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**Journal of Business and Psychology**  
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**Polynomial regression with response surface analysis: A powerful approach for examining moderation and overcoming limitations of difference scores** 543-554

Linda Rhoades Shanock, Benjamin E. Baran, William A. Gentry, Stacy Clever Pattison and Eric D. Heggestad

**Keywords:** Polynomial regression - Response surface analysis - Two-way interactions - Job attitudes - Research methods

**Abstract:** Polynomial regression with response surface analysis is a sophisticated statistical approach that has become increasingly popular in multisource feedback research (e.g., self-observer rating discrepancy). The approach allows researchers to examine the extent to which combinations of two predictor variables relate to an outcome variable, particularly in the case when the discrepancy (difference) between the two predictor variables is a central consideration. We believe this approach has potential for application to a wide variety of research questions. To enhance interest and use of this technique, we provide ideas for future research directions that might benefit from the application of this analytic tool. We also walk through a step-by-step example of how to conduct polynomial regression and response surface analysis and provide all the tools you will need to do the analyses and graph the results (including SPSS syntax, formulas, and a downloadable Excel spreadsheet). Our example involves how discrepancies in perceived supervisor and organizational support relate to affective commitment. Finally, we discuss how this approach is a better, more informative alternative to difference scores and can be applied to the examination of two-way interactions in moderated regression.

25.4.2

**Psychological contracts and counterproductive work behaviors: Employee responses to transactional and relational breach** 555-568.

Jaclyn M. Jensen, Richard A. Opland and Ann Marie Ryan

**Keywords:** Psychological contract - Transactional - Relational - Contract breach - Counterproductive work behavior - Organizational policies - Personality

**Purpose:** This study extends the research on counterproductive work behavior (CWB) by examining the psychological contract breaches that trigger employee CWB. Specifically, we explored the relationship between transactional and relational contract breach and five forms of CWB (abuse, production deviance, sabotage, theft, and withdrawal). Further, we considered the role of situational and individual factors that mitigate CWB engagement and examined the moderating effects of organizational policies meant to deter CWB and personality (conscientiousness, agreeableness, and emotional stability).

**Design/Methodology/Approach:** A total of 357 employees responded to surveys of transactional and relational psychological contract breach, CWB, knowledge of organizational policies, and personality. Relationships were examined via hierarchical linear regression.

**Findings:** Findings generally supported the notion that transactional and relational breach has differential effects on CWB. However, there was limited support for the moderating effects of policies and individual differences on these relationships.

**Implications:** Given the consequences of CWB for organizations and individuals, it is important for organizations to understand how transactional and relational contract breach relates to different forms of CWB. In addition, it is important to recognize the limited role that organizational policies and personality have in diminishing CWB.

**Originality/Value:** Our contribution to this area of study is the parsing of the effects of distinct elements of the psychological contract to specific forms of CWB, so that organizations can
achieve a better understanding of which aspects of the psychological contract affect CWB and implement targeted interventions.

25.4.3
**Perspective taking and communication satisfaction in coworker dyads** 569-581
Hee Sun Park and Amber N. W. Raile

**Keywords:** Perspective taking - Other-rating - Self-rating - Communication satisfaction - Coworker dyads - Multilevel analysis

**Purpose:** This study addressed whether or not self-rated and other-rated perspective taking would converge and questioned the relationship between perspective taking and communication satisfaction among coworkers.

**Design/Methodology/Approach:** A sample of 114 participants, all coworkers at 27 kindergartens in Korea, provided data to form 350 dyads. The participants rated their own perspective-taking tendency, their coworkers’ perspective-taking tendency, and how satisfied they were when communicating with each coworker.

**Findings:** No significant correlation between self-rated and other-rated perspective-taking tendencies was observed, and self-rated perspective taking was not significantly correlated with other-rated communication satisfaction. In contrast, other-rated perspective taking positively correlated with other-rated communication satisfaction. The extent to which self-rated perspective taking exceeded other-rated perspective taking was negatively related to other-rated communication satisfaction.

**Implications:** An individual tends to report higher communication satisfaction when she/he feels that her/his coworker takes her/his perspective and understands her/him. Conversely, self-ratings of perspective taking ability can have little relevance to coworker evaluations of perspective taking behavior; thus, individuals might not be the best judges of their ability to take the perspective of others. Self-ratings also appear to have little impact on the communication satisfaction that others report with their communication with an individual.

**Originality/Value:** This study tested the utility of self-rated perspective taking by taking a sample of coworkers who had worked closely in small group settings for substantial time. The close working relationships helped us to make more accurate comparisons of one’s own viewpoint versus the viewpoint of others.

25.4.4
**Work status congruence’s relation to employee attitudes and behaviors: The moderating role of procedural justice** 583-592.
Jon C. Carr, Brian T. Gregory and Stanley G. Harris

**Keywords:** Work status congruence - Procedural justice - Organizational commitment - Organizational citizenship behavior

**Purpose:** The purpose of this study is to explore procedural justice as a boundary condition of work status congruence’s (WSC) relationships with organizational commitment and organizational citizenship behavior (OCB). WSC is defined as the degree to which an employee’s schedule, shift, full-time or part-time status, and number of working hours, match his or her preferences (Holtom et al. in J Appl Psychol 86:80–93, 2002). This exploration is grounded in the outcome favorability–procedural justice interaction literature (e.g., Brockner in Acad Manag Rev 27:58–76, 2002).

**Design/Methodology/Approach:** Data were obtained from 209 supervisor–subordinate dyads from three large material processing and distribution facilities in the Southeastern United States. Hierarchical regression was used to test hypotheses.

**Findings:** The positive relationship between WSC and organizational commitment as well as the positive relationship between WSC and coworker directed OCB is attenuated in the presence of procedural justice.
Implications: Study findings inform management practice by suggesting that organizations maintain high levels of procedural justice to reduce the attitudinal and behavioral consequences of employees experiencing unfavorable outcomes (i.e., low WSC).

Originality/Value: First, we add incremental evidence of the importance of WSC as a factor that influences employee attitudes and behaviors. Next, the study results suggest that procedural justice is a boundary condition on these direct relationships. We also add to the outcome favorability–procedural justice literature by conceptualizing WSC in terms of a favorable outcome that individuals receive from organizations and by suggesting that the outcome favorability–procedural justice interaction can predict supervisor-rated citizenship behavior.

25.4.5
The joint influence of supervisor and subordinate emotional intelligence on leader–member exchange 593-605
Greg J. Sears and Camilla M. Holmvall

Keywords: Emotional intelligence - Leader–member exchange - Interpersonal similarity - Similarity attraction - Behavioral integration - Leadership

Purpose: The purpose of this study was to investigate the relationship between supervisor and subordinate levels of emotional intelligence (EI) and leader–member exchange (LMX). Drawing on the similarity-attraction paradigm and behavioral integration theory, we propose that supervisor–subordinate EI similarity will play a prominent role in LMX development.

Design/Methodology/Approach: Measures of EI and demographic and personality control variables (conscientiousness and core self-evaluations) were collected from senior public service executives and their direct subordinates (N = 37 dyads). Subordinates also completed a measure assessing their perceptions of LMX.

Findings: Results of both hierarchical moderated multiple regression and difference score analyses showed that supervisor–subordinate EI similarity was significantly associated with LMX.

Implications: Our results temper recent findings supporting direct effects of EI on various workplace outcomes, and reinforce a dyadic approach to studying individual difference variables in LMX development. These results also suggest that HR initiatives designed to develop EI should target both employees and their managers to successfully cultivate LMX in the organization.

Originality/Value: This is one of the first studies to examine EI in relation to LMX, and in particular, the joint influence of supervisor and subordinate EI on LMX.

25.4.6
Emotional exhaustion among employees without social or client contact: The key role of nonstandard work schedules 607-623
Jenell L. S. Wittmer and James E. Martin

Keywords: Emotional exhaustion - Burnout - Nonstandard work schedules - Shift work - Work–family conflict

Purpose: The current study examines emotional exhaustion and its predictors among employees without social or client contact on multiple nonstandard shifts.

Design/Methodology/Approach: Data were obtained through surveys from U.S. Postal Service employees at three mail processing centers (N = 353).

Findings: While we hypothesized that the day, evening, and night shift employees would differ significantly on emotional exhaustion, we found that the day and evening shifts differed significantly from the night shift. Hierarchical moderated regressions revealed that shift moderated the relationship between emotional exhaustion and job demands and work–family conflict, but not job resources.
Implications: Understanding how working on nonstandard shifts relates to emotional exhaustion aids in our theoretical understanding of the process of emotional exhaustion and the effects of nonstandard work schedules. We provide evidence that the negative consequences associated with nonstandard schedules (role conflict, role ambiguity, unfavorable working conditions, less positive perceptions of supervision, and work–family conflict) differentially predict emotional exhaustion. Management can apply this information to help reduce the impact of these consequences on employees, lessening their likelihood of burnout, lowered performance, and turnover.

Originality/Value: Although research has investigated emotional exhaustion in nonstandard shifts, we extend the literature by investigating multiple, nonstandard shifts, as opposed to standard versus nonstandard. While researchers have recognized that emotional exhaustion need not occur only in human service professions, much of the research continues to focus on professions with high customer or interpersonal contact. Therefore, we extend the literature by examining emotional exhaustion in mail processors, a profession with absolutely no customer contact.

25.4.7
A general structure of job performance: Evidence from two studies 625-638
Otmar E. Varela and Ronald S. Landis

Keywords: Job performance - Criteria - Multidimensional scaling - Employee proficiency

Purpose: The purpose of this study is to test alternative models of job performance based on competing categorization criteria.

Design/Methodology/Approach: Survey-based data were collected from individuals in two separate studies. In Study 1, proficiency ratings of job performance were collected from individuals (N = 553) across multiple jobs in four organizations in three Latin America countries. Similar data (N = 489) were collected as part of a second study in order to provide additional support for the results observed in the first study.

Findings: Modest support was obtained for performance models based on prior literature and a modified ten-factor solution. Follow-up analyses, on the basis of multidimensional scaling, suggested an alternative categorization that unveiled three underlying proficiency-dimensions. Emerging dimensions suggest that proficiency can be classified according to (a) the target of work behaviors (i.e., data, persons, and things), (b) the degree of influence behaviors convey (controlling others versus do-it-yourself), and (c) the degree of interaction involved (integration vs. working in isolation).

Implications: The modest fit of the data with performance models derived from the extant literature calls for further investigations of the structure emerging from the current studies.

Originality/Value: These studies contrasted existing methods to categorize employee proficiency and provided empirical evidence of the shortcomings of these methods. Results also provided alternative criteria to discriminate performance behaviors.

25.4.8
The mediating role of psychological empowerment on the relationships between p–o fit, job satisfaction, and in-role performance 639-647
Brian T. Gregory, M. David Albritton and Talai Osmonbekov

Keywords: P–O fit - Psychological empowerment - Supervisor-rated in-role performance - Job satisfaction - Mediation model

Purpose: The direct relationships between person–organization fit (P–O fit) and multiple individual-level outcomes such as job satisfaction and in-role performance have been heavily studied in the extant literature; potential mediators of these relationships have been studied much less frequently. Consequently, a complete picture of the psychology surrounding P–O fit is missing. This research aims to begin to fill this gap in the literature.
Design/Methodology/Approach: A sample of university faculty and staff with supervisor-rated performance feedback is used to examine the potential mediating role of psychological empowerment on these established relationships.

Findings: Results from this sample indicate that psychological empowerment mediates the relationship between P–O fit and in-role performance, as well as between P–O fit and job satisfaction.

Implications: These results imply that an individual’s perceived fit in their organization impacts their perceptions of management practices which, in turn, influences important behaviors and attitudes toward work.

Originality/Value: Study findings begin to explain how P–O fit impacts employee attitudes and behaviors. Specifically, we find that individual cognitions regarding impact and self-determination appear to be two factors that explain the relationship between P–O fit and job satisfaction as well as the relationship between P–O fit and in-role performance.

25.4.9
The impact of organizational culture on attraction and recruitment of job applicants 649-662
Diane Catanzaro, Heather Moore and Timothy R. Marshall

Keywords: Organizational culture - Recruitment - Sex roles - Work-life balance - Organizational attraction - Salary

Purpose: This research examined how job pursuit and application decisions of male and female job applicants are impacted by beliefs about the organization’s culture.

Design/Methodology/Approach: Participants responded to questions regarding job pursuit intentions, organizational preference, and organizational choice for two hypothetical organizations, depicted in recruitment brochures as having either a competitive (“masculine”) or supportive (“feminine”) organizational culture in a 2 × 2 repeated measures design. Choosing the supportive culture required the trade-off of lower salary.

Findings: The results indicate that organizational culture interacts with gender to influence applicant attraction. Men were more likely than women to intend to pursue a job with the competitive organization; however, the majority of both men and women reported stronger interest in working for the supportive organization, even though salary would be lower.

Implications: This provides an empirical basis for organizational decision makers to integrate more supportive “feminine” values into the organizational culture and to highlight these values in recruitment literature. Perceived organizational culture plays a significant role in applicant decision making and both male and female applicants indicated a willingness to accept a lower salary in return for a supportive organizational culture. This has significance for organizations that seek to attract high quality applicants but whose direct compensation is lower than that offered by competitors.

Originality/Value: This is the first study to use an experimental design to manipulate organizational culture and salary trade-offs depicted in recruitment literature to examine the impact on applicant attraction.

25.4.10
BARS and those mysterious, missing middle anchors 663-672
Neil M. A. Hauenstein, Reagan D. Brown and Andrea L. Sinclair

Keywords: a_wgt(1) - r_wgt(1) - Interrater agreement - Behaviorally anchored rating scales - Performance appraisal

Purpose: A contributing reason for the common problem of missing middle anchors on behaviorally anchored rating scales (BARS) is the standard deviation (SD) criterion used in scaling phase. An alternative BARS scaling process is proposed based on the a_wgt(1) index of interrater agreement.
Design/Methodology/Approach: Algebraic principles are used to explicate that the SD criterion is analogous to using a $r_{wg(1)}$ interrater agreement statistic with the assumption of a uniform null distribution, and this reliance on $r_{wg(1)}$ decreases the likelihood of anchoring behaviors in the mid-range of the rating scale. Archival data from a law enforcement agency were used to compare the success and failure of anchoring a BARS using a SD criterion versus an $a_{wg(1)}$ criterion.

Findings: The $a_{wg(1)}$ criterion was successful at anchoring the full range of the rating scale, but only if the cut-off for anchoring behaviors required a “weak” level of interrater agreement. Although we demonstrated the advantages of using $a_{wg(1)}$ to anchor BARS, an equally important conclusion is that incumbents need to be better trained prior to scaling behaviors.

Implications: The most surprising finding was that the traditional 1.5 SD criterion on a 9-point rating scale is not a particularly stringent agreement requirement for anchoring behaviors.

Originality/Value: We provide a theoretically defensible approach for anchoring BARS that ameliorates the missing middle anchor problem. Further, the utility of $a_{wg(1)}$ in the BARS context is yet another example of the limitation of $r_{wg(1)}$ when assuming a uniform null distribution.

25.4.11
Perceptions of human capital measures: from corporate executives and investors 673-688
Lynn L. K. Lim, Christopher C. A. Chan and Peter Dallimore

Keywords: Human capital - Executives’ perspective - Investors’ perspectives

Purpose: This study compared the perceptions of executives and investors in terms of the importance to disclose human capital measures and their knowledge of those measures.

Design/Methodology/Approach: Forty-nine senior-level executives (41% response rate) from service-oriented, public-listed companies in Australia and 33 investors (47% response rate) from various fund management companies responded to our survey.

Findings: The investors indicated the importance to disclose certain human capital measures more than the executives. The executives appeared to show a better understanding than the investors on indicators such as staff satisfaction index, staff capacity, motivational index, workforce stability, and workforce competence profile.

Implications: To date, researchers have explored human capital from a piecemeal perspective. A more integrated and multifaceted measure of human capital has the potential to benefit fund managers and executives. Disclosure of value added by employees, composition of staff (full-time, contract, or temporary), staff turnover, average years of experience, and average age of management and operational staff would shed some light on investment decisions for fund managers. Executives could utilize the measures to reflect on an assortment of human capital issues that are relevant to their organizations and stakeholders, especially the investment community.

Originality/Value: This study proposed a more inclusive measure of human capital by integrating traditional measures of human capital and non-accounting measures (e.g., educational level, experience, and motivation). A comparison of the perspectives of executives and investors revealed preferences for certain information, which can help to improve the perception of transparency and accountability.
25.3.1
What reviewers should expect from authors regarding common method bias in organizational research 325-334
James M. Conway and Charles E. Lance

Keywords: Common method bias - Method variance - Self-report measures - Reviewing
Abstract: We believe that journal reviewers (as well as editors and dissertation or thesis committee members) have to some extent perpetuated misconceptions about common method bias in self-report measures, including (a) that relationships between self-reported variables are necessarily and routinely upwardly biased, (b) other-reports (or other methods) are superior to self-reports, and (c) rating sources (e.g., self, other) constitute measurement methods. We argue against these misconceptions and make recommendations for what reviewers (and others) should reasonably expect from authors regarding common method bias. We believe it is reasonable to expect (a) an argument for why self-reports are appropriate, (b) construct validity evidence, (c) lack of overlap in items for different constructs, and (d) evidence that authors took proactive design steps to mitigate threats of method effects. We specifically do not recommend post hoc statistical control strategies; while some statistical strategies are promising, all have significant drawbacks and some have shown poor empirical results.

25.3.2
Response rates in organizational science, 1995–2008: A meta-analytic review and guidelines for survey researchers 335-349
Frederik Anseel, Filip Lievens, Eveline Schollaert and Beata Choragwicka

Business and Psychology, 25(3), 335-349.

Keywords: Response rate - Response enhancing technique - Survey - Respondent type - Sample - Meta-analysis
Purpose: This study expands upon existing knowledge of response rates by conducting a large-scale quantitative review of published response rates. This allowed a fine-grained comparison of response rates across respondent groups. Other unique features of this study are the analysis of response enhancing techniques across respondent groups and response rate trends over time. In order to aid researchers in designing surveys, we provide expected response rate percentiles for different survey modalities.

Design/Methodology/Approach: We analyzed 2,037 surveys, covering 1,251,651 individual respondents, published in 12 journals in I/O Psychology, Management, and Marketing during the period 1995–2008. Expected response rate levels were summarized for different types of respondents and use of response enhancing techniques was coded for each study.

Findings: First, differences in mean response rate were found across respondent types with the lowest response rates reported for executive respondents and the highest for non-working respondents and non-managerial employees. Second, moderator analyses suggested that the effectiveness of response enhancing techniques was dependent on type of respondents. Evidence for differential prediction across respondent type was found for incentives, salience, identification numbers, sponsorship, and administration mode. When controlling for increased use of response enhancing techniques, a small decline in response rates over time was found.

Implications: Our findings suggest that existing guidelines for designing effective survey research may not always offer the most accurate information available. Survey researchers should be aware that they may obtain lower/higher response rates depending on the respondent type surveyed and that some response enhancing techniques may be less/more effective in specific samples.
Originality/Value: This study, analyzing the largest set of published response rates to date, offers the first evidence for different response rates and differential functioning of response enhancing techniques across respondent types.

25.3.3
Sequential and combined effects of recruitment information on applicant reactions 351-365
Alan M. Saks and Krista L. Uggerslev

Keywords: Phases of the recruiting process - Recruitment stages - Multiple recruiting activities - Applicant attraction - Applicant reactions - Recruiter behaviors - Belief updating model - Repeated measures - Structural equation modeling

Purpose: The purpose of this study was to investigate the sequential effects of recruitment information on applicant reactions following three recruitment stages (campus fair, recruitment interview, and site visit) and the timing of communications independently, across stages, and in combination.

Design/Methodology/Approach: A simulation of the recruitment process with 292 undergraduate business students randomly assigned to positive or negative experiences at each of the recruitment stages.

Findings: Specific information during the campus fair, a personable and informative recruiter, prompt communication following the interview, and the opportunity to interact with organizational members during the site-visit were positively related to applicant reactions. Furthermore, although the recruitment information was more likely to have an effect at the stage in which it was received than at subsequent stages, the information at several stages did have significant positive and negative effects at subsequent stages. In addition, applicants who experienced more stages with positive information had more positive applicant reactions in support of the effects of “bundles” of recruitment activities.

Implications: Even more important than understanding the impact of any one particular recruitment experience is the overall effect of all recruitment stages experienced by a job applicant. Thus, one good recruitment experience is probably not enough to impress and attract job applicants.

Originality/Value: This is one of the first studies to explore applicant reactions at different stages of the recruitment process using repeated measures SEM and to examine the combined effects of recruitment information at different stages on applicant reactions.

25.3.4
Leadership = Communication? The relations of leaders’ communication styles with leadership styles, knowledge sharing and leadership outcomes 367-380
Reinout E. de Vries, Angelique Bakker-Pieper and Wyneke Oostenveld

Keywords: Communication styles - Leadership - Leadership styles - Charisma - Consideration - Initiating structure - Knowledge sharing - Commitment - Satisfaction with the leader - Perceived leader performance

Purpose: The purpose of this study was to investigate the relations between leaders’ communication styles and charismatic leadership, human-oriented leadership (leader’s consideration), task-oriented leadership (leader’s initiating structure), and leadership outcomes.

Design/Methodology/Approach: A survey was conducted among 279 employees of a governmental organization. The following six main communication styles were operationalized: verbal aggressiveness, expressiveness, preciseness, assuredness, supportiveness, and argumentativeness. Regression analyses were employed to test three main hypotheses.

Findings: In line with expectations, the study showed that charismatic and human-oriented leadership are mainly communicative, while task-oriented leadership is significantly less communicative. The communication styles were strongly and differentially related to knowledge sharing behaviors, perceived leader performance, satisfaction with the leader, and subordinate’s
team commitment. Multiple regression analyses showed that the leadership styles mediated the relations between the communication styles and leadership outcomes. However, leader’s preciseness explained variance in perceived leader performance and satisfaction with the leader above and beyond the leadership style variables.

Implications: This study offers potentially invaluable input for leadership training programs by showing the importance of leader’s supportiveness, assuredness, and preciseness when communicating with subordinates.

Originality/Value: Although one of the core elements of leadership is interpersonal communication, this study is one of the first to use a comprehensive communication styles instrument in the study of leadership.

25.3.5

A meta-analytic review of the consequences associated with work–family enrichment 381-396
Laurel A. McNall, Jessica M. Nicklin and Aline D. Masuda

Keywords: Work–family balance - Work–family enrichment - Work–family facilitation - Positive spillover - Work–family enhancement

Purpose: This study investigated the relationship between work-to-family enrichment (WFE) and family-to-work enrichment (FWE) with work-related, non work-related, and health-related consequences using meta-analysis.

Design/Methodology/Approach: We conducted a meta-analytic review of 21 studies (54 correlations) for WFE and 25 studies (57 correlations) for FWE.

Findings: We found that both WFE and FWE were positively related to job satisfaction, affective commitment, and family satisfaction but not turnover intentions. WFE was more strongly related to work-related variables, whereas FWE was more strongly related to non work-related variables. We also found that both WFE and FWE were positively related to physical and mental health. Additionally, relationships appear to depend on moderating variables including the proportion of women in the sample as well as the construct label (e.g., enrichment, facilitation, positive spillover).

Implications: Our work indicates that organizations need to consider ways to not only reduce conflict, but also increase enrichment, which will drive many important outcome variables.

Originality/Value: This is the first meta-analysis on the positive side of the work–family interface.

25.3.6

Unrealistic optimism: Still a neglected trait 397-408
Marta P. Coelho

Keywords: Over-optimism - Determinants of over-optimism - Entrepreneurial optimism - Public policy - Lending

Purpose: Unrealistic optimism is all around us, and it is a well-documented psychological phenomenon. The purpose of this study is to take a critical approach of the main research done in the area and to analyze the important impact that it has in many economic and managerial contexts. We also analyze current trends in terms of entrepreneurship by policy makers.

Findings: We show that most people are prone to groundless optimism when faced with economic and managerial decisions and yet economists, managers and policy makers still ignore it or fail to understand its characteristics.

Implications: Since the policy and welfare implications of such a (neglected) widespread phenomenon are vast, we challenge the current public policy trend of extending lending to business start-ups, on the grounds that it may create a real road to ruin.

Originality/Value: A careful analysis of the psychology of over-optimism from an economics and managerial perspective is original and extremely valuable in a world where uncertainty dominates.
Design/Methodology/Approach: Critical review of the existing literature on unrealistic optimism and its implications for economic and managerial decision making.

25.3.7
Flight from unfairness: Effects of perceived injustice on emotional exhaustion and employee withdrawal 409-428
Larry W. Howard and Cynthia L. Cordes

Keywords: Organizational justice - Emotional exhaustion - Employee withdrawal - Structural equation models - Mediation

Purpose: The purpose of this study is to examine emotional mechanisms by which perceived injustice is translated into forms of employee withdrawal. Based on person–environment fit theory, we develop arguments predicting mediation between perceived justice and withdrawal by an emotional suffering syndrome and emotional exhaustion.

Design/Methodology/Approach: Survey data were provided by 437 randomly selected workers from various occupations and industries.

Findings: Using structural equation modeling, we determined that distributive and procedural justice contribute both directly and indirectly through emotional pathways to influence employee absenteeism, turnover intentions, work alienation, and self-medication with alcohol.

Implications: These results provide new insights into emotional mediation of justice/injustice effects, and extend the scope of withdrawal responses.

Originality/Value: The roles of emotions in mediating relationships between injustice and withdrawal outcomes have been largely unexamined. Our results offer significant insights into those mechanisms. We also extended the literature by examining positive and negative emotional states and four forms of withdrawal, and by demonstrating that favorable justice judgments may contribute to emotional wellness in much the same way that unfavorable justice judgments contribute to emotional suffering.

25.3.8
Moderating effects of self-regulatory focus on source–content incongruity 429-439
Chung-Chau Chang and Bo-Chi Lin

Keywords: Self-regulatory focus - Incongruity - Persuasion - Recommendation - Affect - Cognition

Purpose: The purpose of this study was to examine the moderating impacts of consumers’ self-regulatory focus on evaluations of a brand when an endorser’s image is incongruent with the characteristics of his or her recommendation messages, which is termed “source–content incongruity.”

Design/Methodology/Approach: Data were obtained from an experiment design consisting of 156 participants whose self-regulatory foci were manipulated before evaluating a brand, and their attitude toward the brand based on the endorser and his or her messages.

Findings: Compared with an information source–content congruity (incongruity), promotion-focused (prevention-focused) persons who confronted an incongruity (congruity) had more favorable attitudes toward the brand.

Implications: Consumers under a specific regulatory focus may have different preference for a brand depending on whether a congruity exists between the recommendation sources and the message contents. The study provides evidence that consumers with a promotion focus (prevention focus) have more favorable attitude toward the brand when an information source–content incongruity (congruity) exists.

Originality/Value: In general, people naturally connect an endorser’s (information source’s) image to his or her recommendation (information content) of a product. This study first investigates the persuasiveness of external information by simultaneously taking information sources/contents and their possible incongruity into consideration. In addition, this study
recognizes the influence of consumers’ self-regulatory focus (promotion versus prevention) on
their perceptions of congruity between the characteristics of recommendation sources and the
message contents, which are distinguished as affect-based and cognition-based.

25.3.9
Effects of retail store image attractiveness and self-evaluated job performance on employee retention 441-450
Jennifer Yurchisin and Jihye Park

Keywords: Employee retention - Store image attractiveness - Organizational commitment - Job satisfaction and performance

Purpose: The purpose of this research was to investigate the effects of store image attractiveness and self-evaluated job performance on internal job satisfaction and organizational commitment.

Design/Methodology/Approach: A total of 317 retail store employees at 8 regional malls in Arizona, Illinois, and Iowa completed a self-administered questionnaire.

Findings: Employees who find the store’s image attractive and/or positively evaluate their job performance in the organization are likely to exhibit a high level of both internal job satisfaction and organizational commitment.

Implications: Employees who are satisfied with and/or committed to their current job tend to be less likely to voluntarily leave from their current position which in turn, tends to increase employee retention in the store. In this way, turnover can be considered a positive occurrence for retailers because, if managed well, the better performing employees are likely to stay employed within the organization while, conversely, the poorer performing employees are more likely to leave.

Originality/Value: Although the relationships between store image attractiveness, self-evaluated job performance, internal job satisfaction, organizational commitment, and intention to leave have been examined in past research, the specific direct and indirect relationships examined in this study have not yet been previously investigated using a sample of retail sales associates.

25.3.10
Trait entitlement and perceived favorability of human resource management practices in the prediction of job satisfaction 451-464
Zinta S. Byrne, Brian K. Miller and Virginia E. Pitts


Keywords: Entitlement - Job satisfaction - Human resource management practices - Equity sensitivity

Purpose: Inconsistency in offerings of human resource management (HRM) practices across organizations is potentially problematic for employees with high levels of entitlement as they tend to believe they get less than they deserve. The purpose of this study was to examine the moderating effect of trait entitlement on the relationship between the favorability of HRM practices and job satisfaction.

Design/Methodology/Approach: Self-report survey data were obtained from 190 employees from nine different firms.

Findings: For those high in trait entitlement, perceived favorability of Recruitment and Selection practices were positively associated with job satisfaction. For those low in trait entitlement, favorability regarding this practice was not significantly related to job satisfaction. For those high in trait entitlement, perceived favorability of Safe Working practices was negatively associated with job satisfaction. For those low in trait entitlement, favorability regarding this practice was positively related to job satisfaction.

Implications: Employers cannot assume that offering more or better HRM practices will be associated with high job satisfaction. Employees differ on their expectation of what they deserve,
and therefore, employers need to consider other factors than just employee satisfaction when deciding what HRM practices to implement.

Originality/Value: This study examines the relationship between perceived favorability of HRM practices and employees’ job satisfaction, which is unlike previous studies that tended to focus on employee satisfaction with HRM practices themselves. We focused on understanding the relationship between perceived favorability of HRM practices and job satisfaction, and the extent to which trait entitlement alters those relationships.

25.3.11
Rater personality and performance dimension weighting in making overall performance judgments
465-476
Babatunde Ogunfowora, Joshua Bourdage and Kibeom Lee

Keywords: Performance appraisal - Personality - Implicit theory - HEXACO model - HEXACO PI - Rater idiosyncrasy

Purpose: The present study examined the effects of rater personality on the performance appraisal process. Specifically, we determined the relative weights that raters place on different performance dimensions when making overall performance evaluations, and examined whether rater personality influenced this weighting process. The literatures on social/political values and mate/friend selection were used as guiding frameworks in developing specific hypotheses.

Design/Methodology/Approach: A policy capturing method was used to address the research question in a sample of 192 Canadian undergraduate students. Students were asked to read a number of vignettes describing the teaching behaviours of hypothetical professors, and made overall performance judgments thereafter. Hierarchical Linear Modeling (HLM) was used to test the hypotheses.

Findings: Results indicated that when making overall performance ratings, raters with high levels of Openness to Experience place greater weight on adaptive performance (e.g., handling changing and uncertain work environments effectively), while raters with high levels of Modesty (a facet of Honesty-Humility) place greater weight on maintaining personal discipline (e.g., lack of deviant or condescending behaviours).

Implications: The finding that individuals vary systematically in their performance dimension weightings adds to a growing body of literature indicating that raters have unique implicit theories regarding performance. As such, there is a real need for organizations to impart a standard theory of performance to their employees.

Originality/Value: This study was the first to implicate the personality dimensions of Honesty-Humility and Openness to Experience in the performance weighting process, and as such, adds to our understanding of the nature of rater implicit theories.

25.3.12
Examining the mechanisms linking transformational leadership, employee customer orientation, and service performance: The mediating roles of perceived supervisor and coworker support
477-492
Yuann-Jun Liaw, Nai-Wen Chi and Aichia Chuang

Keywords: Transformational leadership - Customer orientation - Supervisor support - Service performance - Trickle-down process - Coworker support - Multilevel analysis - Taiwan

Purpose: The aim of this study is to test whether store-level transformational leadership influences service employees’ customer orientation via two different mechanisms—supervisor support and coworker support—and whether customer orientation leads to favorable customer-perceived employee service performance.

Design/Methodology/Approach: Data were collected from multiple sources, comprising 212 service employee–customer dyads in 55 stores within Taiwan. Hierarchical linear modeling analysis (HLM) was employed to test the hypotheses.
**Findings:** Our results indicate that transformational leadership not only directly increased employee customer orientation, but also indirectly enhanced employee customer orientation through employee-perceived supervisor support. However, employees’ perceived coworker support did not mediate the transformational leadership-customer orientation linkage. Moreover, although employee customer orientation was unrelated to customer-rated service performance, we found that the customer relationship moderated this association. **Implications:** Our results show that (1) transformational leadership can enhance employees’ customer orientation, and (2) supervisor support serves as the dominant mediator for the relationship between transformational leadership and employee customer orientation. **Originality/Value:** Previous studies have predominantly examined the main effects of transformational leadership on employee customer orientation. This study extends our understanding of this relationship by highlighting the important mediating role of perceived supervisor support in the transformational leadership–customer orientation linkage.

25.3.13
**Applying recommendations from the literature on stereotype threat: Two field studies** 493-504
Jennifer Z. Gillespie, Patrick D. Converse and S. David Kriska

**Keywords:** Race - Social identity - Stereotype threat - Employment testing - Subgroup differences

**Purpose:** The objective of these two studies was to apply recommendations from the literature on stereotype threat to reduce the magnitude of subgroup differences in an employment context.

**Design/Methodology/Approach:** With a sample of prospective applicants for the job of firefighter, the effects of “reduced-threat” preparation sessions about the test (Study 1) and about the job (Study 2) were examined, relative to conventional counterparts.

**Findings:** In Study 1, there was no evidence to suggest that the reduced-threat test-related session was more effective than its conventional counterpart. In Study 2, the magnitude of subgroup differences was larger for those in the reduced-threat job-related session.

**Implications:** No evidence was found to suggest that standard personnel practice exacerbates existing subgroup differences, as compared to efforts to apply the recommendations from the literature on stereotype threat.

**Originality/Value:** This is one of the few investigations to study test- and job-related stereotype threat in an employment context. Additionally, this investigation is unique in that it compares conventional practices to those derived from the literature on stereotype threat.

25.3.14
**The alignment of measures and constructs in organizational research: The case of testing measurement models of creativity** 505-521
Diane M. Sullivan and Cameron M. Ford

**Keywords:** Creativity - Organizational creativity - Measurement - Measurement models - Formative indicators - Reflective indicators

**Purpose:** Organizational creativity research has a curious misalignment between construct definitions and measurement model specifications—definitions embrace multiple facets, but empirical measures do not. The purpose of this study was to examine potential measurement model misspecification in organizational creativity research. We compare whether creativity is best assessed as a unidimensional common latent construct model with reflective indicators or as a multi-dimensional composite latent construct model with formative indicators.

**Design/Methodology/Approach:** To assess potential measurement model misspecification, two studies were conducted in organizational and professional settings. For Study One, MBA students \( n = 152 \) evaluated stimuli from entrepreneurship and advertising. For study, two professional artists \( n = 167 \) evaluated art domain stimuli.
Findings: CFA results suggest composite latent construct models with two factors (novelty and usefulness) represent creativity assessments in entrepreneurship, advertising, and art better than one- and three-factor models.

Implications: Results suggest that failure to acknowledge inconsistencies between construct definitions and measurement models may put researchers at risk of reporting findings with limited statistical conclusion validity. Further, improved theories and empirical models should include facets of creativity. Broader implications of measurement model misspecification for organizational science research are also discussed.

Originality/Value: This is one of the first studies to examine the potential measurement model misspecification in organizational creativity research. We examined this potential using data from three domains and across two domain-specific samples. The results were robust across all samples and settings and suggest concern with respect to current methods used for measuring organizational creativity.

25.3.15
How benefit information and demographics influence employee recruiting in Mexico 523-531
María Fernanda García, Richard A. Posthuma and Manuel Quiñones

Keywords: Benefits - Job pursuit intentions - Recruitment ads - Maquiladora - Mexico

Purpose: To examine the impact of benefit information in recruitment advertisements on job pursuit intentions.

Design/Methodology/Approach: We collected data from maquiladora workers in Mexico (N = 186).

Findings: We found that ads offering detailed descriptions of benefits increased applicants’ job pursuit intentions more than ads that simply offered fringe benefits better than those required by law. In turn, ads that offered benefits better than those required by law increased job pursuit intentions more than ads that offered benefits only equal to the law. Benefit information was especially attractive to married employees.

Implications: Since applicants are differentially receptive to varied benefit information provided in recruiting advertisements, the content of the advertisement should be carefully analyzed. The return on investment in using this recruiting source may show that advertising specific benefits may significantly increase the pool of applicants when compared to other recruiting sources. In addition, this study offers human resources professionals empirical evidence that the content of the advertisements related to fringe benefits can influence the job pursuit intentions of applicants. Also, by including specific messages, the job pursuit intentions of married applicants can be increased.

Originality/Value: This study shows that benefit information in recruitment advertisements is important in a context where benefits represent a high percentage of total employee compensation.

25.3.16
Resistance to socialization into organizational corruption: A model of deontic justice 533-541
Constant D. Beugré

Keywords: Corruption - Deontic agents - Deontic justice - Deontic theory - Organizational corruption - Organizational justice - Socialization to corruption

Purpose: The purpose of this article is to develop a deontic model of corruption in organizations. This model intends to explain newcomers’ resistance to socialization into corrupt practices.

Design/Methodology/Approach: This article uses deontic justice as a conceptual framework to indicate whether adherence to deontic principles could help reduce the tendency to be engaged in corrupt practices in the workplace.

Findings: The fundamental premise of the deontic model of organizational corruption is that newcomers with strong deontic principles would be more likely to resist socialization into
corruption and take actions to reduce the corrupt nature of their organization than those with weak deontic principles. The model also suggests that newcomers with strong deontic principles would be more likely to leave corrupt organizations than those with weak deontic principles.

Implications: To assess the impact of deontic principles on resistance to socialization into corruption, organizational scholars could develop a scale measuring people’s adherence to deontic principles—a deonance scale. The deontic model of organizational corruption could be used to train employees in considering fairness as a moral obligation. To the extent that employees consider fairness as a moral duty, they would be less likely to engage in corrupt practices.

Originality/Value: This article is the first to the best of my knowledge to blend together the literature on the theory of deontic justice and the literature on corruption in organizations. In this regard, the article breaks new grounds that could help organizational scholars study corruption through the lens of fairness and justice.
25.2.1

**Millennials at work: What we know and what we need to do (if anything)** 191-199
Jennifer J. Deal, David G. Altman and Steven G. Rogelberg

**Keywords:** Millennials - Generations - Generational differences - Health - Technology - Generation gap – Leadership

**Abstract:** There are a lot of opinions about who Millennials are, what they think and value, and how they will behave as they grow older and gain more experience in the workforce. The relatively sparse empirical research published on Millennials is confusing at best and contradictory at worst. As noted in this article and others in this special issue, however, there are a few topics including work attitudes, long-term health outcomes, and personality factors on which we have reasonably solid data to inform us about current and likely future behavior of Millennials. We address the importance of context for understanding behavior of people in different generations, a subject often missing from the discussion of generational similarities and differences. There are implications for practitioners of what we know and for how context affects behavior. We make suggestions for how practitioners can use the data available to inform decisions they make about working with Millennials. Finally, we discuss the importance of new directions of research on generational differences to help both practitioners and the research community better understand the realities of generational similarities and differences and rely less on urban myths or stereotypes.

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25.2.2

**A review of the empirical evidence on generational differences in work attitudes** 201-210
Jean M. Twenge

**Keywords:** Work values - Generations - Work ethic - Leisure - Extrinsic values

**Purpose:** This article reviews the evidence for generational differences in work values from time-lag studies (which can separate generation from age/career stage) and cross-sectional studies (which cannot). Understanding generational shifts is especially important given the coming retirement of Baby Boomer workers and their replacement by those born after 1982 (GenMe/GenY/Millennials).

**Findings:** Most studies, including the few time-lag studies, show that GenX and especially GenMe rate work as less central to their lives, value leisure more, and express a weaker work ethic than Boomers and Silents. Extrinsic work values (e.g., salary) are higher in GenMe and especially GenX. Contrary to popular conceptions, there were no generational differences in altruistic values (e.g., wanting to help others). Conflicting results appeared in desire for job stability, intrinsic values (e.g., meaning), and social/affiliative values (e.g., making friends). GenX, and especially GenMe are consistently higher in individualistic traits. Overall, generational differences are important where they appear, as even small changes at the average mean that twice or three times as many individuals score at the top of the distribution.

**Implications:** To recruit GenMe, companies should focus on work–life balance issues and flexible schedules. Programs based on volunteering, altruistic values, social values, or meaning in work will likely be no more successful than they were for previous generations. The lack of generational differences in job hopping suggests that GenMe workers who are satisfied will be retained.

**Originality/Value:** No previous review has summarized all of the available studies examining generational differences in work values.

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25.2.3

**Millennials and the world of work: An organization and management perspective** 211-223
Andrea Hershatter and Molly Epstein

**Keywords:** Generational differences - Millennials - Workplace interaction - Technology - Organizational culture

**Purpose:** The purpose of this article is to provide a contextual overview that illustrates and illuminates some of the defining characteristics of the Millennial generation. This study offers a framework for understanding the most compelling issues organizations face in their efforts to effectively incorporate the generation currently entering the workforce.

**Design/Methodology/Approach:** This is a review and commentary that links together current research on Millennials in the workplace into a cohesive narrative, supplemented by several short business case studies and the authors’ own research, insights, and experiences working with Millennials in a university.

**Findings:** This article explores the ways in which college-educated members of the Millennial generation approach the world of work, especially in the context of their particular relationships with technology and institutions. Drawing on our experience as educators, we share our observations, along with those of others, highlighting organizational best practices when we have encountered them. We have grounded our thinking in the context of research and surveys about this population, including our own work, and examined the particular behaviors that seem to be most relevant to the tasks of recruiting, managing, and developing the generation now entering the workforce.

**Implications:** While cross-generational workplace tensions are neither new nor likely to dissipate, we believe that additional insights gained by exploring this complex and sometimes paradoxical generation will facilitate the ability to tap into their many abilities and talents.

**Originality/Value:** This article sets aside the question of whether there are genuine differences in values across generations and instead examines two compelling factors that differentiate Millennial behaviors in the workplace. The first is their incorporation of technology as a “sixth sense” and as a fully integrated means of interacting with the world. The second is their expectation of organizational accommodation, stemming from their prior experiences and the degree to which institutions have made themselves malleable to the needs and desires of this cohort. Although much has been written about Millennials in the workforce, this approach provides a unique and nuanced understanding of the genesis of certain sets of behaviors and expectations.

25.2.4

**Millennials in the workplace: A communication perspective on millennials’ organizational relationships and performance 225-238**

Karen K. Myers and Kamyab Sadaghiani

**Keywords:** Communication - Millennial generation - Workplace communication - Intergenerational communication - Organizational communication

**Abstract:** Stereotypes about Millennials, born between 1979 and 1994, depict them as self-centered, unmotivated, disrespectful, and disloyal, contributing to widespread concern about how communication with Millennials will affect organizations and how they will develop relationships with other organizational members. We review these purported characteristics, as well as Millennials’ more positive qualities—they work well in teams, are motivated to have an impact on their organizations, favor open and frequent communication with their supervisors, and are at ease with communication technologies. We discuss Millennials’ communicated values and expectations and their potential effect on coworkers, as well as how workplace interaction may change Millennials.

25.2.5

**Millennials and the world of work: the impact of obesity on health and productivity 239-245**

Shari L. Barkin, William J. Heerman, Michael D. Warren and Christina Rennhoff
Keywords: Obesity - Millennial generation - Employee - Employer - Wage - Work - Productivity

Purpose: Thirty states now report one in three children between 10–17 years of age are either overweight or obese. This disturbing trend will have lasting implications for our children, specifically those known as the Millennial generation born between 1982 and 1993.

Design/Methodology/Approach: Utilizing evidence in the existing literature, we created an economic model to predict the impact of obesity on the aggregate lifetime earnings for the Millennial generation and the consequences for employers and employees. We provide case reports on successful business strategies that speak to the classic characteristics of the Millennials.

Findings: The lifetime medical expenditure that is attributable to obesity for an obese 20-year-old varies from 5,340 to 29,460, increasing proportionally with rising weight. If the model’s assumptions hold true, Millennial American women will earn an average of 956 billion less while men will earn an average of 43 billion less due to obesity.

Implications: As Millennials enter the workforce, the growing prevalence of obesity among their generation may negatively impact their productivity and resulting economic prosperity. Given that most of one’s adult life is spent on the job, employers have a unique opportunity to contribute to the solution by creating an environmental culture of health.

Originality/Value: This is the first assessment, which we know of, that examines the potential economic impact of obesity on the Millennial generation. We propose a unique approach applying a common health framework, the Chronic Care Model, to business strategies to contain costs and maximize Millennial workers’ health and productivity.

25.2.6
Millennials and the world of work: Experiences in paid work during adolescence 247-255
Jeremy Staff and John E. Schulenberg

Keywords: Teenage employment - School-to-work transition - School achievement - Problem behaviors - Work quality - Life course studies

Purpose: This article considers some important questions faced by youth as they enter and adapt to paid work. We focus on two key questions: (1) how many hours should teenagers work during the school year and (2) what available jobs are desirable?

Design/Methodology/Approach: To help answer these questions, we review studies that have examined the effects of early work experiences on academic achievement, positive youth development, and health-risk behaviors. We also draw upon nationally representative data from the Monitoring the Future (MTF) study to illustrate some new findings on youth employment.

Findings: Moderate work hours, especially in jobs of higher-quality, are associated with a broad range of positive developmental outcomes.

Implications: These questions are not only important to teenagers and their parents, they also reflect key debates among scholars in sociology, developmental psychology, and economics regarding the potential short- and long-term consequences of early work experiences for social development and socioeconomic achievement.

Originality/Value: Although work intensity is an important dimension of adolescent work experience, it is clearly not the only one and we argue that it may not even be the most important one. By focusing on types and qualities of jobs, more can be gained in terms of understanding for whom and under what conditions teenage work does provide benefits for and detriments to youth development.

25.2.7
Millennials and the world of work: An economist’s perspective 257-264
Alec R. Levenson

Keywords: Generational differences - Life cycle - Careers - Labor market trends - Work life balance
Abstract: This article uses an economic approach to address whether and how the Millennial generation is significantly different from its predecessors. Particular attention is paid to the normal life cycle stages through which all generations pass, and the implications for forecasting how the Millennials’ relationship with the world of work will evolve. A second key issue is the extremely large differences in economic opportunity that exist among the members of each generation, and which have increased for more recent generations, particularly those with lower levels of education. Other key issues include the rise in international competition for jobs, and the rising cost of a college education. These factors together imply that simple stereotypes about Millennials taking a privileged view of the world of work may be simplistic at best, and likely are significantly off target.

25.2.8
Millennials’ (lack of) attitude problem: An empirical examination of generational effects on work attitudes 265-279
Brenda J. Kowske, Rena Rasch and Jack Wiley

Keywords: Generational differences - Millennials - Gen Y - Work attitudes - WorkTrends - HAPC

Purpose: The purpose of this study is to contribute to the sparse empirical literature on generational differences at work by examining (1) the effect of generation on work attitudes (e.g., job satisfaction, job security, and turnover intentions) and (2) how Millennials’ work attitudes differ from prior generations.

Design/Methodology/Approach: Data were collected from a diverse sample of U.S. employees (N = 115,044) obtained from 18 years of repeated administrations of the Kenexa WorkTrends™ employee opinion survey. The data were analyzed using a hierarchical age-period-cohort regression model which has been recommended for the analysis of generational effects using repeated cross-sectional data.

Findings: In general, work attitudes differed across generations, although effect sizes were relatively small and depended on the work attitude. Compared to Boomers and Gen Xers, Millennials reported higher levels of overall company and job satisfaction, satisfaction with job security, recognition, and career development and advancement, but reported similar levels of satisfaction with pay and benefits and the work itself, and turnover intentions.

Implications: While generational differences do exist, whether they warrant special programs for Millennials is debatable. The cost of tailoring an intervention to each generation should be weighed against the potential benefits of considering generational differences.

Originality/Value: To our knowledge, no study has empirically examined differences in work attitudes across five generations while controlling for the confounding effects of age and time period.

25.2.9
New generation, great expectations: A field study of the millennial generation 281-292
Eddy S. W. Ng, Linda Schweitzer and Sean T. Lyons

Keywords: Canada - Career expectations - Millennial generation - University students

Purpose: This study investigated the career expectations and priorities of members of the “millennial” generation (born in or after 1980) and explored differences among this cohort related to demographic factors (i.e., gender, race, and year of study) and academic performance.

Design/Methodology/Approach: Data were obtained from a national survey of millennial undergraduate university students from across Canada (N = 23,413). Data were analyzed using various multivariate techniques to assess the impacts of demographic variables and academic achievement on career expectations and priorities.

Findings: Millennials placed the greatest importance on individualistic aspects of a job. They had realistic expectations of their first job and salary but were seeking rapid advancement and the
development of new skills, while also ensuring a meaningful and satisfying life outside of work. Our results suggest that Millennials’ expectations and values vary by gender, visible minority status, GPA, and year of study, but these variables explain only a small proportion of variance. 

**Implications:** Changing North American demographics have created a crisis in organizations as they strive to recruit and retain the millennial generation, who purportedly hold values, attitudes, and expectations that are significantly different from those of the generations of workers that preceded them. A better understanding of the Millennials’ career expectations and priorities helps employers to create job offerings and work environments that are more likely to engage and retain millennial workers.

**Originality/Value:** This is a large-sample study that provides benchmark results for the millennial generation, which can be compared to results from other generational cohorts, and to millennial cohorts in the future as they progress through their life-cycle. This is one of the few studies that examines demographic heterogeneity within the millennial cohort.

### 25.2.10

**Millennials’ career perspective and psychological contract expectations: Does the recession lead to lowered expectations?** 293-302

Sara De Hauw and Ans De Vos

**Keywords:** Millennial generation - Psychological contract - Economic recession - Optimism - Careerism

**Purpose:** The purpose of this study was to investigate the effect of generational, contextual, and individual influences on Millennials’ career expectations.

**Design/Methodology/Approach:** Two matched samples of Millennials graduating in 2006 $(n = 787)$ and 2009 $(n = 825)$ filled out a questionnaire regarding their psychological contract expectations, career strategy, and optimism about the labor market in completely different socioeconomic contexts.

**Findings:** Recession is related to lower levels of optimism. During times of recession, Millennials lower their expectations regarding the work-life balance and social atmosphere. However, their expectations regarding job content, training, career development, and financial rewards remain high, suggesting that these expectations are largely embedded within the generation. Moreover, Millennials’ expectations are significantly influenced by individual variables, careerism, and optimism.

**Implications:** This study suggests that managers need to focus their limited resources during times of recession on meeting Millennials’ high expectations regarding their development and careers. Because violating these high expectations can have detrimental effects on a number of outcomes, organizations are encouraged to discover creative and inexpensive ways to provide Millennials with meaningful work, plenty of learning opportunities and career development.

**Originality/Value:** By comparing two matched samples of Millennials in two different situations, this study was able to disentangle generational, contextual, and individual influences on Millennials’ psychological contract expectations.

### 25.2.11

**More similar than different: Millennials in the U.S. Building trades** 303-313

Kevin Real, Andrea D. Mitnick and William F. Maloney

**Keywords:** Generational research - Millennial workers - Work ethic - Job values - Gender beliefs - Occupational communities

**Purpose:** The objective of this study is to investigate the extent to which generational differences exist among skilled workers within a single construction trade. Although Millennials have been the focus of attention in media reports and popular management literature, little attention has been paid to empirical examinations of skilled trade workers.
Design/Methodology/Approach: This study examined the workplace beliefs and values of three generations of workers within a national sample of skilled construction workers in the United States. A random sample \((N = 2,581)\) of workers belonging to a national building trades union responded to a survey about work ethics, job values, and gender beliefs. Additionally, focus groups were conducted in five U.S. cities in order to develop a richer understanding of this phenomenon.

Findings: Results from this study found few meaningful quantitative differences between generations. Millennial workers were more similar than different from other generations in their work beliefs, job values, and gender beliefs. Differences elicited in focus groups were more likely the result of experience, position, or age than generation.

Implications: These findings suggest that construction firms should avoid policies and procedures based on generational differences for their skilled trade workers. Instead, firms should focus on practical strategies directed toward communicating and working with younger workers.

Originality/Value: The results point to the importance of occupational communities, social class, and other factors in understanding Millennials. These workers are different from the college students or white collar workers used in much prior generational research.

25.2.12

Generational differences in work ethic: An examination of measurement equivalence across three cohorts 315-324

John P. Meriac, David J. Woehr and Christina Banister

Keywords: Work ethic - Generational cohorts - Millennials - Generation X - Baby Boomers

Purpose: The purpose of this study was to examine the differences across three generational cohorts (Millennials, Generation X, and Baby Boomers) on dimensions of the work ethic construct using the multidimensional work ethic profile (MWEP).

Design/Methodology/Approach: Data were collected from multiple samples and combined into a large database \((N = 1860)\). Measurement equivalence was examined using Raju et al.’s (1995) differential functioning of items and tests (DFIT) procedure.

Findings: Several dimensions of the MWEP were not equivalent across cohorts, indicating that item content may not operate in the same manner across groups. When equivalent, several significant mean differences were detected across cohorts, indicating that respondents do differ in important work-related attitudes and behaviors.

Implications: Despite several reviews of generational differences across cohorts, relatively few empirical examinations have been undertaken, and no studies have yet examined the measurement equivalence of constructs across generational cohorts. These findings provide evidence that differences do exist across cohorts on dimensions of work ethic, and some differences may be a result of respondents interpreting content in different ways. Managers of multigenerational employees should consider these differences in managing employees and conflict that may arise as a result.

Originality/Value: This is one of the first studies to provide empirical evidence of generational differences in the work ethic construct. In addition, this is the first study to evaluate the measurement equivalence of a work ethic inventory or any other work related individual difference construct across generational cohorts.
Continuous learning skill demands: Associations with managerial job content, age, and experience

Todd J. Maurer and Elizabeth M. Weiss

Keywords: Continuous learning - Management development - Managerial performance - Aging workers - Job analysis

Purpose: Given that competence at continuous learning is increasingly a key part of successful work, we investigated which aspects of managerial work are associated with a need for competence at continuous learning. Also, given the aging work force, we investigated whether age or experience is associated with reported need for continuous learning competence for effective performance.

Design/Methodology/Approach: Using job analysis surveys in a large sample from 50 jobs, we explored which dimensions of managerial work are associated with reported continuous learning skill demands (the latter operationalized as a combination of scholastic aptitude, self-objectivity, a development orientation, and inner work standards).

Findings: Job content dimensions particularly associated with a need for continuous learning were as follows: dealing with information, subordinates, technical problem-solving, and company service and networking. Managerial experience was a unique predictor of continuous learning skill requirements when controlling for age and job, but age was not a unique predictor when controlling for experience and job.

Implications: These results identify characteristics of managerial work that may demand continuous learning of incumbent managers, and also suggest that there are no differences associated with age in a perceived need for continuous learning that cannot be accounted for by experience.

Originality/Value: This moves prior research from more abstract and general characteristics of jobs likely to be associated with learning skill requirements to specific task dimensions in managerial work. Also, this identifies an important pattern of prediction for age and experience.

Developing and validating a quantitative measure of organizational courage

Ralph H. Kilmann, Linda A. O’Hara and Judy P. Strauss

Keywords: Courage - Fear - Organizational development - Quantum organizations - Emotions - Contagion

Purpose: To present the Organizational Courage Assessment (OCA) and explore its construct validity.

Design/Methodology/Approach: The OCA assesses the frequency that members (1) observe potential acts of courage in their organization and (2) fear performing those acts of courage—which defines four types of organizations: bureaucratic organizations (little fear with few acts of courage), fearful organizations (much fear with few acts of courage), courageous organizations (many acts despite much fear), and quantum organizations (many acts with little fear).

Findings: Our study validated OCA’s two-factor solution (internal validity) and statistically supported our research model that linked courage assessments to perceptions of an organization’s environment, structures, roles, cultures, climates, performance, and satisfaction (external validity).

Implications: While acting courageously works in the short term (and seems, at first, to be ideal), it nevertheless requires members to live with fear on an ongoing basis. Members acting without fear, however, might be the most effective approach in the long term. The OCA can thus be used as a diagnostic tool for assessing organizations (and its subunits) as bureaucratic, fearful, or
courageous and then conducting change programs to reduce fear while empowering the membership—thereby creating quantum organizations for long-term success.

Originality/Value: This is the first known study to develop a quantitative assessment of organizational courage. Rather than relying on time-consuming interviews or questionable anecdotal information, it is now possible to proceed with a great variety of research studies (and change programs) with a valid—and useful—instrument.

25.1.3
Commitment of cultural minorities in organizations: Effects of leadership and pressure to conform

Joyce Rupert, Karen A. Jehn, Marloes L. van Engen and Renée S. M. de Reuver


Keywords: Cultural minorities - Socialization - Organizational commitment - Leadership - Pressure to conform - Acculturation

Purpose: In this study, we investigated the commitment of cultural minorities and majorities in organizations. We examined how contextual factors, such as pressure to conform and leadership styles, affect the commitment of minority and majority members.

Design/Methodology/Approach: A field study was conducted on 107 employees in a large multinational corporation.

Findings: We hypothesize and found that cultural minorities felt more committed to the organization than majority members, thereby challenging the existing theoretical view that cultural minorities will feel less committed. We also found that organizational pressure to conform and effective leadership increased the commitment of minorities.

Implications: Our findings indicate that organizational leaders and researchers should not only focus on increasing and maintaining the commitment of minority members, but should also consider how majority members react to cultural socialization and integration processes. The commitment of minority members can be further enhanced by effective leadership.

Originality/Value: In this study, we challenge the existing theoretical view based on similarity attraction theory and relational demography theory, that cultural minorities would feel less committed to the organization. Past research has mainly focused on minority groups, thereby ignoring the reaction of the majority to socialization processes. In this study, we show that cultural minorities can be more committed than majority members in organizations. Therefore, the perceptions of cultural majority members of socialization processes should also be considered in research on cultural diversity and acculturation.

25.1.4
Establishing a diversity program is not enough: Exploring the determinants of diversity climate

Andrew O. Herdman and Amy McMillan-Capehart

Keywords: Diversity climate - Managerial values - Diversity initiatives - Heterogeneity

Purpose: This study provides an organizational level investigation of the determinants of perceptions of diversity climate among employees.

Design/Methodology/Approach: In total, 3,578 employees across 163 hotels provided data. Measures of diversity programs, managerial values and diversity climate were drawn from independent groups of employees.

Findings: Support was found for the relationship between the deployment of diversity programs and diversity climate. This relationship was moderated by the actual diversity and the collective relational values of the management teams. Further, collective managerial relational values were found to be predictive of the adoption of diversity initiatives.

Implications: This study provides evidence that though the presence of diversity initiatives was associated with higher levels of diversity climate, this relationship is not straightforward.
Organizational attention to contextual factors, including managerial values and levels of minority representation in management, is necessary to enhance the efficacy of these programs. Originality/Value: In spite of growth in practitioner and scientific attention, few conclusions are possible regarding the influence of organizational diversity on organizational level outcomes (Jackson et al., J Manage 29:801–830, 2003). This study responds to recent evidence that diversity climate moderates the relationship between diversity and organizational performance and answers calls for empirical attention to understanding how diversity climates are created and managed (Gonzalez and DeNisi, J Organ Behav 30(1):21–40, 2009).

25.1.5
**Determinants of partner opportunism in strategic alliances: A conceptual framework** 55-74
T. K. Das and Noushi Rahman

**Keywords:** Strategic alliances - Partner opportunism - Determinants of opportunism - Alliance horizon - Opportunistic behavior - Equity joint ventures - Minority equity alliances - Nonequity alliances

**Purpose:** We present a comprehensive framework of the key determinants of partner opportunism in strategic alliances.

**Design/Methodology/Approach:** We propose an extended definition of partner opportunism and three categories of the determinants of partner opportunism based on a review of the literature. These categories comprise economic factors (equity involvement, asymmetric alliance-specific investments, mutual hostages, and payoff inequity), relational factors (cultural diversity and goal incompatibilities), and temporal factors (alliance horizon and pressures for quick results).

**Findings:** The framework of determinants makes clear how the various determinants of partner opportunism may be differentially salient in the three major alliance types, namely, equity joint ventures, minority equity alliances, and nonequity alliances.

**Implications:** Based on the framework, a number of propositions are developed to facilitate empirical research on partner opportunism. Managerial implications flowing from the proposed framework are also discussed.

**Originality/Value:** Although scholars in various disciplines have studied the general topic of opportunistic behavior, our understanding of partner opportunism in strategic alliances appears to be fragmented and inadequate. As partner opportunism is acknowledged as a significant threat to alliance survival and success, a comprehensive framework of the key determinants of such opportunism should improve our understanding of this phenomenon and to also provide an impetus for future research. The article also responds to the need of alliance managers for a framework of key factors that are responsible for partner opportunism so that they may be able to deploy appropriate deterrence mechanisms to minimize opportunistic behaviors.

25.1.6
**Objective threat of unemployment and situational uncertainty during a restructuring: Associations with perceived job insecurity and strain** 75-85
Nele De Cuyper, Hans De Witte, Tinne Vander Elst and Yasmin Handaja

**Keywords:** Job insecurity - Emotional exhaustion - Vigour - Restructuring - Threat of unemployment - Uncertainty

**Purpose:** This study investigates objective threat of unemployment and situational uncertainty following restructuring in relation to perceived job insecurity and associated strain.

**Design/Methodology/Approach:** We sampled workers ($N = 122$) from a Belgian service organization that had recently announced its intention to downsize. Objective threat of unemployment was present in workers who were informed about dismissal. Situational uncertainty was high among workers for whom the decision about dismissal was pending. There
was a low objective threat of unemployment and low situational uncertainty in workers who were informed that their jobs were safe. Analyses were done with Structural Equation Modelling.

**Findings:** Objective threat of unemployment associated positively with perceived job insecurity. Perceived job insecurity, in turn, associated positively with strain, and it carried the relationship between objective threat of unemployment and strain (mediation). Surprisingly, we also established a direct and negative association between objective threat of unemployment and strain. Finally, no significant associations were found between situational uncertainty and perceived job insecurity, and between situational uncertainty and strain.

**Implications:** This study contributes to the conceptual debate as to which factors are critical in the development of perceptions of job insecurity and associated strain in the context of restructurings.

25.1.7

**Relationship quality and purchase intention and behavior: The moderating impact of relationship strength** 87-89

Marie Hélène De Cannière, Patrick De Pelsmacker and Maggie Geuens

**Keywords:** Relationship quality - Buying intention - Buying behavior - Relationship strength - Retailing

**Purpose:** The purpose of this study was to investigate the link between perceived relationship quality, purchase intention and behavior, and the moderating role of relationship strength.

**Design/Methodology/Approach:** Actual purchase data and self-reported survey data were obtained from 634 customers of a Belgian apparel retailer.

**Findings:** Perceived relationship quality and relationship strength significantly impacted buying intention, and buying intention and relationship strength significantly impacted purchase behavior. A better relationship quality led to stronger purchase intention for customers with weaker relations with the retailer, whereas a stronger intention led to more purchase behavior for customers with a stronger relation with the retailer.

**Implications:** Our results indicate that marketing strategies based on customer intentions and its predictors alone may not be effective because opposite results can be expected for high versus low relationship strength customers. Therefore, relationship strength should be included as well, and consumers varying in this construct should be approached in a different way.

**Originality/Value:** This is one of the first studies to combine actual purchase data with information based on customer interviews, which makes it possible to not only study the link between relationship quality and buying intention but also between buying intention and actual buying behavior. Moreover, the main concepts were measured more validly than in previous studies: buying behavior was measured in several ways (total expenditure, number of visits, and number of product types bought) and relationship quality was based on longitudinal buying behavior information.

25.1.8

**Dispositional approach to customer satisfaction and behavior** 99-107

Gary N. Burns and Nathan A. Bowling

**Keywords:** Dispositional approach to customer satisfaction and behavior

**Purpose:** The purpose of this study was to investigate the relationship between affective dispositions, positive and negative affectivity, and consumer attitudes and behaviors.

**Design/Methodology/Approach:** The data were collected from University students regarding perceptions of the University bookstore, dining services, and housing (n = 160).

**Findings:** Positive affectivity, but not negative affectivity, was generally associated with customer satisfaction and perceptions of service quality. Results also indicated that affectivity was indirectly related to self-reported consumer behaviors, impacting them through their relationship with perceptions of service quality and customer satisfaction.
Implications: The current study suggests that perceptions of service quality do not act in a vacuum in determining customer satisfaction and consumer behaviors. Specifically, affective dispositions accounted for variance above and beyond that explained by perceptions of service quality. Researchers examining customer satisfaction and/or consumer behaviors should take relevant individual difference variables into account.

Originality/Value: This is one of the first studies to examine the role of affective dispositions in the relationship between service quality, customer satisfaction, and consumer behaviors. Future research should continue to examine the role of individual differences in this line of research.

25.1.9
The effect of comparative advertising on consumer perceptions: similarity or differentiation? 109-118
Isabella Soscia, Simona Girolamo and Bruno Busacca

Keywords: Comparative advertising - Perceived differentiation - Perceived similarity - Involvement - Advertising effectiveness

Purpose: Comparative advertising is seen as an effective means of conveying the differentiating advantages of a brand. Nevertheless, several studies show that a primary effect of comparative advertising is to lead consumers to associate the advertised brand with the competitor brand identified within the ad: it seems that comparison generates perceived similarity among brands instead of differentiation, per se. In order to clarify the issue, the aim of the research is to investigate the relative effectiveness of comparative and non-comparative advertising in communicating the differentiating attributes of a brand.

Findings: A two independent group experiment was conducted. Two hundred and eighty participants were randomly assigned to one of two conditions in which they were exposed to a comparative or a non-comparative print ad. Results show that comparative advertising’s effect depends on consumers’ perceived differentiation among the brands and consumers’ level of involvement with the specific product category. Findings demonstrate that high-involvement consumers that perceive low differentiation among brands represent the perfect target group for comparative advertising in case the aim of the marketing manager is to distinguish a particular brand among the others.

Conclusion: This study provides evidence of the relevance of these two moderating factors: not all customers belonging to a product target group perceive comparative advertising equivalently. As a consequence, marketers should implement the advertising strategy which is more likely to be effective considering the characteristics of the main target.

25.1.10
Effects of job satisfaction and conscientiousness on extra-role behaviors 119-130
Nathan A. Bowling

Keywords: Job satisfaction - Extra-role behavior – Conscientiousness

Purpose: Objective of this study was to examine conscientiousness as a moderator of the relationship between job satisfaction and extra-role behaviors.

Design/Methodology/Approach: The data were collected using a snowballing method from workers employed in a diverse set of occupations (N = 209).

Findings: The analyses provide support for the hypothesis that conscientiousness moderates the relationship between job satisfaction and extra-role behavior. Specifically, the study found evidence that job satisfaction yielded stronger relationships with personal industry and with counterproductive work behaviors (CWBs) among low-conscientiousness employees than among high-conscientiousness employees.

Implications: The current findings suggest several strategies that organizations could use to influence extra-role behavior. First, the main effects for conscientiousness suggest that organizational citizenship behaviors (OCBs) could be increased and that CWBs could be
decreased by screening-out job applicants who are low in conscientiousness. The main effects for job satisfaction suggest that making the workplace more satisfying can also increase OCBs and decrease CWBs. Finally, the moderator analyses suggest that the favorable effects of job satisfaction are more likely to occur among low-conscientiousness employees than among high-conscientiousness employees. This latter finding suggests that organizational interventions aimed at impacting extra-role behavior by influencing job satisfaction are more likely to be effective among some employees than among others.

**Originality/Value:** This study is among the first to examine the interactive effects of job satisfaction and conscientiousness on extra-role behavior. Although previous research has examined the main effects of these variables, few extra-role behavior studies have examined interactions between personality and job attitudes.

### 25.1.11

**Organizational support and contract fulfillment as moderators of the relationship between preferred work status and performance** 131-138

**Jennica R. Webster and Gary A. Adams**

**Purpose:** The purpose of this study was to examine organizational context variables as moderators of the relationship between preferred work status and job performance. The moderators were perceived organizational support (POS) and psychological contract fulfillment.

**Design/Methodology/Approach:** Survey data was collected from 164 participants working in a health and fitness organization. These participants ranged in age from 18 to 79 years old ($M = 40, SD = 12.5$) and held various positions including middle managers, clerical workers, maintenance workers, and sports trainers.

**Findings:** The relationship between preferred work status and extra-role performance was negative when POS was higher but not when POS was lower. Also, the relationship between preferred work status and extra-role performance was positive when contract fulfillment was lower but not when it was higher. No moderating effects were found when examining in-role performance.

**Implications:** Given the large and growing use of part-time workers it is important to understand differences across various subgroups of them in order to better inform human resource policies and practices. Specifically, the results highlight a key role for the management of reciprocity perceptions.

**Originality/Value:** The literature on part-time workers suggests there are important differences between employees who work part-time because they prefer it and those who work part-time but prefer to work full-time. Research regarding the relationship between preferred work status and performance has produced mixed results. This study helps reconcile conflicting results regarding the relationship between preferred work status and performance by examining the moderating effects of theoretically relevant variables.

### 25.1.12

**The romance of learning from disagreement: The effect of cohesiveness and disagreement on knowledge sharing behavior and individual performance within teams** 139-149

**Marianne van Woerkom and Karin Sanders**

**Keywords:** Knowledge sharing behavior - Teams - Disagreement - Cohesiveness - Individual performance

**Purpose:** The purpose of this study was to explore the effects of disagreement and cohesiveness on knowledge sharing in teams, and on the performance of individual team members.

**Design/Methodology/Approach:** Data were obtained from a survey among 1,354 employees working in 126 teams in 17 organizations.

**Findings:** The results show that cohesiveness has a positive effect on the exchange of advice between team members and on openness for sharing opinions, whereas disagreement has a
negative effect on openness for sharing opinions. Furthermore, the exchange of advice in a team has a positive effect on the performance of individual team members and acts as a mediator between cohesiveness and individual performance.

Implications: Managers who want to stimulate knowledge sharing processes and performance within work teams may be advised to take measures to prevent disagreement between team members and to enhance team cohesiveness.

Originality/Value: Although some gurus in organizational learning claim that disagreement has a positive effect on group processes such as knowledge sharing and team learning, this study does not support this claim.

25.1.13

Attributions and outcomes of customer misbehavior 151-161
Wen-Hsien Huang, Ying-Ching Lin and Yu-Chia Wen

Keywords: Customer misbehavior - Other-customer failure - Controllability - Stability - Globality – Satisfaction

Purpose: The purpose of this study is to determine which attribution dimensions concerning dysfunctional other-customer misbehavior most influence customer dissatisfaction toward a service firm.

Design/Methodology/Approach: Our research hypotheses were tested using a 2 (Controllability: controllable versus uncontrollable) × 2 (Stability: unstable versus stable) × 2 (Globality: specific versus global) experimental design in a hypothetical restaurant context.

Findings: Our empirical results demonstrate that when customers feel that the other-customer’s misbehavior can be controlled by the firm (i.e., controllability attributions) or is likely to recur (i.e., stability attributions), they render unfavorable service evaluations toward that firm. However, these harmful effects may be mitigated if the customer believes that the same type of dysfunctional customer behavior also occurs during service encounters in other firms (i.e., globality attributions).

Implications: With a view to diminishing the unsatisfactory experience of other-customer failure, the service organizations need to: (1) act as “police officers” to ensure that their customers behave appropriately; (2) have policies and procedures in place to manage their guests’ behavior so as to reduce the recurrence of other-customer failure; and (3) consider communications intended to enhance attributions of globality following an other-customer failure, that will help to buffer the negative impact of controllability and stability attributions on satisfaction and behavioral reactions with the firm.

Originality/Value: This is the first time that controllability, stability, and globality attributions are clearly shown to be part of the process by which customers transfer their negative response to other-customer misbehavior to the organization.

25.1.14

Boredom proneness: Its relationship with subjective underemployment, perceived organizational support, and job performance 163-174
John D. Watt and Michael B. Hargis

Keywords: Boredom proneness - Trait boredom - Subjective underemployment - Perceived organizational support - Job performance

Purpose: The current study examined the relationship between trait boredom (i.e., boredom proneness), subjective underemployment, perceived organizational support, and job performance.

Design/Methodology/Approach: Self-reported levels of boredom proneness, subjective underemployment, and perceived organizational support were collected from a sample of healthcare employees (N = 110). Job performance data were obtained from archival performance ratings provided by supervisors.
Findings: Consistent with expectations, boredom-prone workers viewed themselves as underemployed, perceived less support from their organization, and received lower performance ratings from their supervisors. Hierarchical regression analyses confirmed the above results even after controlling for age, race, gender, and education.

Implications: Understanding how an individual’s dispositional traits (i.e., boredom proneness) relate to workplace perceptions (i.e., perceived organizational support and subjective underemployment) and job performance helps expand the construct space around each of these important variables. This study provides evidence suggesting that an individual’s proclivity to experience boredom is related to their own perceptions of subjective underemployment and perceived organizational support. Furthermore, boredom proneness is related to supervisor ratings of job performance. These results have direct implications for the design and implementation of selection programs and employee training interventions.

Originality/Value: Boredom is a recognized problem in the workplace that frequently carries a significant financial burden for organizations. Additionally, past researchers have noted the negative impact of boredom proneness on the performance of simple vigilance tasks. However, this is the first study connecting boredom proneness and job performance using data drawn from workers employed in a complex work domain (i.e., healthcare). This is also the first study to examine the relationship between boredom proneness and workplace perceptions such as subjective underemployment and perceived organizational support.

25.1.15
Extrinsic motives as moderators in the relationship between fairness and work-related outcomes among temporary workers 175-189
Jeroen de Jong and René Schalk

Keywords: Temporary employment - Motives - Job expectations - Fairness - Goal attainment - Goal dependency - Moderators

Purpose: This study assessed how motives for having a temporary job influence the effects of experienced fairness on work-related attitudes.

Design/Methodology/Approach: We examined the moderating effect of three motives for being in temporary employment (the autonomous or voluntary motive, the stepping-stone motive, and the controlled or involuntary motive) on the relationship between experienced fairness and outcomes. Hierarchical multiple regressions were performed on questionnaire data of a sample of 299 Dutch temporary workers.

Findings: For temporary employees who accepted temporary employment voluntarily, low fairness is related to lower self-reported performance. For employees who use their temporary job as a way to obtain permanent employment, fairness is not related to work-related attitudes and behavioral intentions. Those who are involuntarily in a temporary job react stronger on fairness and have a higher intention to quit.

Implications: Fairness is weakly related to work-related attitudes and behavioral intentions under two conditions: when perceived goal attainment is high, and when the worker is dependent on the temporary job to reach that goal. This study provides support for the assumption that motives may override automatic responses to fairness.

Originality/Value: This article is one of the first studies that provide evidence for the influence of motives on reactions to fairness. Additionally, this study considers reactions to fairness in a growing contingent of the workforce, that is temporary workers. It provides evidence that the dynamics in fairness perceptions may be different for temporary workers in comparison to their counterparts with permanent contracts.
24.4.1

**Workplace romance: A justice analysis** 363-372
Nina Cole

**Keywords:** Workplace romance: A justice analysis

**Purpose:** The purpose of this study was to investigate the impact of several variables on coworker perceptions of fairness regarding workplace romance (WR) management practices.

**Design/Methodology/Approach:** Data on actual real-life WRs were obtained through personal interviews with part-time and full-time employees who were also pursuing university studies \((n = 100)\).

**Findings:** The results of the study indicate that most coworkers perceive managerial inaction regarding WRs to be fair unless (1) the WR is having a negative effect on the workplace, (2) the WR parties work in the same department, or (3) the organization has a WR policy. Managerial action was taken in only 11 of the 100 cases reported. None of the participants reported any positive effect of WRs.

**Implications:** In general, coworkers consider it fair for WRs to be accepted as a fact of organizational life and for no action to be taken unless there are negative ramifications of the WR. Contextual factors are important to coworkers who are assessing the fairness of managerial action regarding a WR, and managers can increase the chance of WR management being perceived as fair by taking these contextual factors into account when determining their actions in situations involving WR.

**Originality/Value:** Unlike a number of previous studies on WR, this research was based on real-life WRs, rather than scenarios. This study addressed a gap in the literature with respect to variables affecting coworker perceptions of fairness regarding WRs.

24.4.2

**Examining the role of applicant faking in hiring decisions: Percentage of fakers hired and hiring discrepancies in single- and multiple-predictor selection** 373-386
Mitchell H. Peterson, Richard L. Griffith and Patrick D. Converse

**Keywords:** Applicant faking - Personnel selection - Personality measurement - Hiring decisions

**Purpose:** The purpose of this study was to examine the impact of applicant faking on personnel selection outcomes (fakers hired and hiring discrepancies) across single-predictor (conscientiousness alone) and multiple-predictor (combinations of conscientiousness and cognitive ability) selection methods.

**Design/Methodology/Approach:** Applicant faking was measured using a within-subjects design in which participants completed a conscientiousness measure both under the assumption that they were applying for a job and under honest response instructions. The two selection outcomes (fakers hired and hiring discrepancies) were compared across single- and multiple-predictor scenarios.

**Findings:** Our results indicated that the combinations of conscientiousness and cognitive ability resulted in as much as a 13.50% reduction in hiring fakers (compared to a conscientiousness measure alone); however, most of these differences were not statistically significant. The use of cognitive ability–conscientiousness combinations did, however, result in significant reductions in hiring discrepancies.

**Implications:** The primary implication of the present study is that while the use of multiple predictors is effective in reducing the impact of faking on hiring discrepancies over the use of a personality measure alone, this reduction may not be large enough to eliminate concern over the occurrence of faking.
Originality/Value: Most research investigating potential negative effects of applicant faking has focused solely on single-predictor selection scenarios. However, personality measures rarely serve as the sole basis for hiring decisions. The present study sheds light on the impact of faking on selection outcomes when more than one predictor variable plays a role in hiring decisions.

24.4.3
Assessment centers: Current practices in the United States 387-407
Tasha L. Eurich, Diana E. Krause, Konstantin Cigularov and George C. Thornton

Keywords: Assessment centers - Selection - Development - Technology - Human resources

Purpose: The goals of this investigation were to review current AC practices in the United States by evaluating whether they follow the Guidelines and Ethical Considerations for Assessment Center Operations (International Task Force on Assessment Centers, 2000). We both expanded upon and compared our results to a prior benchmarking study (Spychalski et al. in Personnel Psychol, 50:71–90, 1997), and investigated practices regarding job analysis, AC development, dimensions (i.e., job requirements), exercises, assessor characteristics and training, behavior recording, data integration, organizational policy, assessee rights, AC evaluation and AC technology. Data were collected via an online survey completed by individuals from human resource departments of organizations (N = 54) across the U.S; organizations to whom the survey was sent were selected by sampling Fortune 500 organizations based on economic sector.

Findings: Results indicate that 93% of organizations reported considering the Guidelines for AC development and use. More specifically, the investigation reports specific findings regarding job analysis, AC development, AC dimensions, AC exercises, assessor characteristics, assessor training, behavior recording, data integration, organizational policy, assessee rights, AC evaluation, and AC technology.

Implications: We provide two types of conclusions. First, based on two concerns, we provide two recommendations for improving current practice. Second, we present two commendations (i.e., positive trends that should continue). Finally, to continue to advance AC practice, we discuss our results in the context of observations on recent developments in AC practices by Lievens and Thornton (Assessment centers: Recent developments in practice and research. Blackwell, Malden, pp 243–264, 2005).

Originality/Value: Despite the importance of assessment centers (ACs) for personnel selection and development, no recent benchmarking studies exist.

24.4.4
Organizational citizenship behavior in performance evaluations: Distributive justice or injustice?
409-418
Stefanie K. Johnson, Courtney L. Holladay and Miguel A. Quinones

Psychology, 24(4), 409-418.

Keywords: Organizational citizenship behavior - Core task behavior - Gender - Distributive justice - Performance evaluations - Social exchange theory

Purpose: The purpose of this study was to examine employees’ reactions to the use of organizational citizenship behavior (OCB) in performance evaluations. In addition, gender differences in such reactions were examined.

Design/Methodology/Approach: Data were obtained from a sample of working adults (n = 78) and a sample of students (n = 249). In the first study, participants compared the fairness of 11 different weighting combinations of OCB and core task behavior, using a within-subjects design. In the second study, low, medium, and high weightings of OCB were compared using a between-subjects design.

Findings: In both studies, participants reported that evaluating employees on OCB was fair. OCB weightings of 30– 50% were perceived as the most fair. Men felt that OCB weighting of 20–30% were the most fair and women felt that OCB weightings of 25–50% were the most fair.
Implications: Considering that employees are evaluated on their OCB, it is important to know that they feel that it is fair to do so. Choosing how heavily to weigh OCB may be more difficult, although weightings of 25–30% OCB were perceived to be fair to both the men and women in this research.

Originality/Value: This is the first study to examine employee reactions to the use of OCB in performance evaluations and add to a growing body of evidence suggesting that there are gender differences in the perceptions of OCB.

24.4.5

Cognitive style and entrepreneurial drive of new and mature business owner-managers 419-430
Steven J. Armstrong and Andrew Hird

Keywords: Entrepreneurship - Cognitive style - Entrepreneurial drive - Owner - Managers

Purpose: The purpose of this study was to investigate whether cognitive style and entrepreneurial drive are important for identifying individuals who have the potential to become successful entrepreneurs, and for discriminating between owner-managers operating in mature and early stages of venture creation and growth.

Design/Methodology/Approach: Data were obtained from entrepreneurs involved in early ($n = 81$) and mature ($n = 50$) stages of venture creation and growth. Instruments used in the study include the Cognitive Style Index which measures the analytic-intuitive dimension of cognitive style and the Carland Entrepreneurial Index which measures entrepreneurial drive.

Findings: Entrepreneurs tend to be more intuitive and less analytic than non-entrepreneurs. The more intuitive entrepreneurs exhibited higher levels of drive towards entrepreneurial behaviour. Those operating in the early stages of venture creation and growth exhibited higher entrepreneurial drive than those operating in mature stages.

Implications: Cognitive style may be useful for identifying individuals who have the potential to become successful entrepreneurs. The finding that more intuitive entrepreneurs exhibited higher levels of entrepreneurial drive suggests that cognitive style may also be helpful for discriminating between micro-entrepreneurs and macro-entrepreneurs.

Originality/Value: There is a paucity of convincing research on individual differences as a way of distinguishing entrepreneurs from non-entrepreneurs, even though it is believed to be central to understanding the field. This study is the first of its kind to consider the implications of both entrepreneurial drive and cognitive style for entrepreneurs operating in the mature and start-up stages of venture creation and growth.

24.4.6

Escalation of commitment: The effect of number and attractiveness of available investment alternatives 431-439
Shaul Fox, Aharon Bizman and Oren Huberman

Keywords: Escalation of commitment - Decision difficulty - Status quo bias - Decision making - Investment of money - Investment of time and energy

Purpose: The purpose of this study was to examine the hypothesis that decision difficulty increases the likelihood of commitment to a failing project (escalation). The hypothesis was based on findings regarding status quo bias. Three aspects of decision difficulty were tested: equivalency of options, option set size and attractiveness structure of the alternatives.

Design/Methodology/Approach: Escalation of commitment was examined through monetary investments and time and energy investments. In each case, the three aspects of decision difficulty were manipulated using scenarios. Participants were 340 students, each responding to one scenario.

Findings: Participants increased their commitment to the original failing project when deciding between reinvestment of the remaining funds in the original project or choosing between superior but equally attractive alternatives (i.e., equivalency of options). This was true when the
attractiveness attributes of the available options was uniquely negative, as opposed to uniquely positive (i.e., attractiveness structure). The number of alternative options (i.e., set size) did not affect escalation behavior.

Implications: The findings support the view that escalation decisions may be viewed as status quo maintenance. They indicate that even if preserving the status quo is highly risky, when decision difficulty is high, people are more likely to hazard the risk. Persisting in the original project allows the investor to avoid negative emotions, additional effort and conflict.

Originality/Value: This is one of the first studies combining status quo bias, escalation of commitment and decision difficulty. The study is unique in studying two different types of investment and three different aspects of decision difficulty.

24.4.7
The influence of social regard on the customer–service firm relationship: The moderating role of length of relationship 441-453
Estela Fernández Sabiote and Sergio Román

Keywords: Services marketing - Social regard - Customer–organization relationship - Length of relationship - Satisfaction - Trust - Word of mouth

Purpose: The authors examine the influence of employees’ social regard toward the customers on customer satisfaction, trust, and word of mouth. In addition, we analyzed the moderating role of length of relationship between the service provider and the customer on the effects of social regard on the customer relationship outcomes.

Design/Methodology/Approach: Hypotheses were tested with customers of two service industries: financial services and hair salon services. Data were gathered through telephone and personal interview surveys.

Findings: Findings reveal that social regard had a positive influence on customer satisfaction, trust, and positive word of mouth. Also, length of relationship seems to moderate the effect of social regard on customer satisfaction and trust, but not on word of mouth.

Implications: The key influence of employees’ social regard reveals that it can become a tool for the management of customer satisfaction, trust, and word of mouth. Aspects of staff training should be affected by these findings.

Originality/Value: Despite the importance that researchers and practitioners have assigned to the influence of employees’ behaviors on relational variables at the company level, employees’ social regard toward the customers not only remains unexplored but also has been confounded with other social variables. This research not only proves its effects on relational variables (satisfaction, trust, and word of mouth) but also shows the moderating role of length of relationship.

24.4.8
Intraperson consistency in financial risk tolerance assessment: Temporal stability, relationship to total score, and effect on criterion-related validity 455-467
Michael J. Roszkowski, Michael M. Delaney and David M. Cordell

Keywords: Assessment - Financial risk tolerance - Reliability - Intraperson consistency - Individual unreliability - Intraindividual consistency - Person reliability - Scalability - Traitedness - Cronbach’s alpha - Validity coefficients

Purpose: In assessing financial risk tolerance it is common practice to compute an overall score but not the intraperson variability across test items (because the latter is believed to be just error variance). We analyzed (1) the stability of intraperson variability, (2) its correlation to the total score, (3) its moderating effect on validity coefficients, and (4) its relation to internal consistency reliability and test–retest reliability.

Design/Methodology/Approach: Using a standardized measure of financial risk tolerance, we computed (a) sum scores and (b) the average deviation from the person’s average score. The
sample consisted of 386 financial advisors (1 administration), 458 of their clients (1 administration), and 30 married couples (2 administrations).

Findings: Intraperson consistency was stable over 45 days \((r = .72)\), but greater variability was associated with higher risk tolerance scores \((r = .34–.60)\). After dichotomization, validity coefficients were only slightly better for the more consistent individuals relative to their less consistent counterparts, but their Cronbach’s alpha was higher. Surprisingly, the two groups did not differ on test–retest reliability.

Implications: Intraperson variability is not mere error variance, but it does not provide information entirely independent of the total score. The difference in Cronbach’s alpha demonstrates that this index is a function of the “traitedness” of the sample on which it is calculated and not just the quality of the assessment device itself.

Originality/Value: The results suggest some value for the including a measure of intraperson variability on scales assessing financial risk tolerance. Moreover, we show a limitation of Cronbach’a alpha.

24.4.9
The moderating effect of personality on employees’ reactions to procedural fairness and outcome favorability 469-484
Meredith F. Burnett, Ian O. Williamson and Kathryn M. Bartol

Keywords: Extraversion - Conscientiousness - Extrinsic rewards - Intrinsic rewards - Intention to remain - Job satisfaction - Procedural fairness - Outcome favorability

Purpose: The purpose of this study was to examine how personality moderates the interactive effect of procedural fairness perceptions and outcome favorability on employees’ job attitudes.

Design/Methodology/Approach: Longitudinal data were collected from seniors enrolled at a mid-Atlantic university via questionnaires that were administered to students prior to graduation and after beginning their full-time jobs \((n = 1,581)\).

Findings: Employees with high levels of conscientiousness report higher levels of job satisfaction when they perceive their work environment as having low levels of extrinsic rewards but high levels of procedural fairness. Employees with high levels of extraversion report greater intentions to remain when they perceive their work environment as having high levels of social rewards but low levels of procedural fairness.

Implications: Understanding that conscientious employees develop positive attitudes even in work settings where there are less than optimal levels of extrinsic rewards shows that even when organizations cannot provide high levels of pay or promotion opportunities, highly conscientious employees are likely to maintain positive perceptions of their work environments as long as practices are fair. In situations where the work context offers high levels of social support but some organizational procedures are viewed as unpopular, and as a result unfair, managers should focus on selecting applicants who score high on extraversion.

Originality/Value: This is one of the first studies to challenge an implicit assumption of prior research that employees view procedural fairness and outcome favorability as equally salient cues when attempting to make sense of their work environment.

24.4.10
The effect of terminologies on attitudes toward advertisements and brands: Consumer product knowledge as a moderator 485-491
Shih-Chieh Chuang, Chia-Ching Tsai, Yin-Hui Cheng and Ya-Chung Sun

Keywords: Terminology - Consumer product knowledge - Attitudes toward advertisements - Attitudes toward brands

Purpose: The purpose of this study is to investigate the relationship between advertisement terminology and consumer product knowledge in the attitudes toward advertisements and brands.
Design/Methodology/Approach: One hundred and twenty undergraduates participated in a $2 \times 2$ (terminologies are used versus terminologies are not used × high consumer product knowledge versus low consumer product knowledge) between-subjects design.

Findings: Low consumer product knowledge individuals form significantly more favorable advertisement attitudes and brand attitudes toward advertisements with terminologies than toward advertisements without terminologies, but no differentially favorable advertisement attitudes and brand attitudes are formed for high consumer product knowledge individuals.

Implications: The interaction effects of message-level variables (such as terminology) and consumer-level variables (such as consumer product knowledge) are of importance. The effectiveness of advertisement terminologies depends on the levels of consumer product knowledge. Understanding the consumer-level variables of target markets before making advertisement decision is very critical. Techniques of data-mining and psychographics benefit advertisement managers to better realize the targeted consumers.

Originality/Value: This is one of the pioneering studies to examine the relationship between advertisement terminology and consumer product knowledge in the attitudes toward advertisements and brands. Additionally, most of the prior studies on advertisement effects associated with the use of advertisement terminology ignored the influence of consumer product knowledge. The present study helps us to understand the influence of consumer product knowledge in advertisement effects and provides evidence for the relationship between advertisement terminology and consumer product knowledge in the attitudes toward advertisements and brands.
24.3.1

**Quality of work life as a mediator between emotional labor and work family interference** 245-255
Francis Yue-Lok Cheung and Catherine So-Kum Tang

**Keywords:** Emotional labor - Work family interference - Quality of work life

**Purpose:** We adopted the conservation of resources model (COR, Hobfoll Am Psychol 44:513–524, 1989; Hobfoll in Stress, culture, and community: the psychology and philosophy of stress, Plenum, New York, 1998) to examine the associations among emotional labor, work family interference, and quality of work life.

**Design/Methodology/Approach:** Cross-sectional, self-reported data were obtained from 442 Hong Kong Chinese service employees.

**Findings:** Correlation and hierarchical regression analyses showed that surface acting was a salient correlate of work-to-family interference, even when organizational display rules and employees’ demographic information were controlled. Furthermore, quality of work life had partially mediated the relationship between surface acting and work-to-family interference. However, deep acting and expression of naturally felt emotion did not relate to work-to-family interference. Finally, we found that family-to-work interference was a salient correlate of the use of surface acting in workplace.

**Implications:** This study provided useful information of how adopting different emotional labor strategies related to work family interference. Based on our results, the use of deep acting should be promoted in workplace because it related positively to quality of work life and it did not amplify the work-to-family interference.

**Originality/Value:** While past studies often explored the role of emotional labor as the precursor of work family interference, our study is among the first attempt to examine family-to-work interference as the antecedent of emotional labor. Additionally, we had also confirmed the role of quality of work life as an important mediator between emotional labor-work-to-family interference.

24.3.2

**Exploring the relationships between perceived coworker loafing and counterproductive work behaviors: The mediating role of a revenge motive** 257-270
Tsang-Kai Hung, Nai-Wen Chi and Wan-Lin Lu

**Keywords:** Counterproductive work behavior - Perceived loafing - Revenge - Collectivist culture – Taiwan

**Purpose:** The purpose of this study is to explore the relationships between perceived coworker loafing and counterproductive work behaviors toward the organization (CWB-O) and toward the coworkers (CWB-I).

**Design/Methodology/Approach:** Data were collected from 184 supervisor–employee pairs from multiple sources (i.e., self-rated and supervisor-rated). Structural equation modeling (SEM) analyses were conducted to test our hypotheses.

**Findings:** The results of SEM showed that perceived loafing was positively related to CWB-O (self-rated) and CWB-I (self-rated and supervisor-rated). Moreover, a revenge motive toward the organization fully mediated the relationship between perceived loafing and CWB-O, whereas a revenge motive toward coworkers fully mediated the relationship between perceived loafing and CWB-I.

**Implications:** This study advances our understanding as to how and why perceived coworker loafing increases employees’ CWB-I and CWB-O. Our investigation also highlights the important cognitive mediator: revenge motive in the perceived loafing–CWB linkage.
Originality/Value: This is one of the first studies which examines the relationships between perceived coworker loafing and two facets of CWB, and investigates a cognitive mediator (i.e., a revenge motive) that underlines the perceived loafing–CWB linkage. In addition, we respond to Bennett and Robinson’s (J Appl Psychol 85:349–360, 2003) call to test the nomological network of CWB in a collectivist culture (i.e., Taiwan).

24.3.3
Effects of personality on individual earnings: Leadership role occupancy as a mediator 271-280
Zhen Zhang and Richard D. Arvey

Keywords: Personality - Social potency - Earnings - Leadership - Career success

Purpose: The purpose of this study was to investigate the direct and indirect effects of personality characteristics on individual earnings and to examine a person’s leadership role occupancy as the potential mediator in the personality–earnings relationship.

Design/Methodology/Approach: Longitudinal survey data were collected from a sample of 209 individuals. Earnings were measured 6 years after the personality variables.

Findings: Two personality traits, i.e., Social Potency and Achievement, predict individual earnings longitudinally. The effects of personality were partially mediated by the person’s occupancy of leadership roles in the workplace. For those occupying similar leadership positions, people higher in social potency still have greater earnings.

Implications: These findings lend support for personality assessment in personnel selection and have important implications for leadership development and individual career success.

Originality/Value: Previous research suggests that personality influences individual earnings beyond the effects of traditional human capital variables. This study is among the first to distinguish personality’s direct and indirect (through leadership role occupancy) effects on individual earnings. The findings provide direct support for the incentive-enhancing property of personality as well as indirect support for the trait activation theory on the personality–earnings relationship.

24.3.4
Measuring procedural knowledge more simply with a single-response situational judgment test 281-288
Stephan J. Motowidlo, Amy E. Crook, Harrison J. Kell and Bobby Naemi

Keywords: Situational judgment test (SJT) - Critical incidents - Volunteerism - Job performance - Selection

Purpose: This paper describes the development of a situational judgment test (SJT) based on single-response options developed directly from critical incidents and reports a study that tested the SJT’s concurrent validity against ratings of job performance.

Design/Methodology/Approach: Situational judgment test items were developed from critical incidents provided by administrators of volunteer agencies. Volunteers who worked at another agency completed the SJT and a self-report personality test. Supervisors rated their job performance on three dimensions.

Findings: Situational judgment test scores representing procedural knowledge about work effort were significantly correlated with ratings of work effort performance ($r = .28$). Conscientiousness was correlated with work effort knowledge ($r = .26$), but not with work effort performance ($r = -.02$).

Implications: These results provide some preliminary evidence that a single-response SJT format based upon critical incidents can produce valid measures of procedural knowledge and might be a useful alternative to the traditional multiple-response format.

Originality/Value: This paper presents a novel way to construct SJTs using single-response options that are less laborious to develop than the multiple-response options in traditional SJT
formats. Results of the validity study suggest that this new single-response format can predict job performance and encourage further research on the viability of this approach.

24.3.5
**The relationship between career-related antecedents and graduates’ anticipatory psychological contracts 289-298**
Ans De Vos, Katleen De Stobbeleir and Annelies Meganck

**Keywords:** Psychological contract - Psychological contract formation - Individual career management - Graduates - Career strategy - Work importance

**Purpose:** The purpose of this study was to investigate career-related antecedents of graduates’ anticipatory psychological contracts.

**Design/Methodology/Approach:** A survey was filled out by a sample of 722 graduates addressing questions on career strategy, individual career management, work importance, and beliefs about employer and employee obligations.

**Findings:** Graduates with a high score on careerism, who are engaged in a high level of individual career management and with management ambitions, reported a higher level of employer obligations and a higher level of employee obligations related to flexibility and employability.

**Implications:** This study adds to the literature by addressing the initial stage of psychological contract formation, taking place in the anticipatory socialization stage. The obligations that are salient in graduates’ pre-employment beliefs are likely to affect their psychological contracts after organizational entry. Moreover, depending on their career goals and other career-related factors, graduates approach their future employment relationship with different beliefs about what they should contribute and what they will receive in return. Employers may use these findings when working out recruitment strategies for young graduates. They also provide input for actively managing the expectations of new hires.

**Originality/Value:** Most studies on psychological contracts addressed the relationship between employees’ psychological contract evaluations and subsequent attitudes and behaviors. Only recently scholars have started to address the topic of psychological contract formation. This study adds to this line of research by addressing the pre-employment stage. It also adds to the literature by addressing the relationship between career-related antecedents and psychological contracts.

24.3.6
**Equity sensitivity revisited: Contrasting unidimensional and multidimensional approaches 299-314**
Shannon G. Taylor, Donald H. Kluemper and Kerry S. Sauley

**Keywords:** Equity - Equity sensitivity - Fairness - Big 5 - Social desirability

**Purpose:** Past research has shown little support for direct relationships between equity sensitivity and various equity-relevant criteria. Recent work by Davison and Bing (J Manag Issues 20: 131–150, 2008) suggests that equity sensitivity consists of separate input- and outcome-focus dimensions and that these dimensions are associated with such criteria in an interactive fashion. The current study extends this research by theoretically strengthening and empirically testing their two-dimensional model.

**Design/Methodology/Approach:** We surveyed adults who were working at least 30 h a week at three time periods to temporally separate measurement of predictors and criteria \((n = 172)\).

**Findings:** Results provide support for the two-dimensional model. Input and outcome focus interacted to explain variance in individuals’ satisfaction and self-reported job performance even after controlling for demographic characteristics, personality, and social desirability. By contrast, the original ESI only significantly predicted one of 10 dependent variables.

**Implications:** Whereas a ratio has been historically used as the basis for evaluating equity, employing independent dimensions and investigating their interaction seems more appropriate to assess individuals’ equity sensitivity. The current study suggests a multidimensional measure of equity sensitivity may better reflect the original theoretical underpinnings of the construct.
**Originality/Value:** The current study enhances our understanding of equity theory in general, and equity sensitivity in particular, by drawing attention to the multidimensional nature of the equity sensitivity construct. In particular, it extends the work of Davison and Bing (J Manag Issues 20: 131–150, 2008) by revisiting Huseman et al.’s (Acad Manag Rev 12: 222–234, 1987) original conceptualization of equity sensitivity. In doing so, we broaden its utility as a potential unique predictor of organizationally relevant criteria.

24.3.7

**Modeling customer loyalty from an integrative perspective of self-determination theory and expectation–confirmation theory** 315-326
Chieh-Peng Lin, Yuan Hui Tsai and Chou-Kang Chiu

**Keywords:** Loyalty - Expectation–confirmation - Self-determination - Intrinsic regulation - Identified regulation - Introjected regulation - External regulation

**Purpose:** This research conceptualizes and tests an integrative model of customer loyalty by linking two important theories: expectation–confirmation theory and self-determination theory.

**Design/Methodology/Approach:** The model is examined using data obtained from 207 part-time students who have encountered the service of a skincare and beauty salon in Taiwan. These students work as full-time professionals in a variety of industries during the daytime and are financially independent for their daily consumption.

**Findings:** The empirical results of this study indicate that loyalty is positively influenced by both intrinsic regulation and identified regulation, while introjected regulation and external regulation are insignificantly related to loyalty. Affected positively by service expectation and service confirmation, satisfaction has positive influences on all four dimensions of self-determined motivation—namely, intrinsic regulation, identified regulation, introjected regulation, and external regulation.

**Implications:** The findings of this study show that the proposed model helps to learn about loyalty formation and its mediating mechanism in service contexts. Intrinsic regulation and identified regulation may be applied as two potential checkpoints for management to learn the actual status of customer loyalty based on a constant service quality offered by the service provider.

**Originality/Value:** This study is one of the earliest to integrate expectation–confirmation theory and self-determination theory to explore loyalty. Besides, this study transplants the traditional application of self-determination theory from educational service to commercial service in general so that efficient strategies can be made for boosting loyalty.

24.3.8

**Antecedents of Internet retailing loyalty: Differences between heavy versus light shoppers** 327-339
Jyh-Shen Chiou and Lee-Yun Pan

**Keywords:** Internet store loyalty - Internet store satisfaction - Moderating effect of shopping level - Trust - Asset Specificity

**Purpose:** The purpose of this study was to explore the moderating effects of heavy versus light shoppers on antecedents of customer’s satisfaction and loyalty toward an Internet retailer.

**Design/Methodology/Approach:** A model discusses the different mechanisms in building an effective exchange relationship with light versus heavy shoppers was developed and tested using Internet book store as the study object. With the assistance of a marketing research firm, an Internet-based survey was employed to gather information on 375 users of Internet bookstores in Taiwan.

**Findings:** The results showed that price/value had a stronger effect on overall satisfaction for light versus heavy shoppers, while trust had a stronger effect on overall satisfaction for heavy versus light shoppers. The study also found that consumers’ irreplaceable asset generated from past transaction with a focal Internet retailer had strong effects on their loyalty responses.
Implications: Understanding of the moderating role of heavy versus light shoppers on satisfaction and loyalty formation helps to advance our theoretical understanding of the different routes of satisfaction and loyalty formation for different shoppers. The results of this study can help to inform the practitioners that price may play a role in drawing light shoppers, while perceived trust of the Internet store is more important in retaining heavy shoppers. It also demonstrated the importance of building asset specificity in increasing customer loyalty.

Originality/Value: This is one of the first studies to provide evidence of the moderating effects of heavy versus light shoppers on satisfaction and loyalty formation. It explained and tested empirically the different mechanisms of satisfaction and loyalty formation between two groups of consumers.

24.3.9
Effects of pro-environmental recruiting messages: The role of organizational reputation 341-350
Tara S. Behrend, Becca A. Baker and Lori Foster Thompson

Keywords: Recruitment - Corporate social performance - Job seeker attitudes - Person–organization fit - Environment - Organizational reputation

Purpose: The purpose of this study was to examine the effects of a pro-environmental corporate message on prospective applicants’ attitudes toward a fictitious hiring organization. Drawing from signaling theory, we hypothesized that an environmental message on the organization’s recruitment website would increase prospective applicants’ perceptions of organizational prestige, which would then increase job pursuit intentions. Personal environmental attitudes were also examined as a possible moderator.

Design/Methodology/Approach: Participants (N = 183) viewed a web site printout that either did or did not contain a message indicating the organization’s environmental support. Participants rated their attitudes toward the environment, perceptions of the organization, and job pursuit intentions.

Findings: Findings demonstrated that the environmental support message positively affected job pursuit intentions; further, this effect was mediated by perceptions of the organization’s reputation. Contrary to the person–organization fit perspective, the message’s effects on job pursuit intentions were not contingent upon the participant’s own environmental stance.

Implications: These findings highlight the importance of corporate social performance as a source of information for a variety of job seekers. Even relatively small amounts of information regarding corporate social performance can positively affect an organization’s reputation and recruitment efforts.

Originality/Value: In general, this research contributes to the growing body of literature on corporate social responsibility. It is the first study to test whether the effects of pro-environmental recruiting messages on job pursuit intentions depend upon an applicant’s personal environmental stance. In addition, this is the first study to demonstrate reputation’s meditational role in the effects of corporate social responsibility on recruitment efforts.

24.3.10
Counterproductive behaviors and psychological well-being: The moderating effect of task interdependence 351-361
C. Aubé, V. Rousseau, C. Mama and E. M. Morin

Keywords: Counterproductive behaviors, Psychological well-being, Task interdependence, Teamwork, Moderating effect

Purpose: The purpose of this study was to investigate the relationship between counterproductive behaviors (CPBs) and psychological well-being in a teamwork setting. Moreover, we examined the moderating effect of task interdependence. CPBs are considered in light of four dimensions, namely parasitism, interpersonal aggression, boastfulness, and misuse of resources.
Design/Methodology/Approach: Data were collected from a sample of 249 individuals working in a Canadian prison. The study was based on two measurement times.

Findings: The results reveal that the four dimensions of CPBs are negatively related to psychological well-being and that relationships involving interpersonal aggression and boastfulness are moderated by task interdependence.

Implications: This study highlights the importance for managers to identify the presence of CPBs in their team as soon as possible so as to be able to remedy them before they affect team members’ psychological well-being. Moreover, interpersonal aggression and boastfulness may be particularly detrimental in a context of high interdependence.

Originality/Value: This study further extends the nomological network of CPBs. Indeed, the results indicate that the presence of CPBs may harm employees’ mental health. Furthermore, this study shows that a contextual characteristic (i.e., task interdependence) may amplify the detrimental effect of some CPBs.
24.2.1
Crafting a successful manuscript: Lessons from 131 reviews 117-121
Steven G. Rogelberg, Marisa Adelman and David Askay

24.2.2
Leadership and organizational culture: Linking CEO characteristics to cultural values 123-137
Tomas R. Giberson, Christian J. Resick, Marcus W. Dickson, Jacqueline K. Mitchelson, Kenneth R. Randall and Malissa A. Clark

Keywords: CEO characteristics - Organizational culture - Leadership - ASA theory - Multi-level research

Purpose: The purpose of this study was to empirically examine organizational culture theorists’ assertions about the linkages between leadership and the cultures that emerge in the organizations they lead. Specific hypotheses were developed and tested regarding relationships between chief executive officers’ (CEO’s) personality traits, and the cultural values that are shared among their organization’s members.

Design/Methodology/Approach: Thirty-two CEOs completed measures of the Big-Five personality traits and personal values. A total of 467 employees across the 32 organizations completed a competing values measure of organizational culture.

Findings: Results indicate support for several hypothesized relationships between CEO personality and cultural values. Exploratory analyses indicated that several CEO personal values were related to culture values.

Implications: Organizations need to seriously consider the “fit” between the current or desired organizational culture and CEO characteristics. Organizations attempting to change fundamental aspects of its functioning may need significant behavioral—or personnel—changes at the top of the organization in order to achieve those changes.

Originality/Value: This is the first empirical study to establish a link between specific CEO characteristics and the cultural values of their organizations. This study provides evidence that CEO characteristics are felt throughout the organization by impacting the norms that sanction or discourage member behavior and decision making, and the patterns of behavior and interaction among members.

24.2.3
It is better to receive than to give: Advice network effects on job and work-unit attachment 139-152
Thomas J. Zagenczyk and Audrey J. Murrell

Keywords: Social networks - Job involvement - Work-unit commitment - Social exchange - Advice networks

Purpose: The purpose of this paper was to investigate the relationship between advice-giving, advice-receiving, and employee work attitudes. We argue that (1) both advice-receiving and advice-giving will be positively related to job involvement; (2) advice-receiving will be more strongly associated with work-unit commitment than advice-giving; and (3) job involvement will mediate the relationship between advice-receiving and work-unit commitment.

Design/Methodology/Approach: We conducted an empirical study of admissions department employees at a large university in southwest Pennsylvania in the United States. Respondents completed surveys which included questions related to demographics, social network ties, and attitudes.

Findings: We found that while advice-giving and advice-receiving were positively related to job involvement, only advice-receiving was positively related to work-unit commitment. Job
involvement fully mediated the relationship between advice-receiving and work-unit commitment.

Implications: Our study (1) shows that advice-giving and advice-receiving are related to important work-related attitudes in organizations; (2) highlights the importance of the directionality of advice flow, as employees who received as opposed to provided advice tended to have higher levels of work-unit commitment; and (3) demonstrates that social network ties were related to work-unit attachment through job involvement.

Originality/Value: We examine job involvement and work-unit commitment using a social network analysis thus providing new insights about the relationships between advice-giving, advice-receiving and these important variables.

24.2.4
Do social stressors impact everyone equally? An examination of the moderating impact of core self-evaluations 153-164
Kenneth J. Harris, Paul Harvey and K. Michele Kacmar

Keywords: Social stress - Core self-evaluation - Satisfaction - Altruism - Turnover - Moderation

Purpose: The purpose of this study was to investigate the relationships between social stressors and the outcomes of job satisfaction, altruism, and turnover intentions. Additionally, this study examined the moderating impact of individuals’ core self-evaluations on these relationships.

Design/Methodology/Approach: Data were obtained from a branch of the state government in the southeast. Responses were received from 144 employees. Supervisors provided responses as well, and the matched dyads where both supervisor and subordinate responses were received numbered 133.

Findings: We found that social stressors were negatively related to job satisfaction and altruism and positively related to turnover intentions. Results also indicated that higher core self-evaluations buffered the negative influence of social stressors on job satisfaction and turnover intention, but not altruism.

Implications: Our results reinforce the notion that social stressors exhibit significant negative associations with desired job consequences. Another managerial implication relates to managers when filling vacant positions. When completing this task, managers need to honestly and accurately assess the social stressors present in their organization. When social stressors are high, managers should seek to hire individuals who possess higher core self-evaluations.

Originality/Value: This study employed a different theoretical perspective, conservation of resources theory, and extended the nomological network related to social stressors. Additionally, this study showed the important moderating impact that core self-evaluations can have on other relationships, whereas the large majority of previous studies have examined core self-evaluations as a main effect predictor of important organizational outcomes.

24.2.5
The interactive effects of procedural justice and equity sensitivity in predicting responses to psychological contract breach: An interactionist perspective 165-178
Simon Lloyd D. Restubog, Prashant Bordia and Sarbari Bordia

Keywords: Psychological contract breach - Procedural justice - Equity sensitivity - Interactionist perspective

Purpose: The purpose of the study was to examine the combined interactive effects of a situational variable (procedural justice) and a dispositional (equity sensitivity) variable on the relationship between breach and employee outcomes.

Design/Methodology/Approach: Data were obtained from 403 full-time employees representing a wide variety of business sectors in the Philippines. Supervisors were requested to provide an assessment of their subordinate’s civic virtue behavior.
Findings: Results showed that equity sensitivity and breach interacted in predicting affective commitment. The negative relationship between breach and affective commitment was stronger for employees with an input-focused approach to organizational relationships (referred to as benevolents) than for those with an outcome-focused approach (referred to as entitleds). Results also indicated a stronger negative relationship between contract breach and civic virtue behavior under conditions of high procedural justice. Finally, a three-way interaction was found between contract breach, procedural justice and equity sensitivity in predicting affective commitment.

Implications: Our findings provide a new insight suggesting that worse outcomes are to be anticipated especially if employees have an expectation that procedural justice can prevent any form of contract breach. In addition, although previous research has portrayed benevolents as more accepting of situations of under-reward, this study has demonstrated that they too have their limits or threshold for under-reward situations.

Originality/Value: This research suggests that the type and intensity of one’s reactions to psychological contract breach is influenced by interactive forces of the individual’s disposition and the organizational procedures.

24.2.6
Can nonverbal cues be used to make meaningful personality attributions in employment interviews? 179-192
Timothy DeGroot and Janaki Gooty

Keywords: Nonverbal cues - Personality attributions - Structured interview - Visual cues - Vocal cues - Brunswik lens model

Purpose: This study examines the role of personality attributions in understanding the relationships between nonverbal cues and interview performance ratings.

Design/Methodology/Approach: A structured behavioral interview was developed for identifying management potential in a large, national company. Using a concurrent design to validate the interview, managers were interviewed and the interviews were videotaped (n = 110). These videotapes were used as stimuli for raters in this study.

Findings: Results indicate that raters can make personality attributions using only one channel of information and these attributions partly explain the relationships between nonverbal cues and performance measures. Furthermore, conscientiousness attributions explain the relationship between visual cues and interview ratings, extraversion attributions mediate the relationship between vocal cues and interview ratings. Neuroticism attributions had a suppressing effect for both visual and vocal cues.

Implications: No matter how much an interview is structured, nonverbal cues cause interviewers to make attributions about candidates. If we face this fact, rather than consider information from cues as bias that should be ignored, interviewers can do a better job of focusing on job-related behavior and information in the interview, while realizing that the cues are providing information that must be attended to.

Originality/Value: This study isolated the sources of information provided to raters to either the vocal or the visual channel to examine their impact individually. A Brunswik lens model shows the potential impact of personality attributions predicting both job and interview performance ratings when both channels of information are used.

24.2.7
Salespeople’s renqing orientation, self-esteem, and selling behaviors: An empirical study in Taiwan 193-200
Ming-Hong Tsai, Shu-Cheng Steve Chi and Hsiu-Hua Hu

Keywords: Self-esteem - Renqing orientation - Selling behavior - Taiwan

Purpose: The purpose of this study was to investigate how salespeople’s renqing orientation and self-esteem jointly affect their selling behavior.
Design/Methodology/Approach: Data were obtained from a survey of salespeople from 17 pharmaceutical and consumer-goods companies in Taiwan (n = 216).
Findings: Salespeople’s renqing orientation (i.e., their propensity to adhere to the accepted norm of reciprocity) compensates the negative effect of self-esteem on their selling behaviors, such as adaptive selling and hard work.
Implications: Our study results underscore the critical role of the character trait of renqing orientation in a culture emphasizing a norm of reciprocity. Therefore, it would be useful to consider a strategy of recruiting salespeople with either a high self-esteem or a combination of high renqing orientation and low self-esteem.
Originality/Value: The existing literature of industrial/organizational psychology and marketing primarily relies on constructs that are derived from Western cultural contexts. However, the present paper extended these literatures by investigating the possible joint effects of self-esteem with a trait originated from the Chinese culture on salespeople’s selling behaviors.

24.2.8
Predicting OCB role definitions: Exchanges with the organization and psychological attachment
201-214
Dan S. Chiaburu and Zinta S. Byrne
Keywords: Social exchange - Trust in the organization - Exchange ideology - Psychological attachment - Organizational commitment - Job satisfaction - Role definition - Organizational citizenship behaviors (OCBs)
Purpose: To investigate the relationship between trust in the organization and employees’ exchange beliefs (i.e., exchange ideology) and both psychological attachment and role definitions.
Design/Methodology/Approach: A field study based on data from 204 line and supervisory employees examined the relationships between the predictors and work role boundaries. Two important mechanisms, psychological attachment (organizational commitment) and job satisfaction were examined as mediator and moderator, respectively, to the relationship between trust and exchange ideology and role definitions.
Findings: Results indicate that both relation- and exchange-based variables predict enlarged roles (i.e., employees’ perceived organizational citizenship behaviors as in-role). Additionally, organizational commitment mediated the relationship between the predictor and the outcome. Job satisfaction moderated the relationship between trust and role definition.
Implications: Work role boundaries are important in the contemporary workplace, where employees are oftentimes required to enlarge their behavioral set. We provide evidence for the importance of managing the relationship with the organization (through high levels of trust) and making sure employees construe their exchanges with the organization as more open. Such knowledge may help design interventions to increase employee trust, and select employees with favorable exchange ideologies.
Originality/Value: This is one of the first studies examining both relationship- and exchange-based variables as predictors of role definitions, and clarifies possible mechanisms (mediation through psychological attachment) and the role of job satisfaction as moderator.

24.2.9
The mediating effects of psychological contracts on the relationship between human resource systems and role behaviors: A multilevel analysis
215-223
Jin-feng Uen, Michael S. Chien and Yu-Fang Yen
Keywords: HR systems - Psychological contracts - Role behaviors - Organizational citizenship behaviors
Purpose: The purpose of this study was to examine the mediating effect of the psychological contracts on the relationship between human resource (HR) systems and role behavior.
Design/Methodology/Approach: Multilevel analyses were conducted on data gathered from 146 knowledge workers and 28 immediate managers in 25 Taiwanese high-tech firms. Findings: Relational psychological contracts mediated the relationship between commitment-based HR systems and in-role behaviors, as well as organizational citizenship behaviors. Transactional psychological contracts did not significantly mediate these relationships. In addition, the results also indicated that commitment-based HR systems related positively to relational psychological contracts and negatively to transactional psychological contracts. Implications: Commitment-based HR systems could elicit a wide range of knowledge workers’ behaviors that are beneficial to the goals of the firms. Furthermore, our findings also provide insight into, how HR systems potentially elicit employees’ role behaviors. Organizations could elicit employees’ in-role behaviors by providing financial and other non-financial, but tangible, inducements and facilitate employees’ extra-role behaviors by providing positive experiences, such as respect, commitment, and support. Originality/Value: The study is one of the primary studies to empirically examine the mediating effect of psychological contracts on HR systems and employee behaviors.

24.2.10
A comprehensive model of entrepreneur role stress antecedents and consequences 225-243
Joakim Wincent and Daniel Örtqvist

Keywords: Entrepreneurship - Exhaustion - Performance - Personality - Role stress

Purpose: The aim of this study was to systematize findings in role stress research into original and conceptually important abstract higher-order constructs and to develop and test a comprehensive structural equation model that examined such expanded conceptualizations of antecedents and consequences to entrepreneur role stress.

Design/Methodology/Approach: Model tests were performed on data from a sample of 282 Swedish entrepreneurs (a usable rate of 22.5%) engaged in their first-year of venture activities. We used structural equation modeling, mediation tests and tests for common method bias to test the appropriateness of the model.

Findings: We found that role stress can be explained by expansions of lower-ranked, less abstract constructs embedded in a multiple-indicator model of venture technology, venture environment, and entrepreneur personality. The analysis confirmed that role stress is an important mediator and that it has pronounced relationships to expanded conceptualizations of role-related rewards and exhaustion.

Implications: This study advance role stress theory and existing knowledge about entrepreneurs and entrepreneurship when it introduces role stress and suggests it mediates the effects from personality traits, organizational and environmental characteristics, on higher-order conceptualizations of rewards and exhaustion.

Originality/Value: With contributions from several distinct disciplines over a half decade, prior research has not paid much attention to show how role stress research can benefit from more abstract conceptualizations and empirical evaluation. By synthesizing and developing expanded higher-level conceptualizations that link diversities, we show that expanded conceptualizations effectively enable to introduce role stress to entrepreneurs and entrepreneurship.
24.1.1
Recruiters’ inferences of applicant personality based on resume screening: Do paper people have a personality? 5-18
Michael S. Cole, Hubert S. Feild, William F. Giles and Stanley G. Harris

Keywords: Personnel selection - Resumes - Recruitment – Personality

Abstract: Research shows recruiters infer dispositional characteristics from job applicants’ resumes and use these inferences in evaluating applicants’ employability. However, the reliability and validity of these inferences have not been empirically tested. Using data collected from 244 recruiters, we found low levels of estimated interrater reliability when they reviewed entry-level applicants’ resumes and made inferences regarding applicants’ personality traits. Moreover, when recruiters’ inferences of applicant personality were correlated with applicants’ actual Big Five personality scores, results indicated that recruiters’ inferences lacked validity, with the possible exceptions of extraversion and openness to experience. Finally, despite being largely unreliable and invalid, recruiters’ inferences of applicants’ extraversion, openness to experience, and conscientiousness predicted the recruiters’ subsequent employability assessments of the applicants.

24.1.2
Work–family conflict and turnover intentions among scientists and engineers working in R&D 19-32
Corinne Post, Nancy DiTomaso, George F. Farris and Rene Cordero

Keywords: Work–family conflict - Scientists and engineers - Work dissatisfaction - Turnover intentions - Stress management

Purpose: In this study we evaluate competing models of the direct and indirect effects of work interference with family (WIF) and family interference with work (FIW) on two turnover intentions relevant to scientists and engineers: (i) leaving R&D for non-R&D work within the same organization and (ii) leaving one’s organization for another one.

Design/Methodology/Approach: A cross-sectional design was used. Our sample consists of almost 500 scientists and engineers in dual-earner families and with dependent care responsibilities.

Findings: We find some support for the domain-specific predictors-to-outcomes model: FIW indirectly (but not directly) increases intentions to change organization through work dissatisfaction. Contrary to expectations from the stress management model we find neither direct nor indirect relationships between WIF and turnover intentions.

Implications: Our findings suggest that organizations that help employees manage the effects of FIW on work dissatisfaction may be able to reduce the turnover among their technical workforce.

Originality/Value: The study examines an overlooked outcome of work-family conflict: turnover intentions. In addition, it provides much needed attention to the implications of work-family conflict for scientists and engineers, who have received little attention in the work-family conflict literature despite longstanding efforts to understand the relationship between marriage, parenthood, and productivity in these fields.

24.1.3
Cognitive lie detection: Response time and consistency of answers as cues to deception 33-49
Jeffrey J. Walczyk, Kevin T. Mahoney, Dennis Doverspike and Diana A. Griffith-Ross

Keywords: Cognitive lie detection - Cognition - Deception - Response time - Employee selection - Applicant screening
Purpose: The purpose of this study was to test a new cognitive lie detection method, time restricted integrity confirmation (Tri-Con), which uses response time and inconsistencies across answers as cues to deception.

Design/Methodology/Approach: Data were obtained from two samples of students enrolled in psychology classes (n = 96 for Experiment 1, n = 99 for Experiment 2). The experimental task required students to lie or tell the truth to questions probing biodata under time restriction. The foci of questions (such as Academics or Employment History) were chosen because of their relevance to participants’ lives.

Findings: Tri-Con was able to distinguish between truth tellers and liars after controlling for individual differences. In one experiment, liar-truth teller classification accuracies reached 89%. Mean response times and answer consistency can be used to distinguish those who lie from those who tell the truth.

Implications: Research on cognitive-based lie detectors, such as Tri-Con, hold the potential for developing reliable and valid methods of screening out employees likely to engage in misconduct and providing deceptive answers to screening questions. A cognitive lie detector would constitute a paradigm shift away from the polygraph, and could be used in tandem with integrity tests.

Originality/Value: This study was a preliminary test of a cognitive lie detection method based on a model of cognitive events (the Activation-Decision-Construction model) when people answer questions deceptively. It constitutes a step in translating laboratory-based cognitive research into applied technologies for the real world detection of lying, including lying that occurs during pre-employment screening.

24.1.4
Is justice the same for everyone? Examining fairness items using multiple-group analysis 51-64
Zinta S. Byrne and Brian K. Miller

Keywords: Justice - Fairness - Factor structure - Multiple-group analysis

Purpose: The purpose of this study was to examine whether fairness assessed in a widely used multisource instrument written by practitioners possessed a similar factor structure as fairness measured in academic literature, and whether different groups based on their relationship to the ratee (e.g., peers, subordinates, supervisors) perceived a similar structure to the construct.

Design/Methodology/Approach: Multisource data were collected for 141 managers from a variety of organizations across the United States, who participated in a leadership development program offered by Personnel Decisions International (PDI), a global management consulting firm.

Findings: The study results show that fairness measured with a widely used multisource instrument indeed assesses the same construct as that examined in the academic literature. Peers, subordinates, and supervisors perceived fairness similarly, whereas self-reports of fairness differed, suggesting that they function as a systematic source of variance in the measurement of fairness.

Implications: The findings in this study demonstrate that leaders can be confident that their constituents are all conceptualizing fairness the same way, such that differences are meaningful and not due to differences in the understanding of the items in the instrument.

Originality/Value: The proliferation of the use of multisource feedback instruments in leadership development programs has facilitated the assessment of the fairness of managers. This study shows that perceptions of fairness of the manager as reported by his or her constituencies (e.g., peers, supervisor, subordinates) change very little as a function of who is doing the perceiving, which heretofore has not been shown.

24.1.5
Perceived meeting effectiveness: The role of design characteristics 65-76
Desmond J. Leach, Steven G. Rogelberg, Peter B. Warr and Jennifer L. Burnfield

Keywords: Meeting effectiveness - Design characteristics - Attendee involvement
Purpose: The aim of this investigation was to test hypotheses about meeting design characteristics (punctuality, chairperson, etc.) in relation to attendees' perceptions of meeting effectiveness.

Design/Methodology/Approach: Two studies were conducted: Study 1 investigated meetings attended in a typical week ($N = 958$), whereas Study 2 examined the last meeting attended on a particular day ($N = 292$).

Findings: A number of design characteristics (in particular agenda use and quality of facilities) were found to be important in predicting perceived effectiveness. Attendee involvement served as a key mediator variable in the observed relationships. Neither meeting type nor size was found to affect the relationships of the design characteristics and involvement with effectiveness. Meeting size, however, was negatively related to attendee involvement.

Implications: The findings help us to better understand relationships between design characteristics and attendees’ perceptions of meeting effectiveness. Meeting organizers can use the findings to guide administration of meetings, with potential to enhance the quality of meetings.

Originality/Value: Meetings are a common organizational activity but are rarely the focus of empirical research. The use of two complementary studies, to our knowledge, provides a unique account of the contribution of design characteristics to perceptions of meeting effectiveness.

24.1.6
Reactions to Different Types of Forced Distribution Performance Evaluation Systems 77-91
Brian D. Blume, Timothy T. Baldwin and Robert S. Rubin

Keywords: Forced distribution – Performance management – Performance evaluation – Policy capturing – Relative performance appraisal – Force ranking

Purpose: We isolate and describe four key elements that distinguish different forms of forced distribution systems (FDS). These key elements are the consequences for low performers, differentiation of rewards for top performers, frequency of feedback, and comparison group size. We examine how these elements influence respondents’ attraction to FDS.

Design/Methodology/Approach: Undergraduate students ($n = 163$) completed a policy capturing study designed to determine how these four FDS elements influence their attraction to FDS. We examine the relative importance of these elements that most influence attraction to different FDS, as well as individual attributes (i.e., cognitive ability, gender, and major) that may affect those preferences.

Findings: Respondents were most attracted to systems with less stringent treatment of low performers, high differentiation of rewards, frequent feedback and large comparison groups. Consequences for low performers were nearly twice as influential as any other element. Respondents with higher cognitive ability favored high reward differentiation and males were less affected by stringent consequences for low performers.

Implications: Before practitioners implement FDS, it would be prudent to consider all four elements examined in this study—with the treatment of low performers being the most salient issue. Future accounts of FDS should clarify the nature of these elements when reporting on FDS. Such precision will be useful in generating a knowledge base on FDS.

Originality/Value: We add precision to the discussion of FDS by identifying four key elements. This is one of the first studies to examine perceptions of FDS from a ratee perspective.

24.1.7
Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study 93-103
Tae-Yeol Kim, Alice H. Y. Hon and J. Michael Crant

Keywords: Proactive personality - Employee creativity - Career satisfaction - Perceived insider status - Longitudinal study

Purpose: To examine the relationship between proactive personality, employee creativity, and newcomer outcomes (i.e., career satisfaction and perceived insider status).
Design/Methodology/Approach: A survey was conducted using a 3-wave longitudinal design with 146 Hong Kong Chinese employees from various organizations. Structural equation modeling was used to test the research hypotheses including the mediation effects.

Findings: Proactive personality was positively associated with employee creativity and employee creativity was positively associated with career satisfaction and perceived insider status. In addition, employee creativity fully mediated the relationships between proactive personality and career satisfaction and perceived insider status.

Implications: Based on self-reported responses, these data show that newcomers with a proactive personality shape their work environments in part through creative behavior, which in turn leads to feelings of career satisfaction and perceptions of being an organizational insider. Our study’s results also show that employee creativity is positively and significantly related to workers’ career satisfaction and perceived insider status, suggesting that employee creativity can improve employees’ attitudes toward their career and perceptions as valued and contributing organizational insiders. Future research may examine other possible variables that might mediate the relationship between proactive personality and individual outcomes.

Originality/Value: One of the few studies that have examined the intervening mechanism by which proactive personality leads to employee outcomes and examined the effects of proactive personality on employee outcomes in Asian culture.

24.1.8
Cognitive and emotional processes in individuals and commercial web sites 105-115
Jung-Gyo Lee and Esther Thorson

Keywords: Advertising context - Banner ads - Web sites

Abstract: This research reports how banner ads are responded to in Web sites that emphasize either emotion or cognition. It also looks at the moderating effects of individuals’ own levels of need for cognition and need for emotion on banner responsiveness in the two kinds of Web sites. Recall and attitude toward banners are consistently better when their context is an emotion-based Web site. Need for cognition, but not need for emotion moderates this effect. For ad recall, it is better to be lower in need for cognition in a cognitive Web site, but higher in need for cognition on an emotional Web site. For attitude toward the banner and purchase intention, however, it is better to be higher in need for cognition in a cognitive Web site, but lower in need for cognition on an emotional Web site. The results are discussed in terms of advertising context theory that has been developed in applications to the traditional media like print and broadcast, but here is shown to be applicable to the Web.
23.3-4.1
The effects of the ability to choose the type of human resources system on perceptions of invasion of privacy and system satisfaction 73-86
Kimberly M. Lukaszewski, Dianna L. Stone and Eugene F. Stone-Romero

Keywords: Human resource technology - Privacy - Satisfaction - System choice

Abstract: Using data from employed participants in two separate studies, we examined the effects of (a) the ability to choose the type of human resource system, and (b) the type of information disclosed on perceptions of invasion of privacy and satisfaction with the human resource system. Results of both studies revealed that individuals were more satisfied with human resource services and less likely to perceive that the disclosure of data was invasive of privacy when (a) they had the ability to choose the type of system through which data were disclosed, and (b) the information disclosed was non-medical as opposed to medical in nature. The results have important implications for safeguarding employee privacy, developing privacy policies in organizations, and enhancing employee satisfaction with human resource services. Implications for theory, research, and practice are discussed.

23.3-4.2
Designing Organizations: Does Expertise Matter? 87-101
Miriam Sánchez-Manzano, Ramón Rico and Francisco Gil

Keywords: Expert-novice study - Mental models - Organizational cognition - Organizational design - Protocol analysis

Abstract: From an organizational cognition standpoint, we approach organizational design as an ongoing creative sensemaking process. This study examined the role of expertise in the cognitive problem-solving patterns underlying design processes and the resulting organizational forms. The simulated problem elicited the mental models applied by naives, novices, and experts in designing an organization. The thinking-aloud protocol analysis revealed quantitative and qualitative expert/nonexpert differences in problem-solving strategies, the time spent on problem representation, and the justifications and difficulties expressed in the course of the design process. In addition, our results showed that naives created organizations consistent with mechanistic structures, while novices and experts created organizations consistent with organic structures. We discuss the implications of these findings for the understanding of the cognitive basis of organizational design and the development of effective training programs.

23.3-4.3
Using the 4/5ths rule as an outcome in regression analyses: A demonstrative simulation 103-114
Eric M. Dunleavy, Karla M. Stuebing, James E. Campion and Dana M. Glenn

Keywords: Adverse impact - Employment discrimination litigation - 4/5ths rule

Abstract: The adverse impact associated with personnel practices is an important issue for personnel psychologists. The purpose of this simulation study is to demonstrate the consequences of using the 4/5ths rule and the adverse impact ratio in analyses designed to predict adverse impact from human resource management (HRM) strategies. Results show that increasing (1) the total number of selections made and (2) the minority representation in the candidate pool may influence adverse impact differently depending on how adverse impact is measured. Specifically, using the 4/5ths rule as an outcome in logistic regression analyses led to unexpected findings regarding the effectiveness of HRM strategies designed to reduce adverse impact. On the other hand, using the adverse impact ratio as an outcome in linear regression analyses produced to intuitive findings.
23.3-4.4
Positive and negative affectivity and facet satisfaction: A meta-analysis 115-125
Nathan A. Bowling, Elizabeth A. Hendricks and Stephen H. Wagner

Keywords: Job satisfaction - Facet satisfaction - Job attitudes - Positive affectivity - Negative affectivity

Abstract: Although several studies have investigated the dispositional approach to global job satisfaction, less direct attention has been given to the relationship between dispositions and facet satisfaction. The current meta-analysis examined the relationships of trait positive affectivity (PA) and trait negative affectivity (NA) with satisfaction toward the following five job facets: work itself, supervision, co-workers, pay and promotion. In general, results suggested the presence of a dispositional component to facet satisfaction. Moderator analyses examined whether the strength of these relationships depended on the particular scales used to assess dispositions.

23.3-4.5
The effects of a diversity learning experience on positive and negative diversity perceptions 127-139
Todd J. Hostager and Kenneth P. De Meuse

Keywords: Diversity - Training - Evaluation - Intervention - Assessment – Perception

Abstract: Using a pretest-posttest research paradigm, we administered the Reaction-To-Diversity Inventory to students enrolled in a workplace diversity course at a regional Midwestern university. Our results show that the diversity experience produced an increase in the number of positive and negative perceptions students associated with workplace diversity. Gender also played a significant role in determining diversity perceptions. We discuss the implications of our findings for the design, implementation, and evaluation of diversity learning experiences in academic and corporate settings.
23.1-2.1
**An integrative model linking supervisor support and organizational citizenship behavior** 1-10
Chien-Cheng Chen and Su-Fen Chiu

**Keywords:** Supervisor support - Organizational citizenship behavior - Job satisfaction - Person–organization fit - Job tension

**Abstract:** This study extends previous research by proposing an integrative model that examines the mediating processes underlying the relationship between leader support and employee OCB. Data were collected from 323 employees and their immediate supervisors in seven Taiwanese companies. Results showed that supervisor support influenced the employees’ OCB indirectly through two cognitive processes (job satisfaction and person–organization fit) and one affective process (job tension).

23.1-2.2
**The role of excess cognitive capacity in the relationship between job characteristics and cognitive task engagement** 11-24
Jean M. Phillips

**Keywords:** Motivation - Cognitive capacity - Boredom - Individual differences - Cognitive task engagement

**Abstract:** A model is presented in which two categories of individual differences, differences related to task capacity and differences related to task motivation, are proposed to influence the relationship between task characteristics and cognitive task engagement. It is proposed that task characteristics will interact with the performer’s task capacity to influence the excess cognitive capacity available to the task performer. To the degree one’s capabilities meet or exceed the demands of the job, excess cognitive capacity is more likely. The relationship between excess cognitive capacity and cognitive task engagement is then moderated by factors influencing one’s task motivation, and by cognitive and physical interventions if the excess capacity is actively utilized in a safe manner. If the excess cognitive capacity is safely utilized, or if task motivation is high, cognitive task engagement is more likely. Implications of the model for human resource management are discussed.

23.1-2.3
**The crafting of jobs and individual differences** 25-36
Paul Lyons

**Keywords:** Job crafting - Cognitive ability - Self-image - Readiness for change

**Abstract:** This paper examines the concept of spontaneous, unsupervised changes in jobs (job crafting), in general, and the relationship of the qualities and magnitude of the changes to the individual characteristics of: cognitive ability, self-image, perceived control, and readiness to change. This study adds to what is known about individuals at work, in any level of an organization, who knowingly make unsupervised changes in their jobs. This study adds to the research base of what is called job crafting as examined in the seminal work of Wrzesniewski and Dutton (Acad Manag Rev 26(2):179–201, 2001). In this study of 107 outside salespersons we find that more than 75% report engaging in job crafting in various forms. Positive, significant correlations are found between episodes of work modification and the variables of self-image, perceived control, and readiness to change.

23.1-2.4
**Supervisor appraisal as the link between family–work balance and contextual performance** 37-49
Abstract: We examined the relationship between subordinates’ family to work balance (conflict and enrichment) and two dimensions of contextual performance (interpersonal facilitation and job dedication) reported by supervisors. Beyond the direct effects, we hypothesized that supervisor’s appraisals of employee conflict and enrichment would influence the supervisor’s contextual performance ratings. Data collected from a matched sample of 156 private sector employees and their supervisors indicated that the supervisor’s performance ratings were impacted by the supervisor’s appraisal of enrichment. However, the supervisor’s appraisal of conflict only mattered for interpersonal facilitation. There was a direct effect of subordinate’s conflict on both dimensions of contextual performance.

23.1-2.5
Linking justice, performance, and citizenship via leader-member exchange 51-61
James P. Burton, Chris J. Sablynski and Tomoki Sekiguchi
Keywords: Leader–Member Exchange - Justice – Performance
Abstract: While organizational justice continues to garner attention by researchers, why perceptions of justice influence a variety of outcomes is still in need of explanation. In this paper, we examine one type of social exchange process that may provide a better link between perceptions of fairness and important organizational outcomes. Specifically, we examine how leader–member exchange (LMX) affects the relationship between employee perceptions of fairness and supervisor-rated performance and organizational citizenship behaviors (OCBs). Data from our study demonstrates that LMX fully mediates the relationship between interactional justice and performance and OCBs. In addition, the results demonstrate that LMX moderates the relationship between both distributive and procedural justice and OCBs.

23.1-2.6
Linking biomechanical workload and organizational practices to burnout and satisfaction 63-71
Jennifer C. Cullen, Barbara A. Silverstein and Michael P. Foley
Keywords: Workload - Job demands - Burnout - Satisfaction - Organizational support
Abstract: We found support for several hypotheses linking work practices to employee outcomes: reducing biomechanical workload is associated with decreased burnout via perceptions that job demands are less threatening; lower demands are associated with higher job satisfaction primarily through decreases in burnout; employers who include employees in decision making processes have employees with lower levels of burnout and higher satisfaction; and having a disability management program is associated with having employees who report less job-related burnout. This study demonstrates the importance of programs that increase perceived organizational support and the importance of job design strategies that take into account physical workload.
22.4.1
**Integrity testing, personality, and design: Interpreting the Personnel Reaction Blank** 287-295
Kevin A. Byle and Thomas M. Holtgraves

Keywords: Integrity testing - Response distortion - Personality - Measurement

Companies and organizations use integrity tests to screen job applicants, and the fakability of these tests remains a concern. The present study uses two separate designs to analyze the fakability of the Personnel Reaction Blank (PRB) and the personality constructs related to integrity test scores. The results demonstrate that the PRB can be successfully faked. Moreover, a within-participants design resulted in significantly greater faking than the between-participants design. The personality constructs conscientiousness, agreeableness, and neuroticism were significantly correlated with honest scores on the PRB, and there was a significant negative correlation between conscientiousness and magnitude of faking.

22.4.2
**Voluntary retirement and organizational turnover intentions: The differential associations with work and non-work commitment constructs** 297-309
Joseph A. Schmidt and Kibeom Lee


Keywords: Voluntary retirement and organizational turnover intentions: The differential associations with work and non-work commitment constructs

**Abstract:** The relationships of voluntary retirement and organizational turnover intentions to various commitment constructs in work and non-work settings were examined using a sample of 345 employees near retirement age (mean age = 53.71). The results demonstrated that work centrality and commitment to leisure activities were unique predictors of retirement intentions, while affective organizational commitment predicted turnover intentions but not retirement. Occupational commitment was a significant predictor of both retirement and turnover. The implications for revising the definition of work-role attachment theory and further developing a theoretical model to explain retirement decisions are also discussed.

22.4.3
**The Effect of Knowledge Accumulation on Support for Workplace Accommodation** 311-321
Gerard H. Seijts and Jeremy Yip

Keywords: Workplace accommodation - Knowledge accumulation - Breastfeeding - Employee assistance - Work–life programs

**Abstract:** We investigated the relationship between knowledge about the demonstrated benefits of breastfeeding and individual support for breastfeeding accommodation in the workplace. We tested our hypotheses by asking participants to respond to vignettes that described the factors a Director of Human Resources had to consider in responding to the needs of a breastfeeding employee. We found that participants had a low level of knowledge about the benefits of breastfeeding for child, mother, and organization. Participants with children reported stronger support for accommodation, and the level of knowledge about the benefits of breastfeeding mediated this effect. The results showed that participants in executive level positions, and who had no children, were the least supportive of accommodation. There were no occupational differences in responses to the support measure.

22.4.4
**Reward systems, moral reasoning, and internal auditors' reporting wrongdoing** 323-331
Yin Xu and Douglas E. Ziegenfuss
Keywords: Ethical reasoning - Kohlberg theory - Whistle-blowing - Cash incentives

Abstract: This study investigates the issue of whistle-blowing behavior that results from internal auditors discovering company wrongdoing in the process of preparing financial information. An experiment was conducted to examine whether reward systems such as cash incentives or employment contracts have an impact on auditors’ disclosing wrongdoing behavior. The results indicate that internal auditors are more likely to report wrongdoing to higher authorities when incentives are provided, suggesting reward systems have a positive effect on disclosing company’s wrongdoing or even fraud. In addition, the result reveals that internal auditors with lower levels of moral reasoning are more sensitive to cash incentives.

22.4.5

The mediated influence of hostile attributional style on turnover intentions 333-343
Paul Harvey, Kenneth J. Harris and Mark J. Martinko

Keywords: Attributions - Stress - Job satisfaction - Turnover intentions

Abstract: To better understand the influence of causal perceptions on turnover intentions, this study investigates the influence of hostile attribution styles on job satisfaction, stress, and turnover intent. A theoretical model is developed in which satisfaction and stress are predicted to mediate the relationship between hostile attributions and turnover intentions. Results of hierarchical regression and path analysis partially supported the hypothesized model, suggesting that hostile attribution styles are an important predictor of job satisfaction and turnover intentions. The predicted relationship between hostile attribution style and stress was not supported.

22.4.6

Work-family conflict: The importance of family-friendly employment practices and family-supportive supervisors 345-353
James A. Breaugh and N. Kathleen Frye

Keywords: Work–family conflict - Family-friendly practices - Family-supportive supervisor

Abstract: In the study reported in this paper, we examined the relationship between the use of four family-friendly employment practices (i.e., telecommuting, ability to take work home, flexible work hours, and family leave) and work–family conflict. In addition, we examined whether reporting to a family-supportive supervisor was related to the use of the four practices and to work–family conflict. We found that the use of three of the four practices was related to work–family conflict. In addition, our results showed that reporting to a family-supportive supervisor was related to the use of certain practices and to work–family conflict.
22.3.1
A cognitive (attributions)-emotion model of observer reactions to free-riding poor performers 167-177
Simon Taggar and Mitchell J. Neubert
Keywords: Free-riding - Attribution theory – Teamwork
Abstract: Whereas most free-riding research has focused on limiting free-riding and on understanding free-riding motives, we were concerned with capturing the psychological processes used by observers to interpret the poor performance behavior of a team member. Using a sample of 268 observers of a simulated team interaction, we found that peer reactions to a poor performance could be explained through attribution theory (AT). Poor performers perceived as possessing high general cognitive ability (g) and low conscientiousness traits were more likely to be rated high on free-riding when compared to those perceived as possessing low g/low conscientiousness traits. In addition, AT helped explain observer anger and intent to punish free-riders.

22.3.2
Need for cognition and affective orientation as predictors of sales performance: An investigation of main and interaction effects 179-190
Jane Z. Sojka and Dawn R. Deeter-Schmelz
Keywords: Need for cognition - Affective orientation - Sales representatives - Sales performance
Abstract: Two constructs—need for cognition (NFC) and affective orientation (AO)—might be helpful in explaining and ultimately predicting two measures of sales performance: a self-rated behavioral measure and an objective sales measure. Specifically, we hypothesize (1) a positive relationship between NFC and sales performance; (2) a positive relationship between AO and sales performance; and (3) a positive interaction effect between NFC and AO on sales performance. The results of this study revealed both NFC and AO correlated with self-rated behavioral performance but only NFC correlated with both performance measures; suggesting that need for cognition may be the more influential of the two for sales organizations concerned with selling behaviors as well as sales outcomes. The hypothesized interaction effect was not supported.

22.3.3
Factors influencing employee intentions to provide honest upward feedback ratings 191-207
Austin F. R. Smith and Vincent J. Fortunato
Keywords: Upward feedback - Multisource feedback - Multi-rater feedback - Performance appraisal - Rater motivation - Rater participation - Rater accuracy
Abstract: Based on current research involving rater motivation, we examined several factors hypothesized to influence employee intentions to provide honest upward feedback. Survey data were collected from a demographically diverse sample of hospital employees (n = 203). In summary, we found empirical support for generalizing extant models of rater motivation to an upward feedback context: cynicism towards upper management and the upward feedback process, understanding upward feedback, and opportunity to observe their supervisors were the primary predictors of employee intentions to provide honest upward feedback ratings, mediated by the (a) extent to which employees perceived positive benefits would result from rating their supervisors honestly, (b) the extent to which employees feared retaliation by their supervisors, and (c) rater self-efficacy.

22.3.4
Perceptions of organizational politics: A meta-analysis of outcomes 209-222
Brian K. Miller, Matthew A. Rutherford and Robert W. Kolodinsky
Keywords: Meta-analysis - Perceptions of organizational politics - Job satisfaction - Organizational commitment - Job performance
Abstract: Organizational researchers during the past few decades have increasingly focused on the role of subjective work issues and their impact on important worker-related outcomes. One of the most prominently studied factors, perceptions of organizational politics, has received much recent conceptual and empirical attention. In an effort to better understand the relationship between perceptions of organizational politics and key outcomes, we apply meta-analysis on 79 independent samples from 59 published and unpublished studies involving 25,059 individual participants. Results indicate strong negative relationships between POP and job satisfaction and between POP and organizational commitment, moderately positive relationships between POP and the outcomes of job stress and turnover intentions, and a non-significant relationship between POP and in-role job performance. Moderator tests show that age, work setting (i.e., public sector or private sector), and cultural differences (i.e., domestic sample or international sample), have contingent effects on certain POP relationships.

Review of research on age discrimination in the employment interview 223-232
Frederick P. Morgeson, Matthew H. Reider, Michael A. Campion and Rebecca A. Bull
Keywords: Employment interview - Age discrimination - Legal issues
Abstract: This paper reviews the research literature on age discrimination in the employment interview and related contexts. Twenty one studies were identified which explored whether age discrimination occurs within the context of the employment interview since the Age Discrimination in Employment Act was put into law. Sixteen studies were conducted in laboratory settings. It was concluded that evidence of age discrimination in the employment interview is commonly observed in laboratory studies which do not assess the influence of other job-relevant characteristics. Laboratory studies may create too much artificiality, where the impact of qualifications is artificially minimized and the impact of irrelevant factors like age are maximized. Only 5 of the 21 studies were conducted in the field, but they found far less consequential age discrimination in the employment interview.

The relationship between machiavellianism and knowledge sharing willingness 233-240
Chung C. Liu
Keywords: Machiavellianism - Knowledge sharing willingness
Abstract: Knowledge sharing has become a legitimate and important organizational activity. Over the last two decades, firms have become creative in their efforts to make knowledge sharing take place. Meanwhile, Machiavellian orientation has been regarded as one of the most important variables in the study of management and organizational behavior for the last three decades. However, the existing literature does not offer any measure of relationships between Machiavellianism and knowledge sharing willingness. Therefore, this research aims to explore the relationship between Machiavellianism and knowledge sharing willingness. With a total of 325 valid questionnaires completed by employees, the paper presents some conclusive and valuable suggestions for businesses and scholars alike.

Clarifying the relationship between organizational citizenship behaviors, gender, and knowledge sharing in workplace organizations in Taiwan 241-250
Chieh-Peng Lin
Keywords: Altruism - Courtesy - Conscientiousness - Sportsmanship - Civic virtue - Knowledge sharing

Abstract: This study examines the relationships between organizational citizenship behaviors (OCBs) and knowledge sharing using gender as a moderator. In the proposed model, five components of OCBs—altruism, courtesy, conscientiousness, sportsmanship, and civic virtue—influence knowledge sharing. Gender stereotypes have a moderating effect on each path and a main effect on each antecedent. These moderating effects are simultaneously examined using data obtained from employees at various companies who attend evening college classes for advanced study in Taiwan. A moderating test reveals that the influence of altruism on knowledge sharing is stronger for women than for men, while the influences of courtesy and sportsmanship on knowledge sharing are stronger for men than for women. Lastly, the influences of conscientiousness and civic virtue on knowledge sharing are similar between women and men. Implications of empirical findings are also discussed.

22.3.8
Middle response functioning in Likert-responses to personality items 251-259
John T. Kulas, Alicia A. Stachowski and Brad A. Haynes
Keywords: Graphic rating Scale - Likert-type - Personality - Assessment – Rasch
Abstract: Two studies examined whether the middle response option in graphic rating scales indicates a moderate standing on a trait/item, or rather a “dumping ground” for unsure or non-applicable (N/A) responses. Study One identified middle response-option dysfunction. Study Two indicated that respondents use the middle response option as an N/A proxy, even under implicit ‘skip if you do not know’ instructional sets. Although middle response category ‘misuse’ did not adversely affect reliability and validity in these studies, it is recommended that assessment developers (especially in on-line administration contexts) regularly include an N/A response option when administering graphic rating scales.

22.3.9
Examination of gender differences in modeling OCBS and their antecedents in business organizations in Taiwan 261-273
Chieh-Peng Lin
Keywords: Organizational citizenship behaviors - Gender - Power-prestige - Outcome interdependence - Person-organization fit
Abstract: This research presents a model of organizational citizenship behaviors (OCBs) mediated by social network ties using gender as a moderator. In the proposed model, OCBs are influenced indirectly by the need for power-prestige, outcome interdependence, and person-organization fit through the mediation of instrumental ties and expressive ties, which are considered social network ties. Gender moderates several paths in the model. The moderating effects of gender are simultaneously examined using data collected in Taiwan. Test results show that the influence of the need for power-prestige on expressive ties is stronger for women than for men, and the influence of the need for power-prestige on instrumental ties is stronger for men than for women. Moreover, the influence of outcome interdependence on instrumental ties is stronger for men than for women. Finally, detailed findings and their implications are discussed.

22.3.10
The role of pay satisfaction and organizational commitment in turnover intentions: A two-sample study 275-286
Christian Vandenberghe and Michel Tremblay
Keywords: Pay satisfaction - Organizational commitment - Turnover intentions
Abstract: This paper reports the results of a two-sample study—a sample of medical reps from pharmaceutical companies (N = 232) and a sample of respondents from multiple organizations
of the relationships between pay satisfaction, organizational commitment, and turnover intentions. Hypotheses were tested using a multidimensional perspective on both pay satisfaction and organizational commitment. Results from both samples show that the effect of pay satisfaction on intended turnover is fully mediated by affective commitment and perceived sacrifice commitment. Pay satisfaction is also significantly related to normative commitment but the latter has no influence on the outcome. Finally, in the sample of medical reps, pay satisfaction significantly reduces commitment based on lack of employment alternatives, a finding that is interpreted in light of the characteristics of pay systems in pharmaceutical companies. Future directions on compensation satisfaction and commitment research are discussed.
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