

# The Abstracts of the 5th Australian Industrial and Organisational Psychology Conference

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Abstracts Editors: Prasuna Reddy, Janice Langan-Fox and Sharon Code  
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These abstracts form the collection of papers which were presented in full at the 5th Australian Industrial/Organisational Psychology conference held in Melbourne, 26–29 July, 2003. Papers were accepted for either paper presentation or poster presentation following a peer-review process (2 reviewers per paper). The collection covers the full range of I/O topics. The 580 delegates who attended came from 18 different countries around the world, with the keynote speakers speaking on 'hot-topics' of interest to both academics and practitioners alike. The conference was a huge success, and we think that you will enjoy reading these abstracts, however should you wish to have the full paper, you will be able to contact the author/s through the details listed at the bottom of each abstract which gives name, address and email. Any other information you require, please do not hesitate to get in touch.

All the best,  
Janice

Associate Professor Janice Langan-Fox  
*Conference Chair*

## **CONFERENCE ORGANISING COMMITTEE**

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### Triple capital of a firm

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Three types of capital determine the value of a firm: accounting, intellectual and emotional. The extent to which each type of capital impacts on the value of a firm can differ from firm to firm, but in a knowledge-driven economy it tends to be mostly non-accounting capital. Firms need to identify the relative importance of each type of capital. Also, some attributes comprising a given capital can drive value more than others, and the core driver is not always an asset in a given type of capital. Therefore, this conceptual paper argues that firms should identify the extent to which each type of capital drives the value of the firm and identify the attributes of each type of capital. Further, although each type of capital requires a different approach to increase the value of firms, firms should manage all three types of capital (triple capital) in an integrated fashion, since they are interactive and inter-related, to maximise the wealth of the firm. The paper also identifies that further research is necessary to understand the extent to which each type of capital determines the value of a firm.

### Individual differences and self-efficacy in the unemployed

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This study investigated individual differences and self-efficacy in a sample of unemployed people (55 males, 49 females) who were engaged in Job Search Training (JST) courses in Queensland, Australia. Participants completed the International Personality Item Pool (IPIP), which provided separate measures of Extroversion, Agreeableness, Conscientiousness, Emotional Stability, and Intellect; the General Self-Efficacy (GSE) Scale; the Proactive Attitude (PA) Scale; and the Proactive Coping (PC) Scale. Conscientiousness and Emotional Stability were found to be significant predictors of GSE, PA, and PC, while Intellect significantly predicted GSE and PC, but not PA, and Extroversion significantly predicted PC. Investigation of age related effects indicated that age significantly moderated the PA/GSE relationship, with a much stronger relationship between PA and GSE for older participants than for younger ones. Further exploration of this moderating relationship revealed that the underlying process through which age had this impact was explained by the mediating effect of PC. PA and PC together successfully predicted 50% of GSE. It was suggested that to maximise training outcomes, training intervention program content should be specifically designed to cater for individual differences, and should focus on cognitive behavioural training that optimises self-efficacy and coping strategies. Further research into the moderating and mediating effects linked with age, financial strain, and proactive coping may highlight other specific areas that could be targeted.

### Information, involvement and trust in senior management as determinants of cynicism toward change

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As organisations continue to go through transformational change, it is important to identify organisational factors that impact on employee attitudes to change. There is limited empirical evidence about the determinants of cynicism toward change. In this paper, based on motivated reasoning theory, social exchange theory, and a review of the empirical literature, a model is proposed which identifies three key antecedents of cynicism toward change: change information, involvement in change, and trust in senior management. Data were collected from two organisations to identify levels and correlates of cynicism toward change and to test the proposed model. The results of exploratory factor analysis, confirmatory factor analysis and structural equation modelling suggest that change information, involvement in change processes, and trust in senior management influence cynicism toward change. More specifically, evidence is presented which suggests that involvement in change and trust in senior management directly influence cynicism toward change, and that information about change and involvement in change directly influence trust in senior management. Collectively the antecedent variables accounted for just over fifty percent of the variance in cynicism toward change in the validation sample. In general terms, the findings will prove helpful to human resource practitioners interested in diagnosing and managing attitudes to change in public sector organisations.

### Differential effects of task and reward interdependence on helping behaviour, effort and group performance

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The effects of task and reward interdependence on effort, helping behaviour and group performance are investigated in a laboratory setting. Fifty-seven groups with three students in each group completed two consecutive copy-editing activities. Two independent variables, task and reward interdependence, were manipulated using a 2 x 2 (x 2) mixed factorial design. This design created four conditions; two task interdependence (high, low) conditions crossed with two reward interdependence (high, low) conditions assessed at two time intervals (within-subjects factor). Helping behaviour was highest in groups where there was high task interdependence. However, no support was found for the interactive effects of task and reward interdependence. Differences across time were found for effort, helping behaviour and performance. The implications of these findings suggest that the increased task complexity introduced through the presence of high levels of task interdependence can mitigate the positive performance effects of high levels of helping behaviour and effort.

and organisational citizenship behaviour, while perceived organisational support was found to partially mediate the relationship between justice perceptions and organisational citizenship behaviour. Implications of results from the current study for organisations are that specific practices and policies can be implemented in order to promote employee perceptions of being a valued member in the organisation. This in turn may facilitate citizenship behaviours, which ultimately aids the effectiveness of the organisation. Future research may benefit from more development of theory on organisational citizenship behaviour so that its measurement and analysis can become more consistent.

### **Employer branding: The attraction of talent and creation of an honest psychological contract**

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This paper illustrates an innovative extension of organisational psychology into the field of attraction of talent to organisations. Traditionally concerned with selection processes — job analysis, development of selection criteria, application of psychometric and assessment centre techniques — an approach is described which extends the involvement of psychologists up the recruitment supply chain to the new area of 'employer branding'. A practical field based methodology is described which has the potential for strengthening the psychological contract between employers and new recruits thereby improving retention and providing realistic culture previews to ensure the right people are attracted to the organisation. The paper is based on a piece of work undertaken for the Australian Federal Police (AFP) and concludes with a demonstration of the powerful recruitment promotional material developed including corporate video, TV advertisements, innovative web site design, recruitment brochures and media advertisements all featuring AFP brand ambassadors communicating AFP employee value propositions.

### **Within-group norming: Just because it might be legal, doesn't mean we should do it**

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Within-group norming has been suggested as a potential solution to the problem of the adverse impact of cognitive predictors of job performance. Although it is a method that has been tried and rejected overseas, there may be a place for it in the Australian context. However, other options should not be ignored. This paper presents some caveats regarding within-group norming and offers some alternative strategies.

### **Safety climate and the theory of planned behaviour: Towards the prediction of unsafe behaviour**

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The present study is concerned with the human factors that contribute to violations in aviation maintenance. Much of our previous research in this area has been based

on safety climate surveys and the analysis of relations among core dimensions of climate. In this study, we tap into mainstream psychological theory to help clarify the mechanisms underlying the links between climate and behaviour. Specifically, we demonstrate the usefulness of Ajzen's Theory of Planned Behaviour (TPB) to understanding violation behaviours in aircraft maintenance. A questionnaire was administered to 308 aircraft maintenance workers. Constructs measured by the survey included perceptions of management attitudes to safety, own attitudes to violations, intention to violate, group norms, workplace pressures, and violations. A model based on the TPB illustrated hypothetical connections among these variables. Path analyses using AMOS 4.01 suggested some theoretically justifiable modifications to the model. Fit statistics of the revised model were excellent and R-Squared values for all endogenous variables were encouraging. The model highlighted the importance of management attitudes and group norms as direct and indirect predictors of violation behaviour. We conclude that the TPB is suitable for the analysis of this type of safety behaviour but that to be truly useful it should be extended to incorporate management attitudes.

### **Mentoring functions: An examination of the perceptions of mentors and mentees**

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This study identified mentoring functions as perceived by both mentees and mentors. Forty-eight mentees and mentors from a range of organisations, representing all gender combinations of mentee-mentor, were interviewed about their mentoring experiences. Content analysis of the interview data identified 42 categories of mentoring functions that were used to construct a measurement instrument. A second sample of 500 mentees and mentors completed the instrument and principal components analysis conducted on data from 228 mentors revealed eight mentoring functions (Personal and Emotional Guidance, Coaching, Advocacy, Career Development Facilitation, Role Modelling, Strategies and Systems Advice, Learning Facilitation, and Friendship). The 8-component model was then tested via confirmatory factor analysis on data from 272 mentees and revealed a good fit (CFI = .977), indicating that mentees and mentors perceive similar functions as occurring in their mentoring relationships. The reliable and valid mentoring functions identified in this study, and the instrument developed to measure them, are useful for future research and practical application in modern organisations.

### **Modelling the effect of work/life balance on job satisfaction and turnover intentions**

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This study used SEM to develop a model to explain the impact of work/life balance on employees' perceptions of job satisfaction and in their turnover intentions. The sample comprised 257 participants (108 males and 149 females) from a range of occupations and levels of seniority. Although the theoretical model was unable to be replicated with this sample, the results clearly demonstrated that successful work/life balance resulted in higher levels of job satisfaction and decreased turnover intentions. The data also supported the roles of coping styles, schedule flexibility, and supervisor support in affecting employees' abilities to

include locus of control, self-efficacy, and goal orientation. Each construct provides a means of measuring differences in beliefs and assumptions among individuals that may lead them to respond differently in the same situation. Research evidence indicates that an individual's assumptions and judgments can vary across different domains and be influenced by specific situational factors. However, it is argued that some of the potential value of these constructs has been undermined by a widespread tendency among I/O psychologists to describe and measure them as if they were fixed, trait-like personality differences. A general measure can be expected to predict behaviour across a wide range of situations. However, it is important to measure each of these constructs at a level of specificity or generality that suits a particular purpose. General measures also have corresponding disadvantages. Instrumentally, they are likely to predict any specific behaviour relatively weakly, and it may be difficult to avoid including items that overlap with items used to measure other constructs. Conceptually, general measures may lead us to over-emphasise consistencies in specific behaviours, and under-emphasise consistencies in mediating processes and patterns of situation-behaviour relations.

### Telework: An alternative to the nine-to-five work week

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Telework is an alternative form of work available in the age of information technology, which brings both benefits and challenges to individuals, organisations and society as a whole. By discovering factors that affect individuals' interests in adopting this new work style, we can provide direction for organisations that are interested in joining telework in how to make full use of the ever-advancing information technology. This paper investigates factors that contribute to one's preference towards telework, including telework self-efficacy, computer self-efficacy, work-related factors and family involvement. Two-hundred and eighty-four employees participated in this self-report questionnaire study and a Structural Equation Modelling (SEM) approach was adopted to examine the goodness of fit of a theoretical model. Despite the wide spread belief that family is a vital element in the traditional Chinese culture, family involvement did not explain variance in individuals' preference towards telework. Results show that telework self-efficacy appears to mediate the effects of computer self-efficacy, work-related factors and family involvement on people's preference towards telework. This suggested that individuals' confidence in carrying out remote work tasks by themselves have a significant impact on their interests in teleworking. Further studies should focus on investigating whether the model in this study can be applied across different cultures.

### The influence of psychological factors on pre-employment activities in the unemployed

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Structural relationships among latent and economic deprivation, employment commitment, personal resources, and pre-employment activities are examined using a cross-sectional survey of the unemployed. The dependent

variable, pre-employment activities, constitutes some of the main activities (other than their daily chores) that the unemployed engage in, including job-seeking, training, volunteer or unpaid work, and leisure activities. The research draws on concepts from Jahoda's latent deprivation theory, Fryer's agency restriction theory, and expectancy-value theory. Latent and economic deprivation, employment commitment, and personal resources are expected to directly predict the type of pre-employment activities the unemployed engage in. Latent deprivation is an endogenous construct underlying measures of time structure measured by time structure, enforced activity, social contact, collective purpose, and social status. Measures of personal resources include job-search self-efficacy, self-esteem, affective disposition, and psychological wellbeing. Significant interactions between the predictor variables are also hypothesised. For example, unemployed individuals with higher perceived latent and economic deprivation and higher employment commitment are expected to engage more frequently in employment-related activities (e.g., job-seeking, training, and unpaid work participation). Supplementary hypotheses are framed to test the relative importance of each of the predictor variables. Hypotheses are tested using structural equation modelling. This study is the first stage of a longitudinal study designed to identify psychological factors that influence employment outcomes in the unemployed. Findings from the study will identify psychological barriers to active economic and social participation in the workforce that can be targeted for intervention programs for the unemployed.

### Individual and team rewards in interdependent teams: Managing the tensions

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All members of teams working on interdependent tasks are faced with the problem of managing the tension between working for the team and working for themselves. Teamwork typically presents team members with both the need to contribute to the effectiveness of the team and to behave in a way that demonstrates their individual competence. We will present a model of some of the variables affecting this tension and make predictions about these effects on individual team members' distribution of time and effort to three activities: working on their own tasks (tasks that are directly linked to the individual), working on the team task, and teamwork where teamwork involves interpersonal activities not specifically related to doing the team task. In a study using student teams doing class projects, we sample several classes so that the reward structure varies in terms of how the instructors grade the teams. The primary data are behavioural samples of the way that students report distributing their effort in the class between the class projects and other class materials. Expected predictors include individual difference measures and assessments of situational demands on the teams.

### Mechanisms through which recruiter characteristics influence organisational attraction in the selection interview

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The field of applicant reactions to the employment interview has received significant attention over the past decade due to an increased awareness of the importance of

(c) 'belief' (an individual's general career belief about the nature of careers in today's workplace and career management responsibility). These initial results showed promising construct validity and good internal consistency. Factor loadings and item analysis were used to select a total of 20 items for the BCOS, with 10, 5 and 5 items for each of the three factors, respectively. The total percentage of variance accounted by three factors was 40.5%. Plans for future research are highlighted, including a proposed conceptual model testing of the antecedents and consequences of boundaryless career orientation.

### Exploring paradox: The joint effect of internal and externally-focused practices on perceived organisational effectiveness

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This article investigates the interactive effect of an external focus and internal management practices (i.e., commitment-oriented management practices and quality/performance management practices) on perceived organisational effectiveness. For a sample of 1111 managers across Europe, US, UK and South America, an external focus, commitment-oriented management, and a quality/performance focus all predicted perceived effectiveness. However, these practices interacted with each other in particular ways. First, consistent with the idea of a synergistic resolution of paradoxes, an external market focus and commitment-oriented management practices interacted to predict effectiveness. When market focus is high, commitment-oriented practices have an even stronger influence on effectiveness. Effectiveness is highest for those with a high market focus and commitment-oriented management, and is higher than would be expected just by adding these factors together. Second, the two types of internal factors interact in a substitutive way. High commitment-oriented management practices are associated with greater effectiveness, and when commitment practices are high, quality focus had little impact. However, for organisations where commitment-oriented practices are lacking, quality focus had a strong impact on perceived effectiveness. This suggests that, in the absence of good people management practices, a strong quality focus might act as a substitute. Implications of these findings for strategic HRM, paradoxes, and effectiveness will be discussed, and suggestions for future research will be made.

### Examining a non-prescriptive approach to fatigue management in coach drivers

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Non-prescriptive fatigue management strategies are currently being trialled in the Australian transport sector. A fatigue management training program was developed that aimed at identifying specific factors contributing to coach driver fatigue and assisting coach drivers to develop more effective coping strategies to manage difficult or stressful work situations. The training program incorporated a strategy of presenting realistic, job-related situations and multiple responses to drivers and asking them to indicate the effectiveness of each response in dealing with that situation. The advantage of using this methodology is that drivers are presented with stimulus material that is

directly related to their work tasks, that is, has a high level of psychological fidelity. The evaluation of the training indicated that drivers who perceived the situational exercises as most realistic reported better training outcomes. Overall, the drivers reported positive reactions to the training, high levels of post-training self-efficacy, and strong levels of transfer intentions.

### Predicting health outcomes and safety behaviour in taxi drivers

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Hazards have been a major cause of concern in the taxi industry and management has been actively involved in trying to reduce the hazards faced by taxi drivers. However, there has not been sufficient emphasis placed on the physical health and emotional wellbeing of drivers. This research project integrates the various factors that influence the safety behaviour, physical health and emotional wellbeing of taxi drivers into a theoretical model that shows hazards, perceptions of risk-taking, aggression, and drivers' perceptions of management's commitment to health and safety as directly influencing physical health, emotional well-being, and safety behaviour of taxi drivers. Three separate multiple regressions were conducted and the results indicated that the amount of hazards taxi drivers encountered did contribute to the prediction of their physical and emotional wellbeing but not to safety behaviour. Hazards were the strongest predictor of the amount of physical symptoms of ill health that drivers reported, while the individual factors (perceptions of risk-taking and aggression) were the strongest predictors of emotional wellbeing and safety behaviour. It is recommended that the industry would benefit from future research that takes a similar integrative approach to include other factors that may be important in predicting taxi driver health and safety.

### Investigating moderators of the relationship between individual attitudes and shared attitudes within the group

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In this study we investigate moderators of the relationship between individual- and group-level job satisfaction. We obtained data from 71 groups regarding the frequency with which group members came into contact with one another, the proportion of time that group members spent on the group's task, and the level of social cohesion within the group. Regression analyses conducted through hierarchical linear modelling revealed that frequency of contact and time spent on the group task were not related to the strength of the relationship between an individual's own level of job satisfaction and his or her perception of the group's task satisfaction. However, the level of social cohesion within the group did moderate the strength of this relationship. Unexpectedly, the relationship between individual job satisfaction and group task satisfaction was found to be weaker in groups with high social cohesion compared to groups with low social cohesion. We explain this finding in terms of self-categorisation theory and research on group polarisation.

### A three-phase study of the relationships between collective interdependence efficacy (CIE) and team performance outcomes as moderated by task interdependence

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Self-efficacy has been shown to affect individual effort and performance in both experimental and field situations. Recently the concept has been applied to groups/teams where it is defined as the team members' assessment of their team's capacity to perform the task(s) at hand and is referred to as Collective Interdependence Efficacy (CIE). CIE is expected to relate to team performance, and the present study tests the hypothesis that task interdependence will moderate the relationships between CIE and performance. We also test the proposition that the development of CIE is a consequence of a reciprocal relationship with task performance. Before doing this, the paper compares two ways of operationalising CIE. The aggregation method is compared to the group consensus method. These analysis are derived from a three phase experimental design involving 116 participant who were distributed across 29 teams. In half the teams the aggregation method was used to measure CIE and in the other half the group consensus method was used. Results of testing the moderating effect of task interdependence on the CIE performance relationship are reported along with the test of the so-called 'spiralling' relationship with task performance. The implications of the results on future research strategy are outlined.

### Introducing the latent and manifest benefits of employment (LAMB) scale

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Theorists have argued the importance of the latent and manifest benefits of employment and their relationship with psychological well-being. Although many studies have examined these variables, there has been little consistency in the range of measures used. Two previous specific measures have been found to be inadequate or unreliable. To date, no one scale adequately measures all five latent functions and the manifest function. The aim of this study is to (a) develop a scale that measures both the manifest and latent benefits of employment, and (b) develop a scale that satisfies professional standards for psychometric adequacy. The study was conducted using a three-phase development and testing procedure. In Phase 1, in-depth interviews and experts were used in the item generation process. In Phase 2, item analysis, inter-item and item total correlations were examined and remaining items were subjected to a series of three principal axis factor analyses. A 36-item scale, with six homogenous and reliable scales, was then administered and subjected to a confirmatory factor analysis in Phase 3. Participants were 33 males and females who had experienced substantial period of unemployment in the previous 12 months (Phase 1); 307 unemployed males and females (Phase 2); and 250 unemployed males and females (Phase 3). As a result, a reliable and valid 36-item Latent and Manifest Benefits (LAMB) scale was developed. Information gained from this scale can be used to better target interventions for the unemployed.

### Within-group norming: Just because it's illegal in America, doesn't mean we can't do it here

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Cognitive ability tests are commonly used as part of the selection process in Australia and yet little or no attention appears to be given to the potential adverse impact of these procedures. This paper raises the issue of our need to be aware of adverse impact and discusses the use of within-group norming as a practical means of solving the problem.

### Does self-efficacy help or harm performance? An examination of the direction of the relationship between self efficacy and performance at the within person level of analysis

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There is currently a debate regarding the direction of the relationship between self-efficacy and performance. Social cognitive theory (Bandura & Locke, in press) predicts that self-efficacy should generally be positively associated with performance. Perceptual control theory (Powers, 1991) predicts that self-efficacy should generally be negatively associated with performance. A number of studies have recently supported the existence of a negative relationship between self-efficacy and performance at the within-person level. However, more research is needed to identify the boundary conditions associated with this effect. Both theoretical accounts suggest that the nature of performance feedback should influence the direction of the relationship between self-efficacy and performance. We conducted two studies using simulated air traffic control tasks that differed in their modes of performance feedback. For the task with ambiguous performance feedback, self-efficacy had a negative effect on performance. For the task with explicit feedback, self-efficacy showed the traditional positive effect, however the effect was negative by the end of the practice session for high ability individuals.

### Integrating performance constructs across multiple levels: An integrative model and definition of organisational citizenship

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A redefinition of organisational citizenship is presented. Citizenship is defined as system functional behaviours intended to benefit a social system and demonstrated as part of an ongoing and mutually beneficial relationship with the system. A model of citizenship consistent with this definition is presented and research directions flowing from this redefinition are explored. The proposed model applies at both the group and the organisational level, and integrates a wide range of behaviours, such as boundary management behaviours and change oriented behaviours that have not traditionally been incorporated within citizenship theory.