

# LET IT GROW

**BUILDING A HAPPY AND  
PRODUCTIVE WORKFORCE**

**WAOP CONFERENCE 2024  
NOVEMBER 29TH**

**LA VIE, ST JACOBSSTRAAT 61, UTRECHT**



**Utrecht  
University**



**WAOP**

# WELCOME TO WAOP 2024!

Below, you will find essential information about the conference, including details on sessions and room locations. If you have any questions, please do not hesitate to approach us.

Enjoy the conference!

Organising Committee

## GENERAL INFORMATION

Location: [La Vie Meeting Center Utrecht](#) (use entrance St. Jacobsstraat 61)

Keynote speaker: Jessica de Bloom, University of Groningen

Website: <https://waopconference2024.sites.uu.nl>

## PROGRAM INFORMATION

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# PROGRAM OVERVIEW

Time	Session A room 5.8	Session B room 5.9	Session C room 5.3	Session D room 5.1
9:30-10:30	<b>Arrivals &amp; coffee</b> 5 <sup>th</sup> floor, entrance St. Jacobsstraat			
10:30-11:30	<b>Opening conference &amp; <a href="#">keynote lecture</a></b> room 5.8			
11:30-11:45	<b>Coffee break</b>			
11:45-13:00	1A. Leadership I: Qualitative approaches	1B. Gender	1C. Working conditions	1D. Career development
13:00-14:00	<b>Lunch break</b> restaurant La VieW, 6 <sup>th</sup> floor			
14:00-15:15	2A. Leadership 2: Quantitative approaches	2B. Inclusion	2.C Innovation & decision-making	2D. Well-being & burnout
15:15-15:40	<b>Tea break</b>			
15:40-16:55	3A. Practical session	3B. Digitalization and overload in the workplace	3C. Coaching & mindfulness	3D. Collaboration & organizational culture
16:55-17:10	<b>Break</b>			
17:10-17:45	<b>Best paper &amp; dissertation awards &amp; closing ceremony</b> room 5.8			
17:45-18:30	<b>Drinks</b> restaurant La VieW, 6 <sup>th</sup> floor			
18:30-21:00	<b>Conference dinner</b> restaurant La VieW, 6 <sup>th</sup> floor			

# SESSIONS

SELECT PAPER TITLE TO VIEW ABSTRACT

## BLOCK 1 - 11:45 - 13:00

<b>Title &amp; location</b>	<b>First author</b>
<b>1A. Leadership I: Qualitative approaches</b> Room 5.8	<b>Tom Damen (chair)</b>
<a href="#">How do employees and leaders perceive DLB in virtual environments?</a>	Anne Kühn, Tilburg University
<a href="#">Understanding destructive leadership behaviors: An explorative study of leaders' personal accounts</a>	Emma Gerritsen, Tilburg University
<a href="#">Exploring engaging and disengaging leadership behaviour and its antecedents</a>	Fleur E. J. Hilhorst, Open Universiteit
<a href="#">Analyzing leadership through dynamic interactions: The claiming granting coding scheme (CGCS)</a>	Helena Elisabeth Bieselt, University of Groningen
<b>1B. Gender</b> Room 5.9	<b>Marijn Zeijen (chair)</b>
<a href="#">Who talks to whom and why? Link relational dynamics of gendered advice networks to job performance</a>	Tongtong Zhao, University of Groningen
<a href="#">Navigating ambiguity: Developing the workplace sexual intent scale (wsis) to understand cross-gender interactions post-#metoo</a>	Sophie Hudspith, Vrije Universiteit Amsterdam
<a href="#">Hidden health barriers: Workplace stigma on hormone-related health affects women's work well-being and employability</a>	Ruth van Veelen, TNO
<a href="#">Bloody science: How social dynamics influence work engagement and performance during menstruation</a>	Marijn Zeijen, Utrecht University
<a href="#">Toxic leadership trails: Unraveling the impact of queen bees and alpha males on junior employees' cultural perceptions and citizenship behaviour</a>	Chrysi Fotiadou, Utrecht University
<b>1C. Working conditions</b> Room 5.3	<b>Jan Fekke Ybema (chair)</b>
<a href="#">Burnout complaints and work engagement in Dutch medical doctors: A test of the role of psychosocial safety climate in the job demands-resources model</a>	Anna van Duijnhoven, Leiden University
<a href="#">The dark side of good intentions: Exploring the dark side of people management in a multilevel qualitative study</a>	Roos Mulder, Utrecht University
<a href="#">Working conditions in the Netherlands</a>	Yvette van Osch, Netherlands Labour Authority
<a href="#">Work pressure and undesirable behaviour at Dutch universities</a>	Yvette van Osch, Netherlands Labour Authority
<a href="#">Unraveling the temporal dynamics of employee sustainable performance: An exploratory cross-lagged analysis</a>	Tianchang Ji, Utrecht University

<b>1D. Career development</b> Room 5.1	<b>Maarten van Bezouw (chair)</b>
<a href="#">Career patterns of the self-employed predicting life satisfaction trajectories during the retirement transition</a>	Jing Wang, University of Groningen
<a href="#">Long-term effects of lifelong learning in the workplace</a>	Linda Koopmans, TNO
<a href="#">Learning by work design: Developing vocational identity during clinical internships</a>	Daan A. H. Fris, Erasmus MC & University of Amsterdam
<a href="#">A network approach to PhD students' well-being: insights into risk and protective factors</a>	Luisa Solms, University of Amsterdam

## BLOCK 2 - 14:00 - 15:15

<b>2A. Leadership 2: Quantitative approaches</b> Room 5.8	<b>Tom Damen (chair)</b>
<a href="#">Strengths- and deficits-based leadership and employee flourishing: The moderating role of individualized consideration</a>	Jixin Wang, Erasmus University Rotterdam
<a href="#">Workplace bullshit jargon and leadership perceptions (or: Unpacking the connectivity between how higher-ups talk and their leadership vibe)</a>	Laura Fruhen, Radboud University
<a href="#">Implicit leader motivation and transformational &amp; transactional leadership: Toward a configurational theory</a>	Sophie C. den Hartog, Ghent University
<a href="#">Claiming, granting or resisting leadership: gender differences in leadership behaviors at work</a>	Sterre van Niekerken, Vrije Universiteit Amsterdam
<a href="#">Influence of face-to-trait inferences on leadership selection during organizational change: The role of change type and successor origin</a>	Myra Muzaffar, Bern University of Applied Sciences/ University of Bern

<b>2B. Inclusion</b> Room 5.9	<b>Marijn Zeijen (chair)</b>
<a href="#">"We offer full-time, part-time, or flexible employment options": communication of ideal worker norms in STEM and HEED job vacancies</a>	Esmée Schregardus, Utrecht University
<a href="#">Assessing the age-friendliness of organizations using employer ratings: Evidence for the DACH region</a>	Claudia C. Kitz, University of Groningen
<a href="#">Delineating the interpersonal level of inclusion: conceptualizing and measuring daily inclusive coworker behavior</a>	Rowan Moelijker, Erasmus University Rotterdam
<a href="#">A daily diary study examining employee inclusion based on their interaction with their leaders and coworkers via different communication channels</a>	Wieke Knol, Radboud University

<b>2C. Innovation &amp; decision-making</b> Room 5.3	<b>Gonneke Ton (chair)</b>
<a href="#">Navigating the additive bias: Normative influences on innovation contexts</a>	Georgios Fraros, University of Groningen
<a href="#">Decision outcomes for ill-structured problems in top management teams: Mapping facilitators and barriers in a scoping review</a>	Johan van Donkelaar. Open Universiteit Nederland

<a href="#">Algorithmic guidance versus human wisdom: Perceptions on the role of AI and human advisors</a>	Selin Yavuzcan, Radboud University
<a href="#">Turtle and hare workshops: Exchanging software skills from beginner to experienced</a>	Mara Bialas, Radboud University
<a href="#">Balancing accuracy and acceptance of algorithmic hiring decisions: Put the human touch into the equation</a>	Jacob Matic, Vrije Universiteit Amsterdam

<b>2D. Well-being &amp; burnout</b> Room 5.1	<b>Catharine Evers (chair)</b>
<a href="#">Back on track: Longitudinal follow-up of quality of reintegration after burnout in the Belgian federal government</a>	Claudia Rooman, Ghent University
<a href="#">Mining well-being: The potential of process mining to identify and monitor factors related to employee well-being</a>	Mari A. J., Braakman, Utrecht University
<a href="#">Responsibilities in the employment relationship: A quantitative study of normative ideas, their antecedents, and attitudinal outcomes of misfit in expectations and experiences</a>	Merel Cornax, Leiden University
<a href="#">What is the core of workaholism? A factor analysis to unify workaholism research</a>	Annika Frach, Vrije Universiteit Amsterdam
<a href="#">Optimizing daily recovery: How work activities influence the effectiveness of recovery activities</a>	Karolina Eschen, Maastricht University

### BLOCK 3 - 15:40 - 16:55

<b>3A. Practical session</b> Room 5.8	<b>Richta IJntema (chair)</b>
<a href="#">Psychological safety. Research and practice. What is happening.....?</a>	Cora Reijerse, NIP

<b>3B. Digitalization and overload in the workplace</b> Room 5.9	<b>Maria Peeters (chair)</b>
<a href="#">Identifying and addressing groups of employees vulnerable to work-related mental health problems</a>	Amber Brizar, Vrije Universiteit Amsterdam
<a href="#">Robots in the workplace: Advancing employee well-being and performance by creating human-robot-task fit</a>	Anna Christopoulou, Eindhoven University of Technology
<a href="#">Sensory overload at the workplace: A scoping review and exploratory interviews to reveal a new perspective on workplace wellbeing</a>	Kato Colombet, Ghent University
<a href="#">How work design leverages effective technology use in high risk organisations. What are the mechanisms?</a>	Carolyn Schneider, University of Amsterdam & TNO Defence, Safety & Security

<a href="#">Techno-uncertainty and techno-overload among the Dutch working population: What is needed for simultaneous promotion of employee well-being and innovative work behavior?</a>	Judith Engels, Open University
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<b>3C. Coaching &amp; mindfulness</b> Room 5.3	<b>Catharine Evers (chair)</b>
<a href="#">Humor in professional coaching: A literature review and research agenda</a>	Adélka Vendl, KU Leuven
<a href="#">Can I improve my personal goal level through workplace coaching over time? A randomized control trial study</a>	Andreea Nicolau, Eindhoven University of Technology
<a href="#">Effective coaching approaches: Inspecting the moderating roles of goal level and coachees' cognitive preferences and needs</a>	Ana Stojanovic, Erasmus MC–Sophia Children's Hospital, University of Amsterdam
<a href="#">Multilevel mindfulness: Which organizational factors stimulate mindfulness in the workplace?</a>	Daniëlle Bruel, TNO
<a href="#">Meta-studies and evidence based practice in coaching: Mitigating heterogeneity</a>	Rendel de Jong, Scientific Research Committee NOBCO, EMCC the Netherlands
<a href="#">Investigating the long-term effects of meditation on well-being and HR outcomes: A one-year field study among meditation app users (working paper)</a>	Rebekka Tavakoli, Vrije Universiteit Amsterdam

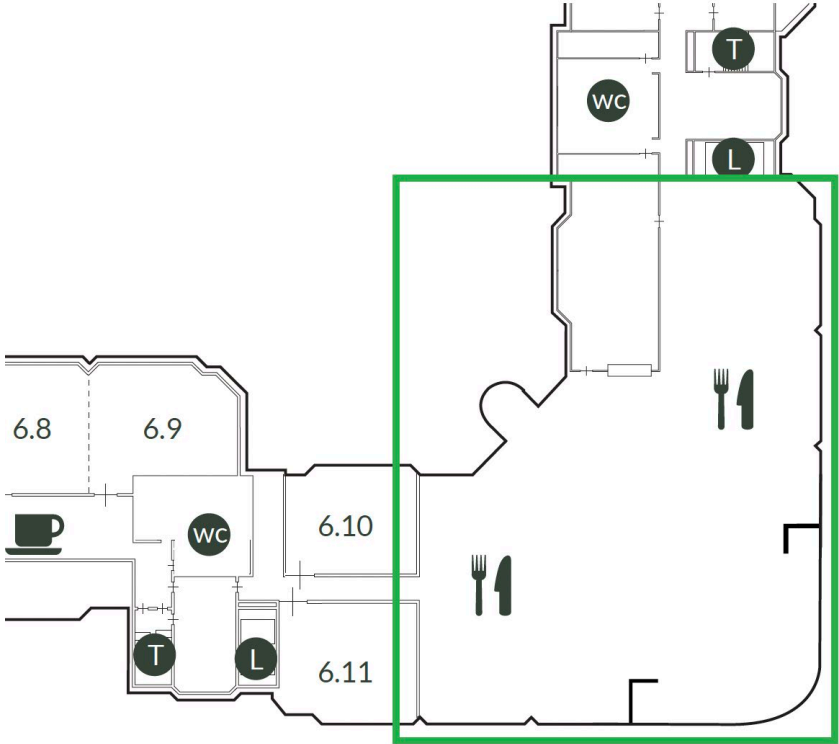
<b>3D. Collaboration &amp; organizational culture</b> Room 5.1	<b>Melissa Vink (chair)</b>
<a href="#">Managing work-related negative feedback with a growth mindset: A self-regulation view</a>	Teodora Heihal, University of Groningen
<a href="#">ChatGPT assisted development and construct validation of a policy gaslighting scale</a>	Stefan T. Mol, University of Amsterdam
<a href="#">How do change beliefs impact employee attitudes during organizational change?</a>	Stephan Nübel, University of Groningen
<a href="#">Interorganizational learning and innovation in multidisciplinary collaborations: A systematic review of social and psychological dynamics (working paper)</a>	Jana Hübner, Vrije Universiteit Amsterdam
<a href="#">Revisiting corporate hypocrisy: It may attract job applicants low in HEXACO honesty-humility</a>	Bo Wang, Vrije Universiteit Amsterdam
<a href="#">Personality and partner selection for collaborative tasks at zero acquaintance: A social relations perspective</a>	Vasiliki Kentrou, Vrije Universiteit Amsterdam

# MAP OF LOCATIONS

5<sup>th</sup> floor: Opening conference & keynote lecture, sessions, best paper & dissertation awards & closing ceremony, coffee and tea breaks



6<sup>th</sup> floor: Lunch break, drinks, dinner





## ABSTRACTS

### **KEYNOTE: The labor leisure paradox: rethinking autonomy at work**

Jessica De Bloom, University of Groningen

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#### ABSTRACT:

In work and organizational psychology, autonomy is considered a key factor in creating a happy and productive workforce. Although job control—such as flexibility in working hours and locations—has significantly increased over the past few decades, so too have workload and burnout. Recognizing this relationship is crucial for promoting sustainable and healthy working lives.

In her keynote talk, Jessica explores the trade-offs workers make for greater autonomy, arguing that neoliberal work environments have reshaped individuals into "entrepreneurs of the self," organizing their lives around rational, economic principles of efficiency. She draws on examples from academia, four-day workweek trials, and her latest research on unlimited leave policies to illustrate the dual nature of autonomy. This autonomy, particularly when pursued alongside meaningful work in the absence of social connections, can lead to an individualized and de-collectivized workforce, ultimately resulting in work intensification, self-exploitation, and exhaustion.

In her call for "autonomy in connection," she contends that social connections do not limit autonomy but are essential for it to thrive. Paradoxically, these connections also play a crucial role in alleviating the adverse effects of autonomy and the privatization of stress. To promote sustainable working lives, we must adopt new perspectives on autonomy that acknowledge both individual and social dimensions of human nature. Supporting individual autonomy alongside collective social rights and voice can enhance workplace well-being, performance, prosperity, and fairness, helping workers feel valued and appreciated as individuals with rich lives deserving of time and space.

#### BIOGRAPHY:

Prof. Dr. Jessica de Bloom serves as a full professor in "Human Resource Management, Occupational Health, and Well-being" at the Faculty of Economics at the University of Groningen. She is also an elected member of the University Council with a strong focus on personnel management policies and job-related stress. In her research, she aims to integrate perspectives from various academic disciplines, including psychology, tourism, leisure sciences, and human resource management. Her area of expertise focuses on the interface between life domains, the increasingly blurred boundaries between work and non-work life, and the impact of changing working conditions on health, well-being, and performance.

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## **How do employees and leaders perceive DLB in virtual environments?**

Anne Kühn, Tilburg University

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Co-authors: Janneke Oostrom, Tilburg University; Djurre Holtrop, Tilburg University;

Ivana Vranjes, Tilburg University

### **ABSTRACT:**

Purpose of the study: With the evolution of digitalization, virtual working environments have become commonplace. Temporal, spatial distances and missing personal contact require different competencies of virtual leaders (Bartsch, 2021) navigating the constraints of a complex virtual working environment. While research in the field of constructive, virtual leadership increases (Mehtab et al., 2017; Cordova-Buiza et al., 2022; Efimov et al., 2022), few studies looked at destructive, virtual leadership (Banks et al., 2022). Little is known if differing virtual working conditions change the influence of DLB (Avolio et al., 2014), necessitating inductive research with Grounded Theory to develop context-relevant theory. Furthermore, not distinguishing between the subjective evaluation by followers and leaders' actual behavior supports conflating leadership constructs (Fisher et al., 2021; Fisher & Sitkin, 2023). Therefore, the focus is to develop initial theories about the nature of DL in virtual environments and adding insights to the under-researched view of leaders on own DLB.

Method: The current study is ongoing. So far, we interviewed 9 leaders in virtual and hybrid environments. We investigate on (a) what kind of behaviors they see as DLB (incl. own behavior) and (b) which organization-, personal-, and work setting-related factors contribute or prevent these behaviors. Where possible, employees of the dyads are interviewed to detect similar or diverging perspectives.

Results: Around 20 interviews are scheduled until August 2024. Each interview will be second-coded for interrater consensus (Díaz et al., 2023). During the conference, first results can be presented. An overview of virtual DLB including a comparison of behavior that occurs primarily virtually with on-site settings is in the focus.

Theoretical and practical implications: Having an overview of corresponding working conditions of DLB, helps improving workplace settings and the well-being of leaders and employees. It adds to the field of leadership by explaining how virtual work shapes DLB. It provides insights how such behaviors are prevented and mitigated.

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**Understanding destructive leadership behaviors: an explorative study of leaders' personal accounts**

Emma Gerritsen, Tilburg University

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Co-authors: Djurre Holtrop, Tilburg University; Ivana Vranjes, Tilburg University;

Janneke Oostrom, Tilburg University

**ABSTRACT:**

Purpose of the study: Destructive leadership can profoundly impact organizations and employees (Mackey et al., 2015). So far, research has mainly focused on the employee's perspective. Even though this perspective has provided insights on the consequences of perceived destructive leadership, it does not inform why leaders engage in such behaviors (Schyns et al., 2018). To gain this understanding, perceptions of leaders themselves are needed (Mackey et al., 2021). Hence, in our study we explore how leaders retrospectively make sense of their destructive leadership behaviors. By building on the experiences and explanations of leaders, our study aims to provide a theoretical framework of the emergence and evolution of destructive leadership behaviors.

Method: We conducted our study using an inductive approach called the Gioia methodology (Gioia et al., 2012). In-depth semi-structured interviews were held with formally appointed leaders from various industries and levels. We used the principles of theoretical sampling and theoretical saturation to interview 25 leaders in total. Currently, we are in the process of analyzing the interviews through an iterative and collaborative process with multiple coders. We use consensus coding to prevent personal biases, increase creativity, and stimulate insightful discussions (Wilhelmy et al., 2016). We plan to apply both inductive and abductive techniques to create higher order categories and develop a grounded theory.

Results: The pre-liminary results show that destructive leadership behavior is a product of a complex interplay of contextual, inter- and intrapersonal factors. The final results will be available in the fall of 2024.

Theoretical and practical implications: Our study adds to the current literature on destructive leadership by providing insights on the motives and facilitating factors grounded in leader-reports. Furthermore, it provides a more nuanced understanding of destructive leadership behavior that is not based on the rather static 'bad apples' perspective. More practically, the findings of this study could inform organizations on detecting destructive leadership behaviors.

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## **Exploring engaging and disengaging leadership behaviour and its antecedents**

Fleur E. J. Hilhorst, Open Universiteit

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Co-authors: Nicole Hoefsmit, Open Universiteit; Joris van Ruysseveldt, Open Universiteit;

Madelon van Hooff, Open Universiteit

### **ABSTRACT:**

Purpose of the study: Engaging leadership behaviour (ELB) is defined as leadership behaviour that facilitates, strengthens, connects, and inspires employees to increase their work engagement, through the satisfaction of the psychological basic needs; autonomy, competence, connectedness, and, meaning (Schaufeli, 2015). By contrast, Disengaging leadership behaviour (DLB) refers to leadership behaviour that coerces, erodes, isolates and demotivates employees through frustrating employees' basic needs for autonomy, competence, relatedness and meaning, which diminishes their motivation and work engagement (Schaufeli, 2021, Nikolova et al., 2021). These leadership behaviours are based on Self-determination (Ryan & Deci, 2017).

Studies on ELB and DLB are relatively scarce and only assess its effects on employees, no study has been conducted yet to what contextual and individual factors relate to both behaviours. In the field of leadership research in general there is a notable gap in understanding the factors that influence leadership behaviours (Stempel et.al., 2023, Tafvelin et.al., 2022). Another gap is in what forms it appears specifically within the Dutch Police Force, to enable to recognize both behaviours in practise as a first step in promoting ELB and preventing or diminishing DLB.

The main research aims of this explorative, qualitative study are to explore: 1) how engaging and disengaging leadership behaviours manifest in practice within the Dutch Police Force, and 2) what contextual and individual factors are underlying engaging and disengaging leadership behaviours.

Method: A qualitative research design for gaining in-depth knowledge through 3 focus groups (employees) and semi-structured interviews (supervisors) which are conducted between June and August 2024, until data saturation is reached. Approximately 21 supervisors and 18 employees will be involved. The interview topic list includes image of leadership, leading and developing teams and individuals, difficult situations in leading people, underlying contextual and individual factors. The focus group topic list includes motivating and demotivating leadership behaviour; through focusing on examples of fulfilling or hindering each basic need. Template analysis with a priori codes will be used to analyze the data, these codes are based on theory (ELB, DLB, Job Demands Resources model) and empirical research on antecedents of leadership behaviour.

Results: Results are expected in October 2024.

Theoretical and practical implications: Implications are expected in October/November 2024.

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## **Analyzing Leadership through Dynamic Interactions: The Claiming Granting Coding Scheme (CGCS)**

Helena Elisabeth Bieselt, University of Groningen

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Co-authors: Sterre van Niekerken, Vrije Universiteit Amsterdam; Jacoba Oezdes, University of Groningen; Wendy G. Andrews, Vrije Universiteit Amsterdam; Astrid C. Homan, University of Amsterdam; Bernard A. Nijstad, University of Groningen; Mark van Vugt, Vrije Universiteit Amsterdam; Charlotte K. Hemelrijk, University of Groningen

### **ABSTRACT:**

**Purpose of the study:** Recently, scholars have shifted the view of leadership from static and role-based to dynamic and rooted in social relationships. Applying the leadership identity construction theory of DeRue and Ashford (2010), where leadership is a reciprocal process and groups co-construct leadership through claims and grants, we developed the Claiming Granting Coding Scheme (CGCS). Testing our coding scheme on video data, we expect that more claims and grants will lead to increased influence and leadership.

**Method:** We conducted preliminary data analysis using videotaped discussions of five student groups with 4 members (Pilot Study 1, N = 20) and three work groups with 4 to 6 members (Pilot Study 2, N = 15). In both studies, we applied the CGCS to analyse the videos. Participants (Pilot Study 1; ICC(1) = .43,  $p < .001$ ) and independent coders (Pilot Study 2; ICC(1) = .94,  $p < .001$ ) ranked group members based on influence (1 = most influential, 4 = least influential).

**Results:** Using ordinal logistic regression, Pilot Study 1 showed the percentage of total claims made by a team member as a significant predictor of the mean influence rank ( $B = 9.01$ ,  $SE = 3.75$ ,  $z = 2.41$ ,  $p = .02$ ). In Pilot Study 2, the percentage of task claims ( $B = .16$ ,  $SE = .08$ ,  $z = 2.17$ ,  $p = .03$ ) and granted task claims ( $B = .05$ ,  $SE = .03$ ,  $z = 2.03$ ,  $p = .04$ ) significantly predicted mean influence rank.

**Theoretical and practical implications:** The CGCS effectively captures claiming and granting behaviour within groups, aligning with participants' influence ratings. This research not only allows the tracking of leadership development but also addresses the recent call for behaviour-based leadership research through interaction coding methods by Banks et al. (2023).

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**Who talks to whom and why? Link relational dynamics of gendered advice networks to job performance**

Tongtong Zhao, University of Groningen

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Co-authors: Jacoba Oedzes, University of Groningen; Floor Rink, University of Groningen; Marco Kleine, University of Groningen; Yidong Tu, Wuhan University

**ABSTRACT:**

Despite more women attaining senior positions, gender inequality endures in organizations. Research in management and psychology proposes institutional and personal interventions for women's advancement at macro and micro levels. Yet, progress toward gender equality remains sluggish. One potential reason for the slow progress is that gender dynamics also play an important, if not crucial role at the meso-level of daily interactions between a group's members. These relational dynamics in groups are gendered and therefore could explain why organizational interventions to support women, and women's personal strategies to move up the ladder have not always alleviated career barriers for women. Thus, in this paper, we zoomed in on one key interaction pattern that is known to positively determine people's functioning at work, both in terms of their job performance and their social standing relative to their peers: advice asking and advice giving.

We develop and test predictions about how gender difference influence dyadic advice asking and advice giving in interdependent working teams, and how differential patterns of dyadic advice asking and giving emerge to shape leader's evaluation on employee's performance. We present a dual pathway model to show that dyadic advice asking and advice giving contribute differently on leader's evaluation, accounting for the gender difference attribution. Specifically, we verify that compared to advice asking, advice giving is a more powerful to realize employee's strategic career ambitions, however, which cause more backlash for female groups. Furthermore, we propose that female employee's advice asking and giving are enhanced by perception of their partner's approachability, which challenged the long standing resource-based networking mechanism. Using time-lagged data from a sample of 73 interdependent working teams comprising 1218 team members, we found general support for our conceptual model. Our findings underscore the importance of accounting for relational dynamics to understand the complex, interdependent nature of advice asking and giving in career advancement.

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**Navigating ambiguity: Developing the workplace sexual intent scale (wsis) to understand cross-gender interactions post-#metoo**

Sophie Hudspith, Vrije Universiteit Amsterdam

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Co-authors: Sanne Feenstra, Vrije Universiteit Amsterdam; Mark van Vugt, Vrije Universiteit Amsterdam; Marvin Neumann, Vrije Universiteit Amsterdam

**ABSTRACT:**

Cross-gender interactions among colleagues are often filled with ambiguity, especially since the #MeToo movement. One factor contributing to confusion is the presence of behaviours that could equally be interpreted as friendly or sexual. There are individual differences in the level of sexual intent that is perceived from these behaviours, with research from dating contexts suggesting that men tend to be more likely to overperceive sexual intent. Sexual overperception has also been shown to lead to adverse outcomes, such as sexual harassment, making it important to understand this phenomenon within a work context. Due to the lack of a workplace measure, the current studies were employed to develop a valid self-report measure of sexual intent perceptions among colleagues. Following the act-frequency approach, we conducted a series of online survey-based studies using working adults. In Study 1, 99 participants nominated a total of 1273 sexually ambiguous behaviours that could occur within an interaction between a male and female colleague, which we reduced to 177 items. In Study 2, a different sample (N = 299) rated each behaviour in terms of how much they found it to be prototypical of an act indicating sexual intent. In Study 3, we selected the 30 most prototypical behaviours to comprise the final scale and conducted EFAs using a new sample (N = 249). All 30 items were retained, and the scale was shown to have a unifactorial structure and high reliability. Study 4 will confirm the factor structure and assess validity. In future research, we will adopt this scale to examine how and under which circumstances individuals are likely to perceive sexual interest in the behaviours of their colleagues, as well as what the implications are for doing so. Reducing unease and miscommunications within male-female interactions at work can help foster a happy and productive workforce.

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**Hidden health barriers: Workplace stigma on hormone-related health affects women's work well-being and employability**

Ruth van Veelen, TNO

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Co-authors: Marieke Soeter, TNO; Petra Teeuwen, TNO

**ABSTRACT:**

Women generally outlive men, but often in poorer health due to insufficient attention to women-specific health issues. For example, women are twice as likely to be diagnosed with work burnout, but symptoms are commonly mistaken for menopausal or menstrual issues. This not only causes mistreatment, but may also reinforce existing gender inequalities at work. Hormone-related health issues (Menstruation, Maternity, Menopause) remain a taboo in many workplaces, yet research taking a life-course perspective on how this affects women's sustainable employability and careers is lacking. This research offers empirical insight on how women experience and cope with stigma surrounding hormone-related health at work, how it impacts their employability, and what role employers can play in recognition and support. Building from conservation of resources and social identity theory, we hypothesized that the more MMM-issues are perceived as a taboo at work, the more women conceal their issues, which negatively impacts work well-being and productivity relative to men's. A survey was developed for organizations to identify hidden (hormone-related) health barriers in (wo)men's work, which was piloted in a large organization among N = 1336 (N = 749 women) employees. Results showed that women (1) experience more guilt and discomfort at work in relation to hormone-related health than men do in relation to general health; (2) were less likely to talk about this (3) perceived that talking about hormone-related health at work is taboo and may threaten career opportunities, and (4) were more likely to conceal hormone-related health issues at work, especially when pain/severity of health issues was more prevalent. The tendency to conceal was negatively related to work productivity and engagement, and positively to burnout symptoms. This data-driven approach to make hidden gender-related health stigma in the workplace visible can help employers to create more gender-inclusive and sustainable workplace cultures.

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**Bloody science: How social dynamics influence work engagement and performance during menstruation**

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Co-authors: Maria Peeters, Utrecht University & Eindhoven University of Technology;

Gonneke Ton, Utrecht University

**ABSTRACT:**

Menstruation is a life-altering event that triggers a range of physiological and psychological changes in the body. At work, it is still often considered a taboo topic, yet it can hinder the careers of those who experience it. In the present study, we investigate how (distal and proximal) support at work impacts employees' self-regulation process during the menstrual phase. We hypothesize that Perceived Organizational Support (POS) fosters psychological safety and flexibility at work, thereby facilitating the maintenance of self-regulation during periods of menstrual pain. In addition, we hypothesize that more direct emotional support from colleagues can help employees detach from distractive thoughts and self-regulation, buffering impaired self-regulation on daily work engagement and work performance. We tested this model using a ten day diary study (i.e., N = 99; N = 464-843) among working employees with an active menstrual cycle. Cross-level moderated mediation and within-level moderated mediation analyses were largely in line with our hypotheses, revealing that (1) perceived support from the organization (slightly) reduced the negative effect of menstrual pain on work engagement and work performance through self-regulation (cross-level moderation in the first path); (2) emotional support from colleagues buffers the negative effect of menstrual pain on work engagement via self-regulation (within-level moderation in the second path; not on work performance). In conclusion, our study provides some initial insights in when and how support at work can enhance the self-regulation process during the menstrual phase at work.

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**Toxic leadership trails: Unraveling the impact of queen bees and alpha males on junior employees' cultural perceptions and citizenship behaviour**

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Co-author: Jenny Veldman, Utrecht University

**ABSTRACT:**

Although previous research has demonstrated conditions under which Queen Bee (QB) and Alpha Male (AM) behaviours (e.g., adopting masculine traits, distancing themselves from junior female employees and exhibiting critical attitudes toward them) can arise among managers in organisations, less is known about their effects. This study examines the impact of these toxic leadership behaviours on perceptions of organisational culture and helping behaviour among junior employees. Specifically, we focused on masculinity contest culture (MCC) perceptions (a hyper-competitive and aggressive masculine-driven environment) and junior employees' organisational citizenship behaviour (OCB), such as helping and assisting colleagues. We examined whether leaders' QB/AM behaviours heighten MCC perceptions and, in turn, reduce OCB, and if leader gender moderates these effects. Using a 2x2 experimental design, we examined the effects of leader gender (male vs. female) and behaviour (QB/AM vs. non-QB/AM) on MCC perceptions and OCB intentions. A sample of 247 university students completed a 15-minute online survey, reading an interview with a fictitious company leader and answering related Likert-scale questions. In line with expectations, the results showed that QB/AM (vs. non-QB/AM) behaviour significantly increased MCC perceptions and reduced anticipated OCB. The leader's gender did not moderate these effects. However, perceived MCC mediated the effect of QB/AM behaviour on OCB intentions. These findings suggest that Queen Bee and Alpha Male behaviours by leaders increase perceptions of a masculinity contest culture and reduce citizenship behaviour in organisations. Practically, it underscores the need for organisations to counteract these negative impacts by promoting transparency, fairness, and diversity to foster a supportive work environment.

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**Burnout complaints and work engagement in Dutch medical doctors: A test of the role of psychosocial safety climate in the job demands-resources model**

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**ABSTRACT:**

Purpose of the study: We aimed to examine the role of Psychosocial Safety Climate (PSC) in the Job Demands-Resources model among medical doctors. We hypothesized that: (1) higher PSC is associated with lower job demands and higher job resources; (2) lower job demands and higher job resources are associated with lower burnout and higher work engagement; and (3) higher PSC is indirectly associated with lower burnout and higher work engagement through its association with lower job demands and higher job resources.

Method: An online questionnaire was used to measure burnout, work engagement, job demands, job resources and PSC among 28 groups of medical doctors (N = 604). All measures were analyzed at the individual level, except PSC, which was aggregated at the group level. Multilevel structural equation modeling was performed to test the relationships.

Results: Results confirmed that PSC was negatively associated with social harassment and positively associated with job resources (development opportunities, staffing levels, recovery within worktime, autonomy, social support from supervisors, work procedures, team reflexivity). As hypothesized, most job demands were positively related to burnout, while job resources were negatively related (social support from colleagues, development opportunities, staffing levels, internal communication, recovery within worktime). Furthermore, as hypothesized, time pressure was negatively related to work engagement, whereas some job resources were positively related (social support from supervisors, development opportunities, staffing levels, internal communication). Contrary to our hypothesis, cognitive workload was positively related to work engagement. Finally, social harassment and staffing levels mediated the PSC-burnout relationship, while development opportunities mediated the PSC-work engagement relationship.

Theoretical and practical implications: Our findings support the importance of PSC and job demands and resources in reducing burnout and increasing work engagement, and highlight PSC as "cause of causes," indirectly reducing burnout and increasing work engagement via job demands and resources. Hence, this study emphasizes the importance of creating a favorable PSC within an organization.

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**The dark side of good intentions: Exploring the dark side of people management in a multilevel qualitative study**

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**ABSTRACT:**

Purpose of the study: People management – encompassing line managers' implementation of HR practices and their leadership behavior – has been linked to positive outcomes such as commitment (Knies & Leisink, 2014) and performance (Alfes et al., 2013). However, in emerging evidence it is suggested, yet not examined in-depth before, that people management may also have a 'dark side'. That is, well-intended people management may have negative effects on employee wellbeing and public service performance (e.g., Jensen et al., 2013). These contrasting findings provide a worthy avenue for further study. Despite the inherent aim of people management to support employees and thereby implying that positive employee attitudes and behaviors are a result of effective people management (Townsend & Kellner, 2015), we explore the reasons and mechanisms behind these negative outcomes.

Method: We gathered qualitative data through interviews with 19 line managers and 36 nurses, using the Critical Incident Technique (Flanagan, 1953). In total, we analyzed 100 situations.

Results: Our findings, currently being analyzed, aim to explore and expose potential mechanisms underlying the negative effects of people management. Our results will be fully analyzed at the time of the conference.

Theoretical and practical implications: First, this study builds on the existing 'dark side' HRM and leadership literature. However, the existing literature on the dark side of people management lacks insights on how people management can result in negative effects. Second, to our knowledge, there are no empirical studies that have examined the dark side of people management in a qualitative manner. This leaves us with a lack of knowledge how the phenomenon is recognized in practice and how it occurs. Lastly, we study this phenomenon in a relevant empirical context, namely the Dutch hospital sector that has to deal with an increasing pressure on line managers to effectively and efficiently manage teams. This also enables us to embed the results in a context and enhance practical relevance.

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## SESSION 1C. WORKING CONDITIONS

### **Working conditions in the Netherlands**

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Co-authors: Judith Plomp, Netherlands Labour Authority; Peter Kruijten, Netherlands Labour Authority

#### **ABSTRACT:**

**Purpose of the study:** The Netherlands Labour Authority's mission is to achieve fair, healthy, and safe working conditions for every worker in the Netherlands. Employers are required by labour law to develop policies and take adequate measures to ensure healthy and safe working conditions for their employees. Our bi-annual Arbo in Bedrijf monitor provides in depth insights in the actual risks, measures taken, and compliance with labour law by companies located in the Netherlands.

**Method:** Data for the monitor is collected, every two year, during site visits by professional inspectors. Using a structured survey, inspectors assess compliance with labour rules and regulations, health and safety risks employees are exposed to, and the specific measures taken to deal with those risks, including risks such as work pressure and undesirable behaviours. The sample is obtained through a stratified random sampling procedure on all employers in the Netherlands. Roughly 2,000 employers are visited every wave.

**Results:** We present results from the last wave (2022-2023) focusing on what employers do to ensure safe and healthy working conditions, which risks are most difficult to tackle, and provide insights into the underlying motives employers have to comply with labour laws and regulations.

**Theoretical and practical implications:** These data are used to prioritize the authority's own agenda but might also inspire work and organizational psychologists to start new projects that are based on problems or questions arising from the work floor.

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## SESSION 1C. WORKING CONDITIONS

### **Work pressure and undesirable behaviour at Dutch universities**

Yvette van Osch, Netherlands Labour Authority

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Co-author: Judith Plomp, Netherlands Labour Authority

#### **ABSTRACT:**

**Purpose of the study:** The Netherlands Labour Authority strives for fair, healthy and safe working conditions for every worker in the Netherlands. Persistent signals of high work pressure and undesirable behavior (psychosocial workload) in higher education led to an in-depth study of these work-related risks at 14 Dutch universities. These insights were gathered as input for future work of the Labour Authority in Academia.

**Method:** 14 Dutch universities were asked to provide all their policy documentation on safe and healthy working conditions. Following, all universities were visited by a professional inspector and a researcher, where they conducted separate semi-structured interviews with HR at a central level, HR at a decentral level, the university council, and the confidential advisor of the universities. Subsequently, all academic and teaching staff of all universities were invited to complete an online survey (N = 9.140).

**Results:** Universities seem to have little insight into the underlying causes of work pressure and undesirable behavior; an integrated approach in their policies to prevent or reduce these risks is lacking. Work pressure and undesirable behaviour are experienced by many, both in terms of subjective as well as more objective measures of these constructs. The main causes of work pressure are education and research funding, too many tasks, performance pressure, and ambition. The hierarchical structure of Academia and managers play a central role in undesirable behaviour.

**Theoretical and practical implications:** The data provide researchers with insights into their own working conditions, but may also aid in helping shape policies at their own universities to prevent or reduce work pressure and undesirable behavior.

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**Unraveling the temporal dynamics of employee sustainable performance: An exploratory cross-lagged analysis**

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**ABSTRACT:**

Purpose of the study: Over the past two decades, sustainable performance has garnered significant attention in academia and practice. Despite advancements in its conceptualization and theoretical underpinnings, empirical investigations of this concept have remained scarce. Most importantly, no longitudinal studies have been conducted to explore the temporal dynamics of sustainable performance. The present study addresses this gap using a three-wave cross-lagged panel design to examine the psychometric properties of a previously developed measure of ESP and explore the associations between ESP on the one hand and task and contextual performance on the other.

Method: The sample comprised 406 Chinese employees from various occupations, surveyed on all study variables at three-time points over eighteen months. To meet our exploratory research goals, several statistical analyses were conducted: 1) a measurement invariance test using confirmatory factor analysis (CFA) to assess the psychometric stability of E-SuPer over time; 2) comparisons of different measurement models to test E-SuPer's independence from task and contextual performance at each time point; and 3) a three-wave Cross-Lagged Panel Analysis (CLPA) to examine potential causal relations between E-SuPer and other work performance constructs. Results: The results supported the presumed factorial structure of our measure of ESP and showed that it can be distinguished from measures of other types of performance. Furthermore, the findings confirmed the direct and reversed causal relations between ESP with both task and contextual performance for six-month and eighteen-month intervals.

Implications: The findings further indicated that ESP and task and contextual performance affected each other across time, establishing a gain spiral. Our findings contribute to the current body of knowledge by revealing a dynamic relation between longer-term and momentaneous work performance, thereby providing greater insight into the relations among different forms of performance.

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**Career patterns of the self-employed predicting life satisfaction trajectories during the retirement transition**

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**ABSTRACT:**

Purpose of the study: Recent research has highlighted that the experience of the retirement transition—the years before, during and after retirement—is critical for individuals' long-term development. Life satisfaction is an important indicator for assessing experiences during this period, and extensive research has focused on how it changes for employed workers during retirement. Yet, as self-employment becomes increasingly popular, it is critical to examine the impact of this working arrangement on the life satisfaction trajectory during the retirement transition and whether it is similar to or different from standard employment. Because self-employment has a unique work condition. Current research suggests that self-employment should be considered a diverse and flexible career state with self-employed individuals often switching between self-employment and other employment statuses. Moreover, the self-employed are a heterogeneous group with varied working conditions, including whether they employ others and are solo or hybrid entrepreneurs.

Method: To account for the diversity of self-employment career patterns, this study utilizes a life course perspective and the accumulation of disadvantages theory. Using data from the German Socio-Economic Panel (SOEP), the study first employs a discontinuous growth model to compare how having or not having self-employment experience influences changes in life satisfaction during the five years before and after retirement. Secondly, through sequence analysis and discontinuous growth modeling, the study further examines how self-employment career patterns over the 20 years preceding retirement affect changes in life satisfaction in the five years before and after retirement. Additionally, the study will investigate whether income and health status at retirement act as mediating variables between career patterns and changes in life satisfaction during the retirement transition.

Results: The final results will be presented at the conference, with data analysis currently underway.

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### **Long-term effects of lifelong learning in the workplace**

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#### **ABSTRACT:**

Purpose of the study: Stimulating lifelong learning is high on the agenda in the Netherlands, to achieve healthy, productive employees and futureproof organizations. However, there is little knowledge on the long-term effects of lifelong learning on wellbeing and productivity. The aim of this article is to examine the long-term effects of lifelong learning (informal learning, formal learning and a combination of both) on outcome measures relevant for employees and employers.

Method: Longitudinal data from the Cohort Onderzoek Duurzame Inzetbaarheid (CODI; Van den Heuvel, Koopmans & de Vroome, 2023) with waves from 2016 (T1) to 2021 (T7), was used to answer the research questions. Longitudinal data was available for a sample size of minimum of 2.682 and a maximum of 3.816 Dutch employees (depending on the examined variable). Linear and logistic regression analyses were performed.

Results: Both informal learning and combined learning showed a positive relation with employee job satisfaction, work engagement, work ability, perceived labor market position, promotion, income, skills match with the job, innovative behavior and productivity 3 years later. Formal learning showed a positive (but less strong) relation with job satisfaction, perceived labor market position, promotion, income, and innovative behavior, but not on work ability, work engagement, skills match and productivity. The learning situations did not show a relation with turnover or absenteeism.

Theoretical and practical implications: This is one of the first studies to show the long-term effects of lifelong learning. The study shows that it is especially beneficial to invest in informal learning and combined learning in the workplace, as it helps both employees (e.g. in terms of job satisfaction and work ability) and employers (e.g. in terms of productivity and innovation).

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## **Learning by work design: Developing vocational identity during clinical internships**

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### **ABSTRACT:**

Purpose of the study: Internships have the potential to support students' career decision-making as students can gain practical work experience in a specific work field. The medical curriculum in particular includes multiple short internships (i.e., clinical clerkships). There is wide variety in design and characteristics of these internships. For example, in some internships, students are allowed to engage in various clinical tasks (e.g., interact with patients), in others, students are only allowed to passively observe. Currently, we lack an understanding of the internship factors that promote students' career development and decision-making and how. In this study we investigate internship design factors (i.e., autonomy, task variety, skill variety, feedback from job/others, and social support) and their relation to vocational identity development of medical students through self-learning experiences. We expect that certain internship characteristics help students to learn about their competencies, the tasks that they prefer, their values, their personal characteristics, and the things they find important in their jobs. For instance, higher task variety will relate to more self-learning experiences as students learn about the tasks they like to do and feedback from their jobs and/or others, which allows them to learn about their competencies. More self-learning experiences will result in a more clearly defined vocational identity, which aids career decision-making.

Method: Data gathering took place at a large Dutch medical school. Over a one-year period, we invited all (483) medical students who began their internships in the first year of the master's program. Participants filled in a first questionnaire (T1) prior to the start of their first internship. Participants received subsequent surveys one week after each of the first four internships: internal medicine (T2), surgery (T3), gynecology (T4/T5), and pediatrics (T4/T5), respectively. Data will be analyzed using a dual variate latent change score model.

Results: Data-analysis is in progress.

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**A network approach to PhD students' well-being: Insights into risk and protective factors**

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**ABSTRACT:**

Purpose of the study: Across the globe, PhD candidates report increasing levels of ill-being, including feelings of burnout, anxiety, and depression (Evans et al., 2018). These numbers are alarming, not only because of the individual suffering involved but also because the ill-being of PhD candidates threatens university functioning. Despite increasing knowledge about important influencing factors (see for a review, Schmidt & Hansson, 2018), a comprehensive understanding of how different factors interact with each other in promoting or impeding PhD candidates' well-being is lacking. The current research aims to address this limitation by exploring how job demands, job resources, and personal resources jointly impact the well-being of PhD candidates.

Method: We applied regression analyses and network analysis to cross-sectional data from 665 PhD candidates in the Netherlands to assess how job demands (i.e., publication pressure, work-home interference), job resources (i.e., autonomy, role clarity, learning opportunities, career control, supervisor support), and one personal resource (i.e., psychological capital) are related to PhD candidates' well-being (i.e., burnout, work engagement, sickness absenteeism).

Results: Job demands and job and personal resources influence PhD candidates' well-being directly, and indirectly, via associations with other factors. Among job demands, publication pressure and work-home conflict were associated with higher burnout and sickness absenteeism, respectively. Furthermore, psychological capital stood out as the most central resource within the network, which was related to lower burnout, higher work engagement, and lower sickness absenteeism. Finally, job resources were less strongly connected among PhD candidates with higher levels of PsyCap. It thus appears that PhD candidates with higher PsyCap are less dependent on job resources but can create a resourceful work environment for themselves.

Implications: Given that PsyCap was the most influential resource within the network—PsyCap shared associations with job demands, job resources, and all three well-being outcomes—PsyCap might be a particularly fruitful target for interventions to improve PhD students' well-being.

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**Strengths- and deficits-based leadership and employee flourishing: The moderating role of individualized consideration**

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**ABSTRACT:**

Purpose of the study: Flourishing employees achieve optimal functioning and are essential for building up competitiveness for organizations. Both strengths-based (SBL) and deficits-based leadership (DBL) help employees to flourish but in different ways. Based on Job Demands-Resources theory, we hypothesize that weekly SBL has positive indirect relations with employees' flourishing through increased weekly strengths use and deficit correction. Next, we expect that weekly DBL has a positive indirect relation with employees' flourishing through employees' weekly deficit correction, but a negative indirect relation through employees' weekly strengths use. Additionally, we expect leaders' weekly individualized consideration to either strengthen or buffer these indirect relations.

Method: We tested our moderated mediation model in a sample of 193 workers in the UK, who filled out a weekly diary survey every Thursday for five weeks ( $N = 4.21 \times 193 = 812$  responses).

Results: Results of the multilevel analyses largely provided evidence for our hypotheses. Weekly SBL was positively related to employees' flourishing through employees' weekly strengths use and deficit correction. Weekly DBL was positively related to employees' flourishing through employees' weekly deficit correction. In addition, weekly individualized consideration moderated the indirect relations between weekly DBL and employee flourishing. Specifically, it strengthened the indirect relation through weekly deficit correction.

Theoretical and practical implications: We contribute to the strengths- and deficits-based leadership theory by investigating the mediating mechanisms through which SBL and DBL affect employees' flourishing and by exploring individualized consideration as a boundary condition. We elaborate on how organizations can foster strengths-based and deficits-based leadership and build a flourishing workforce.

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**Workplace bullshit jargon and leadership perceptions (or: Unpacking the connectivity between how higher-ups talk and their leadership vibe)**

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**ABSTRACT:**

Purpose of the study: Researchers have observed an increase of bullshit (i.e. a disregard for the truth) in workplaces and a specific way of speaking has been associated with this phenomenon (e.g. “thinking outside the box”). Further, leaders’ communication has been recognized as influencing how leaders are perceived. While both the workplace bullshit and leadership literature overlap in the recognized relevance of leader communication for workplace outcomes, the role of bullshit-language for leadership perceptions is unclear. This study examines the ways in which employees’ perceptions (inspirational leader communication & ethical leadership) are informed by leaders’ use of bullshit-language and whether this effect may differ by leader gender.

Method: A sample of 405 participants read a statement from a fictional leader (indicated as either male or female) that contained either neutral or bullshit-language. After reading the statement, participants rated the extent to which they perceived the leader to communicate inspirationally, and to be an ethical leader.

Results: The results of two-way ANOVAs indicated a significant main effect of workplace bullshit language on perceived inspirational communication and ethical leadership by leaders. Leaders whose statements contained workplace bullshit language were scored as less inspirational and ethical than those with neutral language. No interaction of language used and gender were indicated in relation to inspirational communication or ethical leadership perceptions.

Theoretical and practical implications: The results provide insights into the ways in which bullshit language may inform perceptions of leaders. This experimental study found bullshit-language to be detrimental to perceptions of leaders’ inspirational communication and ethical leadership. These effects are based on short term impressions of these leaders and related to vignettes that did not provide any other information about the leader. Future research can examine the role of bullshit-language for leader perceptions by asking subordinates about their leader’s language.

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**Implicit leader motivation and transformational & transactional leadership:  
Toward a configurational theory**

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**ABSTRACT:**

Leadership researchers have long been interested in the implicit motivational foundations of successful leadership. This article integrates two research traditions in leadership research by proposing that the expression of implicit leader motives (as measured by coding imaginative verbal behavior of leaders) is channeled by transformational and transactional leadership behaviors (as measured using follower-ratings) such that both interact in the prediction of leadership outcomes. The result of this integration is a configurational theory suggesting that (a) low levels of implicit affiliation needs enable transformational leaders to be effective, and (b) that implicit power motivation leads to successful leadership when it is aligned with follower interests through high levels of transactional leadership. In a sample of leaders and followers (N = 461; 159 leaders, 302 followers) from various organizations, we found support for each of these two channeling effects for three of four outcome criteria in followers (organizational citizenship behavior, innovative behavior, counterproductive work behavior, and procedural justice perceptions). These findings provide novel insights into how implicit and explicit processes, goal-directed and interaction-directed, and motivational and habitual processes work together in leadership.

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**Claiming, granting or resisting leadership: gender differences in leadership behaviors at work**

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**ABSTRACT:**

Although women increasingly enter the workforce, they remain underrepresented at senior leadership levels (Catalyst, 2021; UN Women, 2021). Addressing this issue, we examined gender differences in behaviors related to organizational leadership emergence. We draw from the leadership identity construction theory (DeRue & Ashford), which posits that leader identities form through claiming-granting interactions. In short, individuals exhibit behaviors consistent with a leader identity (claiming), which are either endorsed (granted) or resisted (rejected or counterclaimed) by others. Previous studies on this process omitted examining gender effects due to concerns about their impact on leadership attainment or lack of female participants (Empson et al., 2023; Lyndon & Pandey, 2021). Connecting theories on gender stereotypes and leadership emergence, we hypothesized that women grant leadership more than men, while men both claim leadership more and resist others' leadership more. To test our hypotheses, we conducted two online survey studies among samples of working adults. In study 1, we tested the validity of a scenario depicting claiming-granting interactions at work (N = 172), while study 2 examined gender differences in the claiming-granting behaviors shown in the scenario (N = 717). Results show that women indeed grant others' leadership at work more often, while men claim more leadership at work. However, gender differences for resisting others' leadership only emerged for counterclaiming, with men doing this more than women. No gender differences were found for rejecting others' leadership. These results extend the leadership identity construction theory by incorporating gender, and integrate existing research on gender inequality and leadership. We show that gender plays a significant role in how leadership identities are formed in organizations. A better understanding of this process can help organizations create equal opportunities for advancement for men and women. For instance, the outcomes could inform training and development programs targeted at women.

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**Influence of face-to-trait inferences on leadership selection during organizational change: The role of change type and successor origin**

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**ABSTRACT:**

**Purpose of the study:** This study investigates whether face-to-trait inferences influence leadership selection decisions. We argue that facial appearance associated with high leadership abilities will impact selection decisions, especially under specific leadership prototypes needed during organizational change. We hypothesize that decision-makers rely more on face-to-trait inferences during involuntary changes than voluntary ones. Additionally, based on strategic renewal theory, we hypothesize that the selection of internal versus external successors will affect these decisions. External candidates symbolize strategic renewal, and face-to-trait inferences are crucial in initial interactions but wane over time. We therefore expect decision-makers to rely more on face-to-trait inferences for external candidates. Lastly, we hypothesize that implicit leader prototypicality mediates the relationship between face-to-trait inferences and leadership selection.

**Method:** To test our hypotheses, we employ a 2x2 between-subjects design manipulating change type (voluntary vs. involuntary) and successor type (internal vs. external). We test the implicit leadership prototype mechanism using a Go-No-Go Association Task. Data will be collected from 240 part-time students at Bern University of Applied Sciences and the University of Cologne. Preliminary tests with 114 Amazon Mechanical Turk participants examined the influence of change type on selection decisions..

**Results:** Preliminary results show candidates with higher perceived leadership prototypicality are more frequently chosen in involuntary leave scenarios (e.g., poor performance: 76.9% high vs. 23.1% low) than in voluntary ones. The distribution significantly differed between involuntary (70.9% high, 29.1% low) and voluntary (52.5% high, 47.5% low) treatments ( $\chi^2(1, N=114) = 4.05, p = .044$ ).

**Theoretical and practical implications:** This research enhances understanding of decision-making biases in organizations, showing how strategic changes influence top-management team perceptions and biases related to face-to-trait inferences, and contributes to literature on strategic renewal.

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**“We offer full-time, part-time, or flexible employment options”: Communication of ideal worker norms in STEM and HEED job vacancies**

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**ABSTRACT:**

Purpose of the study: The labor market in the Netherlands is tight, and finding personnel is a significant challenge for many organizations. Particularly sectors as healthcare, education, IT, and the technical industry are dealing with immense shortages in human capital. Notably, these sectors are also characterized by strong gender segregation. This gender inequality is undesirable, and HR professionals express a need for actionable perspectives on more gender inclusive recruitment to attract a more diverse pool of labor. The job vacancy text is a crucial starting point for gender inclusive hiring. While abundant research shows how gender biased language in job vacancy texts forms an exclusionary mechanism for candidates, the communication of employment conditions (i.e., contract hours, remote work) in job vacancy texts is often overlooked. The research question is: “How does the ideal worker norm manifest in the employment conditions in job advertisements in IT/technology (STEM) vs. health care/primary education (HEED)?”

Method: In this exploratory research, we analyzed whether ideal worker norms in job vacancy texts differ between STEM and HEED sectors. Using a mixed-methods design, in Study 1 we interviewed eight HR professionals about the ideal worker norm. In Study 2, we analyzed 160 job vacancy texts.

Results: The results showed that part-time contracts are normalized in primary education and nursing, while full-time contracts are normalized in IT and technology. Particularly in STEM, this full-time norm is rather fixed (whereas in HEED there was more variation in contract size offered). Also, in their job offerings, HEED vacancies placed emphasis on “people” oriented aspects of work (working in a ‘fun’ team) while STEM vacancies focused more on “things” in terms of secondary benefits (a car or phone).

Theoretical and practical implications: This indicates that all four gender-segregated job sectors have the potential to make their job advertisements more flexible and inclusive, yet on different aspects of communication in employment conditions.

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**Assessing the age-friendliness of organizations using employer ratings: Evidence for the DACH region**

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**ABSTRACT:**

**Purpose of the study:** This study explores how companies in the DACH region (Germany, Austria, Switzerland) have adapted their workplaces to accommodate an aging workforce within the last thirteen years. We aim to answer two key questions: how is the age-friendliness of organizations perceived by their employees, and how has the pandemic influenced the perceived age-friendliness of organizations? We operationalize the age-friendliness of organizations by assessing employer reviews of how older employees are treated based on the emotions and contextual features of work (i.e., core culture, development, wellness, flexibility) described in the reviews. Our hypotheses are that 1) there will be enhanced perceptions of the age-friendliness of organizations across time, and 2) the pandemic has accelerated this trend.

**Method:** We integrated machine learning with multi-level analyses. Our data includes 5,293 employer reviews from 2011 to 2023. Focusing on the pandemic, Study 1 examined a large German company with over 500,000 employees. Study 2, which is ongoing, gathered data from 30 DACH companies to explore how leadership behavior, collegiality, and working conditions correlate with changes in age-friendliness over time.

**Results:** The results from Study 1 suggest that the pandemic has positively affected perceptions of how older employees were treated, as indicated by increased positive emotions and improved contextual features of work expressed in the reviews. There was no significant change in negative emotions. The results of Study 2 will be presented at the conference.

**Theoretical and practical implications:** Our study underscores the importance of continuously assessing and adapting workplace practices to meet the needs of an aging workforce. Practically, we offer a cost-effective method for companies to evaluate their age-friendliness. This is especially important because older employees face higher health risks during events like the COVID-19 pandemic. However, such events and the shift toward remote work also benefit older workers, highlighting the need for supportive and adaptable workplaces.

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**Delineating the interpersonal level of inclusion: conceptualizing and measuring daily inclusive coworker behavior**

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**ABSTRACT:**

Research on inclusion mainly focused on how leaders and organizational practices can facilitate inclusion and downstream beneficial consequences. Thereby, the role of structural initiatives within organizations is highlighted, whereas the role of interpersonal interactions among coworkers is ignored. Given the frequency and influence of coworker interactions on employee outcomes, this study explores inclusive coworker behavior (ICB), defined as everyday actions that affirm the focal employee as a valued member of their collective. We conceptualize ICB by distinguishing between relational (i.e., actions that provide access to resources that assist in creating connections to others) and instrumental (i.e., actions that provide access to resources assist in tasks and careers) ICB. Adopting a within-person perspective, we delineate the mechanisms through which daily variations in ICB are related to employee outcomes. Drawing from interaction ritual chain (IRC) theory, we hypothesize ICBs can be considered successful interactions, which in turn generate energy and influence subsequent behavior. Through a 10-day diary study design with three daily measurements (NLevel-1 = 1,552; NLevel-2 = 235), we find that experiences of ICB are associated with higher levels of goal attainment and emotional work engagement through increased levels of relational and instrumental energy. Furthermore, we provide scholars and practitioners with a validated ICB scale that provides a comprehensive and psychometrically sound measurement instrument. Using both inductive and deductive approaches, implemented in eight studies (N = 1,155), we provide scholars and management professionals with a theoretically grounded scale that describes what inclusive coworker behaviors look like. This work enriches the literature by delineating the interpersonal dimension of inclusion and provides practitioners with actionable insights on fostering inclusive behaviors in the workplace.

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**A daily diary study examining employee inclusion based on their interaction with their leaders and coworkers via different communication channels**

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Co-authors: Joyce Elena Schleu, Radboud University; Kai N. Klasmeier, Federal Institute for Occupational Safety and Health, Dortmund, Germany & University of Hamburg; Marieke L. Fransen, Radboud University; Wolter Pieters, Radboud University

**ABSTRACT:**

**Purpose of the study:** This study explores how leader and coworker interactions through various communication media influence employee inclusion, considering both social and organizational inclusion dimensions. We hypothesize that communication quantity, especially via richer media (face-to-face, videoconferencing), positively impacts employee inclusion. We aim to understand the temporal dynamics of these interactions and their implications for workplace inclusion.

**Method:** We conducted a pre-study and a pilot study using Prolific to assess daily fluctuations in social and organizational inclusion, confirming the suitability of daily measurements with established scales. For the main study, we gathered data from 148 participants over ten working days, measuring daily interaction time with leaders and coworkers through different media, as well as daily inclusion levels. Control variables included leader-member exchange and interaction quality.

**Results:** Our findings indicate that daily interaction time is positively related to inclusion. Specifically, more face-to-face interactions with supervisors enhance organizational inclusion, and videoconferencing with supervisors also boosts organizational inclusion. Additionally, face-to-face interactions with coworkers are linked to higher social inclusion. These effects hold even when controlling for baseline inclusion and leader-member exchange.

**Theoretical and practical implications:** This study reveals that social and organizational inclusion fluctuate daily, challenging the traditional view of these constructs as stable traits. This dynamic understanding necessitates agile, daily-focused interventions to promote inclusion effectively. Moreover, while leadership studies often do not consider the broader social context, our results highlight its importance by showing that supervisor interactions are crucial for organizational inclusion, while coworker interactions are vital for social inclusion. Our results support media richness and social presence theories, suggesting organizations should promote face-to-face and videoconferencing interactions between supervisors and employees to foster organizational inclusion. For social inclusion, encouraging in-office days to facilitate face-to-face coworker interactions is recommended. These insights can inform policies and practices aimed at enhancing workplace inclusion in the hybrid work era.

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**Navigating the additive bias: Normative influences on innovation contexts**

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**ABSTRACT:**

**Purpose of the study:** The discourse around innovation is dominated by a focus on additive transformations, such as introducing new technologies, products, or procedures. To truly advance sustainability, we also need to focus on subtractive transformations, which involve eliminating certain processes and adopting more resource-efficient alternatives. However, research (Adams et al., 2021) has revealed that people tend to overlook subtractive ideas. We conducted three experimental studies to explore the factors responsible for this additive bias. We test the hypothesis that people consider removing something from an existing entity as counter-normative and, therefore, that it does not occur to people as a possibility.

**Method:** The first study tested the influence of social norms around additive and subtractive changes. Participants reported their normative beliefs and their normative and empirical expectations around additive and subtractive ideas, in the context of innovating or improving products and procedures. As research suggests that counter-normative behaviors are often seen as physically impossible (Kalkstein et al., 2023), our second study tested whether subtractive changes were also more often seen as impossible. In the third study, currently in preparation, we aim to manipulate additive versus subtractive norms, to directly test the causal role of norms in the additive bias.

**Results:** The results demonstrated the existence of a social norm favoring additive over subtractive changes. Furthermore, participants indeed were more likely to misclassify subtractive changes as physically impossible as compared to additive changes.

**Theoretical and practical implications:** This project aims to suggest viable solutions that address socio-ecological problems, such as the depletion of natural resources and the tendency towards excessive consumption and irresponsible production. All in all, this set of studies deepens our understanding of the additive bias and provide a starting point for possible interventions, ultimately leading to more balanced innovations.

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**Decision outcomes for ill-structured problems in top management teams:  
Mapping facilitators and barriers in a scoping review**

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**ABSTRACT:**

Purpose of the study: Many organizations struggle with ill-structured problems due to volatile, uncertain, complex, and ambiguous environments. It is essential to know which factors help or hinder positive decision outcomes within an organization. However, such an overview is missing until today. The objective was to obtain insight into facilitators and barriers that affect decision outcomes. Research Question: which factors contribute to decision outcomes (decision quality, decision consensus, and affective relationships) for ill-structured problems in Top Management Teams (TMTs)?

Method: Since the constellation of the topic above has not been extensively elaborated on in the literature, it is essential to take a broad perspective. We believe a scoping review (cf. the Prisma-SCR protocol) to be suitable for this purpose, as scoping reviews are explicitly aimed at mapping factors related to an outcome and identifying knowledge gaps in the literature. By contrast, a systematic review is inherently narrow in focus, and could thus overlook important research.

Results: Our scoping review included 39 studies covering 3.000 organizations and 9.500 respondents. The most investigated decision outcomes were decision quality, decision commitment, and decision effectiveness. Facilitators were behavioral integration; procedural rationality; task conflict and trust. Relationship conflict was a barrier. Political behavior, (team) leadership, and diversity can either be a facilitator, a barrier, or a secondary predictor.

Theoretical and practical implications: Primary and secondary predictors show a complex picture of interrelated variables impacting decision outcomes. We recommend the application of behavioral integration in practice to facilitate decision quality, decision commitment, and decision effectiveness as well as the mitigation of relationship conflicts to reduce obstructing effects. Additionally, we recommend future research into the interplay of facilitating factors and relationship conflicts regarding decision outcomes in TMTs. We suggest research concerning the effects of collective emotional factors on decision outcomes.

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## **Algorithmic guidance versus human wisdom: Perceptions on the role of AI and human advisors**

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### **ABSTRACT:**

Purpose of the study: With the rise of Artificial Intelligence (AI) in advisory roles, understanding how individuals perceive and utilize AI advice compared to human advice in decision-making processes is crucial. This study examines the influence of advisor type (AI or human) on perceived competence, adherence to advice, and reflective thinking, and investigates the moderating role of technological affinity. We hypothesized that individuals would differ in reflective thinking, adherence to advice, perceptions of advisor type. Furthermore, we explored whether technological affinity moderates these relationships.

Method: A sample of 49 participants engaged in a crossover randomized control trial involving a novel decision-making task with ambiguous stimuli. Participants received advice labeled as either from AI or human sources, followed by a self-report survey assessing the perceived competence of the respective advisors and technological affinity. Reflective thinking was measured indirectly through response times.

Results: Results indicated that participants exhibited less reflective thinking and rated the perceived competence of AI advisors as less competent compared to human advisors. Additionally, an order effect was observed, with lower adherence to advice when AI advice was presented first. However, technological affinity did not significantly moderate the relationship between advisor type and the measured outcomes.

Theoretical and practical implications: These findings highlight the complexity of human-AI interactions, suggesting that individuals may inherently perceive AI advisors as less competent and engage in less reflective thinking when following AI advice. This has significant theoretical implications, as it challenges existing notions of algorithm aversion and appreciation, emphasizing the need for a nuanced understanding of these dynamics. Practically, the study underscores the importance of addressing biases against AI to enhance its integration into decision-making processes. Future research should explore these dynamics in more complex decision-making scenarios, such as healthcare, finance, and legal settings, to ensure the optimal use of AI in supporting human decision-making effectively.

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**Turtle and hare workshops: Exchanging software skills from beginner to experienced**

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**ABSTRACT:**

This presentation involves a project, in collaboration with the eScience Center in Amsterdam, that promotes open-source code and software usage among work and organizational and social psychologists, in collaboration with industry and other research fields.

In the work and organizational psychology research climate, we observe two groups of researchers with complementary strengths. Junior researchers are often familiar with open-source software but must accumulate research experience and expand their network. Senior researchers have mastered this skill and have the network but sometimes struggle to keep up with technological developments such as open-source software. To narrow this gap, I designed a project in collaboration with the eScience Center Amsterdam to connect advanced software users to beginners using a need-based online matching procedure. Matched pairs proceed in 1:1 teaching sessions using resources of the eScience Center. By connecting researchers based on their needs, we can enable online open and team science and software beginners to get an easier start using software without spending hours on courses. Similarly, we enable junior researchers to gain software teaching experience and connect them to researchers further along in their careers who could foster new research relationships for them. By connecting these two groups of researchers, we can foster team science while promoting open-source software in work and organizational psychology. I reason this project is especially relevant in our field given the lack of transparent research and software usage methods observed in many papers. Making this more transparent can improve research quality and replicability likelihood and help increase the trust in our field and the utility for the industry.

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## **Balancing accuracy and acceptance of algorithmic hiring decisions: Put the human touch into the equation**

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### **ABSTRACT:**

**Purpose of the study:** In personnel selection, decision makers prefer to combine information in their mind, as algorithms restrict autonomy, however using algorithms results in more accurate decisions. The aim of our studies was to investigate if two autonomy affording algorithms (AAAs), mechanical and clinical synthesis, resulted in higher predictive validity than purely holistic predictions. In clinical synthesis, the decision maker can holistically adjust the valid prediction from an algorithm. In mechanical synthesis, the decision-maker's holistic prediction is multiplied by a weight that is either self-designed (by the decision maker) or prescribed (e.g., by an organization) and algorithmically combined with other information. Based on self-determination theory, we investigated if using AAAs would 1) result in more positive user reactions than using a prescribed algorithm, and 2) in higher predictive validity than holistic prediction.

**Method:** Participants predicted the job performance of 40 real applicants based on their assessment scores, with supervisor ratings as the criterion. Study 1 (N = 261) consisted of a one-factorial between-subject design with five. Study 2 (N = 610) consisted of a 2 x 4 between-subject design with eight conditions. We varied the prediction procedures (holistic, clinical synthesis, self-designed mechanical synthesis, prescribed mechanical synthesis, and prescribed algorithm).

**Results:** In both studies, AAAs resulted in higher predictive validity than holistic predictions. In Study 2, clinical synthesis resulted in lower predictive validity than prescribed mechanical synthesis ( $d = -0.24$ ) and self-designed mechanical synthesis ( $d = -0.33$ ), but higher predictive validity than holistic predictions ( $d = 0.52$ ). User reactions were most positive when using holistic predictions and most negative when using a prescribed algorithm, with the AAAs falling in the middle.

**Theoretical and Practical Implications:** Incorporating AAAs into hiring processes increases decision accuracy compared to pure holistic prediction and results in more positive user reactions compared to using prescribed algorithms. Since there were no differences in user reactions to self-designed and prescribed mechanical synthesis, we suggest that prescribed mechanical synthesis can be a particularly valuable tool for organizations, as it optimally balances decision accuracy with autonomy.

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**Back on track: Longitudinal follow-up of quality of reintegration after burnout in the Belgian federal government**

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**ABSTRACT:**

Purpose of the study: Despite investments in burnout prevention in science, legislation and practice, the number of people absent from work for more than a year due to burnout increased from 25,098 in 2016 to 35,145 by 2021 in Belgium (National Institute for Sickness & Disability Insurance, 2022). Psychological literature has long been aware of the factors that lead to burnout (Awa et al., 2010) but a preventive approach (primary prevention) alone thus seems insufficient to successfully tackle the burnout issue. A more curative approach is also needed, which looks at treatment (secondary prevention) and reintegration in the workplace (tertiary prevention). As a result, the focus on reintegration after burnout is growing. However, most focus is on how to assist people to go back to work. The follow-up of this work resumption, in order to improve functioning and prevent relapse, has been considered much less and is therefore investigated here.

Method: The study entails two phases: (1) interviews to identify promoting or risk factors for a successful reintegration after burnout, which are specific for the Belgian Federal Administration; and then (2) a longitudinal questionnaire study where a sample of 100-150 federal agents is followed over three timepoints during their return to work after an absence for burnout (T1: March, T2: June, T3: September '24).

Results: Given that the data collection is still ongoing, no results can be reported yet. We confirm the data analysis will be completed by the conference date in order to present the results.

Theoretical and practical implications: Given that the data collection is still ongoing, no implications can be reported yet.

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**Mining well-being: The potential of process mining to identify and monitor factors related to employee well-being**

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**ABSTRACT:**

Purpose of the study: Improving employee well-being is crucial for establishing a work environment that supports sustainable health and performance thereby helping organizations to attract and retain employees. Drawing on job design theories such as the Job Demands-Resources model, scholars have studied how perceived job characteristics impact employee well-being and performance. Although this has yielded considerable knowledge and insights, relying solely on subjective measures has methodological and theoretical shortcomings. In the present study we introduce and explore process mining as a technique for analyzing business processes and patterns, hereby offering objective, continuous measurements of work patterns. By doing so we explore if and how process mining can be used to evaluate job characteristics and their relation with employee well-being.

Method: In a first pilot study among employees working at an IT department of a large university in the Netherlands, we measured five work characteristics (i.e. monotonous work, time pressure, workload, social support, and autonomy) via a survey and via process mining. In addition, work engagement, burnout, and boredom were measured as indicator of employee well-being by a one-time survey. With the process mining technique we collected data about work characteristics, based on event data, i.e., data including activity and timestamp, from the department's main information system.

Results: Preliminary results indicate the suitability of process mining for measuring some work characteristics such as monotonous work, workload, and independent working. These work characteristics show strong correlations with work engagement. However, further research is necessary to investigate which work patterns and work characteristics can be reliably identified and monitored with process mining.

Theoretical and Practical implications: Our study provides preliminary insights into how the method of process mining can be used to measure the objective side of job characteristics alongside self-report measures. Evaluating, monitoring, and improving employee well-being through process mining demonstrates how organizations can utilize the data collected from their information systems. The potential advantages and disadvantages of using process mining to monitor work characteristics will be discussed.

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**Responsibilities in the employment relationship: A quantitative study of normative ideas, their antecedents, and attitudinal outcomes of misfit in expectations and experiences**

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**ABSTRACT:**

**Purpose of the study:** This study addresses the question how employees think responsibilities for physical, psychological and professional well-being should be distributed between employer and employee (expectations), how they are distributed in practice (experience), and to what extent a misfit between expectations and experience is associated with employees' emotions (Positive Affect (PA)/Negative Affect (NA)) and attitudes (Organizational Citizenship Behaviors(OCB)/Counterproductive Work Behaviors (CWB)) towards their employer. It furthermore aims to provide insight in which antecedents (individual characteristics such as Locus of Control (LOC), the employment situation, job characteristics, and organizational characteristics such as Organizational Communication and Supervisor Support) shape these normative ideas.

**Method:** We collected data through an online survey from 415 respondents between April and May 2024. Respondents are individuals who are currently employed by an organization and who have been working there during the last three months at least. We ask respondents about their expectations and experiences regarding responsibility distribution on the following topics: physical health, mental health, psychosocial safety, workload, work-life balance, job satisfaction, job performance, professional development.

**Results:** Preliminary results show significant positive effects of misfit between expectations and experiences (or breach) on NA for almost all topics. For several topics, misfit has a significant positive effect on CWB. Fit between expectations and experiences (or fulfilment) has a significant positive effect on OCB for several topics. For one topic, this relationship is mediated by PA. Furthermore, LOC significantly affects expectations about responsibility distribution for several topics. Lastly, Organizational Communication and Supervisor Support are both significantly related to greater fit and smaller misfit for almost all topics.

**Theoretical and practical implications:** This study has important implications for the promotion of physical, psychological, and professional well-being of employees through organizational practice, i.e. managing expectations and distribution of responsibilities in employment relations. Theoretically, the results contribute to our understanding of value congruence in organizations (i.e., misfits between normative views about responsibility and actual experiences) and employment relationships as psychological contracts.

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**What is the core of workaholism? A factor analysis to unify workaholism research**

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**ABSTRACT:**

Working hard is perceived as a valued behavior. However, this behavior can get out of hand and develop into workaholism, which is associated with many negative mental and physical consequences. The topic's importance stimulated an increase in publications on workaholism. Unfortunately, not only did the number of publications increase, but also the number of workaholism measures. Those different measures of workaholism make comparisons between studies difficult. Therefore, this study aims to find an agreement on what workaholism consists of and how to measure it. To do so, we systematically searched for all published workaholism measures. We took all published items from the measurements and used an R-coded algorithm that considered semantics and item quality to select a representative item subset. In a cross-sectional online study, we administered those items to a sample of 510 full-time or part-time working individuals from three different regions (European (1/3), UK (1/3), and US (1/3) with a balanced gender ratio. To investigate the core of workaholism, we first screened the workaholism items by examining whether they were too related or unrelated to related constructs. Then, we conducted a factor analysis with all the workaholism and related items to determine what components workaholism consists of. Finally, we ran the factor analysis again to determine how the workaholism components related to related constructs. This article helps to point out similarities and differences in workaholism measures and helps to unify workaholism research.

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**Optimizing daily recovery: How work activities influence the effectiveness of recovery activities**

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**ABSTRACT:**

Purpose of the study: Work stress affects millions of employees in the European Union, impairing well-being and work performance (Eurofound, 2007). Effective recovery from work is crucial, yet existing interventions have shown limited effectiveness, partly because they assume a one-size-fits-all approach that fails to account for day-to-day variations in work life (Verbeek et al., 2019). In contrast, recovery literature suggests that recovery activities should differ from daily work tasks to be effective (Geurts & Sonnentag, 2006). This study, utilizing a novel dimensional approach (Alameer et al., 2023), investigates how contextual work-related factors shape the effectiveness of recovery activities. We propose that the effectiveness of recovery activity characteristics on next-day well-being (vigor and emotional exhaustion) is contingent on daily work activity characteristics. We further hypothesize that recovery experiences (detachment and relaxation) mediate the interactive effects of recovery and work activities on next-morning well-being.

Method: We conducted a two-week experience-sampling methodology (ESM) study with 376 employees, using smartphone surveys administered three times daily (i.e., “on waking,” “after work,” and “before bedtime”). The end-of-work survey assessed work activities as a moderator, the bedtime survey measured the predictors (recovery activities) and mediating variables (detachment and relaxation), and the next morning survey assessed the outcome variables (emotional exhaustion and vigor).

Results: Given the nested data structure, hypotheses are analyzed with multilevel structural equation modeling in Mplus8 (Muthen & Muthen, 2017) by applying multilevel mediation and multilevel moderated mediation modeling techniques (Preacher et al., 2015). Analyses will be completed by the conference date.

Theoretical and practical implications: This study offers new insights into the differential effects of recovery activities and the work-related factors shaping their effectiveness. Beyond enhancing theoretical understanding, these insights are crucial for developing targeted, effective, and sustainable evidence-based interventions. Personalized approaches and ecological momentary interventions (EMIs) have the potential to move beyond one-size-fits-all solutions, promoting employee well-being and performance by considering individuals' daily work variations.

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**Psychological safety. Research and practice. What is happening.....?**

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**ABSTRACT:**

The objective of our presentation is to share our experiences in translating scientific findings into meaningful tools for practice in the field of occupational health and organizational psychology. The subject of our session is psychological safety in organizations and our presentation will consist of two parts:

In the first section we will explain the concept of psychological safety, summarize research findings on the subject and discuss the merits of a psychological safe work space. We will describe the challenges stakeholders like managers, team members and board room executives face working to increase the psychological safety in their organizations. We will share examples of real life situations. And we will address our role and responsibility as organizational psychologists assisting stakeholders to realize lasting psychological safety in their organizations.

In the second section we will introduce the Capability Approach (CA), an innovative framework for assessing and improving workplace well-being and sustainable employability (Abma et al., 2016; Gürbüz, Joosen, Kooij, Bakker, van der Klink, et al., 2022; Klink et al., 2016), and demonstrate how we use this theoretical framework to enhance psychological safety in organizations. We will highlight two examples:

1. A project in a general hospital aimed at training leaders to engage in meaningful conversations with their teams
2. Using the CA to enhance psychological safety by enabling neurodivergent workers to discuss their needs more openly.

We will discuss the challenges we had in these initiatives and share best practices.

**Implications:**

We strive to give more insight in how scientific knowledge translates into practice, how to enable the transition of scientific knowledge to practitioners and to encourage scientists to work closely together with practitioners, clients and other stakeholders.

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## **Identifying and addressing groups of employees vulnerable to work-related mental health problems**

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### **ABSTRACT:**

Purpose of the study: Accelerated by the COVID-19 pandemic, the Netherlands currently has one of the most digitalized workforces in Europe (European Commission, 2023). At the same time, there were 1.6 million employees in 2022 in the Netherlands experiencing stress and burnout symptoms (TNO, 2023), highlighting the need for effective interventions that address the growing stress amongst the Dutch working population. We aim to fill this gap by testing a workplace mental health intervention for supervisors developed by the World Health Organization (WHO) in Dutch small-to-medium enterprises (SMEs). These SMEs often have fewer resources than large businesses to support the mental health of their workers. To make these trials fit the context of Dutch SMEs, we have performed various co-creation activities to gather valuable input from important stakeholders (e.g. end-users, mental health professionals, etc.).

Method: We began with a desk review of 22 studies from academic and grey literature to identify specific groups of Dutch employees vulnerable to work-related mental health problems and technostress, referring to stress caused by workplace technology use (Vermeij & Sitskoorn, 2021). Following this, we conducted several co-creation activities, including focus group discussions, a Delphi study, and scenario-based workshops, to gather expert and end-user input.

Results: The desk review and co-creation activities revealed that vulnerability to technostress and work-related mental health issues varies based on age, gender, education levels, and job position. These vulnerabilities arise from different factors, such as technostress, sector characteristics, stigma, and more. Our qualitative data provide detailed insights into how workplaces and interventions can be tailored to address these vulnerabilities effectively.

Theoretical and practical implications: This project addresses the need for more research on psychosocial stress due to ongoing and new challenges, like digitalization, in SMEs (Schreibauer et al., 2020). Our findings offer valuable insights for practitioners in addressing workplace mental health across different demographic groups.

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**Robots in the workplace: Advancing employee well-being and performance by creating human-robot-task fit**

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**ABSTRACT:**

Purpose of the study: Robots have the potential to revolutionize work; however, previous studies consistently find robotization to be negatively related to employees' affective and performance outcomes. Industry 5.0 suggests that customizing work to human needs might overcome those negative consequences. Unfortunately, current research predominately focuses on how employees can better adapt to robots to optimize production. Therefore, in this study, we explore whether the alignment between the characteristics of humans, robots, and the tasks they perform collaboratively contributes to employees' performance and well-being. We build on the task-technology fit (TTF) model, which supports this relationship.

Method: We conducted semi-structured interviews with N= 25 operators in 4 European manufacturing companies where robots will be implemented in the foreseeable future. The participants were asked about their current work and their expectations regarding robotization. We used an abductive thematic analysis approach to analyze the data and the TTF model to interpret the findings.

Results: We categorized employees' responses in 3 themes: the fit between 1) human and task in the current workplace, 2) human and robot in the future workplace, and 3) human-robot-task in the future workplace. In their current workplace, the fit between human cognitive capabilities and task requirements enhances employees' well-being and performance, while a lack of fit between human physical capabilities and task requirements has the opposite effect. For the future, when robots will be implemented, fit between human, robot, and task characteristics, seems necessary for well-being and performance. However, employees fear that implementing robots threatens their well-being and performance due to expected misalignment between task characteristics (e.g., task variety) and robot cognitive capabilities.

Theoretical and practical implications: Theoretically, this study expands the TTF model by emphasizing the role of employees beyond aligning task requirements with system characteristics. Practically, the findings of this study highlight the necessity of companies to consider the fit between humans, robots, and tasks before implementing robots to maintain employee well-being and performance.

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**Sensory overload at the workplace: A scoping review and exploratory interviews to reveal a new perspective on workplace wellbeing**

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**ABSTRACT:**

Purpose of the study: Sensory overload is a term frequently referenced in both research and media. While extensive research has explored sensory overload in clinical contexts (e.g., autism spectrum disorder and attention deficit hyperactivity disorder) as well as in the context of personality (trait) research (e.g., Highly Sensitive Person, Sensory Processing Sensitivity), there is a notable gap in research on the momentary state of sensory overload in the workplace (Scheydt et al., 2017). Building on the notion that all individuals, regardless of sensitivity to sensory processing, can experience sensory overload when confronted with specific stimuli and circumstances (Aron et al., 2012; Scheydt et al., 2017; Spence et al., 2014), this study aims to define sensory overload at the workplace, and identify how and when it occurs. Applying the Job Demands-Resources framework (Schaufeli & Bakker, 2004), we extend its traditional focus on cognitive, emotional, and physical job characteristics by including the physical workplace, more specifically sensory workplace demands and resources.

Method: First, we conduct a scoping review (JBI, PRISMA) to synthesise the use of 'sensory overload' across research domains, establish a unified definition with defining features, and highlight research gaps. Additionally, we conduct exploratory semi-structured interviews with employees operating in a range of specific work environments (nurses, teachers, lab workers, administrative clerks, teleworkers) and experts (company physicians, job coaches, prevention advisors) to understand workplace sensory overload experiences and identify influencing factors.

Results: The scoping review is in the analysis stage and interview data collection is ongoing. Preliminary findings from both studies will be combined and presented during the conference.

Theoretical and practical implications: This research aims to introduce a new perspective on occupational health research. Furthermore, by laying the groundwork for future studies, it seeks to enable the development of practical guidelines for working facilities, education and training, job design, and workplace design, to protect employees against sensory overload.

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**How work design leverages effective technology use in high risk organisations.**

**What are the mechanisms?**

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**ABSTRACT:**

Purpose of the study: Organisations today face significant labour market shortages, particularly for high-risk roles in healthcare, military, and policing. These shortages pose serious risks to societal health and safety. New technologies offer an opportunity to augment or automate work, potentially increasing efficiency and thus, reducing labour need. However, technologies are often not used to its full potential. High-quality work design (e.g., high autonomy, feedback, task variety, social support, etc.) may be crucial to leverage effective technology use. We adopt a human-centric perspective to identify how work design can facilitate the effective use of technology to ultimately increase efficiency. We hypothesise that high quality work design is positively associated with motivation, informal learning, and job crafting. These mechanisms, in turn, are expected to relate to effective technology use and ultimately, efficiency.

Method: Data was collected through a cross-sectional online survey. Adult participants (N = 373) who regularly use technologies were sampled from the medical sector (91.15%), military (4.56%) and police (4.28%).

Results: Preliminary results suggest that several work design characteristics are associated with the mechanisms and effective technology use. Interestingly, routine use was not related to the mechanisms and shows distinct relations compared to more proactive forms of technology use such as deeper learning, innovative use and adaptive use. Engaging in innovative technology use was positively associated with increased efficiency. The final results will be presented at the conference.

Theoretical and practical implications: This study explores the potential of work design in high-risk organisations, integrating insights from the literature on technology use and work and organisational psychology. The results can guide a human-centred perspective to using technology at work effectively. By adjusting work design, organisations may create an environment that stimulates motivation, informal learning, and job crafting, thereby ultimately facilitating the effective use of technology. Such improvements can lead to increased efficiency, helping organisations facing labour shortages.

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**Techno-uncertainty and techno-overload among the Dutch working population:  
What is needed for simultaneous promotion of employee well-being and  
innovative work behavior?**

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**ABSTRACT:**

Purpose of the study: New technologies on the work floor have been related to reduced errors and increased efficiency, but also to technological job demands, reduced employee well-being, and lowered performance. In our study, we aimed to investigate the prevalence of two technological job demands, namely techno-uncertainty and techno-overload, across various sectors in the Netherlands (RQ1), and clear up previous mixed findings by studying moderators (RQ3) in the relations between techno-uncertainty and frustration, emotional exhaustion, and innovative work behavior (RQ2).

Method: We carried out a three-wave longitudinal study with a representative sample of the Dutch working population (1st/2nd/3rd survey: 1018/750/547 participants). The sample was randomly split to obtain two datasets, one for exploratory analyses and one for confirmatory analyses. To answer RQ1, we calculated descriptives and used repeated-measures MANOVA to test differences in techno-stressors between sectors. RQ2 was answered by calculating correlations, and RQ3 will be answered by performing linear mixed effects models.

Results: Regarding the prevalence, techno-uncertainty was moderate and techno-overload was rather low; no differences between sectors were found within exploratory analyses. Correlations revealed a weak positive relationship between techno-uncertainty and both, frustration and innovative work behavior (within wave 1,  $p=.01$ ). However, when controlling for techno-overload, the correlation between techno-uncertainty and frustration became non-significant, the relationship with emotional exhaustion became significant (weak negative), and the relation with innovative work behavior remained constant (within wave 1,  $p=.05$ ). By the time of the conference, the remaining analyses will be finalized.

Theoretical and practical implications: This study is the first to shed light on the prevalence of technological job demands among the Dutch working population. In contrast to previous mainly cross-sectional studies that rarely considered moderators, our longitudinal study investigates moderators and examines interaction effects between techno-stressors. Our study thus provides indications for simultaneous promotion of employee well-being and innovative work behavior in the context of new technologies at the workplace.

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**Humor in professional coaching: A literature review and research agenda**

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**ABSTRACT:**

**Purpose of the study:** Extensive research has explored the incorporation of humor in therapy, revealing its potential positive effects on clients' mental well-being and personal growth. However, limited research exists on how coaching could benefit from humor as an intervention and how its utilization impacts the interaction processes and outcomes for both the coachee and coach. Therefore, our research focuses on the use and effects of spontaneous humor within professional dialogues. This paper aims to extract insights from academic literature on humor in adjacent fields and apply these insights to the context of coaching.

**Method:** This paper offers implications for coaching theory and practice, alongside a proposed research agenda. The initial phase involves analyzing reviews on humor in professional contexts, and coaching. Secondly, following the PRISMA guidelines for review, we identified 13 empirical studies, which address the role of humor in counseling, psychotherapy, and mentoring.

**Results & theoretical and practical implications:** Our findings suggest that humor serves as a valuable tool for establishing and deepening the working alliance, fostering adaptive coping mechanisms in clients, and enhancing the cognitive and behavioral process. Moreover, humor is shown to be advantageous for professionals in navigating challenging client relationships. These findings hold significance for the realm of coaching practice as well. In light of these insights, we propose the integration of humor use in education toolkits for coaching professionals.

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**Can I improve my personal goal level through workplace coaching over time? A randomized control trial study**

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**ABSTRACT:**

Despite its popularity, empirical studies examining the effectiveness of workplace coaching using rigorous research design are still scarce. The workplace coaching process requires time for behavioral change and learning but promises greater performance in the future. What is less clear, however, is to what extent coaching impacts tasks over time and how individual differences interact with situational stimuli to influence improvements. Using an experimental design with two measurement points in a corporate setting, this study explores whether individual differences in motivational traits impact goal measurement in a coaching process over time. We hypothesized that participants in the coaching group would have significantly higher self-ratings of perceived goal-level measurement than participants in the control groups. Moreover, we hypothesized that the general self-efficacy will moderate the relationship between the coaching group and goal-level measurement over time, so the relationship will be stronger for a higher level of general self-efficacy. Two hundred and two participants from 13 organizations were randomly assigned to a coaching or waiting list condition. Participants in the coaching condition received four weekly coaching sessions from thirty-three external coaches. The results showed that participants who received coaching significantly improved their goal level compared with those who did not. This suggests that workplace coaching is an effective learning intervention for improving goal measurement for participants with different backgrounds. The findings indicate that general self-efficacy is not a condition for increased goal level for those who received coaching, suggesting that coaching is an effective tool regardless of the participant's level of general self-efficacy. The results indicated that low general self-efficacy predicted the decision to withdraw from the study, suggesting the importance of the general self-efficacy trait in assessing the readiness of those involved in coaching.

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**Effective coaching approaches: Inspecting the moderating roles of goal level and coachees' cognitive preferences and needs**

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**ABSTRACT:**

Purpose of the study: Coaching is a collaborative process aimed at helping individuals maximize their personal and professional potential through thought-provoking interactions. This study aims to investigate the effectiveness and alignment of solution-focused coaching (SFC) and cognitive-behavioral coaching (CBC) approaches with varying coaching goals and coachee characteristics. Despite the recognized positive impact of many coaching approaches on employee well-being and functioning, the mechanisms driving their success remain unclear. The research explores whether the level of coaching goals—ranging from concrete to abstract—affects the anticipated effectiveness and attractiveness of SFC and CBC approaches, as perceived by experienced coaches and potential coachees. Additionally, it examines how coachees' cognitive preferences and needs influence their perception of these coaching approaches. By aligning coaching approaches with different goal levels and understanding coachees' individual differences, the study seeks to optimize and personalize the coaching process.

Method: Study 1 examines how different goal levels influence coaches' perceptions of the coaching effectiveness and attractiveness. Study 2 explores how goal levels and cognitive needs and preferences affect coachees' views on coaching. Participants read vignettes detailing SFC and CBC designed for different goal types. They then assess the anticipated attractiveness and effectiveness of each coaching approach.

Results: The data collection for both experienced coaches and potential coachees is ongoing. Results will be presented at the conference in November.

Theoretical and practical implications: Theoretically, this study advances our understanding of how different coaching approaches align with various goal levels and cognitive preferences, offering a nuanced view of coaching effectiveness. It provides a framework linking coaching strategies to goal hierarchies and coachee characteristics, enriching coaching literature. Practically, the findings guide coaches in selecting and tailoring their methods to better fit individual coachee needs and specific goals, thereby enhancing engagement and making it a more powerful tool for personal and professional development.

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**Multilevel mindfulness: Which organizational factors stimulate mindfulness in the workplace?**

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**ABSTRACT:**

Purpose of the study: Globalization, technological developments and societal challenges such as climate change and the energy transition cause work to become increasingly complex and intensive for workers. Mindfulness can help workers to deal with these challenges, as it is known to be effective in dealing with stress but also positively impacts work-related outcomes such as engagement, concentration and productivity. However, little research has been done on the impact of job and organizational factors on employee mindfulness. This study aimed to examine which factors in the organizational context stimulate and/or hinder employee mindfulness.

Method: Two methods were used: 1) scientific literature review in Scopus, and 2) qualitative interviews with scientists, trainers and managers. The findings from the literature and interviews were integrated into a theoretical multilevel mindfulness model.

Results: In total, 19 studies were included in the literature review and 23 interviews were held. The results show that the individual and the work environment interact with each other when it comes to mindfulness in the workplace. Factors in the organizational context were identified that impact employee mindfulness, such as task autonomy, task variety and complexity, psychological safety, leadership style and physical work environment. The factors were integrated into a multilevel mindfulness model, distinguishing factors at the task, team, supervisor, organizational and context level.

Theoretical and practical implications: A multilevel approach can strengthen the positive effects of individual mindfulness training in the workplace. For organizations interested in implementing mindfulness, the multilevel mindfulness model guides the application of a broadened approach towards mindfulness. This ultimately contributes to happy and productive workplaces.

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**Meta-studies and evidence based practice in coaching: Mitigating heterogeneity**

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**ABSTRACT:**

Purpose of the study: Evidence-Based Practice (EBP) integrates the best external knowledge with individual clinical expertise, considering the patient/client's situation and preferences (Sackett et al., 1996; Grant, 2016). Meta-analyses aim to summarize this external knowledge in a sophisticated form (Grant & O'Connor, 2019). To be effective, they should address two key objectives: assessing the past effectiveness of coaching interventions and translating findings into actionable steps for practice (Higgins, 2018). This study examines the usefulness of prominent meta-analyses and proposes ways to enhance their contributions.

Method: Recognizing that the utility of meta-analyses in various fields depends on the homogeneity of outcome variables and treatments (Eysenck, 1996; Higgins, 2018), this study explored these aspects within influential meta-analyses. The primary focus was on the "Big Three": Theeboom et al. (2014), Jones et al. (2015), and Burt and Talati (2017), with additional attention given to Wang et al. (2021) and De Haan and Nilsson (2022).

Results: To address the challenge of limited primary studies, meta-analyses often aggregated different outcomes, such as well-being and self-efficacy, into broad groupings. Interventions and moderators were categorized by 'brand names', obscuring the nature of the approaches (Higgins, 2018). To resolve this heterogeneity and lack of clarity, we revisited original studies to identify specific effects on distinct outcomes. Additionally, qualitative information was examined to illustrate how, for example, 360-degree feedback can yield varied results across studies.

Theoretical and practical implications: Existing meta-analyses offer valuable selections of relevant studies and general insights into the practical value of coaching. However, issues arising from heterogeneous and unclear interventions can be mitigated by revisiting original studies. Emphasizing qualitative aspects aligns with Spector and Pindek's (2016) recommendation of inductive methods, crucial in both emerging and mature theoretical areas.

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**Investigating the long-term effects of meditation on well-being and HR outcomes:  
A one-year field study among meditation app users (working paper)**

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**ABSTRACT:**

Purpose of the study: Although meditation has become a popular tool to reduce stress and improve mental health, research has predominantly focused on the psychophysiological and neurocognitive correlates of meditation and its use in clinical contexts, whereas its effects on well-being in the general population and in the work context have been understudied (Schlechta Portella et al., 2021). Moreover, not much is known about the role of meditation frequency and the persistence of effects over time. Hence, we aim to test the effects of meditation among meditation app users on general and work-related well-being outcomes over one year. Additionally, based on the cognitive effects of meditation (Verhaegen, 2020) and in line with the happy-productive worker hypothesis and mutual gains models of HRM (Peccei & van de Voorde, 2019), we hypothesise that meditation also benefits work performance. Furthermore, we examine the underlying mechanisms by testing psychological capital, cognitive emotion regulation, and self-compassion as potential mediators.

Method: For this longitudinal field study, we make use of a sample of employed users of a Dutch meditation app (N = 600+). During the one-year data collection (start: June 2024), the participants' app data is being collected as well as a total of six surveys to measure indicators of general and work-related well-being, work performance, and potential mediators. Data will be analysed using multilevel longitudinal structural equation modelling.

Results: Preliminary findings of the three-month measurement will be presented.

Theoretical and practical implications: Making use of a unique data set (large sample, longitudinal, field study, combining app user and survey data), we hope to learn (a) about the role of meditation frequency for improving long-term employee well-being and (b) if and how it may contribute to performance outcomes. The findings could imply that HR initiatives which promote meditation in an effort towards well-being oriented HRM may create mutual gains for employees and the organisation (Guest, 2017).

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**Managing work-related negative feedback with a growth mindset: A self-regulation view**

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**ABSTRACT:**

Purpose of the study: Existing literature on setback management highlights that employees find it difficult to receive negative feedback on their competencies and skills, which negatively affects outcomes such as mood and self-efficacy. However, negative feedback on skills in the workplace is relatively common, and research suggests that individuals differ in how they perceive negative feedback and its consequences. In this study, we investigated whether the cognitive and affective reactions to negative feedback can be buffered by people's differing perceptions of the malleability of professional skills. Using mindset theory, we posited that a growth mindset (seeing abilities as developable) enhances self-efficacy and buffers negative affect after negative feedback, whereas a fixed mindset (seeing skills as unchangeable) should decrease self-efficacy and heighten negative affect.

Method: In two online experiments, employees were exposed to vignettes that induced either a growth or fixed mindset regarding professional skills and abilities. They then underwent short skills and abilities tests, received bogus negative feedback, and finally completed measures on self-efficacy and negative affect.

Results: The first study (N = 135) indicated that participants in the growth mindset group exhibited higher self-efficacy beliefs compared to those in the fixed mindset group when receiving negative feedback, although there was no significant difference in negative affect between the groups. The second study (N = 226) largely confirmed these results.

Theoretical and practical implications: Our study revealed that growth and fixed mindsets are distinct constructs with cognitive, rather than affective, impact. Priming people who receive negative feedback with messages about skill malleability results in stronger self-beliefs about the development of career-relevant competencies as opposed to primes where skills are described as innate. Our insights can be useful for HR practitioners and career counsellors who help professionals deal with negative feedback in a constructive way.

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### **ChatGPT assisted development and construct validation of a policy gaslighting scale**

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#### **ABSTRACT:**

Purpose of the study: Policy gaslighting is a form of more or less intentional psychological manipulation on the part of organizational decision-makers that is aimed at subjugating employees and obstructing them from obtaining their entitlements by misrepresenting, inconsistently enforcing, refusing to enact standing policy, and/or failing to ensure policy relevance. The current preregistered study set out to conceptualize policy gaslighting in organizational environments and develop and validate a self-report measure.

Method: ChatGPT 3.5 was used to generate items for the Policy Gaslighting Scale. Participants (N = 382) were recruited via an online panel provider Prolific. They completed the Policy Gaslighting Scale and set of scales to investigate convergent (procedural justice, corporate hypocrisy), discriminant (HRM system strength), and nomological (organizational citizenship behaviours-OCB, counterproductive workplace behaviours-CWB, mental well-being, anxiety, and depression, bottom-line mentality, external justification and hierarchical position) validity.

Results: Based on exploratory factor analysis we obtained a one-factor solution of the Policy Gaslighting Scale, which also showed high reliability. Our findings confirmed the convergent validity of the construct through its associations with procedural justice and corporate hypocrisy, and its discriminant validity through HRM system strength. Also, we found that policy gaslighting was negatively correlated with organizational citizenship behaviours and mental well-being, and positively with counterproductive workplace behaviours, anxiety, and depression. Furthermore, policy gaslighting incrementally predicted OCB and CWB beyond procedural justice. Contrary to predictions, policy gaslighting was positively related to external justification, exhibited no gender differences, and was ineffective in distinguishing between levels of employees' hierarchical positions.

Theoretical and practical implications: This study contributes to the literature by introducing the concept of policy gaslighting for organizational context and providing the scale for its measurement. The study further established policy gaslighting within its broader nomological network, improving the understanding of its role in shaping workplace dynamics and influencing employee well-being.

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**How do change beliefs impact employee attitudes during organizational change?**

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**ABSTRACT:**

During organizational change, employee beliefs about the change are important drivers of employees' change readiness and positive attitudes toward the change. This study investigates - in a large, multinational organization - how change beliefs early in the organizational change process predict work engagement and organizational commitment over six months in two employee groups, managers and employees. We considered two types of change beliefs: change impact (i.e., beliefs about the expected magnitude of the change's consequences) and change value (i.e., beliefs about the change's valence and purposefulness). Based on the theory of change-based momentum and the situated focus theory of power, respectively, we predicted that (1) change impact and change value interact in predicting subsequent work engagement and affective commitment, and (2) these relationships are stronger for managers than for employees. Hypotheses are tested using a sample of managers and employees from a globally operating HR department undergoing large-scale process change by establishing a new operating model through new IT systems, processes and roles. Participants completed surveys in March 2023 and December 2023. The hypotheses will be tested using structural equation modeling. Results will shed light on the interplay between two kinds of change beliefs in differentially predicting work engagement and affective organizational commitment in the early phase of organizational change amongst managers and employees. The results are going to be available by November 2024. We outline practical implications for managers in charge of large scale organizational change processes.

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**Interorganizational learning and innovation in multidisciplinary collaborations: A systematic review of social and psychological dynamics (working paper)**

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**ABSTRACT:**

Purpose of the study: Major developments such as globalization and technological advancements fundamentally change how organizations operate and which knowledge, skills, and abilities are required from their workforce. To face these challenges, motivated by academic research on the benefits of interorganizational learning, organizations increasingly engage in multidisciplinary communities to learn, work, and innovate together. This goes beyond previous ideas of interorganizational collaboration which focused on strategic advantage or the sharing of resources only (Schipper et al., 2023). However, the diversity in backgrounds and motivation of multidisciplinary collaborators increases the complexity of collaborative learning and innovating. Underlying social and psychological processes like trust, identity, and power, may interact differently between individual, intra-, and interorganizational levels (Schruijer, 2020). To make full use of the communities' potential, it is important to identify these dynamics. Therefore, we conduct a systematic literature review to answer the following research question "Which social and psychological dynamics play a role in interorganizational learning, innovation, and collaboration in multidisciplinary communities?"

Method: Following recent conceptualizations of multidisciplinary learning communities, we include quantitative and qualitative studies that investigate 1) social and psychological dynamics in 2) collaborations between multidisciplinary organizations that 3) address shared challenges through collaborative learning and innovation.

Results: We are currently in the process of screening and selecting articles from the literature search. The preliminary results from the data extraction and analysis will be presented at the conference.

Theoretical and practical implications: Being based on quantitative and qualitative studies, the results will emphasize the impact of social and psychological dynamics of interorganizational learning, innovation, and collaboration. The review will specifically contribute to a more holistic understanding of multidisciplinary communities, while simultaneously highlighting gaps in current empirical research. On the practitioner's side, the review informs the design and development of collaborative learning, working, and innovating in public-private communities at all (inter)organizational levels.

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**Revisiting corporate hypocrisy: It may attract job applicants low in HEXACO honesty-humility**

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**ABSTRACT:**

Purpose of the study: Communicating commitment to certain organizational cultures (e.g., integrity or ethical culture) to job applicants is a common marketing strategy for organizations to attract talent. However, previous research found that there are no or even negative relations between stated and actual organizational cultures. In the current research, we will examine an overlooked negative effect of such an inconsistency between stated and actual organizational cultures. We hypothesize that the inconsistency leads to increased perceptions of corporate hypocrisy, and thus negatively impacts organizational attractiveness, and the negative effects of perceptions of corporate hypocrisy on organizational attractiveness are larger for people high in the HEXACO honesty-humility.

Method: We will adopt a two by two between-subject design. Participants will be instructed to imagine that they are browsing a recruitment advertisement when looking for job. The two factors will be manipulated by two vignettes. Vignette 1 simulates a recruitment advertisement indicating the company's commitment to multiple organizational cultures, including (Ethical Advertisement condition) or not including an ethical culture (Ethics-Unknown Advertisement condition). Vignette 2 simulates employees' reviews of the company indicating that the company has an ethical (Ethical Culture condition) or unethical culture (Unethical Culture condition). The combination of certain conditions in the two factors constitute consistency (Ethical Advertisement in Vignette 1 and Ethical Culture in Vignette 2) and inconsistency (Ethical Advertisement and Unethical Culture). Participants will first complete the HEXACO inventory before reading Vignettes and complete measures of the mediators (i.e., perceptions of corporate hypocrisy), the dependent variables (i.e., organizational attractiveness), and manipulation checks.

Results: This is an on-going study. We are collecting data for the pilot study. We plan to finish the formal study and necessary materials for presentation before the conference date.

Theoretical and practical implications: By assessing the effects of corporate hypocrisy on recruitment outcomes, this research project not only furthers prior work that found effects of corporate hypocrisy on the public image of organizations but also has the potential to stimulate companies to (attempt to) "walk their talk" by not only claiming to have an ethical culture, but actively work towards realizing one.

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**Personality and partner selection for collaborative tasks at zero acquaintance: A social relations perspective**

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**ABSTRACT:**

On what basis do people select others as collaborative partners? What causes one to prioritize collaboration with certain potential partners over others? If we could design ideal collaboration partners, what characteristics would we give them and why would those characteristics emerge as more important than others? These questions follow logically from the observation that people are selective in whom they associate with and do not equally accept all others as partners in collaborative ventures like coalitions or alliances (collectively known as “partnerships”). Given that particular groups and relationships involve different tasks and require different behaviours from individuals, the personality traits associated with successful and mutually beneficial outcomes in a given task should be especially important when selecting partners for that task. In this study, which is part of an existing dataset, previously-unacquainted participants were given a description of the cooperative task that they would have to perform in a series of dyads with other participants, and were asked to select partner(s) with whom they would like to perform this task. Half of the participants performed a task that involved sharing monetary rewards and thus required traits such as trustworthiness, fairness, and sincerity in order to achieve a mutually beneficial outcome (trust-based task), while the remaining half performed a task that involved solving an intelligence test problem and thus required traits such as intelligence, competence, and skillfulness (competence-based task). Every participant then rated the perceived personality of each one of their interaction partners in a round-robin manner. We examined which personality traits were linked with partner selection in the two types of cooperative decision tasks, using effects derived from the Social Relations Model (SRM). Honesty-humility and extraversion emerged as the personality traits most relevant for partner selection in a zero acquaintance situation. The results are discussed in the context of team formation and collaborative partner selection at the workplace.

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