SIG 09: Organizational Behaviour

The Special Interest Group encourages professional scholarship, dissemination of information, and fellowship among persons of similar academic and professional interest. The purpose of the OB SIG is to develop an ongoing and constructive dialogue among organizational behaviour scholars and practitioners to conduct research that is relevant for management theory and practice in the contemporary world. The OB SIG aims at promoting research and networking interests in individual and group behavior in the organizational context by providing a wide-ranging, engaged and internationally-focused forum to discuss and develop research and practice in the field.

The Organizational Behavior (OB) SIG at EURAM has been established in 2012 and by now has become one of the largest SIGs as measured by the number of papers submitted. Major topics include theory and research on:

- individual characteristics such as beliefs, values, personality, and demographic attributes, and individual processes such as learning, perception, motivation, emotions, and decision making

- interpersonal processes such as trust, justice, power/politics, social exchange, and networks

- group/team characteristics such as size, diversity, and cohesion, and group/team processes such as development, leadership, decision making, and cooperation and conflict

- organizational processes and practices such as leadership, goal setting, work design, feedback, rewards, communication, socialization and change

- human resources management and practices in the various functions and activities such as for acquisition, allocation, development, utilization, maintenance, and evaluation of humans as resources in work organizations.

- contextual influences on individuals and groups such as organizational and national culture, and organizational identity and climate

- and the influence of all of the above on individual, interpersonal, group, and organizational outcomes such as performance, creativity, attachment, citizenship behaviors, stress, absenteeism, turnover, deviance, and ethical behavior.

Notwithstanding the popularity of some topics the intention is to display the variety and creativity embedded in the work of OB SIG authors. Therefore, in addition to well-established topics the OB SIG is open to and wants to encourage submissions to different new streams of research in public, private and non-profit organizations, dealing with the study of attributes, processes, mechanism, behaviors, and outcomes within and between individual, interpersonal, group, and organizational levels of analysis.

Empirical, conceptual, and practitioner-oriented contributions utilizing various theoretical perspectives, and research designs are welcome. Submissions from early career scholars, senior academics and practitioners are equally welcome.

SIG Officers:

Alessandro Hinna	University of Rome Tor Vergata	Alessandro.Hinna@Uniroma2.It
Fabian Homberg	Bournemouth University	fhomberg@bournemouth.ac.uk

SIG General Track

09-00 Organizational Behaviour General Track

The purpose of the OB SIG is to develop an ongoing and constructive dialogue among organizational behaviour scholars to conduct research that is relevant for management theory and practice in the contemporary world. The OB General Track is open to all submissions that broadly fall into the domain of Organizational Behaviour but are not covered by the various topics. The Organizational Behaviour General Track is open to a variety of themes on both well-established topics and new streams of research in public, private and non-profit organizations, dealing with the study of attributes, processes, mechanism, behaviours, and outcomes within and between individual, interpersonal, group, and organizational levels of analysis. Additionally, the general track will accommodate all accepted papers that have been submitted to topic proposals, which do not reach the minimum threshold of papers to become a full track. We welcome papers employing different methodological approaches (e.g. qualitative, quantitative, conceptual, experimental, meta-analyses etc.). Submissions may focus on, but are not limited to the following topics:

- Trust.
- Employee engagement.
- Person-Organization fit, Person-job fit, Person Environment fit.
- Intended and unintended effects of incentives on behaviour.
- Career ambitions.
- Leadership and Leader Member Exchange.
- Diversity and Behaviour.
- Self-determination Theory.
- Organizational Justice.
- Organizational Citizenship Behaviours.

Chairs			
	Fabian Homberg	Bournemouth University	fhomberg@bournemouth.ac.uk
	Zeynep Yalabik	University of Bath	zy210@management.bath.ac.uk
Keywords	Organizational Behaviour	Individual Behaviour	Group Behaviour

SIG Standing Tracks

ST_09-01 Work motivation in the public sector: Exchanges with the Organizational Behaviour field

The topic of work motivation in the private sector has been largely studied, whereas the literature on motivation in the public sector has been often criticised to be theoretically and empirically less developed. Nevertheless, Public Service Motivation (PSM), is a construct proposed specifically in the field of public organizations' studies, and is defined as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (Perry, Wise, 1990, p. 368). A great deal of research has been dedicated to PSM and to how this is connected to different aspects of employee performance in public sector jobs.

Thus, this track is addressed to both individual characteristics and structural, institutional and organisational factors that help understand in what context – where, when and how – PSM finds a favourable ground to its recognition and development, and its presence can actually "make a difference."

Meanwhile, the track also aims to contribute to making a connection between PSM and other motivational constructs, as well as to broaden the scope of investigation of work motivation in the public sector by relying on more recent approaches in the OB field and by deepening the role not only of dispositional but also contextual variables. Additionally, the study of incentive regimes is of interest to a wide range of audiences including but not restricted to scholars in the fields of management, economics, law, psychology, and public administration.

The track welcomes papers from scholars eager to contribute to the development of an interdisciplinary research agenda to investigate work motivation into public organizations in different social, cultural, political, and economic contexts.

Proponents	Danila Scarozza	University of Rome Tor Vergata	Danila.Scarozza@uniroma2.it
Keywords	Public Service Motivation Incentives	Public Sector	Performance

Topics sponsored by the SIG

T_09-01 Uncertain times call for awkward responses from the academy: An opportunity to explore the dark side of organizational behaviour

Uncertain times and global markets pressure organizations. Organizations must adapt if they want to survive and reach successful positions. Competitive advantage demands daily quests. Knowledge workers are the core of the organization functions: concept and technology designers, as well as finance and management people. This way, a new differentiation in labour arises. Organizations change as well. Learning organizations emerge is response to permanent knowledge-based competitive moves. Organizational design for organizational learning should be the organic design, characterized by low formalization and centralization and high integration, instead of considering following the mechanistic design approach, characterized by low integration and high formalization and centralization, Organizational capabilities emerge over time through organizational learning processes. Knowledge intensive firms abandon formal structures and reach coordination through social reward and internal normative systems, instead of hierarchical control. Social reward and internal normative systems offer a way to sculpture the

learning organization, instead of formal hierarchy and structured incentives. However, general competitiveness brings anxiety inside organizations and internal climate becomes aggressive. Paradox behaviours emerge, like knowledge hiding, social undermining, incivility, aggression, and counterproductive workplace behaviours.

The consequences of organizational lack of commitment generate organizational climate challenges, so we need to establish a new basis for renewed psychological contracts. Recent research identifies knowledge hiding among employees, generating a reciprocal distrust loop in which co-workers are unwilling to share knowledge with them. Aggressive and caustic organizational climate can result from deviant leader's behaviours. Destructive leadership's impact in the organizations has mainly focuses on subordinates, so there is great interest in addressing its influence over other organizational variables. In the end, organizations keep on achieving competitive advantage and high-level performance, so we question how the dark side of organizational behaviour contributes to organizational success. In order to find the answers to such question we need scales to measure the dark variables.

We encourage authors to develop concepts involved and its implications (academic and organizational) further contribute to the debate of some potentially fruitful venues. This track invites contributions on measurements scales dedicated to assess organizational variables regarding the dark side of organizational behaviour. We kindly invite scholars working in these areas to submit their work regarding variables measurement; including some relevant issues we would like to suggest (but do not feel restricted to): Distrust and Knowledge hiding; Aggressive and caustic organizational climate; Destructive leadership; New dimensions for renewed psychological contracts.

Proponents		
	Paulo Herniques	ISEG - University of Lisbon lopeshen@doc.iseg.utl.pt
	Carla Curado	ISEG - University of Lisbon, ccurado@iseg.utl.pt

Keywords	Dark Organizational Behaviour	Measurement	Performance

T_09-02 Employee Training, Development, and Evaluation

Contemporary organizational behaviours are largely correlated with personnel appropriately recruited and with impulse to improve their competence (Steward et al, 2009). The presence of agile, virtual, resilient organizations, focused on innovations determines permanent HR development (Zolli, 2013; Everly, 2011; Johnson, 2010; Tong et al., 2013). The question of the employee role, their skills, competence in forming organizational behaviours and culture is a significant topic from the academic point of view, which requires further research and publications (Rothwell, 2013, Klett, 2010). Employee competence, qualifications and skills may decide whether a contemporary organization should follow current trends, thus outrunning their competitors' actions (Passmore et al, 2012). In the context of organizational behaviour the search for diverse forms of improving employee competence, including without limitation, coaching, mentoring, the Assessment Centre, Development Centre or developing skills thanks to the acquisition of experience within a workplace or traineeship, seems to be immensely significant. The references offer a certain overview and critical analysis of models measuring the effectiveness of training forms; however, a large gap is noticeable in this area, requiring extensive research (Holton, 2005; Kirkpatrick, 2012; Kumpikaite, 2005). A vast theme of competence improvement forms' evaluation and their impact on organizational behaviour (Srimannayana, 2011) arises here. The analysis of training demands and other competence improvement forms

(Hogan, 2007) is also an important question. The identification key competences of employees occupying specific positions, important from the organizational point of view, is very important. Another gap is conspicuous in the scope of the verification of competence and skills, significant from the organizational point of view and matching them to the competences the organization invests in and for the improvement whereof it remunerates (Juchnowicz, 2006; Oleksyn, 2006). The creation of employee development opportunities as an element of creation of a professional career path as well as its later impact on the perception of organizational behaviour seems to be an important area correlated with this title. Important question is presenting employee development as a motivation system element, increasing engagement and, frequently (Pocztowski, 2001). This topic also includes within its range various instruments supporting competence improvement forms, such as e-learning, distance learning or the use of mobile devices. The suggested topic to a certain extent also grasps the area of the immensely popular subject of the social responsibility of business. Summarizing, the suggested topic seems up-to-date, important from the academic point of view, and organizational behaviours.

Proponents

Joanna Zukowska	Warsaw School of Economics	joanna.zukowska@sgh.waw.pl	
Pindelski Mikołaj	Warsaw School of Economics, mikolaj.pindelski@sgh.waw.pl		
Miąsek Dagmara	Warsaw School of Economics, dagmara.miasek@pracowniasatysfakcji.com		
Nosorowski Dariusz	Warsaw School of Economics, dariusz.nosorowski@gmail.com		

Keywords	Development Education	Competences	Evaluation

T_09-03 Team Performance Management

Most modern organizations rely on teams to perform a variety of task ranging from production to strategic decision-making. Teams are flexible ways of organizing work and it is important to understand both the bright (process gains) as well as the dark sides (process losses) of team working in organizational settings. As a substantial amount of research on teams and team working accumulated during the last few decades, several meta-analyses summarized empirical findings both on process gains (team processes LePine et al., 2008; information sharing Mesmer-Magnus & De Church, 2009) as well as process losses (intra-group conflict De Wit et al., 2012; De Dreu & Weingart, 2003) and emergent states (efficacy and potency Gully et al., 2002, trust and conflict Balliet & De Lange, 2012). A number of meta-analytic studies also summarized the findings on the relationship between group diversity and performance. On the one hand, these meta-analyses indicate that team research, as a field, approaches maturity and on the other hand, they open new venues for research aimed at uncovering the dynamics and performance of organizational teams. A common trend in these integrative studies is the conceptualization of teams as multi-level and dynamic (socio-technical) systems. In this research topic of team performance management we intend to organize in a more systematic manner the increasing number of papers addressing teams and team working presented at EURAM and we invite papers that explore team performance management in a multi-dimensional and dynamic way.

Therefore, in terms of a unit of analysis, we welcome papers that study individuals in teams. For instance, impact of multiple-team membership on individual learning and adaptation, and how individual performance is influenced by team dynamics. Teams as units (dynamic views on team processes, antecedents and consequences of team performance, team emergent states, team

training, empirically supported team interventions, virtual teams) as well as the inter-team dynamics in larger social systems –such as multi-team systems dynamics and effectiveness, teamwork implementation in organizational settings. The research topic is inclusive and we expect papers that use or combine theoretical insights from a variety of disciplines (Organizational Psychology, Sociology, Management and Organization Studies) and use various research methods and approaches (ranging from field studies to experiments and formal simulations) to understand the dynamics and effectiveness of organizational teams.

Proponents			
	Petru Lucian Curseu	Tilburg University	P.L.Curseu@uvt.nl
	Alessandro Hinna	University of Rome Tor Vergata	

Keywords	Team Work	Performance	Team Dynamics
	Team Effectiveness	Groups	

T_09-04 Human Resource Management

Although personnel administration has a long history, being probably the earliest developed management function (Deadrick and Stone, 2014), the label Human Resource Management (HRM) has become widely diffused more recently in response to substantial increase in competitive pressures. Several social and economic changes have affected the growth of the HRM, recognizing that human resources are crucial to organizational success in most industries. The increasing importance of intangible resources has highlighted firms' human capital as a central element of strategy. Promoting theory and research development on important substantive and methodological topics in the field of HRM is therefore of foremost importance, as confirmed by the growing number of academic journals that are addressing this topic. As presented by Guest (1987) in one of the very first paper addressing this issue, HRM represents a new approach to personnel management that provides closer alignment to business, the involvement of line management and a focus on individual and organizational outcomes, such as organizational commitment, OCB, job performance, turnover and productivity.

The HRM field covers several research areas and levels of analysis. Following Boxall, Purcell, and Wright (2007) we distinguish among three major subfields of HRM: micro HRM, strategic HRM, and international HRM. Micro HRM covers the subfunctions of HR policy and practice and consists of two main categories: one with managing individuals and groups (e.g., recruitment and selection, training and development, performance management, and compensation) and the other with managing work organization and employee voice systems (including union-management relations). Strategic HRM covers the overall HR strategies adopted by companies, measuring their impacts on performance. International HRM focuses on HRM in companies operating across national boundaries.

All these areas of research have incorporated inputs from different psychological, organizational, sociological and economic theories but have gained their own relevance and identity in the domain of the Organizational Behavior research.

While all articles falling within the broad domain of HRM will be considered, we encourage papers submissions addressing the following specific themes:

- HR leadership and HR strategy;
- HR's role in corporate governance and ethics;
- Re-designing the HR organization;
- HR metrics and measurement;
- e-HRM;
- HR practices and employees work attitudes and behaviors;

- Rethinking career development;
- Inclusive HR practices for diversity management;
- Managing an ageing workforce;
- Employment relations and flexibility;
- International HRM;
- Empirical studies, theoretical contributions and interdisciplinary research are welcome.

Proponents			
	Alessia Sammarra	University of L'Aquila, Italy	alessia.sammarra@univaq.it
	Tanya Bondarouk	University of Twente, The Netherlands, t.bondarouk@utwente.nl	
	Laura Innocenti	LUISS Business School, Italy, linnocenti@luiss.it	
	Silvia Profili	European University of Rome, Italy silvia.profili@unier.it	

Keywords	HR Practices	Strategic HRM	International HRM

T_09-05 Agent-Based Models and Computer Simulation in Organisational Behaviour

This EURAM topic aims at attracting contributions on advanced computer simulation techniques, such as agent-based modelling (ABM) applied to organisational behaviour (OB), broadly defined. ABM is a computational simulation technique where the agent is an autonomous 'individual' that behaves in a given environment (or space) according to established rules (van Dam et al., 2013; Fioretti, 2013; Gilbert and Troitzsch, 2005). It is a technique best suited to analyse complex social systems such as organizations (van Dam et al., 2013) and there has been a growing interest on this topic from within the OB field (Fioretti, 2012). Also, this interest has been channelled in some articles that recently appeared in mainstream management journals (e.g., Miller et al., 2012) and among scholars that have recently defined a research agenda for agent-based simulation in the OB-related areas (Secchi & Neumann, forthcoming). Although ABM is probably the most advanced technique, the topic is open to any paper that contributes to show applications of computer modelling and simulation to management and organizational behaviour.

The track is designed to attract computer modelling on organisational behaviour-related topics that include, but are not limited to group dynamics, team development, organisational culture and subculture issues, leader-member exchange models, behavioural operations and supply chain management, organisational attractiveness, person-organisation fit, organisational learning, cognition, and decision making. Papers submitted do not have to deal with micro-OB topics such as the one listed above, but can extend to macro-OB lines of enquiries, including social responsibility and behavioural strategy, for example.

Moreover, we aim at attracting contributions on a wide range of methodological and epistemological issues surrounding agent-based and computer simulations. This includes, but is not limited to, topics such as data validation issues, qualitative/ quantitative and simulated data tuning methods, procedural issues, and statistical techniques applied to modelling and simulation, methods for simulation multi-method, guidelines for practical business applications of ABM.

Proponents

	Edoardo Mollona	University of Bologna, Italy	edoardo.mollona@unibo.it
	Davide Secchi	Bournemouth University, dsecchi@bournemouth.ac.uk	
	Rosaria Conte	National Research Council Italy, rosaria.conte@istc.cnr.it	

T_09-06 The uncertainty as a challenge for managers – psychodynamic approach

Understanding of the phenomena and processes occurring in an organisation is particularly facilitated by three main theoretical sources: psychoanalysis, open systems theory, and group relation theory. The advantage of basing the understanding of organizations on these three theoretical frameworks lies in their focus on the interrelatedness of the individual, the group, the organization, the community, the society, and the environment as such [Gould, Stapley & Stein (eds.), 2006]. They embrace invisible and unconscious factors and the innermost feelings and emotions that lie at the core of humanity.

Contrary to the widespread belief that the stability of an organization is its typical state, and instability is a rather extraordinary, short-term one, both the everyday observations and the research [for example, Kunda 1992; Hirschhorn 1993; Hirschhorn and Gilmore 1993; Watson 1994] show that the typical experiences for a lot of organizational participants are just confusion and uncertainty.

We would like to invite scholars to contribute to the development of interdisciplinary research devoted to looking for explanations of issues like organizational boundaries, emotions, specially feelings of insecurity, uncertainty and impending chaos, resistance to change, sense of control or illusion of control.

Our intention is to explore the issues of management change from the psychodynamic perspective and to consider the reciprocal impact of psychic and systemic factors on the ability of organizations to implement new approaches. Successful organizations are those whose members can rapidly change course, redefine themselves and learn to live with uncertainty. It means that organizational participants have to cope with turbulence, instability, and, above all, have confidence in themselves, their colleagues and the organization.

Particularly important issue which we would like to discuss at the proposed topic is the research methodology based on psychoanalytic assumptions. In this context - to consider what is revealed about organizations by crises, how individual and group fantasies should be used both in research and in practice, to what extent it is possible to use the phenomenon of transference and countertransference to understand the functioning of the organization.

Including these relevant issues we welcome papers discussing the following topics:

- Uncertainty and copying with it;
- Emotions in organizations;
- Group dynamics and unconscious processes;

- Leaders and followers;
- Working with "beneath the surface" issues;
- Creativity, commitment, culture;
- Rationality and irrationality;
- Social systems and defence mechanisms;
- Change, ambivalence and resistance;
- Psychodynamic coaching;
- Psychoanalysis as methodology.

Proponents			
	Adela Barabasz	Wroclaw University of Economics	adela.barabasz@ue.wroc.pl
	Lionel Stapley	Professor, PhD MSc Birkbeck University of London; Director OPUS Consultancy Services, London UK, lionelstapley@msn.com	
	Marianna Fotaki	PhD, MD, MSc(Econ), Warwick Business School, University of Warwick, MFotaki@mbs.ac.uk	

T_09-07 Critical Approaches to Control and Uncertainty

Much of the critical research of the last two decades has focused on organizational modes of managerial control of employees. It has been argued that due to the complex, knowledge-intensive and instable nature of post-Fordist organizing, management relies today on modes of control that do not merely enforce workers' respect of given rules but rather secure their discretionary commitment to the organization (Du Gay and Salaman, 1992; Thompson and Ackroyd, 1995).

Drawing on post-structuralist theory and the work of Foucault on power/knowledge in particular (cf. Knights and Willmott, 1989), critical literature on organizational control has typically examined how managerial discourses and practices shape individuals' subjectivities, identities, behaviours, and emotions as workers, employees and professionals (Svenningsson and Alvesson, 2003). Moreover, some authors have shown that subjects are not passive receptacles of managerial control but rather agents reflecting and acting upon it. Examining such reflection and action allows seeing not only individuals' compliance but also, possibly, expressions of resistance and micro-emancipation (Alvesson and Willmott, 2002; Zanoni and Janssens, 2007).

From an Interpretivist standpoint, the aim of this track is to consider the extent and nature of the influence exerted by greater employees' involvement on workplace dynamics such as organizational control, uncertainty construction, and workplace resistance. We welcome insights on aspects that span from organizations' attempts to enact a particular form of organizational experience for others, all the way to the emergence of forms of resistance that aim at subverting power relations.

We would therefore welcome research papers and contributions capable of stimulating the audience with critical insights on the current challenges and new perspectives for the future of critical research, taking into account the implications of the concept of uncertainty, managerial control, and employment resistance. Furthermore, we would take into account contributions focused on the relationship between critical perspective and mainstream approaches, especially if they do not consider them as antagonists and if they try to build bridges between them. In particular, the track welcomes papers discussing the following (but not exhaustive) list of themes:

- Post-fordist forms of control and the concept of uncertainty;
- Management of uncertainty associated with identities/diversities;
- Relationship between trust and power and diversity management initiatives;
- Resistance and emotions as reactions to uncertainty;
- Uncertainty and insecurity related to employment contract typologies;
- Reconciling critical and mainstream approaches related to management of uncertainty;
- Critical reflections on management control and resistance processes;
- Diversity assuming new meanings at the time of uncertainty.

Proponents

	Mario Pezzillo Iacono	Second University of Naples	mario.pezzilloiacono@unina2.it
	Gianluigi Mangia	University of Naples Federico II, mangia@unina.it	
	Marcello Martinez	Second University of Naples, Marcello.martinez@unina2.it	
	Luigi Moschera	University of Naples Perthenope, moschera@uniparthenope.it	
	Stefano Consigli	University of Naples Federico II, consigli@unina.it	

Keywords	Uncertainty	Control	Critical Management Studies

Other relevant information:

Other SIG Officers:

Zeynep Yalabik	University of Bath	zy210@management.bath.ac.uk
Eduardo Oliveira	Catholic University Porto	eaoliveira@porto.ucp.pt
Chiara Morelli	University of Eastern Piedmont	chiara.morelli@eco.unipmn.it