuations in leader state core self-evaluations on within-person fluctuations in subordinate state core self-evaluations. Moreover, we examined whether the spillover effect was mediated by transformational leadership behaviour. We hypothesized that when the leader has high state core self-evaluations, s/he has sufficient psychological resources to engage in transformational leadership behaviours, and such constructive and caring leadership behaviours enhance the subordinate’s state core self-evaluations.

2. DESIGN/METHODOLOGY
For two weeks, forty-four leader-subordinate dyads reported daily on a work situation shared by the members of the dyad. Both leaders and subordinates rated their state core self-evaluations in the situation, and the subordinate rated the leader’s transformational leadership behaviour. The data (N = 121) were analysed using multi-level path analysis with measurements nested within individuals and individuals within dyads. Statistical significance of the mediation effect was tested using the Monte Carlo Method.

3. RESULTS
Within-person fluctuations in leader state core self-evaluations related in a positive way to within-person fluctuations in subordinate state core self-evaluations (γ= .19, p=.043). Moreover, leader state core self-evaluations positively predicted transformational leadership behaviour (γ= .20, p=.008), which in turn related positively to subordinate state core self-evaluations (γ= .25, p=.028). Together, this represented a statistical significant mediation effect (γ= .05, 95% CI = [.001, .014]).

4. LIMITATIONS
Because of their dependent position, subordinates might not dare to identify sensitive or conflictual situations. Therefore, we invited the leaders to identify the situations that both leaders and subordinates rated. However, this way we may have missed out on situations that were relevant from the subordinate’s perspective, and made room for a potential situation-selection bias. The framework of a ’real-life study’ excludes the opportunity to control for potential confounding variables, which implies that causal interpretations are impossible.

5. RESEARCH/PRACTICAL IMPLICATIONS
Theoretically, our findings revealed that fluctuations in transformational leadership behaviour, triggered by fluctuation in the leader’s psychological resources, may explain the spillover effect between leader’s and subordinate’s state core self-evaluations. Therefore, interventions aimed at promoting transformational leadership and improving leader-subordinate relations will benefit from our results. By demonstrating fluctuations on the within-dyad and within-person level, we aim to inspire future research focusing on the relational dynamism in cognitions and behaviour.

6. ORIGINALITY/VALUE
Our study contributes to the leadership research domain by exploring dynamic processes within the leadership dyad, in addition to the exclusive focus of classical relational leadership research on between-dyad differences.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
TOWARDS DYNAMIC TEAM PROCESS RESEARCH: MODELLING TEMPORAL INTERACTION SEQUENCES WITH STATISTICAL DISCOURSE ANALYSIS.

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1. PURPOSE

Most team studies continue to take a static view of organizational behaviour, thus failing to account for the dynamic aspects of many team phenomena (for a critical review, see Cronin, Weingart, & Tedorova, 2011). We review multiple influences at multiple levels in dynamic team processes and present an innovative methodological approach that can account for the multilevel dynamics inherent in temporal team processes: Statistical Discourse Analysis (SDA; e.g., Chiu, 2008; Chiu & Khoo, 2005). SDA tests explanatory models at the behaviour level (rather than self-reports or aggregations of behaviours) and incorporates explanatory variables at multiple levels, such as behavioural dynamics, time effects, individual, team, and organizational characteristics.

2. DESIGN/METHODOLOGY

To illustrate how SDA works in practice and what kinds of insights can be generated through the use of this novel method, we analysed a sample of 237 employees during 43 regular team meetings. We focused our analysis on predicting the occurrence of proactive behaviour in these team conversations, i.e., statements that signify interest in change (e.g., “That sounds promising”) concrete action-planning statements (e.g., “I’ll take care of that”). Using the act4teams coding scheme for team interactions (e.g., Kauffeld & Lehmann-Willenbrock, 2012; Lehmann-Willenbrock & Allen, 2014), we obtained a total of 43,139 sequentially ordered verbal utterances. We then used SDA in order to develop a multilevel, time-series model of proactive behaviour during team interactions.

3. RESULTS

Most of the variance in proactive behaviour occurred below the individual level (95%), with about 5% at the individual level and less than 1% at the team level. While individual characteristics were directly (work experience) and indirectly (organizational trust) linked to greater likelihood of a proactive statement, they accounted for less variance (2%) than behaviour characteristics (7%). Together, these results highlight the need for explanatory variables at the time period level (63% of total variance) and behavioural levels (32% of total variance). Furthermore, these results suggest the importance of attending to recent behaviours rather than individual or group characteristics to understand specific behaviours.

4. LIMITATIONS

SDA relies on two primary assumptions and requires a minimum sample size. Like other regressions, SDA assumes a linear combination of explanatory variables and independent, identically distributed residuals. SDA also has modest sample size requirements.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our results illustrate the importance of analysing each behaviour rather than relying on coarser-grain analyses (at the individual level or team level) as indicated by proportion of explained variance, time period relationships, and short-term vs. longer lasting explanatory variables. Our results suggest that studies of behaviour at the individual or team level are ignoring most of the variance in people’s behaviours, as most of the variance in proactive behaviour was explained by time period effects and preceding behavioural dynamics rather than individual or team level variables.

6. ORIGINALITY/VALUE

By applying SDA to a field data set of actual team interactions, we illustrate how SDA can reveal the temporal dynamics of team processes in organizations.

6. ORIGINALITY/VALUE

By applying SDA to a field data set of actual team interactions, we illustrate how SDA can reveal the temporal dynamics of team processes in organizations.
1. PURPOSE

Research on psychological contract breach (PCB) is criticized for its focus on simple cause-effect relationships. Hence, scholars have started to examine whether an employee’s negative responses to PCB are mitigated by the quality of the employee-manager relationship. Although these studies move beyond simple linear models, they do not explain how employee responses to PCB evolve over time or what the role of an employee’s manager is in this dynamic process. The purpose of this paper is to address the lack of knowledge on PCB as an unfolding process by examining how employee-manager interactions following PCB unfold over time. We focus on the role of an employee’s immediate manager since (s)he is in a position to influence employee responses to PCB.

2. DESIGN/METHODOLOGY

In this conceptual paper, we draw upon different theories (e.g., sociolinguistic theory) to develop a dyadic process model that explains how employee-manager exchanges following PCB influence an employee’s ultimate response to PCB. We present the starting point, the employee and manager side of the escalation spiral, and the tipping point. Moreover, we discuss factors that facilitate or hinder the escalation spiral.

3. RESULTS

We present employee dissent as an intermediary response to PCB. Based on politeness theory and facework, we explain the different types of dissent strategies employees can use, and the sequence of employee dissent strategies over time. We explain how factors such as leader-member exchange (LMX) and psychological contract violations influence the type of strategy used. Next, we turn to manager responses to employee dissent. We discuss how the type of strategy used (face-threatening versus face-preserving) influences manager responses. Thereafter, we explain factors that facilitate or hinder the manager side of the spiral (e.g., manager perceptions of employee performance, leader-leader exchange (LLX)).

Finally, we present different scenarios that can take place based on employee-manager interactions after an employee’s initial perception of PCB (e.g., de-escalation spiral, secondary breach).

4. LIMITATIONS

This paper is limited to breaches of organizational obligations and does not consider how responses to breaches of manager obligations evolve over time. Furthermore, this paper is limited to situations in which employees express concerns about PCB to immediate managers. It does not consider employee silence or situations in which employees express concerns to others (e.g., colleagues, non-work friends).

5. RESEARCH/PRACTICAL IMPLICATIONS

This paper highlights the important role of the immediate manager for an employee’s ultimate response to PCB. Moreover, it shows the importance of politeness theory for the psychological contract framework.

6. ORIGINALITY/VALUE

This paper is one of the first to take a dyadic process approach to explain how responses to PCB are likely to evolve over time. Additionally, we advance existing theory on how managers influence employee responses to PCB. While previous research focused on the quality of the employee-manager relationship as a mitigating factor in the PCB-outcomes relationship, we focus on how the quality of different work relationships (e.g., LMX, LLX) influences employee-manager interactions following PCB. Furthermore, while previous research on PCB has generally considered employee responses to PCB as static outcomes, we specifically focus on intermediary responses.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
RELATING DYNAMICS IN PE FIT TO DYNAMICS IN PERFORMANCE: A WEEKLY DIARY STUDY.

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1. PURPOSE
Although the positive link between PE fit and performance is widely accepted in the literature, most quantitative research on person-environment (PE) fit has been conducted on a stable and between-person level of analysis. There are two gaps in this respect. First, although both persons and their work environments are dynamic entities (Shipp & Jansen, 2011), studies on the PE fit-performance relationship have mainly studied fit as a static concept. However, as fit experiences are inherently dynamic, the fit to performance relationship is likely to be so as well. Therefore, it has been argued that the outcomes that have been traditionally linked to PE fit should be re-examined from a dynamic perspective of ‘fitting in’ (Wingreen & Blanton, 2007). Second, studies on the PE fit-performance relationship have mainly examined traditional performance behaviors which (implicitly) assume the context to be stable (Frese & Fay, 2001). Yet, organizations are increasingly in need of pro-change performance behaviour like creativity and innovativeness. Hence, the goal of this study is to accommodate the mentioned need for refinement by elucidating the PE fit-performance relationship from a dynamic perspective using multiple performance indicators (i.e., task performance, OCB and innovative work behaviour).

2. DESIGN/METHODOLOGY
A total of 200 participants agreed to participate in an online weekly diary study covering a 14-week time span. The data collection started by pre-measuring (T0) participants’ background information, general levels of supplementary (i.e., value and personality congruence) and complementary (demands-abilities and needs-supplies) fit, and different types of performance (i.e., task performance, OCB and innovative work behaviour). For the next 12 consecutive work weeks (T1-T12), participants will fill out a weekly questionnaire on their weekly levels of both supplementary and complementary fit, as well as performance. Finally, two weeks later, participants will complete a final questionnaire (post-measure T13) measuring general levels of PE fit and performance again.

3. RESULTS
Data collection is currently on its way and will be fully completed by June 26th. The obtained data will have a two-level hierarchical structure with weeks nested within persons. Our main aim is to test how weekly changes in fit relate to weekly changes in performance outcomes. In addition, we will check for multilevel homology (i.e., similarity in relationships across levels of analysis) by testing the causal effect of changes in fit perceptions on performance outcomes using data collected at both the between-person and within-person level (Chen, Bliese, & Mathieu, 2005).

4. LIMITATIONS
We might miss fine-grained daily variation in fit because fit is measured on a weekly basis.

5. RESEARCH/PRACTICAL IMPLICATIONS
Most PE fit studies have dominantly applied a static approach and are therefore insufficiently informative for today’s fast-moving business context. The present study adds to our understanding of how dynamics in PE fit relate to various types of individual performance outcomes over time.

6. ORIGINALITY/VALUE
Although scholars have highlighted the importance of considering PE fit as a continuously evolving process (Shipp & Jansen, 2011; Wingreen & Blanton, 2007), this study is among the first ones to assess the impact of fit dynamics on individual performance.
TASK FIT AS DRIVER OF WORK EFFORT AND AFFECT: A WEEK-LEVEL INVESTIGATION.

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1. PURPOSE

Recently, there have been calls to study work motivation at the level of individual work tasks, rather than at the global job level. In addition to this, the relationships between work motivation and work-related affect receive increased research interest. On that background, we investigated how the fit between workers’ task preferences and the degree to which their work matches these preferences impacts work effort and work-related affect.

2. DESIGN/METHODOLOGY

One hundred and twelve employees (20-67 years old, MAge = 46 years) rated in a baseline questionnaire how important they found each of six task characteristics (decision-making autonomy, information processing demands, problem-solving demands, social support, task significance and task variety). During the subsequent five weeks, participants indicated for each working week the extent to which their tasks included these characteristics, as well as their work effort and work-related affect. We distinguished between overfit (experiencing higher levels of a task characteristic than wanted, such as experiencing more decision-making autonomy than desired) and underfit (experiencing lower levels of a task characteristic than desired).

3. RESULTS

We found that, across all task dimensions, overfit at the within-person level was positively associated with effort and positive affect. Underfit, on the other hand, was negatively associated with effort across all task dimensions and it was negatively associated with positive affect for information processing demands, problem-solving demands, and social support task characteristics. Furthermore, underfit in social support was positively associated with negative affect. Interestingly, there were no significant age differences in how overfit and underfit affect emotions and effort at work.

4. LIMITATIONS

These results rely on self-report, a limitation of the study. Nevertheless, we can conclude that overfit and underfit seem to have differential motivational implications that deserve further study.

5. RESEARCH/PRACTICAL IMPLICATIONS

The findings also inform management and HR practices, as they suggest that overfit is associated with higher effort and positive emotions.

6. ORIGINALITY/VALUE

Contrary to prevalent assumptions that we need to strive for a perfect person-job fit, these results imply that an overfit may be beneficial. A challenging job with a variety of task demands, even if these exceed the level of desired task demands, seems to be more beneficial in terms of effort and emotional outcomes than a job with fewer task demands.
NOTES:
WHO FEELS LOCKED-IN IN THEIR WORK PLACE? A MULTI-LEVEL ANALYSIS ON ORGANIZATIONAL AND JOB CHANGES AND THEIR RELATION TO FEELING LOCKED-IN AT A WORKPLACE OVER TIME.

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1. PURPOSE

Being or feeling locked-in at a workplace has been defined as a situation in which an individual does not want to continue working in their current job, but feels that there are little or no alternatives to find another workplace. Earlier cross-sectional research has revealed that employees feeling locked-in report impaired well-being and little learning opportunities at work. Little is known about what predicts becoming locked-in, but some scholars suggest that factors related to organizational and job changes may over time relate to how learning opportunities develop, which may have an impact on person-environment fit or misfit develop. It is believed that misfit together with few or no job alternatives creates a situation that can be perceived as being locked-in at a workplace. The present study explores a number of possible predictors such as organizational, workplace or task changes. Few workplace changes over time may restrict learning possibilities and thus increase risks of feeling locked-in. Thus, we further investigate whether learning opportunities work as a mediator between changes and becoming locked-in. In the present study organizational and work change predictors have been studied in terms of their between-individual effect and within-level effects employing multilevel modelling.

2. DESIGN/METHODOLOGY

The study used data from the Swedish Longitudinal Occupational Survey of Health (SLOSH) study, a biennial longitudinal cohort survey. Analyses included participants who worked in at least one of the four included waves, i.e., 2008, 2010, 2012, 2014 (N=9449). Workplace changes were asked in retrospect covering the last two years, and individuals had to indicate whether they had encountered reorganization, changes in workgroups, or task changes. Work place learning was measured by a single item answered on a 4-point scale reaching from ‘hardly ever/never’ to ‘always’. Locked-in was a categorical outcome contrasting employees with low employability and in workplaces they no longer wanted to stay in against all others.

3. RESULTS

Individuals with above sample-average amounts of task or workplace changes had a lower risk to being locked-in. Women, and younger employees were more likely to be locked-in. Also, few learning opportunities were related to higher risks of feeling locked-in at the between-individual level. For the within-individual level, variations in learning opportunities, and organizational changes were significantly related to variations in feeling locked-in. More specifically, having changed work place or experienced reorganization between time points decreased risks of feeling locked-in, whereas having witnessed reorganizations increased this risk. As expected, organizational changes and changes of tasks related to more learning opportunities, and thus had indirect effects to lower risks of feeling locked-in.

4. LIMITATIONS

The time lag of two years may be too long and can only roughly give an account of (all) changes over time. Also, even though common for large-scale surveys, the measurement of learning opportunities as a single question is sub-optimal.

5. RESEARCH/PRACTICAL IMPLICATIONS

With a large scale survey material that covers a period of 4 waves (8 years), this paper reveals how workplace changes (or the absence of such) relate to learning opportunities and to what extent that increases risks of becoming locked-in. Likewise, it becomes apparent that there is substantive variation within individuals over time that should not be overlooked.

6. ORIGINALITY/VALUE

The paper fits the scope of the SGM in that it investigates over time effects of work-related phenomena in terms of between level and within level effects, and also tests within-level mediation.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
INJUSTICE AND DEPRESSION OVER TIME: TEST OF LONGITUDINAL EFFECTS.

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1. PURPOSE

Injustice has been termed “new psychosocial predictor of health” as numerous studies have found that injustice is related to depression, sickness absence and other health-related outcomes. While prospective studies exist, little is known about the longitudinal process between injustice perceptions and health outcomes. One previous study with two measurement points found no lagged effect of injustice on depression but a reversed causation effect, i.e., depression predicted injustice over time. Another study, however, found only a lagged effect between injustice perceptions and depression and no evidence of reversed causality. Based on stress reaction models, which predict that the effect of a stressor accumulates over time, we predicted that injustice would be positively related to depression, both concurrently and longitudinally. Contrary, adjustment models suggest that individuals adapt to stressors. Based on this perspective, we predicted that injustice would be positively related to depression concurrently but would be negatively related to depression over time, therefore indicating an adaptation process. In the current study, we tested these two contrasting theoretical perspectives.

2. DESIGN/METHODOLOGY

The predictions were tested with data from the Swedish Longitudinal Occupational Survey of Health (SLOSH) study, a biennial longitudinal cohort survey approximately representative for the Swedish working population. Analyses included only participants who worked in all included waves, i.e., 2008, 2010 and 2012 (N=4913). Procedural injustice was measured by a scale developed by Moorman (alpha ranged from .90 to .91 for all time points). Procedural injustice was measured by a scale developed by Moorman (alpha ranged from .90 to .91 for all time points). Depression was measured with a brief version of the Hopkins Symptom Checklist (alpha ranged from .90 to .91 for all time points). Different confirmatory and structural models were tested. Partial metric invariance was established. The model which included stability effects, concurrent direct effects, lagged effects and reversed causation effects provided the best model fit: X²=513.72, df=650, CFI=.964, RMSEA=.037.

3. RESULTS

Preliminary results suggest significant and positive concurrent direct effects between procedural injustice and depression (standardized coefficients between .14 and .25, p < .001). The lagged effect of procedural injustice on depression was significant and negative (standardized effect between -.03 (p < .05) and -.07 (p < .001)). Reversed causation effects were significant and positive (standardized coefficients between .04 (p < .01) and .07 (p < .001)).

4. LIMITATIONS

Although the time lag of two years allows us to study long term effects, this time lag might not be optimal to study causal and reversed effects between injustice and depression. Also, our study does not elucidate on how individuals adapt to injustice.

5. RESEARCH/PRACTICAL IMPLICATIONS

Extending previous studies, we find both lagged effects and reversed causation effects between injustice and depression. Further, our results seem to support the adjustment model and suggest that stress reaction models may be more adequate for accounting for concurrent effects.

6. ORIGINALITY/VALUE

Our analyses extend on earlier reported relations between injustice and depression based on two time points by employing data over three time points, thus, providing more confidence in the results, which support the adjustment model. Future research that takes into account adjustment and individuals adaptivity seems valuable for better understanding the longitudinal process between injustice and health.
NOTES:
1. PURPOSE

Currently more individuals are combining work and private responsibilities, along with blurring boundaries between their work and home domain. Psychological detachment is an individual’s ability to refrain physically and mentally from work. In this study we aim to examine (1) whether an employee’s experienced boundary control (i.e., perceived ability to expand or contract work and home boundaries) will positively influence his/her level of detachment, (2) whether this relationship is positively moderated by the employee’s work-home segmentation preference (i.e., integrate or segregate the work and home domain), and (3) whether there is a direct crossover of detachment within dual-earner couples on a daily basis.

2. DESIGN/METHODOLOGY

We collected daily diary data from 68 dual-earner couples (i.e., 136 employees) working in Belgium. After completing a one-time general demographic questionnaire, both partners filled out a daily survey right before bedtime over a period of 10 workdays (i.e., two workweeks).

3. RESULTS

We have three-level data with repeated measurements nested within employees and employees nested within dyads (i.e., dual-earner couples). Preliminary multilevel analyses confirm our hypotheses. We will however further examine our dyadic data with an actor-partner interdependence model (Kenny & Cook, 1999).

4. LIMITATIONS

Although we used a dairy study, all daily variables were measured at the same point in time. Future research would benefit from using experience sampling designs.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our preliminary results suggest that employees who can control the boundaries between their work and private life, are more likely to detach from work. As such organizations should encourage and provide employees with the flexibility to control their boundaries. Our preliminary findings should raise employees’ awareness that their detachment crosses over to their partner.

6. ORIGINALITY/VALUE

With the present study we aim to add to the knowledge on antecedents of detachment, which is particularly relevant given the ever-changing work environment nowadays. Moreover, with our findings we hope to demonstrate that these relationships should not only be examined on a between-person level, but also on the within-person and within-dyad level. With this daily dairy study we want to provide insight in the intra-individual effect of boundary control on detachment. In addition we want to examine the cross-level interaction effect of work-home segmentation preferences on this relationship. Finally we want to examine the crossover effects that take place within dual-earner couples. By our focus on the within-person and within-dyad level, we suggest our study fits within the scope of the Small-Group Meeting.
NOTES:
LEADERS COMING AND GOING: WHAT INFLUENCE DO THEY HAVE ON EMPLOYEE ENGAGEMENT?

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1. PURPOSE
The aim of my research is to examine the leader’s impact on employee’s affective states during the time of leader’s notice period. The study also aims to investigate the impact of new leader during the trial period. According to the Job demands-Resources model (Bakker & Demerouti, 2007; Demerouti et al., 2001) job resources are considered as “physical, psychological, social or organizational aspects of the job that are either/or: functional in achieving work goals, reduce job demands, stimulate personal growth, learning, and development” (Bakker & Demerouti, 2007, p. 312). Supportive environment such as supportive leadership plays an important role as a job resource positively influencing employee engagement. Bakker et al. (2011) conceptualized engagement as an active psychological state characterized by high activation and pleasure according to the circumplex model (Russell, 1980, 2003) while burnout has the opposite position (low activation and pleasure). These findings lead me to the hypothesis that when a leader leaves the company that fact leads to passive, negative or passive, positive affective states in employees depending on the perceived supportiveness and the quality of leader-member exchange. Otherwise the arrival of a new leader activates employees’ affective states and may increase positive or negative feelings depending on perceived supportiveness.

2. DESIGN/METHODOLOGY
The method is a daily diary study on a sample of approximately 40 participants during 5 workdays. The following measures are applied in the diary: LMX7 (connected only to the setting with leaders who are leaving, Graen and Uhl-Bien, 1995), Perceived supervisor support (Eisenberger et al. 1986), UWES-17 (Schaufeli and Bakker, 2003) and Multiaffect Indicator (Warr, 2007). Two settings are considered with the same participants: T1 (when the direct leader is on notice period) and T2 (when the new lead is on trial period). The estimated time interval between T1 and T2 is a maximum of 3 months.

3. RESULTS
The research is currently in progress, results will be completed and analysed during the summer of 2015.

4. LIMITATIONS
First, the study is only based on self-reports. Another limitation of the study is the control of other variables (personal resources or job demands) that also have impact on employee engagement.

5. RESEARCH/PRACTICAL IMPLICATIONS
If results found supporting the hypothesis it would draw attention to a sensitive period for employees and could foster stronger interventions balancing the "shaken" state of engagement. Connected to new leaders evidence would be gained on the importance of being supportive from scratch.

6. ORIGINALITY/VALUE
With the possible findings I would like to contribute to on-going studies examining employee engagement as a dynamic state over a certain period of time influenced by the actual situation of direct lead.
NOTES:
PERSONALITY DYNAMICS AT WORK? HOW WORK CHARACTERISTICS AND MINDFULNESS IMPACT EMPLOYEES? STATE CORE SELF-EVALUATIONS.

1. PURPOSE
Research investigating within-person variation in personality in the work context (e.g., Judge, Simon, Hurst, & Kelley, 2015) has shown that internal and external experiences, such as setting and interpersonal conflict, predict fluctuations in personality states. However, these fluctuations have been found to be larger for people with high levels of trait neuroticism as they are more vulnerable and react more strongly to stressful events. In this study, we aim to investigate how a resource-strengthening intervention (mindfulness meditation) teaching people how to be accepting, non-judgmental and kind towards themselves (Brown & Ryan, 2003) positively impacts individuals’ state core self-evaluations (state CSE), their current sense of competence and worthiness in specific situations. Further, we propose that an accepting and non-judgmental attitude should also buffer the negative effects of stressful working situations (low autonomy and high task complexity) on individuals’ state CSE in a given situation. Finally, we state that a proposed reactivity to stressful situations of individuals with low levels in trait CSE should decrease through the intervention.

2. DESIGN/METHODOLOGY
We use a field experiment in combination with a diary design where 120 participants are randomly assigned to an intervention group, an active control group, or a wait-list control group. The study spans a period of one month including daily 10-15 min self-administered and self-guided web-based interventions for the intervention group (mindfulness meditation exercises) and the active control group (brain training exercises) and a diary study spanning 8 to 10 measurement occasions (twice a week) for all three groups. By including a number of measurement occasions, we acknowledge the dynamic nature of the constructs and may better capture life as it is lived (Bolger, Davis, & Rafaeli, 2003) while reducing recall bias (Ohly, Sonnentag, Niessen, & Zapf, 2010).

3. RESULTS
As this is work in progress and data gathering is just about to start, we do not have any results to report on, yet. The data (N = 120) will be analysed using multi-level analysis as measurements are nested within individuals.

4. LIMITATIONS
We missed to include some objective behavioural outcomes (e.g., supervisor-rated performance), in our study. Further, there may be a number of other important context factors (e.g., leadership behaviour, organizational climate) that we did not account for in our study.

5. RESEARCH/PRACTICAL IMPLICATIONS
We contribute to research on personality dynamics at work as we help to identify further internal (mindfulness) and external (autonomy and task complexity) experiences that predict personality state change of employees. We may show that resource-oriented interventions at work aiming to improve well-being and performance may actually do so via individuals’ personality states. As we may show that especially individuals with low trait CSE may benefit from a mindfulness intervention, we learn more about the boundary conditions that determine the success of a program and help us craft interventions more effectively.

6. ORIGINALITY/VALUE
This is, to our knowledge, the first study investigating how the interplay of work characteristics and a resource-oriented intervention impact individuals’ state CSE at work, an important predictor of employee job satisfaction and performance.
NOTES:
1. PURPOSE

Workplace conflict and bullying are processes that are theoretically interconnected. Both concepts deal with problems in interpersonal relationships at work. From a conflict escalation perspective, bullying may be the result from a conflict that is strongly escalated. At strongly escalated stages of a conflict one may seek the destruction of the opposing party. From a bullying perspective, conflicts and their dynamics may be a way to explain victims of workplace bullying. Quite early workplace bullying scholars have argued that bullying is typically ignited by a conflict. Hence it is surprising that after 30 years of research the integrating both processes has not been empirically investigated yet.

2. DESIGN/METHODOLOGY

This contribution the analysis draws on a large 3-wave longitudinal Norwegian representative study about workplace bullying. Because both processes have been theoretically envisaged as phases a traditional latent variable model with continuous data may not be suited. Also, the dynamics between both processes are typically not conceived as linear. Neither it can be taken for granted that the both the change within a process. Whereas for a large amount of employees no change may be noted, for some linear change may be suited whereas others may skip some stages and thus escalate or de-escalate dramatically. Also the relationship between the processes may be non-linear. For these challenge we opted to model both a dual process Latent Class Markov chains and a latent class growth models using the syntax module of Latent Gold 5.

3. RESULTS

The results of the analysis show that a dual latent class Markov model where both bullying and conflicts consisted of 5 latent stages, fitted the data better than a single process model which a numerous of stages and a latent class growth model with different growth classes. Hence, bullying and conflicts are two separated but related processes each consisting of different stages. The presence of two processes instead of a single process demonstrates that bullying is not just an escalated conflict. Furthermore, there were more cross-lagged effects from workplace bullying to conflicts than from conflicts to workplace bullying. These results suggest that both predatory- and dispute related bullying is likely to happen. Finally, we note that different switches between latent stages within and between the processes were significant indicating that assuming a simple continuous change within and between the processes is just not adequate.

4. LIMITATIONS

Using this methodology it is very hard to determine cause and consequence. First of all L2 is not following a $X^2$ distribution with sparse tables which makes it difficult to select the appropriate model (i.e. normal, reversed, reciprocal or no causation). Notwithstanding the large sample size ($n > 5600$), a two times 6 stage process would require even more data and could not be modelled. The limited sample size may explain the absence of several lags from conflicts to bullying.

5. RESEARCH/PRACTICAL IMPLICATIONS

Medium level conflicts with colleagues must be prevented as they proofed to be a fertile soil for bullying.

6. ORIGINALITY/VALUE

This is one of the very first attempts to shed light on the underlying processes of bullying and conflict escalation.
NOTES:
THE RELATIONSHIP BETWEEN ORGANIZATIONAL CHANGE AND BEING A WORKPLACE BULLY: A THREE WAVE LONGITUDINAL STUDY.

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1. PURPOSE
Drawing on gaps in current research, this study aims to investigate the organizational change - workplace bullying enactment relationship. In line with previous reasoning in the literature, we (a) expect that being exposed to organizational change will lead to enactment of workplace bullying at a later point in time. We (b) introduce general perceptions of psychological contract breach (PC breach) - the extent to which an employee perceives that the organization has failed keeping its obligations towards him/her (Rousseau, 1989) - as an explanatory mechanism. We expect an indirect relationship between exposure to organizational change at T1 and workplace bullying enactment at T3 through PC breach at T2. First, organizational change negatively affects PC breach as these changes may impact on the work situation and atmosphere, thereby forcing employees to adapt to new circumstances that were not part of the initial psychological contract (Freese, Schalk, & Croon, 2011). Second, PC breach may trigger bullying enactment in line with the ‘Revised Frustration Aggression Hypothesis’ (Berkowitz, 1989).

2. DESIGN/METHODOLOGY
Hypotheses were tested using three-wave data (time lag of 6 months) in a heterogeneous sample of 1994 Flemish employees. We estimated a between-subjects three-wave mediation model controlling for autoregressive effects, thereby modelling change.

3. RESULTS
As expected, exposure to organizational change at Time 1 related positively to PC breach at Time 2 (95% CIbc [.001 ; .166]); indicating that exposure to organizational change increases perceptions of PC breach. PC breach at Time 2 related negatively to bullying enactment at Time 3 (95% CIbc [.048 ; .086]); indicating that higher scores on PC breach lead to higher scores of bullying enactment. The bootstrap intervals revealed an indirect relationship (95% CIbc [.001 ; .014]) between exposure to organizational changes at Time 1 and workplace bullying enactment at Time 3 through PC breach at Time 2.

4. LIMITATIONS
The time lag was set to 6 months in view of the definition of bullying, in which the bullying behaviours should last at least 6 months. Diary designs could capture (very) short-term (within-subjects) fluctuations in bullying enactment owing to change and PC breach.

5. RESEARCH/PRACTICAL IMPLICATIONS
The study suggests that organizational change triggers enactment of bullying behaviours over time, and is the first to underline the explanatory value of a social exchange mechanism in this process. Or through altering the psychological contract an employee holds with the organization, change could trigger bullying behaviours amongst the organization’s staff towards co-workers. These findings yield interesting leads in terms of bullying prevention and further awareness of negative consequences of organizational change.

6. ORIGINALITY/VALUE
This is the first study (a) investigating the relationship between organizational change and bullying enactment, (b) introducing PC breach as a mediator, (c) applying complex longitudinal analyses.
NOTES:
TEMPORAL SOCIAL COMPARISON PREDICTS COWORKER SOCIAL UNDERMINING.

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1. PURPOSE

Employees compare their performance to coworkers’ performance to validate their status in the organization. If employees feel outperformed, their status is threatened, which may lead them to undermine their coworkers. In contrast, if employees feel they are performing better than their coworkers, they do not experience status threat, and interpersonal harming of coworkers should be less likely to occur. However, we argue that social comparisons can also motivate harming worse-than-self performing coworkers. We test the novel argument that people do not only compare current performance, but additionally extrapolate from their own and coworkers’ past performance trends a potential future status threat. If a focal employee’s performance has developed worse relative to a coworker’s performance, the focal employee will be more likely to undermine this coworker because s/he will be concerned that the coworker will have more status in the future. Building on previous studies, we expect that competitive environments are particularly conducive to social comparisons and hence should also make temporal social comparisons (i.e. comparison of a focal employee’s performance trend with another coworker’s performance trend) more likely to have effect.

2. DESIGN/METHODOLOGY

Study 1 was an online-experiment on Amazon M-Turk with a 2x2x2-design. Using different vignettes, we manipulated participants’ performance trend and current performance relative to a fictitious coworker and organizational competition. In Study 2 and 3 we use field data from a research panel and M-Turk and assessed participants performance (current performance and performance trend) relative to a coworker, their expected future status relative to that coworker, social undermining toward this coworker, and organizational competition.

3. RESULTS

Study 1 showed that temporal social comparison predicts participants’ expected status relative to a comparison person. Study 2 and 3 showed that unfavourable temporal social comparisons lead to social undermining toward the comparison person because of expected status threats, but only in highly competitive organizations.

4. LIMITATIONS

Our cross-sectional design with self-ratings in Study 2 and 3 comes with the drawback of potential common method bias. Yet, common method bias cannot create artifactual interactions. Additionally, our experimental design in Study 1 allowed us to draw causal inferences.

5. RESEARCH/PRACTICAL IMPLICATIONS

Introducing temporal social comparison, we follow calls to examine social comparisons through a temporal lens and thereby increase the understanding when and why social comparisons lead to negative interpersonal behaviour. We show that concerns about expected future status may motivate social undermining even when the target is currently performing worse than the focal employee. By investigating the moderating influence of competitive environment, we similarly build on established social comparison research asserting that competition fosters social comparison processes.

6. ORIGINALITY/VALUE

Our research tests to what extent the established building blocks of social comparison (self vs. other, status threat, and competition) also hold true in a dynamic scenario in order to coherently extend respective theorizing with a temporal perspective. On the more applied side, this perspective may resonate with those in practice that observe that rising stars in organizations are being cut down and held back not by their direct competitors but by their future ones.
NOTES:
THE MODERATING EFFECT OF HOMESICKNESS ON RESOURCES-PERFORMANCE RELATIONSHIP: A DIARY STUDY IN A MILITARY SAMPLE.

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1. PURPOSE

Sometimes all the conditions in the workplace for high performance are satisfied, but people still cannot perform well. This study examines the potential role of daily-based interference from the home domain to the work role, affecting performance. Even simply thinking about family issues during work will capture the attention and resources from the work domain, thereby preventing these resources from being fully allocated to effortful tasks. In our sample of soldiers involved in a training program on a base away from their home and family, we investigated the impact of homesickness on the relationship between job resources and task performance.

2. DESIGN/METHODOLOGY

A within-person daily research design was used. Before the daily survey started, soldiers from Chinese army who agreed to participate completed a baseline questionnaire including the trait-level variables. Subsequently, they filled out diary booklets during the 30-day training session. Next to the self-report measurements on their well-being we collected objective performance ratings by their trainers. This resulted in a final sample of 51 soldier-trainer dyads on the between-person level and 846 observations on the day-level.

3. RESULTS

Multilevel regression analyses showed a marginally significant relationship between daily job resources and daily task performance, after controlling for job demands. More interestingly, daily homesickness moderated the daily resources-performance relationship, such that daily resources were more strongly related to daily performance for soldiers with low daily homesickness.

4. LIMITATIONS

Our findings were all synchronous effects. We only collected the diary data at the end of each training day. Therefore, the temporal order of the variables could not be established within our design.

5. RESEARCH/PRACTICAL IMPLICATIONS

Ruminating over home while at work consumes resources that should be directed toward the work tasks. Organizations can implement intervention programs targeted at improving concentration skills, such as mindfulness training.

6. ORIGINALITY/VALUE

By using the unique military sample and multi-source diary data, our study provides insight into the home-to-work direction of the unfavourable effect that ruminative thoughts about home may have on performance, and reveals how the home domain interferes with the resources-performance process.
NOTES:
1. PURPOSE

Organizational changes can have a strong impact on employees and the psychological contracts they hold with their employer. Rousseau (1995) makes a distinction with regards to how employees adapt their psychological contracts to change: accommodation or transformation of the psychological contract. This mirrors the distinction made in the organizational change management literature, generally referred to as first-order versus second-order change (e.g. Bartunek & Moch, 1987). With accommodation, the change is interpreted within the existing psychological contract and can relatively easily be absorbed into the existing mental schemas, leaving the core of the psychological contract intact (first-order change). However, transformation affects the core of the contract and a profound redefinition of the psychological contract is needed. This creates a shift in the meaning and interpretation of the contract comparable to a second-order change.

These changes in the psychological contract happen in response to trigger events. Organizations are in a constant change of flux, but not all changes matter equally; some events may trigger employee responses and some may not. Triggers cause a shift from the automatic processing that regulates habitual behaviour to the conscious attention for the specific context (Kahneman, 2011). We define triggers as psychological mechanisms that set a process in motion, eliciting specific reactions and behaviours, which are often precisely located in time and space. Psychological contracts seem so to include a zone that reflects what people feel is an acceptable variation within the agreed contract terms (Freese, 2007). Trigger events appear to cross this zone of acceptance, which can be a result of an unexpected event or a response to a gradual process.

Although the intensity and tone of emotions following the initial response to the type of trigger strongly influence the rest of the change process, limited attention has thus far been paid to the nature of the trigger event, how triggers affect employees’ psychological contracts and what determines the possible impact.

The change management literature does identify interventions, which are commonly defined as deliberate actions (Argyris, 1970). Often they are trigger events, but triggers can also be unconscious stimuli, sometimes with major impact on the psychological contract (e.g. social cues of co-workers or external responses; Rousseau, 1995). A recent development in psychological contract theory (PCT 2.0; Rousseau, et al., 2014) pays closer attention to disruptions and the impact thereof on the psychological contract. This new temporal-based theory distinguishes several stages, and suggests that organizational triggers generate a phase transition from a relatively stable Maintenance phase to Renegotiation or Repair. This transition can be triggered by both conscious and unconscious trigger events. This helps to identify relevant indicators of trigger events. However, more theory building and empirical research on the concept ‘triggers’ will be required to recognize the impact of organizational change on the psychological contract.

The aim of this working paper is to examine what starts the process of change: triggers. We address this in a number of studies, the first of which is a vignette study whereby different vignettes of trigger events are shown to respondents in order to understand which type of triggers can be distinguished, how they are interpreted and whether they have an impact. Analogous to first-order and second-order change, we propose that there is a distinction in first-order and second-order triggers, whereby first-order and incremental triggers are easily absorbed into the existing contract, leaving the core of the psychological contract intact, whereas second-order triggers immediately disrupt the zone of acceptance, disrupt the contract, causing multi-layered reactions and behaviours. Results, conclusions and implications, will be further discussed in the presentation.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
STUDYING WORK AS IT IS: USING SENSOR TECHNOLOGY TO DESCRIBE THE TEMPORAL AND SPATIAL NATURE OF INTERACTIONS AT WORK.

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1. PURPOSE

Many studies demonstrated the value of social interaction among co-workers. For example, interpersonal interaction stimulates organizational identification (Jones & Volpe, 2008), and exchange of resources (Tsai & Ghoshal, 1998), both essential for performance (Hogg & Terry, 2000). Studies on social interaction at the workplace are largely performed in laboratories (Postmes, Spears, Lee, & Novak, 2005) or based on self-reports (Jones & Volpe, 2008). As such, previous work has failed to show the temporal nature of such group processes (Roe, 2008). Wearable sensors have opened a new world of research possibilities to study the temporal and spatial characteristics of social interaction (Dong, Olguin-Olguin, Waber, Kim, & Pentland, 2012). With the present exploratory study we aim to contribute to the understanding of how sensor technology can be used to develop a spatial-temporal framework of social interaction at work.

2. DESIGN/METHODOLOGY

In this study, we tracked all 58 employees (48 female, Mage = 41 years) of a health care department for three weeks, using WiFi tags. 75 WiFi sensors stored the exact location of all employees every 30 seconds, resulting in 66 million data entries. This revealed moments and locations of contacts between employees. In addition, demographics and psychological variables were measured using a self-report questionnaire. Social network analyses were applied to calculate variations in density and centrality of the contact network over time.

3. RESULTS

Preliminary analyses of two Thursdays from 7:00h till 21:00h revealed a consistent pattern of contacts between employees for both days. On both days, the employees were in contact with on average half of their colleagues, during 50% of their time. The average network density was comparable for both days: .29 (SE = .02) and .32 (SE = .01). The network density during the day varied greatly (.20-.41), but with a similar pattern for both days: an increase during the first four hours, then steadily lowering again with a second increase at the end of the day. The network centralization was not similar for both days however. On the first Thursday, the mean degree centralization was .27 (SE = .030) as opposed to .70 (SE = .014) the second Thursday. On the first Thursday, great fluctuations per hour were found (.11-.51), whereas on the second Thursday the centrality was steadily high (.60-.81). Further analyses will be carried out on the remaining data to validate and explain these results.

4. LIMITATIONS

Sensor technology can be used to describe temporal variations in interaction patterns at work. Additional measures are needed in order to qualify the content of the interaction.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our study contributes to the existing literature with more detailed and ecological valid insights on how day-to-day interaction patterns between employees evolve.

6. ORIGINALITY/VALUE

This information is invaluable because where many studies demonstrated the value of stimulating social interaction between employees, only little is known about the temporal nature of these processes.
NOTES:
RECIPROCAL RELATIONSHIPS BETWEEN SELF-EFFICACY, POSITIVE AFFECT, AND WORK ENGAGEMENT IN ENTREPRENEURS.

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1. PURPOSE

Entrepreneurship leads to both economic growth and job creation (van Praag & Versloot, 2007). However, much of our current understanding of entrepreneurship investigate relatively stable personal characteristics. Simultaneously, the need to understand entrepreneurship from a behavioural and dynamic perspective has been emphasized (Gartner, 1988). In line with the conservation of resources theory (Hobfoll, 2001), we posit that dynamic positive reciprocal relationships occur between entrepreneurs’ work-related self-efficacy, affect, and their work engagement. To date, ample evidence exists showing such relationships among salaried employees (e.g., Salanova Llorens, & Schaufeli, 2011). Still, a significant gap exists when it comes to describing mechanisms, which may influence work engagement of entrepreneurs.

2. DESIGN/METHODOLOGY

The study follows entrepreneurs (business owners who have themselves established and run small or medium-sized businesses) over one and a half years, with three measurement points (nT1 = 204, nT2 = 175, nT3 = 96). As measures we have used the modified version of General Self-Efficacy Scale, Work Related Affect Scale, and Utrecht Work Engagement Scale.

3. RESULTS

First, common method bias and measurement invariance were checked. Next, using structural equation modelling, five alternative models were tested: Stability Model, Causality Model, Reversed Causation Model, Reciprocal Model, and Constrained Model. The last model achieved the best fit ($X^2 = 372.142$, df = 216, $p < .001$, CFI = .920, RMSEA = .083, SRMR = .074, AIC = 524.142). The results indicate that enthusiasm causes work-related self-efficacy in next two measurement points, and triggers work engagement in entrepreneurs. Self-efficacy beliefs, in turn, cause work engagement and enthusiasm, while work engagement affects enthusiasm.

However, repeated measures ANOVA shows no significant differences between study variables in consecutive measurement points.

4. LIMITATIONS

The resource gain spirals (Hobfoll, 2001) have not been confirmed in the present study. The sample in T3 is not large (nT3 = 96), however sufficient.

5. RESEARCH/PRACTICAL IMPLICATIONS

The results reveal reciprocal relationships between self-efficacy, positive affect, and work engagement in entrepreneurs showing the dynamic interrelations between personal resources and work engagement over time. This confirms personal resources theory (Hobfoll, 2001) in the sample of entrepreneurs.

6. ORIGINALITY/VALUE

To date, little progress has still been made towards dynamic understanding of entrepreneurship. This study fills these gaps, exploring the dynamic relationships between entrepreneurs’ personal resources and work engagement over time.
NOTES:
CAN JOB AUTONOMY AND SKILL UTILIZATION ENHANCE INDIVIDUALS’ LOCUS OF CONTROL? A RECIPROCAL LONGITUDINAL STUDY.

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1. PURPOSE
The impact of locus of control on perception, motivation and behaviour at work are well documented. Nevertheless, how to enhance an individual’s locus of control has rarely been considered. Against a background of growing interest in personality development, we propose that job autonomy and skill utilization, two work design factors, enhance one’s internal locus of control directly and indirectly via job satisfaction.

2. DESIGN/METHODOLOGY
We tested our hypotheses using a reciprocal model in which the dispositional effects of locus of control on job autonomy, skill utilization, and job satisfaction were also considered. Three waves of data over a four-year period from the Household, Income and Labour Dynamics in Australia Survey (N = 3,045) were analysed. Cross-lagged modelling, latent growth curve modelling and latent difference score modelling were used for data analysis.

3. RESULTS
Results showed that job autonomy directly shaped locus of control over time, as did job satisfaction. In addition, locus of control affected later job autonomy and job satisfaction. Skill utilization played only a peripheral role, and the indirect effects of work design via job satisfaction were weak. Results showed that job autonomy directly shaped locus of control over time, as did job satisfaction. In addition, locus of control affected later job autonomy and job satisfaction. Skill utilization played only a peripheral role, and the indirect effects of work design via job satisfaction were weak.

4. LIMITATIONS
Not all job design factors were examined and the proposed psychological mechanisms were not empirically tested.

5. RESEARCH/PRACTICAL IMPLICATIONS
This research suggests a way to enhance one’s sense of control and indicates a developmental function of job design in shaping one’s personality over time.

6. ORIGINALITY/VALUE
This study provides one of a few rigorous longitudinal analyses to support the role of job design in shaping one’s personality over time.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
HOW NEED SATISFACTION INFLUENCES DAILY RECOVERY: THE INTERACTION BETWEEN NEED SATISFACTION AT WORK AND AT HOME.

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1. PURPOSE

Self-determination theory (SDT) suggests that individuals thrive when their basic psychological needs for autonomy, competence and relatedness are satisfied. Prior research shows that need satisfaction at work is indeed associated with better well-being. Work-home compensation theories would suggest that employees may recover from work demands by seeking to replenish their resources in leisure time. Integrating SDT and the recovery literature, we suggest that the satisfaction of basic psychological needs during non-work time helps employees to replenish their resources and recover from job stress. In particular, we propose that daily need satisfaction at home (1) contributes to employees' daily well-being at bedtime (i.e., positive and negative affect), and (2) buffers the detrimental effects of low need satisfaction at work on employees' daily well-being. Hypothesis 2 extends previous research, which has examined need satisfaction only within life domains. Instead, we argue that employees will particularly benefit from need satisfaction at home when need satisfaction at work is low, that is, when need satisfaction at home compensates for low need satisfaction at work.

2. DESIGN/METHODOLOGY

A diary was completed by 93 respondents from UK, Germany, Belgium and Denmark twice a day (before finishing work and at bedtime) for five consecutive days (N = 432). Data were analysed using multi-level modelling in HLM.

3. RESULTS

Results of multilevel analyses showed that satisfaction of all three needs at home predicted increased positive affect and decreased negative affect at bedtime (supporting hypothesis 1). In line with hypothesis 2, need satisfaction at work did moderate the relationship between need satisfaction at home and positive affect at bedtime, although only with respect to the need for competence. When satisfaction of the need for competence at work was high, home need satisfaction was not associated with affect at bedtime whereas there was a significant relationship when work competence need satisfaction was low.

4. LIMITATIONS

All data were collected through self-reports so single method bias is a risk.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our study suggests that the effectiveness of need satisfaction as a recovery mechanism is contingent on employee's experience at work. This also means that need satisfaction is not just important within life domains, but that there is an important interaction between domains. On a practical level, it supports the need for recovery from work and suggests that employees could try to satisfy their basic psychological needs at home to maintain their well-being; particularly when their jobs cannot be changed to satisfy their basic needs.

6. ORIGINALITY/VALUE

We extend recovery and SDT literature by finding that need satisfaction at work is an important boundary condition in predicting the impact of home need satisfaction on affective wellbeing.
NOTES:
BECOMING A MANAGER: INTRA-INDIVIDUAL CHANGES IN JOB CHARACTERISTICS, WELL-BEING, AND THE IMPORTANCE OF DETACHMENT FROM WORK.

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1. PURPOSE

Building on Conservation of Resources Theory (Hobfoll, 1989, 2001) and the Job-Demands-Resources Model (e.g., Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), we argue that becoming a manager can be a "double-edged sword". We hypothesize that individuals will experience increases in autonomy (job resource) and time pressure (job demand), as well as job satisfaction, exhaustion, and work-family conflict from the pre-manager to the manager-phase. Drawing from the recovery literature (e.g., Sonnentag & Fritz, 2015), we further hypothesize that psychological detachment from work (i.e., a person’s sense of being away from the work situation) will act as a boundary condition in that it will strengthen the increase in job satisfaction, and buffer the increase in exhaustion and work-family conflict.

2. DESIGN/METHODOLOGY

We used data from the Swiss Household Panel, a yearly panel study, which examines the living conditions of people living in Switzerland. Specifically, we identified 2,090 individuals who had transitioned into managerial positions. All variables of interest were operationalized with one-item measures. We applied discontinuous change models (Singer & Willett, 2003) to compare the pre-manager phase (i.e., all years in which individuals held a non-managerial position) with the subsequent manager phase (i.e., all years in which individuals held a managerial position).

3. RESULTS

Analyses demonstrated that individuals experienced increases in autonomy, time pressure, exhaustion, and work-family conflict when they became managers. There was no overall increase in job satisfaction. Bootstrap analyses (MacKinnon, Lockwood, & Williams, 2004) demonstrated that time pressure mediated the relationship between change to manager status and increases in both exhaustion and work-family conflict. Autonomy also mediated the relationship between change to manager status and increases in job satisfaction. Moreover, new managers who experienced high detachment from work experienced an increase in job satisfaction. Psychological detachment also buffered the increase in exhaustion and work-family conflict.

4. LIMITATIONS

As is usually the case with large-scale panel studies, we had to operationalize our constructs with single-item measures. To account for this shortcoming, we conducted a validation study among 305 individuals, which indicated that the single-items measures were valid indicators of their respective constructs.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our results highlight how important it is for new managers to effectively recover from work. As such, in addition to teaching leadership skills and conflict management, leadership trainings should also focus on new managers' non-work lives and teach them how to effectively recover from work.

6. ORIGINALITY/VALUE

Our study enriches the literature on work-related transition processes. By applying a within-person perspective, our study contributes to research on intra-individual changes that occur when employees become managers, suggesting that this transition is indeed a "double-edged sword". The purpose of this study is to gain more detailed knowledge into the intra-individual changes in job characteristics and well-being that occur when employees are promoted to managers. By examining this work-related transition process from a temporal and a process-oriented perspective, our study thus fits within the scope of the Small-Group Meeting.
NOTEs:
1. PURPOSE

Research on dynamics in the workplace has been increasing rapidly over the last years. Diary studies have become a popular tool for researchers to investigate daily dynamics that underlie employees’ daily work experiences and their work behaviours. Especially work on proactivity in the workplace has been using these types of study designs in order to understand daily proactive behaviours of employees in the workplace, including taking initiative and job crafting (e.g., Sonnentag, 2003; Fritz & Sonnentag, 2009; Petrou et al., 2012). However, in this paper I will critically review these studies and argue that by focusing narrowly on daily dynamics research tends to ignore systemic influences that determine employee work behaviours.

2. DESIGN/METHODOLOGY

I critically review daily diary studies on proactive work behaviours, including agentic work behaviours (Niessen et al., 2012), proactivity (Sonnentag, 2003), and job crafting (Petrou et al., 2012; Tims et al., 2014).

3. RESULTS

The results of the critical review show that studies using daily diary designs essentially do not use different theories from classical, cross-sectional or limited longitudinal studies. Similar theoretical arguments are made for daily dynamics compared to dynamics theorized on a more general level. Moreover, studies focus primarily on positive effects of different types of proactive behaviours without acknowledging any potential negative effects in the long-run or potential downsides of daily proactive behaviours. Finally, and most critically, these studies tend to ignore potential systemic influences that determine proactive behaviours, such as societal pressures on self-reliance that may increase the need for proactivity.

4. LIMITATIONS

Daily diary studies are still rare in the field, and therefore this review draws upon a limited number of studies.

5. RESEARCH/PRACTICAL IMPLICATIONS

The review shows a number of implications for research on dynamics in the workplace. First, theory should be developed that differentiate general dynamics from daily dynamics. Moreover, research focusing on micro-daily level phenomena should take into account how organizational and societal factors can influence daily employee experiences and behaviours.

6. ORIGINALITY/VALUE

This review addresses issues that are currently largely ignored in daily diary studies on proactive behaviours.
NOTES:
WORK PRESSURE FROM PART-TIME WORK, ACUTE UNFORESEEN RESOURCE LOSS, AND AFFECTIVE WELL-BEING IN UNIVERSITY STUDENTS: A DYNAMIC CONSERVATION OF RESOURCES PERSPECTIVE.

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1. PURPOSE

Many university students combine part-time work with education, and researchers have argued that part-time work may impact students both in positive and negative ways. However, when and why positive and negative effects of part-time work emerge is not yet well understood. This paper contributes to the literature by investigating how pressure from part-time work impairs students’ affective well-being. Building on conservation of resources theory (COR; Hobfoll, 1989), we suggest that pressure from part-time work is an investment of resources that reduces students’ resource pool. Under normal conditions, students are capable of handling peaks in part-time work pressure with their available resources. However, when students are confronted with acute unforeseen events in their private/student life that lead to (the threat of) resource loss, they may not be able to buffer part-time work pressure which, in turn, may impair affective well-being.

2. DESIGN/METHODOLOGY

We conducted an empirical study with 90 part-time working Belgian university students. Participants filled-out a weekly questionnaire (2 to 9 weeks; 402 observations), with 30% of participants experiencing one or more acute unforeseen event during the time of the study. Among acute events were health-related issues (sickness; pregnancy), relational/family issues (divorce; quarrels; amorousness; death of family/friend/animal), and others (being robbed; voyage) and thus suggested resource loss for participants.

3. RESULTS

Multilevel analyses (R-3.1.2) accounting for the nesting of weekly observations in participants revealed that the relationship between person-mean centred part-time work pressure and affective well-being was moderated by the occurrence of acute unforeseen events, t(300) = -2.08, p = .038. Under routine condition, part-time work pressure did not lead to lower affective well-being, t(300)=-0.26, n.s. However, when an unforeseen event had occurred that reduced affective well-being, part-time work pressure accelerated this negative effect and had a negative effect on affective well-being, t(300)=-2.37, p = .018. Similar findings emerged when part-time work pressure was centred at the grand-mean.

4. LIMITATIONS

Limitations include the fact that our sample is restricted to the Belgian context, with only about 25% males.

5. RESEARCH/PRACTICAL IMPLICATIONS

Under routine conditions, part-time work pressure has no negative effects on affective well-being. However, as suggested by COR-theory, part-time work pressure reduces students’ available resources when confronted with acute resource loss. We discuss practical implications including ways in which universities/study counsellors could help students who need to work part-time and are confronted with acute unforeseen losses.

6. ORIGINALITY/VALUE

Our study contributes to the literature on COR by demonstrating the crucial role of acute dynamic events for understanding how the relationship between stress and affective well-being unfolds. Our research shows how the occurrence of events can be incorporated into multilevel analyses of diary data in the field of occupational health. The result is a dynamic perspective emphasizing that effects of acute events on affective well-being depend on the availability of resources to students that combine part-time employment with education.
EAWOP small group meeting on studying work as it is: Capturing dynamics on workplace relationships

NOTES:
EFFECTS OF INDIVIDUAL JUSTICE TRAJECTORIES ON SELF-RATED HEALTH: RESULTS FROM THE SLOSH STUDY.

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1. PURPOSE

Procedural justice is defined as the perceived fairness of the organizational processes and procedures that lead to decision outcomes. It is a core and consistent predictor of employee health, including e.g. self-rated health and mental health. Justice perceptions are not stable but vary over time. Although some studies have acknowledged that time is an important source of variance in employees’ perceptions of organizational justice, it remains unclear how the direction and rate of change in these perceptions influence health outcomes. The aim of this study was to investigate individual trajectories of self-rated health and to examine intra-individual differences in the trajectories over time according to changes in procedural justice. Herein, this paper fits perfectly to the theme of the meeting.

2. DESIGN/METHODOLOGY

Data is derived from the 2006-2014 biennially waves of the Swedish Longitudinal Occupational Survey of Health (SLOSH) study, a longitudinal cohort survey approximately representative for the Swedish working population. Analyses included participants who responded to the questionnaire in at least three out of the five waves (N=9,178). Procedural justice was measured by a seven-item scale developed by Moorman. Self-rated health, a robust predictor of mortality and other key health outcomes, was measured by a single question with five response options reaching from very bad to very good. Age, sex and education were included as covariates. Growth curve models were employed to investigate the dynamic relationship between perceptions of procedural justice and health trajectories.

3. RESULTS

Linear growth curve models showed the best fit to the data. Self-rated health declined slightly over time, from 4.08 to 3.99. Analysis of health trajectories revealed that health scores changed at an average of -0.031 (p<0.001) for every two years, indicating a statistically significant decline in self-rated health over time. Further, we found a statistically significant variation among respondents in both the intercept and the slope in self-rated health. Change in organizational justice has a small but statistically significant effect on self-rated health, i.e., participants who experienced an improvement in organizational justice compared to baseline (i.e. 2006) improved also their self-rated health. Level of education was the only demographic factor, which showed significant influence on health variances over time.

4. LIMITATIONS

One potential limitation is common method variance, a potential source of inflated associations. Also, reasons for change in experienced organizational justice, e.g., changes in job or downsizing, were not studied. The time lag of two years might be too long to study changes in organizational justice. Further studies should consider the contemporary influence of work characteristics.

5. RESEARCH/PRACTICAL IMPLICATIONS

Our results suggest that interventions to increase employee well-being should be targeted to fair decision-making procedures.

6. ORIGINALITY/VALUE

The study is one of the few studies on procedural justice, which employs longitudinal data under the use of growth curve modeling. Few studies on organizational justice, if any, are based on representative samples as is the here presented. To our knowledge this is the first study investigating the effect of changes in procedural justices on changes in self-rated health.
NOTES:
FROM DUSK TILL DAWN AND DAWN TILL DUSK: SHEDDING LIGHT ON THE RECOVERY PROCESS BY INVESTIGATING CHANGE PATTERNS IN FATIGUE OVER THE COURSE OF THE DAY.

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1. PURPOSE
Research in organizational psychology has identified successful recovery from work as an important driver of occupational well-being, motivation, and performance. The fundamental assumption underlying this line of research is that recovery is a process that can be described as the continuous cycle of depletion and replenishment of energetic resources. Yet, still little is known about this process. Extant studies have provided valuable insights into which factors are positively or negatively related to recovery-related states. They did not shed light on the changes that typically occur with employees’ energy reservoir over the course of the day and the factors that influence this daily change process. Doing so requires a research approach that differs from traditional approaches that have either taken a between-person (cross-sectional or longitudinal) or a within-person perspective. In light of this obvious lack of knowledge about the course of recovery over the working day itself and the factors that influence this daily change process, the overall goal of the present study is to adopt a change-oriented research approach and systematically investigate individual-level change in fatigue over the course of the workday. As a first step, I will investigate average change trajectories in fatigue over the course of the workday across individuals. In a second step, I will investigate the role of psychological detachment after work, sleep quality, and work demands in explaining inter-individual differences in change trajectories.

2. DESIGN/METHODOLOGY
Results of two diary studies involving 4 measurement occasions per day over 5 workdays are presented (Study 1: N = 121 employees, Study 2: N = 69 employees).

3. RESULTS
Growth curve analyses revealed that across individuals, fatigue changed systematically over a workday (remaining relatively stable in the morning until noon and then increasing gradually until bedtime). Results also revealed inter-individual differences in these change trajectories such that employees reporting lower levels of sleep quality and higher levels of work demands did not only experience higher overall levels of fatigue, but also different fatigue change trajectories over the course of the day. For psychological detachment, results were less conclusive.

4. LIMITATIONS
Future studies may involve more measurement occasions per day in order to allow for a more fine-grained assessment of change trajectories.

5. RESEARCH/PRACTICAL IMPLICATIONS
Results help explain previous inconsistencies in findings by showing that e.g. sleep quality has the largest effect on fatigue in the morning, while it quickly fades out as the day progresses. Results also have practical implications as they suggest that job tasks requiring a lot of energy should be scheduled around noon when fatigue is at its lowest.

6. ORIGINALITY/VALUE
The present study advances the recovery literature by taking on a new analytical approach and by responding to recent calls to shed light on the process of effort expenditure and replenishment of resources.
NOTES:
Index of Authors

Aronsson, Gunnar, 15
Baillien, Elfi, 27
Bakker, Arnold, 1, 31
Bal, Matthijs, 45
Beckmann, Nadine, 3
Bernhard-Oettel, Claudia, 15, 17, 49
Blomme, Robert J., 9
Breevaart, Kimberley, 1

Chiu, Ming Ming, 7

Dóci, Edina, 5
De Cooman, Rein, 11
De Gieter, Sara, 19, 41
de Laat, Stijn, 35
De Ruiter, Melanie, 9
De Witte, Hans, 27
Debus, Maike E., 43
Demerouti, Evangelia, 41
Derks, Daantje, 31
Derous, Eva, 47
Du, Danyang, 31

Eib, Constanze, 17, 49
Einarsen, Ståle, 25
Endedijk, Maaike, 35

Fritz, Charlotte, 43
Germeys, Lynn, 19
Griep, Yannick, 27
Griffin, Mark A., 39

Hülsheger, Ute, 23, 51
Hahn, Verena C., 41
Hewett, Rebecca, 41
Hofmans, Joeri, 5
Kovacs, Szilvia, 21
Laguna, Mariola, 37

Lang, Jonas, 47
Lehmann-Willenbrock, Nale, 7
Leineweber, Constanze, 15, 17, 49
Lub, Xander, 33

Minbashian, Amirali, 3
Nübold, Annika, 23
Notelaers, Guy, 25

Paas, Leo, 25
Parker, Sharon K., 39
Peristera, Paraskevi, 49

Razmus, Wiktor, 37
Reh, Susan, 29
Rossnagel, Stamov, 13
Sanchez, Alma Maria Rodriguez, 41
Schalk, René, 9
Scheibe, Susanne, 13
Skakon, Janne, 41
Soenen, Guillaume, 17
Stengård, Johanna, 15
Strack, Juliane, 13
ten Have, Steven, 33
Tröster, Christian, 29

Ufkes, Elze, 35
Van Quaquebeke, Niels, 29
Vander Elst, Tinne, 27
Verbruggen, Marijke, 11
Vleugels, Wouter, 11

Wiechers, Hermien, 33
Wood, Robert, 3
Wu, Chia-Huei, 39

Zaliński, Adam, 37