University of Ljubljana

University of Maribor

EAWOP Small Group Meeting

The "great rethink"

Understanding work engagement, performance, and well-being in the new work normal

September 21st – 22nd, 2023

Ljubljana, Slovenia

Organizers: Sara Tement (University of Maribor, sara.tement@um.si), Katja Kerman (University of Maribor, katja.kerman1@um.si), Eva Boštjančič (University of Ljubljana, eva.bostjancic@ff.uni-lj.si), Katarina Babnik (University of Ljubljana, katarina.babnik@ff.uni-lj.si)

Conference venue

The Small Group Meeting will be held at the Faculty of Arts, University of Ljubljana, which is located in the city center: Aškerčeva ulica 2, 1000 Ljubljana, Slovenia.

The presentations will be in room 4, which is on the ground floor of the building. The registration, coffee breaks, and lunch will be nearby. There will be signs guiding you to the lecture hall.

The conference dinner will be at the restaurant GOSTILNA NA GRADU, located on the ground of the Ljubljana castle (address: Grajska planota 1, 1000 Ljubljana). You can join us on the organized tour and walk up the castle or come by yourself (on foot or taking the funicular).

The lunches, all coffee breaks, and the conference dinner is included in the conference fee and are additionally supported by our generous sponsors. Vegan options will be provided during coffee breaks and lunches. If you have dietary restrictions or preferences for the conference dinner (vegetarian, vegan, etc.), please contact Katja Kerman (katja.kerman1@um.si) or Sara Tement (sara.tement@um.si).

Program

Day 1 (September 21st, 2023)	
8:30-9:15	Coffee, snacks, and registration
9:15-9:30	Welcome
9:30-10:15	Not just a resource: Empowered people in future organizations *Insights from practice*
	Maja Fesel Kamenik, HRM One
10:15-11:15	A glimpse into worker effectiveness and well-being during COVID-19-induced remote work: Evidence from three studies *Keynote lecture*
	Kristen Shockley, Auburn University
11:15-11:45	Coffee break
11:45-13:10	Individual presentations: Work-life issues
	Family demands and resources: How leisure crafting helps to protect work engagement. *Arnold Bakker*, Evangelia Demerouti*
	Investigating crisis-related crafting during the covid-19 pandemic: When and why do employees craft their work and non-work life? *Kang Leng Ho*, Jessica de Bloom, Philipp Kerksieck, Anne Mäkikangas, Georg F. Bauer*
	When home becomes work: How the sudden transition to telework influences employee well-being through the work/home boundary *Tanya Mitropoulos*, Charles Calderwood*
	Rethinking roles in modern work: Toward a theory of multiple-role configurations *Herman Yosef Paryono*, Hendrik J. van de Brake, Thomas A. de Vries, Jessica de Bloom*
	Detached at home, thriving at work? Spillover and crossover effects in couples *Ajda Merkuž*, Katarina Katja Mihelič, Robert Kaše, Sara Tement*
13:10-13:55	Lunch
13:55-15:05	Individual presentations: Remote, flexible and hybrid work
	Task-location fit: A framework to study the impact of hybrid work arrangements *Andrew Setiono*, Susanne Scheibe, Jessica de Bloom*
	Blurred lines: How hybrid work impacts daily work-home boundaries, rumination, and recovery *Katja Kerman*, Monika Ficjan, Sara Tement*
	The social side of flexibility: Understanding the mechanisms linking flexible work to well-being and work-related outcomes *Bettina Kubicek*, Sabina Hodzic, Martina Hartner-Tiefenthaler, Roman Prem*
	Role of connection and hybrid status on empowerment and individual outcomes *Stephanie Sharma*
15:05-15:25	Coffee break
15:25-16:10	Panel debate: Ask the editors
	Evangelia Demerouti, Bettina Kubicek, Charles Calderwood & Kristen Shockley
16:10-16:30	Reflection of the day
17:30-18:30	Sightseeing walk
18:30-…	Dinner

Presentation time for individual presentations is 15 minutes including time for short questions. After the presentations within each section additional 10 minutes are allocated for a general discussion.

* Denotes the presenting author

Day 2 (September 22st, 2023)	
8:30-9:00	Coffee, snacks, and networking
9:00-10:00	**Dealing with the challenges of self-regulation in the new work normal** *Keynote lecture*
	Evangelia Demerouti, Eindhoven University of Technology
10:00-10:55	Individual presentations: Leadership, job design and HRM practices (1)
	Virtual leadership efficacy and cross-functional collaboration in the new working normal *Sanja Bizilij*, Eva Boštjančič, Gregor Sočan*
	Leading hybrid teams: The paradoxical outcomes of performance monitoring for leaders *Eleni Giannakoudi*, Anita C. Keller, Susanne Scheibe, Jessica de Bloom*
	Toward a periodic table of performance: Mapping great 8 competency factor scales to the NEO IPIP BIG 5 personality factors *Rainer Kurz*, Michele Guarini*
10:55-11:25	Coffee break
11:25-12:20	Individual presentations: Stress and well-being
	New normal, old stress? Sleep as a key factor of coping with work intensity and contributing to creativity *Matej Černe*, Amadeja Lamovšek, Mojca Marc, Miha Škerlavaj, Leja Dolenc Grošelj*
	The role of exhaustion for stress-related change trajectories: A daily heart rate variability study *Marina Horvat*, Sara Tement*
	Post-Covid reflections on sustainable work: Insights from (burned-out) employees, employers, and self-employed workers *Sara De Gieter*, Rein De Cooman, & Jemima Bidee*
12:20-13:35	Lunch
13:35-14:45	Individual presentations: Leadership, job design and HRM practices (2)
	Different routes to successful HRM implementation: A realist synthesis *Hamid Roodbari, Atieh Mirfakhar*, Jordi Trullen, Mireia Valverde*
	(Mis)fit in job design demystified: Which leads to higher work engagement? *Matija Marić, Tomislav Hernaus**
	Meeting worker needs through place rights *Alan Witt*
	We're all in the same boat: The career efficacy development of people with disabilities and the role of others *Greg Swaysland*
14:45-15:05	Coffee break
15:05-16:30	Panel debate: Insights from practice and academia
	including Arnold Bakker (Erasmus University Rotterdam), Charles Calderwood (Virginia Tech), Ines Gergorić (Chamber of Commerce and Industry of Slovenia), Tadeja Trojar Jan (Klin, business consulting; head of WOP unit, Slovenian Psychologists' Association)

Presentation time for individual presentations is 15 minutes including time for short questions. After the presentations within each section additional 10 minutes are allocated for a general discussion.

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BOOK OF ABSTRACTS

(individual presentations)

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Family demands and resources: How leisure crafting helps to protect work engagement

Arnold B. Bakker[1], Evangelia Demerouti[2]

[1]*Erasmus University Rotterdam, The Netherlands*
[2]*Eindhoven University of Technology, The Netherlands*

Statement of problem. Since the COVID-19 pandemic, many employees have started to work from home, which removed the physical boundaries between both life domains (Seeber & Erhardt, 2023). Employees need to actively regulate their emotions, cognitions, and behaviors to protect their work-family balance (Demerouti & Bakker, 2023). In this quantitative diary study, we use the work-home resources (W-HR) model (Ten Brummelhuis & Bakker, 2012) to investigate the impact of family hassles on work engagement. We hypothesize that family hassles are negatively related to work engagement through positive affect – on a daily basis. In addition, we hypothesize that social support and *leisure crafting* (i.e., the proactive pursuit of leisure activities targeted at goal setting, human connection, learning and development; Petrou & Bakker, 2016) moderate (weaken) the indirect impact of family hassles on work engagement. With our objective to better understand the "new working normal", we directly contribute to the aims of the small group meeting.

Method

Sample and Procedure. The sample included 141 employees who completed a short survey after work between 4:00 and 8:00 pm, and another survey before going to bed (8:00 - 11.59pm) for four working days (438 datapoints). The participants worked in various occupational sectors (e.g., business services, healthcare, industry). Their mean age was 33.92 years; 51.7% was female. The educational level was high – 48.3% finished a graduate degree, and 26.8% completed higher vocational education.

Measures. We used validated scales to measure the model variables: Family hassles (α = .79; Kanner et al., 1981); Social support (α = .69; Zimet et al., 1988); Leisure crafting (α = .84; Petrou & Bakker, 2016); Positive affect (α = .89; Watson et al., 1988); Work engagement (α = .80; Schaufeli & Bakker, 2022).

Results

Results of multilevel modeling analyses revealed that daily family hassles were *un*related to positive affect (estimate = -.066, SE = .086, p > .05), but negatively related to work engagement (estimate = -.242, SE = .121, p < .05). See Figure 1. As predicted, leisure crafting moderated the impact of family hassles on positive affect (estimate = .319, SE = .125, p < .05), and on work engagement (estimate = .489, SE = .184, p < .01). See Figures 2 and 3. Social support did *not* moderate the impact of family hassles on positive affect (estimate = -.096, SE = .160, p > .05). We found support for moderated mediation, since the indirect relationship of the family hassles × leisure crafting interaction term with work engagement via positive affect was positive (Sobel estimate = 19.59, p < .001).
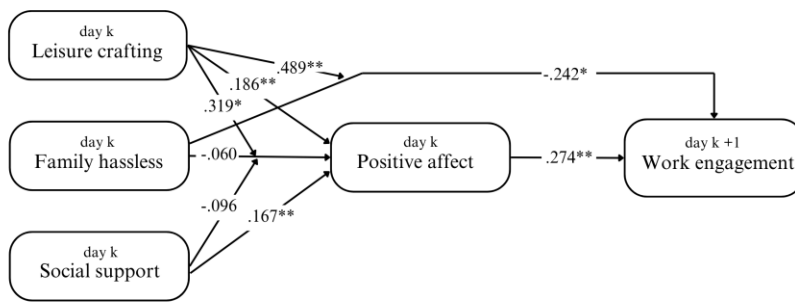
Figure 1. The work-home resources model. Summary of multilevel regression coefficients.
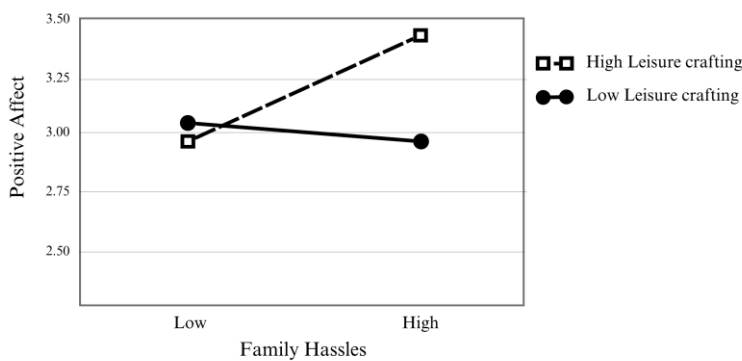**$p < .01$, *$p < .05$.

Figure 2. Family hassles x Leisure crafting effect on Positive affect.
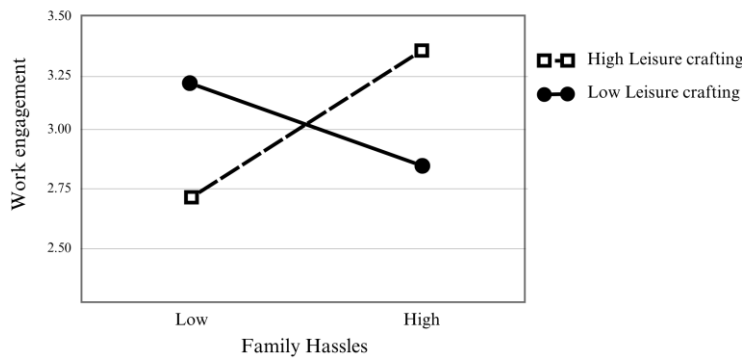

Figure 3. Family hassles x Leisure crafting effect on Work engagement.

Discussion

This study shows that leisure crafting helps employees deal with their daily family demands and thus protect their work-family balance and work engagement. This is an important finding since many employees have started to work from home since COVID-19 – this is the new working normal. The findings support the W-HR model (Ten Brummelhuis & Bakker, 2012) and the extended JD-R theory (Demerouti & Bakker, 2023) by showing that leisure crafting is an important self-regulation strategy.

Investigating crisis-related crafting during the Covid-19 pandemic: When and why do employees craft their work and non-work life?

Kang Leng Ho[l], Jessica de Bloom[2,3], Philipp Kerksieck[l], Anne Mäkikangas[4] , Georg F. Bauer[l]

[l]*Division of Public & Organizational Health/ Center of Salutogenesis, Epidemiology, Biostatistics, and Prevention Institute University of Zurich, Switzerland*
[2]*Department of HRM&OB, Faculty of Economics and Business, University of Groningen, The Netherlands*
[3]*Faculty of Social Sciences (Psychology), Tampere University, Finland*
[4]*Work Research Centre, Faculty of Social Sciences, Tampere University, Finland*

The Covid-19 pandemic crisis accelerated transitions to remote working and adoption of digitalization including increasing connectedness to information and communication technologies regardless of location or time. While these transitions offer greater flexibility regarding work schedules and location (e.g., Kurland & Bailey, 1999), employees are experiencing challenges Bouziri et al., 2020), changing work and home characteristics (i.e., initial decrease in workload and job autonomy and subsequent increase, increased childcare responsibilities; Syrek et al., 2022). Additionally, employees' increased emotional exhaustion (Brooks et al., 2020) and decreased work engagement (Syrek et al., 2022) associated with balancing work-life responsibilities have become a concern for employers. Job and off-job crafting are ways in which employees can adapt and respond to such drastic crisis-related changes. Job crafting refers to proactive changes to job demands and resources by employees to meet their preferences, goals and personal needs (Tims & Bakker, 2010). This crafting concept was extended to the non-work domain, i.e., off-job crafting, which focuses on proactive changes in private and leisure activities to satisfy psychological needs (de Bloom et al., 2020; Kujanpää et al., 2022). Using a person-centered approach, we aim to investigate whether crisis-related changes in work and home characteristics influence the profiles of job and off-job crafting, which in turn influence occupational and mental well-being over time (i.e., before and during the pandemic). We contribute to the aims of the small group meeting by gaining insights into whether and how employees proactively shape their life and how these processes affect work engagement and mental well-being in the "new work normal".

Design/Methodology: The current study was conducted in six waves with three to six month intervals from December 2018 to December 2020 among 1161 to 2130 German speaking employees (Germany, Austria, Switzerland). Measures included job crafting based on the JD-R model (Tims & Bakker, 2010), off-job crafting based on the DRAMMA framework (i.e., detachment, relaxation, autonomy, mastery, meaning; Kujanpää et al., 2022; de Bloom et al., 2020), crisis-related characteristics of work and home demands and resources (i.e., workload, job and home autonomy, supervisor and colleagues' support, social support and developmental possibilities at home, quantitative, emotional and mental home demands; Cousins et al., 2004; Demerouti et al., 2010; Peeters et al., 2005), work engagement (Schaufeli et al., 2006) and mental well-being (Stewart-Brown et al., 2009). Confirmatory factor analysis (CFA) of the ten-factor measurement model of four job and six off-job crafting indicators across the survey waves will be conducted. Subsequently, factor scores of both job and off-job crafting indicators saved from the CFA will be used in either repeated measure latent profile analysis (RMLPA) or latent transition analysis (LTA) to identify subpopulations or profiles over time. Lastly, these profiles will be examined in relation to subsequent work engagement and mental well-being, as well as with lagged work and home demands and resources.

Results (obtained or expected): Final results are not yet available and will be ready latest by August 2023. Preliminary results using both RMLPA and LTA showed a three to five profiles solution over time.

When Home Becomes Work: How the Sudden Transition to Telework Influences Employee Well-Being Through the Work/Home Boundary

Tanya Mitropoulos[1], Charles Calderwood[1]

[1]*Department of Psychology, Virginia Tech, Blacksburg, VA, USA*

We explored how the mandatory, unanticipated transition to full-time telework at the onset of the COVID-19 pandemic influenced employee well-being via changes in employees' work/home boundary. Organizational scholars have called for more investigations into how crisis events impact employees (Eby et al., 2015), and the COVID-19 pandemic presented an opportunity to examine a change in boundaries surrounding employees' work and home domains as it unfolded. We use boundary theory (Ashforth et al., 2000) as a guiding framework to examine how the change in work/home integration stemming from the sudden transition to fulltime telework may influence employees' physical, cognitive, and emotional well-being. Additionally, given that the conversion of the home into one's workspace may detract from opportunities to recover from work (Meijman & Mulder, 1998), we turn to work-related rumination as a possible mechanism for these relationships. Finally, we examine preference for work/home integration as a boundary condition, as employees who prefer integration may benefit from telework-induced changes in integration, relative to segmenters. To test our hypotheses, we adapt Nestler et al.'s (2019) multilevel response surface analysis (MRSA) approach, which has critical advantages over change scores or alternative approaches to examining statistical interactions in investigations of change and fit.

We employed a daily diary design in April-May 2020 in a sample of 81 employees (374 study days) who were newly teleworking due to the COVID-19 pandemic. Participants reported their pre-pandemic (Desrochers et al., 2005), preference for (Kreiner, 2006), and current work/home integration in an initial survey. The following Monday-Friday, they reported their nightly work-related rumination (Cropley et al., 2012), physical fatigue (Frone & Tidwell, 2015), vigor (Schaufeli et al., 2006), and affect (Barrett & Russell, 1998).

We expected that a greater change in work/home integration stemming from the transition to full-time telework would associate with worse well-being, but we found that having higher levels of integration both before and after this transition to telework associated with worse physical fatigue and negative affect. Interestingly, a preference for higher integration did not appear to alleviate these well-being impairments, as those who both preferred and employed more integration experienced worse physical fatigue and negative affect. These relationships unfolded through higher nightly work-related rumination. Thus, the lack of potential for recovery from ruminating appears to lead to well-being impairments regardless of familiarity with or preference for integration.

In line with the small group meeting's goals, this study specifically examines the transition to full-time telework, a work arrangement characteristic of "the new working normal." We offer two theoretical frameworks for understanding how the onset of a crisis situation can impair employee well-being, as well as an analytic method for comparing pre- to post-crisis contexts. We found that a more integrated work/home boundary associates with impaired wellbeing, likely due to a bleeding-over of work into one's headspace during leisure time. A preference for higher integration did not appear to alleviate these well-being impairments.

Rethinking roles in modern work: Toward a theory of multiple-role configurations

Herman Yosef Paryono[1], Hendrik J. van de Brake[1], Thomas A. de Vries[1], Jessica de Bloom[1]

[1]University of Groningen

People increasingly hold multiple roles, both within their professional and private lives. Fundamental changes in modern work, such as changing work design and work-family arrangements, are causing the number of roles that a person typically holds - and their contrasts - to be greater than ever. For example, people can work in several teams simultaneously or have side hustles in addition to their full-time job and family responsibilities, further complicating their role arrangements.

As obligations from multiple roles may contradict, many people face contrasting demands that invoke role strain. Building on role theory, previous studies in this area have explored how such role contrasts (i.e., perceived differences between roles) or transitions (i.e., the psychological and physical movements between roles) affect inter-role conflict and strain. For example, when there is a high contrast between work and family roles, the negative relationship between work-family conflict and well-being is stronger. People also find it more difficult to transition between two roles when their specific role features, such as power or knowledge differ. In summary, having multiple roles with contrasting role features is associated with higher role strain.

Importantly, most extant research has only considered how people transition roles between domains (i.e., work-family). Consequently, existing perspectives cannot inform how people can best combine multiple diverse roles, within and between work and nonwork domains. Moreover, research has mostly focused on macro-role transitions between relatively long-term roles (e.g., promotion, retirement) rather than the micro-role transitions that happen within a month or even a single day. Such micro-role transitions can have a potentially large influence on individuals' day-to-day functioning, for example, by affecting how much time they need to devote daily to shifting between diverse roles. Therefore, our present work aims to develop a new theory that represents multiple roles better.

Specifically, we propose a theory of multiple-role configurations which consists of two new constructs. First, drawing from diversity research, our conceptual framework introduces three dimensions that can be used to understand the substantive differences between individuals' micro-role arrangements: separation (i.e., lateral role sets differences), variety (i.e., categorical role differences), and disparity (i.e., vertical role distribution differences). We explore how these different dimensions may determine role contrast diversity, which we subsequently use to explain why some micro-role arrangements may be more challenging than others. Second, people may perform their multiple roles in many possible sequences. In the task-switching literature, researchers have found that working on consecutive similar tasks is less cognitively taxing compared to working on different consecutive tasks. It is also suggested that transitioning from a broader role to a narrower role is easier compared to vice versa. Based on these insights, we argue that performing consecutive similar roles, from broad to narrow is easier compared to performing contrasting roles, from narrow to broad. We refer to these sequences of a person's roles as role transition patterns.

Summing up, the multiple-role configurations theory is proposed to provide researchers with more representative constructs for studying multiple-role phenomena. Several research projects are underway to empirically test the theory.

Detached at home, thriving at work? Spillover and crossover effects in couples

Ajda Merkuž[1], Katarina Katja Mihelič[1], Robert Kaše[1], Sara Tement[2]
[1]University of Ljubljana, School of Economics and Business
[2]University of Maribor, Faculty of Arts

The COVID-19 pandemic has blurred the boundaries between work and home, resulting in longer working hours and constant deliberations about work. As we transition back to a post-pandemic world and office, it is necessary to re-learn how to forget about work when not working and also how not just to survive, but thrive in the office. The latter is particularly worthy of investigation after the world has witnessed increased turnover and also "the great resignation". It is precisely thriving, a sense of experiencing vitality and learning while working and detachment from work (not thinking about work, a form of recovery), that we are investigating in the present research among romantic partners, who are both working full-time. We position our study in the relational theory and relational perspective and suggest that the connecting mechanism between not thinking about work at home and thriving in the office is relational energy. This is energy that an individual gets in the social/emotional interaction with someone – in our case, the significant other. We investigate both intra-individual (i.e. spillover) and inter-individual (i.e. crossover) effects.

We contribute to existing research by bringing the relational energy concept into the dyadic research and by positioning how occurrences at home facilitate employee thriving at work. Here, family, and significant other in particular is serving as a resource-generating domain, therefore providing benefits for the work domain.

We employ a two-source data, namely from employees and their employed significant others (n = 306 couples), collected after the pandemic. The survey used established and validated scales and the research was designed so that data were gathered at three points in time across three weeks. We employed MEDYAD macro to test the hypotheses.

Regarding spillover processes, results for actor indicate that detachment is positively related with relational energy (b = 0.15; p<0.01), however, there is no significant effect of relational energy on thriving. Moreover, partner's recovery is positively associated with relational energy (b = 0.14; p<0.001), and, in turn, relational energy is positively related with thriving (b = 0.42; p<0.000). The crossover effects are also interesting. Namely, partner's detachment is positively related with actor's relational energy, which means that actor experiences higher relational energy, when the partner experiences detachment after work (b = 0.10; p<0.05). Similarly, actor's detachment is positively associated with partner's relational energy (b = 0.14; p<0.01). Finally, we looked for indirect effects, and it turns out, that actor's detachment positively influences partner's thriving, through the mediating effect of partner's relational energy (0.06; 95% CI [0.017; 0.100]). This means, that actor's detachment indirectly affects partner's thriving. Moreover, we got similar results with partner's detachment – it indirectly affects partner's thriving through partner's perception of relational energy (0.06; 95% CI [0.017; 0.121]).

Unwinding after work facilitates energy-generation in significant other. It is interesting, that for actor, the gained relational energy does not have an important effect on thriving, however, actor's recovery significantly relates to partner's thriving, through an enhanced perception of energy in partner. This suggests that an experiencing thriving at work is not only a reflection of work situation but also situation at home. This helps us further understand how the new world of work can coexist with daily lives of the worker.

Task-Location Fit: A framework to study the impact of hybrid work arrangements

Andrew Setiono[1], Susanne Scheibe[1], Jessica de Bloom[1], Ton Modderman[1], Bijan Ghaemmaghami[1]

[1]University of Groningen, Netherlands

With the recent increase in hybrid work arrangements, employees are increasingly aware of and have gained the flexibility of choosing the workplace at which they perform their tasks. As work becomes more flexible in terms of locations and tasks, a framework is needed to examine the dynamic interplay between locations and tasks and how they affect attitudinal and work outcomes. In this paper, we introduce the notion of task-location fit. Building on person-environment fit theory, we argue that individuals flexibly choose different work locations that match the characteristics of their tasks. A complementary fit between tasks and locations allows individuals to perform their tasks better, enhancing their work outcomes and leading to satisfaction with their work. We examined these assumptions in a daily dairy study with 428 daily measurement points collected from 87 employees at a Dutch university over the course of two weeks in February 2022. At the end of their workday, participants reported where they had worked that day (at the office or home office), the characteristics of tasks they had performed, and the characteristics of the location in which they had worked during the workday. We considered seven task/location characteristics: task variety, information processing, creative problem-solving, social support, feedback from others, freedom from noise, and equipment use. Additionally, participants reported their daily job satisfaction and state work engagement. We calculated task-location fit as the correspondence between the seven task and location characteristics in terms of intraclass correlation. Using a mixed-linear model with measurement time points at level-1 and person at level-2, we found a positive fixed effect of task-location fit on job satisfaction and work engagement. We also found task-location fit to be higher at the home office than at the office. Finally, we found that of the seven task/location characteristics, five were generally rated higher in the home office setting (task variety, information processing, creative problem-solving, freedom from noise, and equipment use), while two were generally rated higher in the office setting (social support, feedback from others). Our findings offer initial evidence for differences in location characteristics for office and home office settings and for the importance of task-location fit in explaining work engagement. Our findings also help explain why knowledge workers appear to prefer the home office over the office in hybrid work arrangements.

Blurred lines: How hybrid work impacts daily work-home boundaries, rumination, and recovery

Katja Kerman[1], Monika Ficjan[2], Sara Tement[1]

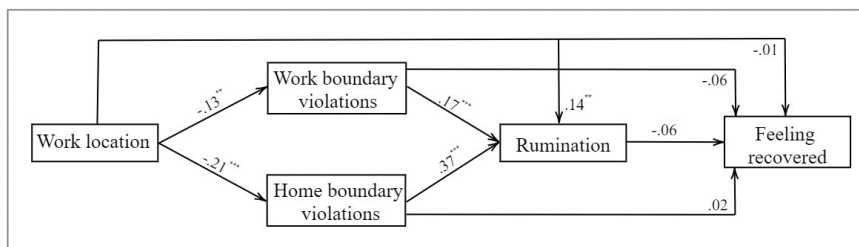[1]*Department of Psychology, Faculty of Arts, University of Maribor*
[2]*Izobraževalno raziskovalni inštitut Ljubljana*

Background: After the COVID-19 pandemic, many organizations and employees turned to hybrid work (European Commission, 2021), making it the "new work normal"; however, the consequences of hybrid work for employees remain poorly understood. Relying on the boundary theory (Ashforth et al., 2000) and studies on telework during COVID-19 (Kerman, et al., 2021), we propose that work location (home or office) predicts work- and home boundary violations. In addition, we propose that employees' experiences of boundary violations can be carried over into their experiences outside of work. Specifically, we propose that experiencing and coping with boundary violations in the work or home domain leads to increased rumination in the off-job time. Previous studies have not only found that working from home blurs the boundary between work and private life (Allen et al., 2020) increases boundary violations, and leads to increased unfinished tasks in both domains (Kerman et al., 2021). Such boundary intrusions thus increase employees' behavioral and cognitive involvement with work in the evening, potentially increasing work-related rumination. Last, we propose that the experiences of boundary violations and rumination can be carried into employees' state of recovery the following day. According to the effort-recovery model (Meijman & Mulder, 1998), behavioral and cognitive disengagement from work is necessary for recovery. If employees are experiencing increased home boundary violations and rumination, this prevents them from recuperating from daily demands, resulting in a poorer next-day state of feeling recovered.

Method and sample: We conducted a daily diary study for 10 workdays on 116 employees, resulting in 624 observations. The study recruited knowledge workers in academia, working in a hybrid context. Most of the sample (81.1%) was female, and the average age was 41.5 years. The state of feeling recovered was measured in the morning, using a scale by Binnewies et al. (2009; within-level α = .92), and the work location was measured after work with a single item. We measured work and home boundary violations before bed, with a scale developed by Hunter et al. (2019; within-level α = .71 for both work- and home boundary violations). We measured work-related rumination before bed using a scale developed by Frone (2015; within-level α = .91).

Figure 1
Within-person level model results.

Results and discussion: The results show that work location negatively predicts boundary violations in both domains; specifically, employees experienced fewer boundary violations on days when working in the office. In turn, boundary violations positively predicted work-related rumination in off-job time. Work location also significantly and directly predicted rumination, indicating that additional factors or processes (beyond boundary violations) may link the location of work and rumination. Lastly, the morning feeling of recovery was not significantly predicted by either of the variables in the model. This finding shows that although unfavorable processes may be observed, they are not necessarily carried over into the next day. Put differently, albeit experiencing boundary violations and work-related rumination; our findings suggest that this is not necessarily harmful to recovery in the evening or at night.

The Social Side of Flexibility: Understanding the Mechanisms Linking Flexible Work to Well-being and Work-related Outcomes

Bettina Kubicek[1], Sabina Hodzic[1], Martina Hartner-Tiefenthaler[2], Roman Prem[1]

[1] *University of Graz*

[2] *Vienna University of Technology*

Working from home has become an everyday reality for many employees. And the advantages and disadvantages of flexible work arrangements have been extensively studied. Despite this, there is still a need to understand the mechanisms that link flexible work to well-being and work-related outcomes, and the factors that act as boundary conditions. Drawing on self-determination theory (SDT) and the importance of basic psychological needs for optimal functioning (especially need for relatedness), we focus on social aspects as a key factor in understanding the effects of flexible work. Through two separate studies, we demonstrate the importance of social relationships and social processes for positive outcomes in the context of flexible work.

The first study used a weekly diary design (847 entries from 167 individuals over nine consecutive weeks) to examine the effects of telework on perceived productivity, work engagement, and social isolation during the early stages of the COVID-19 pandemic. The study also investigated the role of knowledge sharing as an underlying mechanism. The results showed that the amount of telework was negatively correlated with productivity and engagement and positively correlated with social isolation. In addition, the amount of telework had conditional indirect relationships with productivity, work engagement and social isolation via knowledge sharing that were moderated by supervisor social support.

The second study focused on teams and how flexibility affects team processes and team outcomes. To capture the team processes of flexible teams, we focused on team communication, team planning and coordination. A total of 94 teams (working with some degree of flexibility), ranging from 3 to 22 members, and their team managers participated in the study. The results showed that perceived availability of team members predicted managers' perceptions of outcomes through team coordination, team planning, knowledge sharing and communication quality, and managers' ratings of team performance through team planning.

These studies highlight the importance of social processes in understanding the impact of flexible work arrangements on both individual employees and teams. By identifying these mechanisms, we provide insights into factors that organisations offering flexible work arrangements should consider and manage.

In addition, drawing on SDT, we provide a better understanding of the negative effects of telework as a result of an unmet need for relatedness. We argue that employees who work flexibly have less chances to satisfy their need for relatedness because they have fewer opportunities to interact and are less connected to their colleagues. This reduced contact and interaction between colleagues affects important team processes and consequently team outcomes. In addition, we identified supervisor social support as a potential buffer against the detrimental effects of flexible working providing insight into the boundary conditions in the context of the "new work normal".

Role of connection and hybrid status on empowerment and individual outcomes

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The purpose of this scientific study is to provide insights to researchers and practitioners about two interrelated dilemmas associated with remote work research: 1) a lack empirical evidence about the role of individual structural empowerment and perceived connection, on engagement and well-being while working hybrid and 2) conflicting research about the relevance that an individual's hybrid status has on these individual outcomes. The job demands-resources theory (JD-R) as developed by Demerouti, Bakker, Nachreiner & Schaufeli serves to scaffold this study design. The JD-R model provides a theoretical foundation that supports inquiry into proposed relationships within a hybrid work environment, including perceived connection to work and individual outcomes of subjective well-being and engagement.

To help analyse hybrid status as one that moderates the differences in empowerment and connection, and empowerment and individual outcomes, I ground this second part of the dilemma in Walther's (1997) contribution to Social Information Processing theory (SIP). In this theory, Walther extends that social context is imperative into how individuals define their work environment and that given sufficient time with technology-dependent interaction, the interpersonal aspects that define social interaction can be as or more effective as when we are in person. Based on this research model, I focus on the percent of time that individuals work remotely with three categories from mostly office to hybrid to mostly remote as hybrid status.

Attitudes were measured through a Qualtrics web survey questionnaire, using international panels, for a point-in-time study design. The study was conducted in three countries including: India, the United Kingdom (U.K.) and the United States (U.S.). The resulting sample consisted of a total of 1,148 participants (629 females, 55%, and 515 males, 45%) with 732 from organisations of over 1,000 employees and 416 with fewer than 1,000 employees, thus. 36% represented smaller organisations. Fourteen industries represented the respondents with the largest representation from professional services (consulting, technology, scientific) – 15%. Age of respondents ranged from 18 to 70 years of age with mean age of 37 (SD = 9.94). Validated measures of empowerment, engagement and well-being were utilised in concert with one question asking respondents to select the percent of time they work remotely from zero to one hundred percent.

Analysis of linear regression relationships will use SPSS Process macro v.4.2 by Andrew Hayes and model fit analysis will be analysed using and IBM SPSS Amos graphical interface, v.26. Hypotheses testing will evaluate the relationships between empowerment, engagement, and well-being with perceived connection as a mediator and hybrid status as a potential moderator. This study focused on workers in English-speaking high-tech countries, and their experience may not translate to non-English speaking low-tech countries. There may be more nuanced distinction should hybrid status or other factors be subjected to a stricter evaluation. The results support a new conceptual framework that considers the addition of 'hybrid status' to the understanding about empowerment and connection-oriented work resources and remote work demands on work engagement and well-being. This framework provides leaders and managers in organisations with new information about whether hybrid status informs individual outcomes.

Virtual leadership efficacy and cross-functional collaboration in the new working normal

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Statement of the problem:

The problem is that virtual leadership in complex, matrix organizational structures require a supportive environment and employee motivation from diverse cultural and geographical backgrounds, as well as high levels of cross-functional collaboration at all levels of the organization. However, there is a lack of research on the relationship between cross-functional collaboration and virtual leadership, despite the fact that cross-functional collaboration is widely recognized as a key factor for successful business operations in complex matrix organizational structures.

How addressing the problem enhances the understanding of "the great rethink" or "the new working normal" and contributes to the aims of the small group meeting:

Addressing the problem of virtual leadership and cross-functional collaboration in complex matrix organizational structures enhances our understanding of "the great rethink" in several ways. First, it highlights the importance of effective communication and networking skills for virtual leaders in a globalized and digitalized world. Second, it emphasizes the need for a stimulating environment and motivated employees from diverse cultural and geographical backgrounds. Finally, it underscores the critical role of cross-functional collaboration in the success of businesses in complex organizational structures.

Abstract

In today's globalized world with accelerated digital communication and specialized knowledge, organizational structures are becoming more flattened, decentralized, and geographically dispersed, posing challenges to complex organizations organized in matrix structures. One of the biggest challenges is virtual leadership, which requires a stimulating environment and the motivation of employees from different cultural and geographical backgrounds and a high level of cross-functional collaboration at all levels of the organization. This study aimed to investigate the relationship between virtual leadership efficacy and cross-functional collaboration in matrix organizational structures. We created a conceptual model based on past research and investigated the relationship between factors such as the quality and frequency of communication between a leader and subordinate, the leader's networking skills, virtual leadership efficacy and cross-functional collaboration. The study used the structural equation modelling method and collected data through online surveys from geographically dispersed work groups within a multinational corporation where most communication and collaboration took place virtually. The study included 91 virtual leaders and 133 geographically distant subordinates, with a focus on their perceptions of virtual leadership efficacy and cross-functional collaboration. Results showed that the constructs of quality of communication and subordinate's perception of the leader's networking skills are significantly and positively related to virtual leadership efficacy, which is also significantly and positively correlated with cross-functional collaboration. The study confirmed the mediating role of virtual leadership efficacy in cross-functional collaboration through the quality of communication and the leader's social networking. However, the hypothesis that virtual leadership efficacy is related to the frequency of communication between the leader and subordinate was rejected. The study contributes to the literature by highlighting the importance of virtual leadership efficacy in cross-functional collaboration in matrix organizational structures.

Leading hybrid teams: The paradoxical outcomes of performance monitoring for leaders

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Background: Employees increasingly gain autonomy in choosing their work locations, mostly through hybrid work arrangements. While work location autonomy can benefit employees (e.g., in terms of increased flexibility and task performance), it is unclear how employees' increased work location autonomy impacts their leaders. Specifically, when team members can choose their daily work location, at any given day, some team members may work on-site, while others work remotely. Therefore, leaders of hybrid teams face a dynamic environment in which they oftentimes have to simultaneously attend to team members both in the office and remotely. This likely challenges the implementation of core managerial tasks, such as performance monitoring. However, we lack empirical insights into the underlying processes of how such simultaneous attention to different work locations affects leaders' daily managerial tasks and their subjective experiences at work. Therefore, with this study we aim to understand how performance monitoring affects leaders' daily subjective experiences at work in the hybrid work setting. Drawing from role theory, we propose a dual pathway model and introduce perceived role conformity and social distance as two outcomes of performance monitoring that further predict work meaningfulness and leader loneliness, respectively. Performance monitoring is a task that is typically ascribed to the leader role, therefore, when leaders monitor employees' performance, they fulfill the expectations associated with their role. Further, the leader role by definition entails a hierarchical distance between leaders and employees, which leaders may perceive as more pronounced when they engage in behaviors that are prototypical of the leader role, such as performance monitoring. Additionally, we propose that in the hybrid work context where leaders have to simultaneously attend to different work locations, performance monitoring will be more effortful and therefore the effects on leaders' work experiences will be strengthened.

Methods: One-hundred twenty leaders of hybrid teams will be recruited via a panel company in June 2023. After completing a baseline questionnaire, leaders will receive three daily questionnaires for ten consecutive work days. The constructs of interest will be assessed at lunch time (i.e., performance monitoring, employee work locations, effort), at the end of workday (i.e., role conformity, social distance), and at bedtime (i.e., work meaningfulness, leader loneliness) using validated self-report scales. Data will be analyzed using multilevel analyses.

Expected results: Drawing from role theory and past empirical research, we expect to find a positive indirect effect of daily performance monitoring on work meaningfulness through increased perceived role conformity. Further, we predict that there will also be a positive indirect effect of performance monitoring on leader loneliness through increased social distance. Lastly, we expect that on days with a variety in team members' work locations, performance monitoring will be more effortful for leaders, which will strengthen the indirect effects of monitoring on work meaningfulness and leader loneliness.

Contributions:

This study will shift the focus to the impact of hybrid work on leaders' subjective experiences by exploring work meaningfulness and leader loneliness as two paradoxical outcomes of performance monitoring in the hybrid work context.

Towards a Periodic Table of Performance: Mapping Great 8 Competency Factor Scales to the NEO IPIP Big 5 Personality Factors

Dr Rainer Kurz, *Chief Psychologist, HUCAMA Analytics, UK* and Michele Guarini, *CEO, HUCAMA Group, Denmark*

The World of Work (WoW) model (Kurz & Bartram, 2002) covers person and environment characteristics that underpin performance, engagement, and well-being. It evolved out of a meta-analysis (Robertson & Kinder, 1993) linking ability and personality variables to 13 criterion areas. Subsequent studies suggested that while the Big 5 personality factors accounted for most of the validities observed, additional Need for Achievement, Need for Power and Cognitive Ability constructs were required on the predictor side. On the criterion side the Great 8 Competencies were developed as a counterpart to provide a componential standard model of performance. Bartram (2005) demonstrated solid point-to-point validities at the Great 8 level and an estimated operational validity of .53 for a personality composite with overall performance.

Two decades on, the question arises to what extent the model, which originally was developed through 'backward fitting' of existing personality and competency assessments, applies in the "new work normal". In a major development effort, predictor and criterion questions were compiled to cover six personality tools and six criterion models. A variation of the 'Great 8 Competencies' model was developed with 8 factors and 48 facets.

A group of 466 professionals and managers completed a total of 758 items distributed across two questionnaires responding on a 9-point accuracy scale adopted from the Trait Descriptive Adjectives (TDA) questionnaire of Goldberg (1992). These included adaptations of 300 NEO IPIP items and 24 competency items, developed from a review of several competency models, with 8 items representing the Great 8 competencies (Kurz & Bartram, 2002) and 16 items representing bifurcated aspects (see DeYoung, 2015) of the Great 8 competencies. The psychometric properties of resulting criterion measures were explored with view to potential measurement devices for a Periodic Table of Performance (Woods & Anderson, 2016). Kurz (2020) found that replicating TDA analysis with NEO items was unsatisfactory whereas Kurz (2023) found that using IPIP Facets was satisfactory but overly lengthy. The present study explores the use of a 120 items short form with four items per facets specified by Johnson (2014).

The NEO IPIP average facet and domain reliabilities of .69 and .85 respectively were almost identical to the values of Johnson (2014). A five factor PCA accounted for 55% of the variance. After Varimax rotation most facets loaded on their expected domain. E3 Assertiveness (higher on Conscientiousness) and O3 Emotionality (higher on Neuroticism) as before when using 10-item NEO IPIP scales (Kurz, 2022) swayed away from their theoretical primary, albeit with more extreme loadings. Furthermore, changes to the Primary correlation were observed for the facets N4 Self-Consciousness (higher on Introversion), A1 Trust (higher on Extraversion), A5 Modesty (higher on low Conscientiousness), A6 Sympathy (higher on Openness) as well as C3 Dutiful (higher on Agreeableness).

Big 5 rotated component scores correlated with the Great 8 scores largely as expected:
- Extraversion with Interacting & Presenting (.41)
- Agreeableness with Supporting & Cooperating (.35)
- Conscientiousness with Organising & Executing (.45), Enterprising & Performing (.44), Leading & Deciding (.41), and Analysing & Interpreting (.30).
- Emotional Stability with Adapting & Coping (.30).
- Openness with Creating & Conceptualising (.47).

The paper will outline how this research can be utilised to create a Periodic Table of Performance, and its wider application for engagement and well-being. It will also explore alternatives to the 120 NEO IPIP items specified by Johnson (2014) that retain more primary loadings.

New normal, old stress? Sleep as a key factor of coping with work intensity and contributing to creativity

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In a society where constant connectedness to work and technology blur the lines between work and free time, creativity demands are frequently paired with work intensification, resulting in perceived stress. Individuals need to balance persistent demands on their time and effort with resources that enable them to turn challenges into creativity. In doing so, they frequently resort to resource replenishment in non-work domains as well. This paper proposes that we should look beyond the workplace, specifically to the bedroom, to explain the relationship between work intensity and creativity. Sleep represents a key, yet understudied resource and—we argue—an important boundary condition for this link.

Our longitudinal study of 30 employees in six organizations combines a twice-a-day experience-sampling-method (ESM) survey with both subjective and objective sleep measures in a natural sleep environment using an EEG (electro-encephalography)-measuring wearable headband Dreem (resulting in 340 matched observations). Results show that, generally, work intensity contributed to higher creativity. However, it also led to more intense perceptions of stress, in turn diminishing creativity. Sleep quality is an important moderator in this mediated relationship, with key differences being observed across various operationalizations. On a daily basis, subjective perceptions of sleep tended to be more important in coping with work-intensity demands. Objectively measured sleep indicators did, however, prove to matter cumulatively, across multiple nights.

The first contribution is aimed at the creativity/knowledge-work literature, advancing it by reconciling the paradoxical nature of work intensity–stress–creativity relationships, research areas that are currently mired in reports of mixed findings. We do so on the basis of the job demands–resources model and conservation of resources theory by introducing sleep as a crucial resource-replenishing boundary condition and address the relationship between work intensity, stress, and creativity in a highly multidisciplinary fashion.

Our second contribution is aimed at the intersection of the study of sleep and work performance. Despite an apparent increase in organizational sleep research in recent two decades, the literature is plagued by varying effect sizes and occasionally conflicting results. We unpack gaps by specifically studying sleep as a boundary condition, juxtaposing multiple operationalizations of sleep (comparing one-night and cumulative effects; comparing various sleep quality and quantity indicators, such as sleep efficiency, heart-rate variability [HRV], deep sleep, REM) and narrowing in on a single important performance outcome of knowledge work: creativity.

Our third contribution is empirical in nature, based on the benefits of our rigorous longitudinal study conducted in a natural environment. Such an approach represents a unique combination of the daily ESM and a variety of sleep measures—a methodological approach that is valuable both for obtaining a better understanding of causality in the proposed model and for digging deeper into the interplay between sleep and work phenomena.

Taken together, in line with the SGM focus, our study provides a valuable insight on one's coping with work demands and contributing to well-being and performance in the 'new normal', when work agility and intensity demands are frequently put above and beyond employee well-being.

The role of exhaustion for stress-related change trajectories: A daily heart rate variability study

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Previous studies have shown that stress at work varies daily within individuals, allowing us to study the dynamics of these changes over time. Prior research has suggested that burnout can act as a moderator between weekly job demands and burnout, i.e., the correlation was stronger for those with higher levels of burnout (Bakker et al., 2022). In addition, there's also evidence that individuals with higher levels of exhaustion tend to experience more stress at work (Lesener et al., 2019). However, these changes have rarely been studied on a physiological level. Heart rate variability (HRV) has been widely used as a physiological indicator of stress and is also increasingly used in psychological research. Building upon previous findings and limited studies on HRV fluctuations during a working week, our goal was to extend the previous work and look at the changes in HRV during the week.

The aim of this research was, therefore, (i) to explore whether HRV changes over a week (i.e., whether there's a specific HRV trajectory) and (ii) to examine the role of exhaustion in predicting these trajectories. A daily diary study was conducted on a sample of employees from various professions to address these aims. HRV was recorded at nighttime using a wearable HRV device after five consecutive workdays and the following weekend.

We assume that HRV will decrease over the course of a week and that this trajectory will be moderated by exhaustion, i.e., it will be stronger for those with higher levels of exhaustion. The preliminary findings based on the multilevel modeling analytic approach indicate that HRV fluctuates throughout the week, implying that certain variables can predict these variations. These results could provide insights into the dynamic nature of stress during a week and help to explain the role of exhaustion as a possible moderator of fluctuations of the physiological stress indicator.

This study contributes to the literature by shedding light on the temporal patterns of nocturnal HRV in relation to exhaustion. Understanding these trajectories can help form interventions to promote employee well-being and maintain a motivated and healthy workforce in times of constant change.

Post-Covid Reflections on Sustainable Work: Insights from (Burned-out) Employees, Employers, and Self-employed workers.

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Approximately 3 years ago, the Covid-19 pandemic and associated restrictions brought about abrupt and previously unimaginable changes in work practices and conditions across many sectors and jobs. Belgian workers, like in other countries, were obliged to work from home, take on more flexible (or reduced) work schedules, or execute tasks in different ways for several consecutive months. These changes have had a profound and enduring impact on how employees and organizations work, and even on the nature of work itself. The rapid shift in work reality also affected self-employed workers, with some struggling to keep up with their suddenly booming business while others were forced to urgently reinvent their services to avoid bankruptcy. Both employees and employers, as well as self-employed workers, engaged in a balancing act to establish a new equilibrium or 'work normal', also raising reflections on the feasibility, sustainability, and importance of work.

During this presentation, we will integrate findings from different empirical studies focusing on the (post) Covid-19 experiences and reflections of Belgian employees, employers, and selfemployed workers. Furthermore, we will supplement these with insights drawn from coaching practice, i.e. narratives of employees who burned-out because of their changing work reality. In doing so, we aim to: 1) generate holistic insights based on combining empirical and anecdotical evidence and thereby gain inclusive and valuable knowledge, 2) identify potentially promising HR-policies or -practices, and individual coaching interventions, and 3) identify novel research questions for future studies addressing key issues related to the new work reality of employees, employers, and self-employed workers.

Each of the four semi-structured interview studies focused on a different sample and research questions, and used thematic content analyses to analyze the data while conducting an iterative coding process. In study 1 we interviewed employees who were temporarily unemployed (N = 12) during the Covid-19 lockdowns and reflected on possible changes in their work centrality and work-family interaction. In study 2, employees (data collection ongoing) reflect on how their job and working conditions have (temporarily) changed during the Covid-19 pandemic, and what this means for the sustainability of their job and work-family interaction. Study 3 focuses on the experiences of organizations—represented by their HR-managers (N = 10)— and aims to identify critical success factors, challenges, and best practices regarding the new work normal (focus on hybrid work policies) as perceived by employers. Finally, study 4 examines the experiences of self-employed workers (N = 17) during the first year of the Covid19 pandemic and highlights their reflections on work centrality, personal identity, work-family interactions, and healthy work behavior.

Unfortunately, some employees experienced major difficulties in coping with the sudden Covid-19 induced changes in their job and work situation, ultimately leading them to burn-out and participate in a multidisciplinary burnout treatment program in which one of the authors works as a return-to-work coach. In the presentation, we will share overall reflections on emerging new work stressors and organizational dynamics based on the narratives of burn-out patients, supplementing and challenging the abovementioned study findings.

Different routes to successful HRM implementation: A realist synthesis

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With the changes and transitions the world is currently going through which have various impacts on world economy, businesses, and future of work, keeping employees engaged, productive and ensuring their wellbeing are some of the challenges organizations face. Therefore, HR practices that are focused on employee engagement, their performance and well-being are crucial more than ever. But HR practices with high quality contents do not necessarily result in positive individual and organisational outcomes due to shortcomings in their implementation and such failures may backfire and worsen the situation for employees (Woodrow & Guest, 2014). This intendedimplemented gap (Khilji & Wang, 2006; Piening et al., 2014) has resulted in the shift from contentfocused to process-focused perspective in addressing the HRM black box which has brought the concepts of HRM implementation and its effectiveness to the fore (Katou et al., 2014; Sanders et al., 2014; Steffensen et al., 2019). Therefore, paying attention to implementing HR practices effectively is of quite importance especially in the context where employees identify less with their employers and the turnover rate is high.

Despite the growth in number of studies focusing on HRM implementation in recent years, and a dedicated special issue to the topic (i.e., Bondarouk et al., 2018), we still lack systematic literature reviews (Trullen et al., 2020), especially a systematic understanding of what influences the success or failure of implementation of HR practices. While there has been a review on the antecedents of HRM implementation (Mirfakhar et al., 2018) and few studies that have looked at contextual factors at macro, mezzo, and micro levels (Bos-Nehles et al., 2013; Farndale & Sanders, 2017; Gilliland & Schepers, 2003; Sikora & s, 2014), a comprehensive review of the *mechanisms* through which effective implementation can be achieved and the *context* that influence the operation of such mechanisms is required. Studying contextual factors is specifically crucial as Brandl, Keegan, and Kozica (2022) have recently argued that institutional environment of organisations, as a contextual factor, impacts the implementation efforts in organisations and hence the intended-implemented gap. Therefore, focusing on contextual factors may open new avenues in exploring further the shortcomings of effective HRM implementation. In addition to the mechanisms of effective HRM implementations and their influencing contextual factors, studying the outcomes of effective implementation of HR practices would help with clarifying implementation effectiveness. Given these, in this study, a Realist Synthesis is conducted to identify and synthesise existing evidence from the empirical studies of HRM implementation into Context-Mechanism-Outcome (CMO) configurations of each involved actor. These CMO configurations enhance the understanding of 'what works for whom in which circumstances?' regarding HRM implementation.

The contribution of this study is three-fold: Firstly, this study presents the causeconsequence relationships in HRM implementation, something which was missing in the literature. Secondly, since HRM implementation is a multi-actor process, the cause-consequence (i.e., CMO) configurations are presented for each actor involved, which also depicts the causal links between perceptions and behaviours of each actor in the implementation process. Thirdly, these CMO configurations help develop, implement, and evaluate future HRM implementation as they enhance the understanding of what works for whom in which circumstances.

(Mis)fit in job design demystified: Which leads to higher work engagement?

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Introduction and background

The changing and increasingly challenging nature of work within contemporary organizations requires operational strategies to foster work engagement (Mazzetti et al., 2021). Job design (i.e., "the content and organization of one's work tasks, activities, roles, interactions, authority, and responsibilities," cf. Parker et al., 2017) is an HRM tool that can help organizations and employees combat challenges and harmonize employees' needs (e.g., achievement, and work-life balance) with organizational goals. It affects how employees perceive their jobs and aim to increase their motivation and work effort.

Existing job design theories and related empirical research have primarily addressed the relationship between the actual (perceived) level of job characteristics and employee work engagement (e.g., Shantz et al., 2013), which excluded the interaction between individual needs and resources that organizations provide. However, a few studies investigated desired or preferred job attributes (e.g., Dust & Tims, 2020; Warr & Inceoglu, 2015). According to the person-job fit theory, compatibility between people and their jobs is essential for motivation and performance. Therefore, we assume that a fit between actual and wanted levels of job design leads to higher work engagement (Kristof-Brown et al., 2005).

On the other hand, misfit situations should not enable positive outcomes to the same extent as fit situations (Edwards, 2008). Unfortunately, misfit situations such as over-fit (actual > wanted level of a specific job characteristic) and under-fit (higher wanted level than the actual level of a particular characteristic of the job) haven't been explored enough in the context of job design (Cooper-Thomas & Wright, 2013). Thus, this paper explores the impact of two job design misfit and fit situations to demystify their effect on work engagement. Specifically, this study focused on the congruence of the actual and wanted level of job resources (autonomy and task identity) and job demands (task variety and skill variety).

Method

Primary field survey data were collected from 341 employees at two different time points. Respondents rated their actual and wanted levels of job characteristics in the first time point and work engagement in the second time point six months later. The study uses well-established measurement instruments: Work Design Questionnaire (Morgeson & Humphrey, 2006) and the Utrecht Work Engagement Scale (Schaufeli et al., 2002). Polynomial regression using the block variable approach and response surface analysis (Edwards, 2002) have been performed to test the (mis)fit hypotheses.

Results and discussion

Among four studied job design situations, two are beneficial for work engagement: (1) job design fit (actual = wanted); and (2) over-fit in job design (actual > wanted). However, an under-fit situation (actual < wanted) is detrimental to work engagement. Work engagement was the highest in overfit situations for job resources (job autonomy and task identity). However, work engagement was the highest in the fit situation for job demands. This offers an opportunity to deepen our understanding of the job-demands resources theory (Bakker & Demerouti, 2007), that is, on differential roles of job resources and job demands for stimulating employees' work engagement (motivation).

Meeting Worker Needs through Place Rights

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The healthy workplaces concept emphasizes need satisfaction, which underlies well-being and promotes work motivation (Maslach & Banks, 2017). This proposal focuses on the intersection of the behavioral and physical environments as a driver of employee engagement and well-being.

Consider the power of place. People have come and gone, yet some places exert a power—a spiritual magnetism—that transcends time (Gray, 2022). This power evokes awe and connectedness, restoring the spirit and physical well-being. Our identities are tied not only to shared spaces (Hopkins & Dixon, 2006) but also to our personal space. Our effectiveness and well-being are also tied to place. The "Great Resignation" reflects in part a gap between what employees needed and got from the physical workplace. Indeed, place matters, yet as WO psychologists, we have largely underemphasized the impact of the physical environment on well-being/performance.

Maier (1955) suggested that performance is a multiplicative function of ability and motivation. Years of research failed to provide unequivocal empirical support (e.g., Van Iddekinge et al., 2018). The inconsistent findings confirming the multiplicative hypothesis likely reflect how we have operationalized motivation. WO psychologists have typically operationalized intrinsic motivation in terms of supervisory practices/climate. By largely focusing primarily on the behavioral environment, we have been leaving out half of the motivational component in Maier's equation.

Whereas human resources scholars have explored extrinsic motivation in terms of tangible benefits (e.g., SHRM, 2019), they also have underemphasized the physical environment. The physical characteristics of the workplace constitute an intangible benefit (Martocchio, 2011). Firms that disregarded physical workspace effects on safety and well-being during the COVID-19 era face an uphill battle to regain the trust of their employees.

Practitioners in many fields (e.g., occupational safety/health, environmental psychology, and architecture) know how the physical environment affects well-being/performance. WO psychologists have opportunities to increase our application of this multidisciplinary body of work to theory and practice.

This presentation will: (a) focus on opportunities to leverage the expansive multidisciplinary body of work in the design of physical spaces by focusing on occupant needs, (b) discuss the notion of place rights, which suggests that people deserve to live/work in environments that promote their well-being/effectiveness and keep them free from harm, and (c) discuss an intervention in which WO psychologists played a leading role in the design of a building. In line with the objectives of this EAWOP-SGM, I offer these questions: (a) How can we more effectively integrate the multidisciplinary body of work on the physical environment into our work? (b) How can we lead efforts to bring this body of work not just to facilities managers and designers but also to the public? (c) Which of our methodologies can best be applied to assess best practice in this domain? (d) Considering the physical workspace, what can we do to promote "the Great Return to Work," or do we want to promote it? Discussing these issues may better position us to understand the intersection of the behavioral and physical environments that is shaping the "new working normal."

We're all in the same boat: The career efficacy development of people with disabilities and the role of others

Greg Swysland

Overview
In the UK, only 54% of people with disabilities (PWD) are in employment, compared to 82% of those living without a disability (DWP 2020), this employment gap of 28% is the same as it was in 2000 (Berthoud, 2001). This study investigates how PWD experience work and their career, with a particular focus on how they develop self-efficacy and the influence of others including experiences during COVID-19. By addressing the gap in the disability and careers literature and focusing on how employed PWD develop the self-efficacy to achieve positive workplace and career outcomes, this research seeks to inform how PWD experience work.

Theoretical background
Grounded in pragmatic realism, this study's theoretical framework uses Hall, Yip and Doiron's (2017) Protean Career model which suggests that intrinsic work values and self-direction act as drivers for career outcomes; Self-efficacy theory (Bandura, 1982) acts a mechanism to mediate this relationship and incorporates Dewey's concept of experience to encapsulate the relationship between the working day and career experience.

Methods
17 participants, considered as disabled under UK legislation, participated using semi-structured interviews conducted online. Data is currently being analysed using Gergen and Gergen's (1984) narrative approach within a reflexive thematic framework (Braun and Clarke, 2022) to establish how career experiences influences the self-efficacy development of PWD, their current beliefs and role of others in this process.

Findings so far
The following set of findings are preliminary and subject to further analysis.

Individual development of self-efficacy
Unsurprisingly several types of career narrative emerged given that experiences differed greatly, but commonalties existed in how participants used acquired skills and previous experiences to succeed in a present context and during the pandemic. Interestingly, most participants benefitted during the pandemic and described stable narratives during this time. This was achieved through their understanding of personal strengths and limitations, ability to adapt and manage their environment with feelings that the pandemic levelled the playing field. Despite acknowledging that developing the self-efficacy to succeed in the present was arduous, it was a worthwhile process as it led to employment that was meaningful and enabled them to fulfil potential as a PWD. These experiences also led to participants foreseeing no issues that they hadn't encountered before in relation to appraisals of future action.

Influence of others
The influence of others in the development of participants self-efficacy was most evident in during transitions from regressive to progressive career narratives. Other PWD helped participants develop their ability to discuss disability (an enabler in their current role) but former colleagues, educators, and medical professionals were also cited as influencing their self-efficacy, and career decisions.

Research/Practical Implications
This study reveals that commonality exists in how PWD succeed in an employment context and the role of previous career experiences in shaping how they view employment. Practitioners should explore the previous career experiences of PWD to facilitate a better understanding of the factors that enable their workplace success.

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