

Pecha Kucha Night

Tuesday 20:00-22:00, Metropolis Cinema

**IN THE MIX: WORKING CONDITIONS, INDIVIDUAL
CHARACTERISTICS, AND INDIVIDUAL OUTCOMES**

Conditions that facilitate potential benefits of workplace diversity

Franziska Schölmerich

Teams in modern organizations often comprise members in different age groups and with various cultural and educational backgrounds. These teams can benefit from members' diverse experiences and perspectives in order to solve complex problems and complete difficult tasks. At the same time, they face the challenges of communication problems and increased conflict potential, which might impair the overall team performance as well as members' individual motivation and satisfaction. In order to better understand conditions that facilitate potential benefits of workplace diversity, recent research has focused on the impact of subgroup existence within working teams. In this study, objective existence of subgroups is analyzed based on the diversity faultline strength considering demographic attributes such as gender or age. Faultline strength is determined using a new cluster based approach, namely the average silhouette width (ASW) measure. In addition, subgroup existence is subjectively rated by participants. Despite the large amount of research considering the effect of diversity faultlines on conflicts in working teams, the consequences of such conflicts in terms of employee health impairment have rarely been studied. We aim at combining research on diversity faultlines and employee health by focusing on outcomes such as perceived stress, burnout, and depression. We expect that relationship conflict mediates the impact of objective subgroup existence/subjective subgroup perception on employee health. In addition, we assume that the quality of leader-member-exchange (LMX) relationships moderates this relation. Currently, data is collected by means of an online survey. The sample includes both supervisors and team members from organizations in various sectors with different main functional tasks. Results will provide valuable insights on the relation between diversity faultlines and employee health. Moderator analysis will show whether team leaders can mitigate potential negative effects of diversity faultlines by establishing high-quality LMX-relationships with their employees. In sum, findings will provide valuable recommendations for experts in research

and practice facing the challenges of the 21st century such as increased team diversity and more frequent experiences of stress at work.

**A study of job security, job satisfaction, and employee commitment
at the Innovations-Inkubator**

Julia Bastian

The goal of the Innovations-Inkubator at Leuphana University is to promote economic development in the “convergence region” around Lueneburg. It is funded partly by the EU and partly by the State of Lower Saxony and represents an unusual and creative addition to the normal mission of a research university, because the time frame for its funding is limited. The Inkubator now has about 300 employees, it is certain that all funded jobs will end on or before 2015. At this point, there are efforts underway to acquire funding for additional projects beyond 2015, but there is no assurance that this can be achieved. While most employees are aware of the project’s termination, they may still have a feeling of uncertainty about their future. Such uncertainty can arise from differences in interpretation of the future, and hopes by some that some other funding may be found to continue projects. The way that employees handle such uncertainty has been the subject of research in the management literature. For example, one important stream of work has investigated employee job insecurity, and how that insecurity affects employees’ motivation, organizational citizenship behavior, and job satisfaction. In the study data collection will be accomplished by distributing a series of on-line questionnaires to employees. The questionnaires will include measures of the degree of uncertainty about job loss, employee motivation, and employee commitment. We conduct the first round of data collection in summer of 2014 with additional rounds of data collection at intervals of approximately six months.

Developing of an implicit measure of transformational leader morality

John Mills

Objective: To develop an implicit measure of transformational leader morality that negates the self-presentational issues associated with accessing attitudes (Berinsky, 2004; Schlenker, 1975). Participants: 63 leaders from a variety of organizational cultures completed a modified implicit association test (Transformational Leadership Implicit Morality Test; TLIMT) and the Perceived Leader Integrity Scale. Results: Findings suggested that the TLIMT was more

sensitive than existing explicit measures in identifying leader morality, differentiating between leaders in different organizational cultures, and through encompassing a faking algorithm, shows promise for controlling for self-presentational strategies. Conclusion: Evidence is presented that implicit measures provide a more robust and accurate measurement of leader morality, which may have potential for predicting a range of performance, health and well-being outcomes, particularly in contexts where pro-social value-congruence between leaders and followers is important (e.g., the military, politics, social enterprise etc.). Future research should examine the links between the self-presentation and emotional labour costs to both leaders and followers who attempt to use such strategies when concealing their true values.

Improving mindfulness skills and subjective well-being as a result of training

Leanne Ingram

Mindfulness is defined as purposely paying attention to the present moment in a particular, non-judgmental manner (Kabat-Zinn, 1994), and has been incorporated into group-based well-being interventions such as Mindfulness-Based Stress Reduction (MBSR; Kabat-Zinn, 1982) and Mindfulness-Based Cognitive Therapy (MBCT; Williams, Teasdale, Segal, & Soulsby, 2000). Research into the benefits of mindfulness in medical settings has grown exponentially in the last 30 years, receiving support for the use of mindfulness training in the treatment of a wide range of physical and mental health conditions. Although such training has now crossed over into the workplace, research into the application of mindfulness in work environments is an emergent area of interest, where scientific appraisal of the use of mindfulness at work is still rare. In our evaluation of a workplace mindfulness programme, we found significant improvement in mindfulness skills and subjective well-being as a result of training, relative to a matched control group. In addition, trainee interviews revealed benefits at work including increased concentration, organisation skills and work-life balance, and a reduction in work-related stress.

Exploring the role of self-leadership as a personal resource in an integrated model of work characteristics and health-related outcomes

Christian Seubert

Modern working environments bring about new opportunities for personal growth but also increased risks for health impairment. The prevention of health impairment at work is the target of work design, yet structural change of work systems as the prime cause of strain is often difficult. Instead, interventions tend to focus on consequences of working conditions at the individual level.

Self-leadership is a normative model aimed at influencing oneself through a variety of cognitive and behavioral strategies. Successfully leading oneself can be considered an important personal resource in taking responsibility for self-determined adaptation and learning, as well as maintenance and improvement of employability. While previous research has demonstrated associations of self-leadership with measures of performance and health, the relevance of self-leadership for different configurations of work characteristics is unknown.

Building on an integrated model of work characteristics rooted in action regulation theory, I examine the role of self-leadership as a personal resource in the relationship of work characteristics with health-related indicators. Furthermore, in addressing the question of an optimal context for self-leadership, I examine the impact of different configurations of work characteristics on self-leadership and its relation to health-related outcomes.

N=400 day nursery workers participated in a survey study. Job characteristics and health-related indicators were assessed by well-established questionnaire measures. Self-leadership was assessed by SLSI, a new measure that overcomes weaknesses of existing instruments.

The results provide evidence for the effectiveness of self-leadership as a personal resource, allowing individuals to cope successfully with today's work environments. Furthermore, the results suggest that self-leadership is especially relevant under certain configurations of work characteristics.