

7th Aotearoa New Zealand Organisational Psychology and Organisational Behaviour Conference

Monday 3rd December 2018, University of Auckland
Arts 1 Building 206 (14A Symonds St) Room 201& 203

Time	Authors (Institution)	Title
9:20	Welcome: Lixin Jiang	
Session I: Work Design and Organizational Change		
9:30-9:45	Oldcorn & Haar (AUT)	Exploring the potential of slowing down within workplaces
9:45-10:00	Gatt & Jiang (Auckland)	Autonomy, belonging and well-being in a non-territorial workplace
10:00-10:15	Haar (AUT)	The double-edged sword of mobile technology to work in family time
10:15-10:30	Moore & Smollan (AUT)	What role do values play in employee perceptions of change?
10:30-11:00	Morning Tea	
Session II: Causes and Consequences of Job Insecurity		
11:00-11:15	Brougham (Massey) & Haar (AUT)	Experts and non-experts' predictions of the future of work
11:15-11:30	Zubielevitch, Sibley, & Osborne (Auckland)	Gender and job security: The role of gender discrimination and system justification
11:30-11:45	Waizenegger & Seeber (AUT)	Exploring the reasons, challenges and success factors of conversational agents
11:45-12:00	Probst, Chizh, Jiang (Auckland), Hu, & Austin	Explaining the relationship between job insecurity and creativity
12:00-12:15	Roemer, Roche, & Sutton (Waikato)	A positive psycho-social approach towards creating readiness for change
12:15-1:15	Lunch	
Session III: Individual Differences in Organizational Psychology and Organizational Behaviours		
1:15-1:30	Chowdhury (Auckland)	'Put your professional face on': How young professional women manage depression in the workplace
1:30-1:45	Ghafoor & Haar (AUT)	Impact of the individual proactive personality on team factors towards team creativity behaviours
1:45-2:00	Sulaiman, Toulson, Brougham, & Lempp (Massey)	The relationship between religiosity and ethical decision-making: Some observations
2:00-2:15	Zhang, George & Chattopadhyay (Auckland)	Not in my pay grade: The relational benefit of pay grade dissimilarity
2:15-2:30	Roche, Sutton, & van Lieshout (Waikato)	Developing a short measure of psychopathy at work
2:30-3:00	Afternoon Tea	
Session IV: Review for Daily and Extreme Events & Interventions		
3:00-3:15	Greenslade-Yeats (AUT), Cooper-Thomas (AUT), & Corner	The functions and challenges of gossip in organisations
3:15-3:30	Junaid & Parker (Massey)	Understanding living under terrorism: Providing a theoretical lens from what we already know
3:30-3:45	Yong, Roche & Sutton (Waikato)	Training and maintaining autonomy-supportive behaviours of supervisors in low-skilled occupations
3:45-4:00	Hissong (Third Wave Behaviour Science) & Phillips (Auckland)	Connecting mission to practice: Practical tools for modernising disability service delivery
4:00-4:10	Announcement of the Michael O'Driscoll Best Paper Award	
4:10-4:20	Closing: Helena Cooper-Thomas & Maree Roche	
4:20	Networking and socializing	

Organising committee: Lixin Jiang (Auckland); Helena Cooper-Thomas (AUT); Maree Roche (Waikato)

7th Aotearoa New Zealand Organisational Psychology and Organisational Behaviour Conference**Session I: Work Design and Organizational Change****Exploring the Potential of Slowing Down within Workplaces**

Gary Oldcorn (PhD Candidate) & Professor Jarrod Haar, Auckland University of Technology

Information loads are growing each day in all aspects of life. Although the benefits of greater access to information are often clear, the risks associated with information overload (IO) are also well recognised (e.g., high absenteeism, turnover etc.). These risks form part of the wider set of management challenges facing today's managers. Many countermeasures exist but appear ineffectual. Technology is often looked to as a remedy for IO, even though it is very often implicated as a major causal factor. The present study responds to the IO challenge by exploring an idea outside of the technology space. We propose, based on our earlier exploratory qualitative research, that engaging with a Slow climate at work could be helpful. Slow derives from principles espoused by the Slow Movement, whereby greater effectiveness and well-being are argued to arise from a careful and deliberate controlling of pace: enhancing experience and effectiveness of activities. We test a construct of Slow climate on New Zealand employees, considering its relationship with a range of (robust) workplace factors spanning workload, job outcomes and well-being. Slow climate, and a related construct on Pace climate, were developed and tested on a sample of 306 New Zealand employees, with data collected in two waves (1 month separated). Tests of convergent and divergent validity, and test-retest reliability supported the constructs. Regression analysis were conducted, and the findings supported the proposition that a Slow climate and Pace climate significantly impacts on workplace factors. For example, Slow is positively and Pace is negatively related to job satisfaction and work-life balance and the opposite towards turnover intention and stress. We tested a mediation model whereby work demands and time control might mediate the influence of Slow and Pace climates and the effects are weak towards job outcomes but showed consistent partial mediation towards wellbeing outcomes. We discuss the implications for workplaces in terms of Slow's potential to assist in the management of IO.

Autonomy, Belonging and Well-being in a Non-territorial WorkplaceGabrielle Gatt (Undergraduate student) & Dr. Lixin Jiang (Supervisor)
University of Auckland

The workplace is rapidly changing as technology allows work to happen everywhere. As a result, non-territorial organisational models with unassigned desks are becoming more prevalent. According to the self-determination theory, meeting two basic psychological needs of autonomy and belonging allows optimal human development, including increased job satisfaction and affective commitment as well as decreased burnout. Applying this body of research to the physical environment of office space, we investigated the relationship between non-territorial working (either mobile or flexible workers) and employee outcomes of job satisfaction, affective commitment, and burnout via the mediators of work-arrangement autonomy (autonomy relating specifically to non-territorial work environments) and belonging. *Mobile workers* who are offered more choice in where and with whom they work throughout the day are expected to report higher work-arrangement autonomy and therefore better well-being outcomes. *Flexible workers* who likely sit with the members of their business unit and have more interactions with their team are expected to report higher belonging and therefore better well-being outcomes. Data were collected from 139 working New Zealanders who were either mobile or flexible workers. We found that although flexible workers did not report higher belonging than mobile workers, mobile workers reported higher work-arrangement autonomy than flexible workers. Moreover, both work-arrangement autonomy and belonging were related to higher job satisfaction and affective commitment but lower burnout. We also found that work-arrangement autonomy fully mediated the relationship between the non-territorial work-style (either mobile or flexible) and affective commitment and burnout and partially mediated the relationship between the non-territorial work-style and job satisfaction. Taken together, this suggests that the particular style of non-territorial working that supports autonomy and allows employee to have choices may improve employee work experiences and decreases their burnout.

The Double-Edged Sword of Mobile Technology to Work in Family Time

Professor Jarrod Haar, Auckland University of Technology

Mobile work (mWork) refers to the frequency of using a mobile device (e.g., smart phone, laptop, tablet etc.) to engage in work tasks using internet access during family time. Indeed, as far back as 1994 Steve Jobs was quoted "I'm very excited about having the Internet in my den". However, despite the advent of mWork, empirical studies have produced mixed findings. The present study suggests that under the Conservation of Resources theory, mWork can be beneficial to work-family enrichment and job outcomes, while also being detrimental to work-family conflict and wellbeing. Access via mWork can generate resources on one hand (confidence, self-esteem) while also depleting resources (time with family). This study also explores family supportive organizational perceptions (FSOP) as an antecedent, suggesting the organizational focus on family time will discourage use of mWork. Hypotheses are tested using two samples: (1) New Zealand (NZ) cross-sectional data (n=520), and (2) US time-lag data (n=219), with IV and DV data collected six months apart. Data was analysed using AMOS including CFA and SEM and both approaches met minimum model fit for both data sets. Overall, analysis indicated strong support for hypotheses: FSOP is negatively related to mWork and other variables, while mWork is positively related to conflict and enrichment, as well as organizational commitment, job satisfaction and insomnia. Furthermore, conflict and enrichment have mediating effects on relationships between mWork and outcomes. The paper concludes that mWork can have both beneficial and detrimental effects because the technology use provides avenues for both resource gains and losses. The study provides empirical evidence support for the Conservation of Resources theory, and highlights how mWork (via technology) and simultaneously have both enhancing and detrimental influences.

What role do values play in employee perceptions of change?

Vikashni Moore (research student) & Dr. Roy Smollan (research supervisor)

Auckland University of Technology

Values is a multifaceted concept that is closely related to the concept of organisational culture. Values have been conceptualised at multiple levels - individual, social group, institution, inter-organisation, leader and national - and a considerable number of values frameworks exist, but not within a single model. Additionally, little research has been done on group values - what they are, how they are formed and their role in organisational or social group settings, in addition to periods of organisational change.

The current study investigated four levels of values that may exist in an organisation - individual, group, leader and organisational, the congruencies between them and how these values and congruencies influenced individual reactions to organisational change. Through an interpretive single case study design, changes in an organisation (a merger, centralisation of some functions and a change of organisational values) were analysed in relation to the values of employees and managers. A framework of values was developed that presents insights into the four levels of values, the relations between them and how these values shape organisational members' perceptions of change. A conflict in values at middle management level was found. Additionally, the change in organisational values did not result in changes in individual values.

The framework is a contribution to knowledge as it integrates different levels of values in a single model and applies them to organisational change. Additionally, the study presents new perspectives on the sets of values that guide perceptions of change processes and outcomes, and analyses implications for practitioners. The findings of the research provide new insights into why individual values may not change. Another contribution is the salience of group-member value congruency during change. A final key insight is the role complexities facing middle managers during change and the values that they revert to when faced with values conflicts.

Session II: Causes and Consequences of Job Insecurity**Experts and Non-experts Predictions of the Future of Work**

Dr David Brougham (Massey) & Professor Jarrod Haar (Auckland University of Technology)

The present study looks at expert and non-expert predictions around the future of work and employment. A seminal study suggested that 47% of jobs in the USA could be automated by robotics, artificial intelligence and other smart technology (we call this *probability of replacement*). If the probability of replacement was 10% this gives an indication that there is little chance of that job being automated. Whereas jobs with a probability of 90% are expected to be replaced by automation. For example, the *probability of replacement* for the following jobs are as follows; Software Development/IT (13%), Account Manager/Banking (25%), Manager/Retail (63%) and Sales/Retail (92%). Using a sample of 206 employees, we compare the externally assessed *probability of replacement* with an employees' perception that their job will be automated (we call this *perception of replacement*). Using the examples above, employees within our sample rated their *perception of replacement* as: Software Development/IT (39%), Account Manager/Banking (0%), Manager/Retail (15%) and Sales/Retail (10%).

The descriptive statistics from our sample indicate that there is a disconnect between the *probability of replacement* (Mean= .55, SD=.41) from experts and the *perception of replacement* from the employees that their job will be automated (Mean= .32, SD= .25). Overall, this indicates employees (non-experts) believe their jobs are less likely to be automated compared to the experts. Furthermore, and more importantly, the correlation between these numbers were not significant ($r=.09$, non-significant). A scatterplot graph indicates that employees have a wide range of views when looking at the perceptions of replacement compared to the probability of replacement. This is to say that if multiple people have the same role (e.g., employees in Software Development/IT) who occupy a low risk position according to the expert study, they will have widely contrasting views on technology being able to automate what they do. This could be because people with the same job title could have vastly different parts to their job based formally or informally on their job description. The findings could also be explained by confirmation bias that shape how the future will look. Regardless of being an expert or not, both offer their expectations around the future of work. These expectations are not reality. Only time will tell if the 'experts' predictions or those of our sample are correct.

Gender and Job Security: The Role of Gender Discrimination and System JustificationElena Zubielevitch (postgraduate), Professor Chris G. Sibley, & Dr. Danny Osborne
School of Psychology, University of Auckland

Job security—expectations workers have about the continuity of their employment situation—is receiving increased scholarly attention due to a labour market now characterized by high levels of change. Though some highly-skilled workers may prefer the transient nature of modern work, job security is still a valued resource linked with a number of positive outcomes, including the ability for future planning and lower psychological distress. Unfortunately, evidence suggests that job security may be less prevalent amongst marginalized groups, such as women, although little research has formally tested the mechanism(s) underlying this association. We test these relationships using data from a large, nationally-representative sample of employed people from Aotearoa New Zealand ($N = 10,429$). Our findings show that while women generally perceive higher job security than men, they are also more likely to report gender discrimination which, in turn, predicts decreased job security. Notably, the indirect effect is weakened by higher levels of gender system justification—an ideology that seeks to maintain the gendered status quo. We discuss the implications of our research for scholars and practitioners.

Exploring the Reasons, Challenges and Success Factors of Conversational agents MotivationDr. Lena Waizenegger¹ & Dr. Isabella Seeber²
Auckland University of Technology¹ University of Innsbruck²

Conversational agents (CA) such as chatbots, smart home assistants, and visual digital assistants have progressed rapidly in recent years (Seeber et al., 2018; Wolters, Kelly, & Kilgour, 2016). Some organizations including airlines (StopPress, 2017), banks (ChangSheng, 2017), insurance companies, and energy providers are early adopters of CAs. They gained first experiences in developing and deploying CAs as customer service agents that answer questions, provide recommendations, and book or cancel services for customers (Malone, 2018) using natural language processing (Chowdhury, 2003). Insights about how CAs change workplace

dynamics, the interaction with customers, the management of the workforce, etc., are essential for organizations, that have not yet or are in the progress of adopting CAs. There exists little empirical work that analyses and synthesizes our current understanding of CAs using scientific methods. This paper aims at closing this gap by systematically exploring the reasons why organizations adopted CAs, the challenges they faced, as well as the factors that led to success. Method: We performed 17 semi-structured expert interviews (Wengraf, 2001) with developers of CAs, managers of organizations that implement or implemented CAs, and experts in the field of artificial intelligence and CAs. Preliminary findings: The reasons organizations implement CAs can be categorized into three areas: 1) improvement of customer experience, 2) scaling opportunities, 3) improvement of employee satisfaction. We also found four success factors that effective CA implementation projects had in common. Further, we identified six major challenges: Three of them are 1) underestimation of time and effort to train CAs, 2) bureaucracy in organizations as a roadblock for effective implementation, 3) fallacy that CA projects are completed after going live as CAs have to adapt to organizational changes and continue to learn new dialogues.

Explaining the relationship between job insecurity and creativity: A test of cognitive and affective mediators

Professor Tahira Probst¹, Alina Chizh¹, Dr. Lixin Jiang², Dr. Sanman Hu³, & Christopher Austin¹

¹Washington State University Vancouver, ²University of Auckland, & ³Huaqiao University

Despite a large body of literature on the negative consequences of job insecurity, one outcome – job creativity – has received relatively scant attention. While initial studies established a relationship between job insecurity and creativity, the explanatory mechanisms for this relationship have yet to be explored. Using threat-rigidity theory and broaden-and-build theory as a conceptual foundation, we implemented a two-country temporally-lagged research design (USA N = 390; China N = 346) to test two potential mediating mechanisms – cognitive failures and negative job-related affect – as explanatory variables between quantitative and qualitative forms of job insecurity and self- and other-rated measures of creative performance. Results from both countries suggest that job-related affective well-being and employee cognitive failures both explained the relationship between job insecurity and creative performance. However, affective well-being was a better explanatory variable for the relation between job insecurity and self-rated creative performance, whereas cognitive failures accounted for effects between job insecurity and the other-rated measures of creative performance. We discuss the implications of these findings from measurement, theoretical, and practical perspectives.

A positive psycho-social approach towards creating readiness for change

Anja Roemer (Postgraduate); Supervisors: Dr Maree Roche and Dr Anna Sutton

University of Waikato

Today's world is changing faster than ever before. Technological advances, social and demographic developments, and high competition on global markets require organisations to adapt and change quickly. The implementation and management of organisational change is therefore an important part of remaining competitive and viable. Organisations heavily rely on their employees' emotional, cognitive, and intentional readiness for change in order to be successful. For this reason, it is valuable to investigate factors that facilitate change readiness. Organisational change is in many cases an unavoidable, complex and challenging endeavour, which employees might perceive to be demanding. This research project (in progress) adopts a positive psycho-social approach to investigate the conditions that enhance change readiness. It is proposed that the social environment in the organisation might be a predictor of change readiness. It is argued that positive leadership in particular creates conditions that prepare employees to deal with challenges or even embrace them. Moreover, it is anticipated to analyse whether the positive psychological resources of mindfulness and psychological capital (PsyCap) might facilitate the employees' readiness for change in the organisation.

Session III: Individual Differences in Organizational Psychology and Organizational Behaviour**'Put your professional face on': How young professional women manage depression in the workplace**

Nilima Chowdhury (Doctoral candidate in psychology, University of Auckland)

Young women in New Zealand have increasingly been given opportunities to succeed and within public discourse they are often hailed as the most likely winners in an increasingly competitive marketplace. Yet, women remain twice as likely to experience depression and other mental health problems as men.

This paper describes an in-depth qualitative study with young high performing women working in professional roles, both in the private and the public sector (i.e. as solicitors, consultants or policy advisors). The principle aim of this research was to explore how young professional women's experiences of depression are shaped and constrained by the sociocultural context they operate in.

Careful analysis of interview transcripts led to the identification of a number of 'rules' concerning the management of depression in the workplace, such as 'depression must be hidden from others' or 'depression must not affect productivity'. These self-management practices are underpinned and maintained by gender norms, particularly the 'superwoman' or 'top girl' ideal and its association with perfectionism, and other dominant cultural assumptions such as the importance of individual responsibility and resilience, the increasing emphasis on happiness and positivity, and the ubiquity of the self-care ethos.

The implications of these findings, both in regards to organisational well-being and responsibility as well as individual recovery, will be critically discussed.

Impact of the Individual Proactive Personality on Team Factors towards Team Creativity Behaviours

Azka Ghafoor (postgraduate) & Professor Jarrod Haar, Auckland University of Technology

In the world of competition, organizations rely on a workforce that is more creative. The present study explores team creativity behaviours, because workforces are more likely to conduct their work in teams. We explore team trust as a core antecedent of team creativity, where we expect team creativity performance to be enhanced when the team has high trust amongst members. In addition, we explore team cohesion as a mediator, whereby trust facilitates the cohesiveness of the team, which ultimately enhances creativity performance. Finally, we also consider the role of the individual employee within these team contexts. Proactive personality relates to taking initiative towards improving circumstances - challenging the status quo – and this fits well with creativity behaviours. We test proactive personality as both an antecedent of all team constructs, and a cross-level moderator with team trust towards cohesion and creativity. We used a sample of 122 employees nested in 41 teams. Data was collected longitudinally (2 months apart) and analysis was conducted on residual values in multi-level modelling (with Δ representing change across time1 and time 2). All constructs were represented by established constructs and were robust. The findings showed that at the team-level, Δ trust influenced Δ team cohesion and Δ team creativity behaviours, and the direct effect on creativity was partially mediated by Δ team cohesion. Δ team cohesion was also a significant predictor of creativity. Δ proactive personality was positively related to Δ team trust and Δ team cohesion although Δ team trust mediated this effect towards Δ team cohesion. Δ proactive personality was also positively related to Δ team creativity behaviours. Finally, a significant two-way interaction was found between Δ proactive personality and Δ team trust towards Δ team cohesion, with higher Δ team cohesion found when respondents had high Δ proactive personality and high Δ team trust. We discuss the implications for understanding team factors towards creativity, and the role of individual's proactive personality.

The relationship between religiosity and ethical decision-making: Some observations.Rahizah Sulaiman (PhD candidate), Associate Professor Paul Toulson, Dr. David Brougham, & Dr. Frieder Lempp
Massey University

All religions strongly encourage ethical conduct. While many studies have been conducted to demonstrate the results of religiosity, such as ethical judgment (Walker, Smither, & DeBode, 2011) and ethical intention (Lehmann & Gorsuch, 2017), limited empirical studies try to explain the relationship between religiosity and ethical decision-making (Chan-Serafin, Brief, & George, 2013). This paper attempts to explicate this relationship through several inter-connected theories.

According to Weaver and Agle (2002), individuals play several roles in their lives, in which certain roles are considered more important than others. Higher hierarchy would be closely align with self-identity. Specifically, individuals whose religiosity is intrinsically-motivated, would more likely to attend the expectation of the religion. This is consistent with theory of moral identity by Aquino and Reed (2002). When moral virtues are important to one's identity, it serves as a motivation for him/her to behave with one's sense of morality (Hardy, 2006; Hertz & Krettenauer, 2016; Vitell et al., 2009). Meanwhile, scholars found that moral standards can be activated automatically or consciously. Priming of religious ideas activate an awareness of moral standards to increase ethical behaviour (Duhaime, 2015; Mazar, Amir, & Ariely, 2008; Shariff & Norenzayan, 2011). Consciously, an individual can clarify dilemmas and act more intentionally and avoid behavioural violations (Petchsawang & McLean, 2017).

This paper is part of my PhD thesis, which looks at explaining the relationship between religiosity and ethical decision-making empirically at workplace situations. With the sample of 160 Muslim employees in Malaysia, the study concluded that this relationship is mediated by conscience. The results of my thesis further provide light to this relationship, whereby it describes the association of awareness of the moral issue, and violation of one's moral identity to one's conscience that motivates an individual to behave ethically.

Not in my pay grade: The relationship benefit of pay grade dissimilarity

Dr. Lida Zhang, Professor Elizabeth George, and Professor Prithviraj Chattopadhyay
University of Auckland

We examine how pay dispersion in a team, in the form of pay dissimilarity between individuals, is associated with performance, turnover intention and identification with the team. We draw upon relational demography and the social identity perspective to argue that working with others who are dissimilar in pay grade can help individuals reduce social uncertainty in their work relationships within the team. This effect is more pronounced for lower-status individuals because they are more sensitive to social influence. We test these arguments through a three-part survey of 203 employees from 33 work teams of a telecommunication company in China. Our data show that pay grade dissimilarity is associated with lower relational uncertainty, more for individuals with a lower pay grade and that lower relational uncertainty, in turn, is associated with higher task performance, higher identification with the team and lower intent to leave the team. This paper contributes to the literature on pay dispersion by highlighting the importance of relative pay, especially for individuals who are lower paid than other, and uncovering the process underlying its effect. *Post hoc* analysis suggests that these effects are present especially when the pay system is perceived to be legitimate.

Developing a short measure of psychopathy at work

Dr. Maree Roche, Dr. Anna Sutton, and Courtney van Lieshout
University of Waikato

Psychopathic traits are associated with decreased job performance and increased in counterproductive work behaviours (O'Boyle, Forsyth, Banks, & McDaniel, 2012) but are also often valued leadership qualities and can be rewarded in the work environment (Board & Fritzon, 2005). Further research in this area is, however, currently limited by the lack of a suitable measure of psychopathic traits in the normal population (O'Boyle et al., 2012). The Triarchic model of psychopathy (Patrick, Fowles, and Krueger, 2009), which conceptualises psychopathy on the dimensions of boldness, meanness, and disinhibition, can be assessed using a 58-item self-report measure but contains items which have little face validity in the workplace. Like other measures, it is also not suited to multi-level research as it does not have a validated 'other-report' version. This study aims to develop a brief measure of workplace psychopathy which can be used with both self- and other-report, making it suitable for use in multi-level organisational research.

Method: Participants complete online measures of psychopathy (TriPM) and work outcomes at two time points. Two samples will be recruited: 300 managers who will self-report and 300 non-managerial employees who will report on their line manager's leadership style (including a rating of psychopathy). Using factor analysis and predictive validity testing, we will develop short self- and other-report measures of psychopathy at work.

Implications: This study is ongoing and we will report initial findings at the conference. The development of brief self- and other-report measures of psychopathic traits will enable researchers to explore the multi-level complexity of psychopathic behaviour at work.

Session IV: Review for Daily and Extreme Events & Interventions**The functions and challenges of gossip in organisations**James Greenslade-Yeats (PhD student) Auckland University of Technology;
Supervisors: Helena Cooper Thomas (AUT) and Patricia Corner (UBC).

Gossip is a phenomenon of growing interest for organisational researchers (e.g. Brady et al., 2017). At the same time, gossip remains a controversial behaviour in organisations (e.g. Tassiello et al., 2018). This paper investigates why this is so. My argument, in brief, is that gossip is controversial because it is essential for the formation of *emergent* social structures, while organisations typically rely on *imposed* social structures for formal operations. Emergent social structures are informal structures that develop from the bottom up through interpersonal interactions and relationships (Pierce & White, 2006). These contrast with imposed social structures, which are formal, based on official authority, and typically imposed from the top down. The paper starts by reviewing organisational literature on gossip, showing that scholars in this field have traditionally evinced either a dismissive attitude or latent hostility toward the phenomenon. I then review literature adopting a more balanced view of gossip, which redefines gossip and suggests it may even serve a functional role in organisations. I draw on research from non-organisational disciplines such as social and evolutionary psychology, anthropology and sociology to present a categorisation of gossip's potential functions in organisations. The three broad functions revealed by the review are: gossip as social map (e.g. Mills, 2010); gossip as grooming (e.g. Brondino et al., 2017); and gossip as political tool (e.g. Feinberg et al., 2012). Next, I argue that what these functions have in common is an importance to the formation of emergent social structures. Consequently, gossip poses two major challenges for management researchers and practitioners. First, gossip is challenging to study empirically because it is furtive, undocumented, and potentially subversive. Second, gossip is challenging to shape through official measures and structures because it is, by nature, informal and emergent. Yet while gossip pose challenges for management researchers and practitioners, it also offers possibilities for those interested in understanding how emergent social structures affect the formal operations of organisations.

Understanding living under terrorism: Providing a theoretical lens from what we already knowDr. Fatima A. Junaid & Professor Jane Parker
Massey University

Aim: This paper is written to inform management science based on learning from existing literature of terrorism and trauma researches. Our review aims to explain why in case of terrorism trauma employees may have positive or negative behaviours.

Approach: This is a review based paper. Our review was focused on literature that was in organisational or social psychology. The objective was to provide possible explanations regarding employee behaviours that could be used by both future researchers and management practitioners.

Key messages: We find that terrorism and trauma can cause several different behavioural consequences; which need to be studied from an employer/employee perspective. To help understand the myriad of employee outcomes; we discuss post-traumatic stress disorder (PTSD), terror management theory (TMT) and death salience to point towards possible negative behaviours. Followed by resilience, post traumatic growth (PTG), and altruism born of suffering (ABS), to highlight the possibility of positive consequences in times of adversity.

Limitations: The purpose is not to provide a detailed literature review, but to use the existing literature/knowledge to infer implications of terrorism for management science researchers.

Conclusions: We develop links that PTSD, TMT and death salience are likely to cause negative behaviours. On the other hand Post-traumatic growth, altruism born of suffering and resilience are likely to cause positive behaviours.

Implications: Our review highlights that the dynamics of today's work place may often require an interdisciplinary approach to understand organisation/employee outcomes. Thus, we provide grounds for further research and help management practitioner understand employee behaviours in complex contexts.

Training and maintaining autonomy-supportive behaviours of supervisors in low-skilled occupations

Amy Yong Pei Chuin (Postgraduate), Dr. Maree Roche & Dr. Anna Sutton
University of Waikato

With technological advancement, the lower-skilled occupations require progressive employees who are willing to upskill. In order to retain and develop quality employees in lower-skilled occupations, their well-being needs to be given appropriate attention. According to Self-determination Theory (SDT), employees' well-being is related to autonomy-supportive environment demonstrated by their supervisor (Deci & Ryan, 2000). Two organisational studies were conducted to train managers in autonomy-supportive skills. However, none has been conducted with supervisors in low-skilled occupations. This study employed a mixed-method approach beginning with quantitative phase to evaluate the effect of autonomy-supportive training (AST) on supervisory style and employees' perception of supervisors' autonomy support (SAS) and their well-being, followed by qualitative phase to explore factors that could influence the maintenance of SAS in low-skilled occupations. 44 supervisors and 240 employees from three factories and a hotel in New Zealand participated in the quantitative phase and 15 supervisors participated in the qualitative phase. The outcome showed increase in moderate autonomy-supportive behaviour after AST among supervisors in the intervention group only. Apart from that, no other changes were detected among supervisors and employees. The findings in quantitative phase were also explored in addition to factors influencing the maintenance of SAS in the qualitative phase. Results from qualitative phase indicated lack of resources, manager's negativity, internal and external pressure and beliefs held about certain supervisory style can affect supervisory style. The implications and practical application of training and maintaining SAS were discussed based on the quantitative and qualitative findings.

Connecting mission to practice: Practical tools for modernising disability service delivery

Ryan Hissong¹, MEd BCBA & Dr. Katrina Phillips²
Third Wave Behaviour Science¹ & University of Auckland²

Many people in our society rely upon disability service organisations. Although these organisations often have lofty and exciting goals, missions and values, which are meant to guide the support of those in their care, they often struggle to deliver in kind. While many service providers are striving to close this gap with various initiatives, resources are limited and opinions on how to proceed range widely. In this context of limited resources, where ongoing change is the new normal, organisations require an empirically validated and reliable tool for illuminating, and subsequently providing solutions to, the areas where resources dedicated to performance improvement can be maximised. In this presentation, we will discuss one such tool that is a result of synthesising technologies from the literature (e.g., performance diagnostic checklist, behavioural systems analysis, evidence-based staff training, etc.) and is designed to yield comprehensive diagnostics and solutions based information for a wide range of organisations. It is hoped that this tool will provide management guidance on how to proceed in a way that will maximise the return on investment for service users and offer providers the opportunity to scale services in a reliable and sustainable way, resulting in increased viability and availability of high-quality services in the sector.

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