



# The 12<sup>th</sup> Biennial Conference of the International Society for the Study of Work and Organizational Values

Competing Values in an Uncertain Environment:  
Managing the Paradox

27 – 30 June 2010  
Estoril-Lisbon, Portugal

[www.lsus.edu/ba/isswov](http://www.lsus.edu/ba/isswov)



# PROGRAM

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**Sílvia Rangel**, *CIS/ISCTE – Lisbon University Institute, Portugal*

# Program At-A-Glance

Sunday, 27 June 2010		
Time	Sessions	Venue
14:00 – 15:30	Registration	RA
15:30 – 18:30	Tour	RA
19:00 – 21:00	Welcome Reception	TBA
Monday, 28 June 2010		
08:00 – 09:00	Registration	RA
09:00 – 10:45	Conference Opening and Keynote Address	LR
10:45 – 11:00	Break	
11:00 – 12:30	<b>Sessions</b>	
	Symposium: The Only Certainty is Uncertainty	SR
	Traditions & Diversity	CR
	HRM in Practice	BR
12:30 – 14:00	Luncheon Keynote Address	LB
14:00 – 15:30	<b>Sessions</b>	
	Symposium: Cross-Cultural Perspectives	SR
	Generational Differences	CR
	Meaning of Work	PR
	Values & Change	BR
15:30 – 16:00	Break	
16:00 – 17:30	<b>Sessions</b>	
	Attitudes & Performance	SR
	Organizational Commitment	CR
	Organizational Values I	PR
	Culture, Entrepreneurship & Innovation	BR
17:30 – 18:30	<b>Poster Session I</b>	PT
17:45 – 18:45	Executive Committee Meeting	SR
19:00	Dinner	HP
<p><b>Venue Key</b></p> <ul style="list-style-type: none"> <li>• LR: Lisbon Room</li> <li>• LB: Lunch &amp; Break Room</li> <li>• SR: Setúbal Room</li> <li>• CR: Coimbra Room</li> <li>• PR: Porto Room</li> <li>• BR: Braga Room</li> <li>• PT: Poster Room</li> <li>• RA: Reception Area</li> <li>• HP: Hotel Palacio Estoril</li> <li>• CCB: Centro Cultural de Belém</li> </ul>		

Tuesday, 29 June 2010		
Time	Sessions	Venue
08:00 – 09:00	Registration	RA
09:00 – 10:30	<b>Sessions</b>	
	Symposium: Values at Work	SR
	Ethics & OCB	CR
	Values & Ethics	PR
	Leaders' Values	BR
10:45 – 11:00	Break	
11:00 – 12:30	<b>Sessions</b>	
	Symposium: Work-Life Interference	SR
	Competing Values	CR
	Leadership & Trust	PR
	Knowledge & Learning	BR
12:30 – 14:00	Lunch	LB
14:00 – 15:30	<b>Sessions</b>	
	Symposium: Facets of Organizational Values	SR
	Safety & Performance	CR
	Leadership & Empowerment	PR
	Work-Family Conflict	BR
15:30 – 16:00	Break	
16:00 – 17:30	<b>Sessions</b>	
	Symposium: Facet Analysis in Educational Research	SR
	Measurement	PR
	Values & Change	BR
17:30 – 18:30	<b>Poster Session II</b>	PT
19:00	Conference Dinner and Tour	CCB
Wednesday, 30 June 2010		
08:00 – 09:00	Registration	RA
09:00 – 10:30	<b>Sessions</b>	
	Organizational Values II	SR
	CSR	CR
	Values in Education	PR
10:30 – 11:00	Break	
11:00 – 12:30	Keynote Address	LR
12:30 – 13:30	Lunch	LB
13:30 – 14:15	Editor's Forum	LR
14:15 – 15:00	General Assembly and Conference Closure	LR
15:00	Executive Committee Meeting	SR

# Keynote Speakers

## **Simcha Ronen**, Tel Aviv University, Israel

Previously a professional Industrial Engineer, Professor Ronen received his Ph.D. in Industrial and Organizational Psychology from New York University. After spending several more years in the US, teaching at Yale University and New York University, he returned to Tel Aviv University's Graduate School of Business Administration. For a few years, Professor Ronen served as VP for Academic Affairs of The Israel College and was later appointed as Chairman of the Board for two terms. His research interests include cross-cultural aspects of leadership behavior, employees' work values, managerial selection and training, and the implementation of organizational change. Professor Ronen's publications include papers in *Human Relations*; *Personnel Psychology*; *Academy of Management Journal and Review*; *International Review of Applied Psychology*; and the *Journal of Applied Psychology*. Professor Ronen has been elected a Fellow of the American Psychological Association and has been a guest lecturer at Universities throughout the U.S., Europe and Southeast Asia. He has authored three books, including *Comparative and Multinational Management* (John Wiley).

## **Aharon Tziner**, Netanya Academic College, Israel

Aharon Tziner [Ph.D., Labor Studies (HRM & OB), Tel Aviv University] is a full Professor of Management, the Dean of the School of Behavioral Sciences and Vice-Rector for Research at Netanya Academic College. He has published 80 refereed articles, three book chapters and five books in the area of staffing organizations, performance appraisal, work adjustment, structure and performance of groups in organizations, and the financial value of HRM program & organizational behavior. He currently serves as editorial member of the *Academy of Management Learning and Education* as well as of *The Canadian Journal of Administrative Sciences*. He is a member of the Academy of Management, ISSWOV and Fellow of APA and SIOP. He has been associated with the University of Montreal, the City University of New York, Tel-Aviv University and Bar-Ilan University. He has also held visiting appointments with the State University of New York (at Albany), the University of Minnesota and Ben-Gurion University. He is considered a leading and international authority in the fields of Human Resources and Organizational Behavior Management.

## **Miguel Pina e Cunha**, New University of Lisbon, Portugal

Miguel Pina e Cunha is professor of organization studies at the Faculty of Economics, New University of Lisbon, Portugal. He has a Ph.D. from Tilburg University. Together they have conducted research on positive organizing, leadership and organizational change. They co-authored more than 20 papers in journals such as *Applied Psychology: An International Review*, *Creativity Research Journal*, *European Management Journal*, *International Journal of Human Resource Management*, *Journal of Business Ethics* and *Journal of Occupational Health Psychology*. They are completing projects on the sustainable organization, the virtues of leaders and the case of extremely negative leadership.

## **Arménio Rego**, University of Aveiro, Portugal

Arménio Rego is an assistant Professor at the University of Aveiro, Portugal. He has a Ph.D. from ISCTE. He has published more than 30 books (as a single author or in co-authorship) and more than 100 scientific articles, both nationally and internationally. He has won three awards for "best papers" in international conferences, and has won several awards in Portugal for his contributions to Management and Organizational studies.

## Session Details – Sunday – June 27

**Registration**

14:00 – 15:30

**Tour**

15:30 – 18:30

**Welcome Reception**

19:00 – 21:00

Location: To be Announced



## Session Details – Monday – June 28

### Registration

08:00 – 09:00

### M1: Conference Opening and Keynote Address

09:00 – 10:45

Location: Lisbon Room

Speakers: **Maria Helena André**, Minister of Labour and Social Solidarity, Portugal

**Shmuel Stashevsky**, Bar-Ilan University, Israel;

**Bella L. Galperin**, University of Tampa, USA;

**Sanjay T. Menon**, Louisiana State University Shreveport, USA;

**Jorge F.S. Gomes**, ISCTE - Lisbon University Institute, Portugal

**Keynote address: Simcha Ronen**, Tel Aviv University, Israel; The New Cultural Geography: Forming Country Clusters and Describing their Characteristics

### Break

10:45 – 11:00

### M2: Symposium: The Only Certainty is Uncertainty

11:00 – 12:30

Location: Setúbal Room

Chair: **Joaquim Coimbra**, University of Porto, Portugal

What about Professional Courses for Vulnerable Individuals in the Societies of Unemployment and Uncertainty? | **Paula Oliveira**, University of Porto, Portugal; **Carlos Gonçalves**, University of Porto, Portugal

New Forms of Uncertainty in the Individual Society: Adaptation and Validation of the Uncertainty Response Scale (URS, Greco & Roger, 2001) to Portuguese Population | **Mariana Casanova**, University of Porto, Portugal; **Lara Pacheco**, University of Porto, Portugal; **Joaquim Coimbra**, University of Porto, Portugal

Uncertain People for Uncertain Times | **Paulo Jorge Santos**, University of Porto, Portugal

### M3: Traditions & Diversity

11:00 – 12:30

Location: Coimbra Room

Chair & Discussant: **Vishwanath Baba**, McMaster University, Canada

Balancing Between Traditions and Modernity: Role of HR Professionals in the Transitory Economy of Pakistan | **Noreen Saher**, Wirtshfts University, Austria

Astonishing Findings in the Dismissals of Turkish Workers | **Thomas Randhofer**, ALFRED TALKE GmbH & Co., Germany

Emotional Exhaustion and Job Satisfaction: The Moderating Roles of Traditional Chinese Values and Organizational Support | **Louise Tourigny**, University of Wisconsin – Whitewater; **Vishwanath Baba**, McMaster University, Canada; **Jian Han**, China Europe International Business School, China; **Xiaoyun Wang**, University of Manitoba, Canada

**M4: HRM in Practice**

11:00 – 12:30

Location: Braga Room

Chair & Discussant: **Luis M. Arciniega**, Instituto Tecnológico Autónomo de México, México

The Workers' Perceptions about Human Resource Management Function | **Ana Veloso**, University of Minho, Portugal

Manager's Perceptions about Employees' Acceptance of HR Practices and its Interaction with modifications in the HR System | **Teresa Ferreira**, University of Minho, Portugal; **José Keating**, University of Minho, Portugal; **Isabel Silva**, University of Minho, Portugal

Line Managers and HRM: Values and Actions | **Suzanne Richbell**, University of Sheffield, UK; **Lydia Watts**, University of Sheffield, UK

Organizational Models and Human Resource Management Practices – Multiple Case Study | **Maria Amélia Marques**, Polytechnic Institute of Setúbal, Portugal

**Lunch**

12:30 – 14:00

**M5: Luncheon Keynote Address**

12:45 – 13:45

Location: Lunch Area

Speaker: **Aharon Tziner**, Netanya Academic College, Israel

Understanding Performance Rating Behavior

**M6: Symposium: Cross-Cultural Perspectives to Manage the Uncertain Environment**

14:00 – 15:30

Location: Setúbal Room

Chair: **Roger Sages**, University of Lund, Sweden

Multiculturalism as a Resource in Modernisation – A Phenomenological Study in Yunnan Province, China | **Roger Sages**, University of Lund, Sweden; **Jiang Yabing**, The Federation of Social Sciences of Yunnan Province, China

Intercultural Competencies and Coping of Trauma | **Anna Bayard-Richez**, University of Picardie Jules Verne, France

Assessment of the Psychological Impacts of Forced Migration in the Youth Community of Sahrawian Refugees - Phenomenological Studies| **Laura Dolz**, University of Lund, Sweden

The University: A Universal Embedded in Historical/Cultural Meaning Structures | **Josef Mörnerud**, University of Lund, Sweden

**M7: Generational Differences**

14:00 – 15:30

Location: Coimbra Room

Chair & Discussant: **Vishwanath Baba**, McMaster University, Canada

Work to Retirement Transition Effects on Well-Being and Life Satisfaction  
**Elsa Fontainha**, ISEG - Technical University of Lisbon, Portugal

Managing in the new Millennium: Gen Y and Workplace Expectations | **Linda Schweitzer**, Carleton University, Canada; **Sean T. Lyons**, University of Guelph, Canada; **Eddy Ng**, California State Polytechnic University, USA

Past Employment Experiences, Current Employment Conditions and Psychological Contract Expectations | **Galit Eliam-Shamir**, Ono College, Israel; **Erez Yaakobi**, Ono College, Israel

**M8: Meaning of Work**

14:00 – 15:30

Location: Porto Room

Chair & Discussant: **Jacob Weisberg**, Bar-Ilan University, Israel

The Mediating Role of Job Satisfaction in the Organizational Justice and Commitment Relationship: The Case of Immigrants vs. Non-Immigrants | **Jacob Weisberg**, Bar-Ilan University, Israel

In the Midst of Crisis: Motivation vs. Mainstreaming Employees – Three Personal Stories | **Gad Ravid**, Netanya Academic College, Israel

Religions and the Meaning of Work: The Case of Jews, Muslims and Christians in Israel | **Moshe Sharabi**, Yazreel Valley College, Israel

**M9: Values & Change**

14:00 – 15:30

Location: Braga Room

Chair & Discussant: **Nicolene Barkhuizen**, University of Pretoria, South Africa

Service Quality – A Competing Value in the Health and Wellness Industry | **Joana A. Quintela**, GOVCOOP- University of Aveiro, Portugal; **Anabela Gomes Correia**, Polytechnic Institute of Setúbal, Portugal; **Joaquim Gonçalves Antunes**, Polytechnic Institute of Viseu, Portugal

Understanding Practitioner Resistance Towards Amalgamating Patient Health Data in South Australian General Practice | **John Knight**, University of South Australia, Australia; **Margaret Patrickson**, University of South Australia, Australia; **Bruce Gurd**, University of South Australia, Australia

Changes Through Four Crises: The Perspective of Care Values (The Case of Baltika) | **Maaja Vadi**, University of Tartu, Estonia; **Meelis Milder**, University of Tartu, Estonia

Work and Values Debate in Times of Change: the Paradoxes Related to Public Service Notion | **Liliana Cunha**, University of Porto, Portugal; **Marianne Lacomblez**, University of Porto, Portugal

Stress, Polychronicity, Supervisor Satisfaction, and Absence Legitimacy: The Moderating Effect of Attendance Efficacy | **Yongqing Fang**, Nanyang Technological University, Singapore; **Helena Addae**, University of Wisconsin-Whitewater, USA

**Break**

15:30 – 16:00

**M10: Attitudes & Performance**

16:00 – 17:30

Location: Setúbal Room

Chair & Discussant: **Shmuel Stashevsky**, Bar-Ilan University, Israel;

Employees' Attributions of the Reward Practices: Attitudes and Behaviours

Implications | **Manuela Anjos**, Polytechnic Institute of Setúbal, Portugal; **Maria José Chambel**, Lisbon University, Portugal

Predicting Individual Performance Success in Team Projects | **Shmuel Stashevsky**, Bar-Ilan University, Israel; **Shalom Levy**, Bar-Ilan University, Israel

Customer Service and Counterproductive Work Behavior: When the Customer is Attacked! | **Stacey Kessler**, Montclair State University, USA; **Bella Galperin**, University of Tampa, USA; **Neha Singla**, University of South Florida, USA; **Paul Spector**, University of South Florida, USA

Effects of Performance on Efficacy Beliefs | **Keren Stirin**, Tel Aviv University; **Yoav Ganzach**, Tel Aviv University, Israel; **Asya Pazy**, Tel Aviv University, Israel; **Dov Eden**, Tel Aviv University, Israel

**M11: Organizational Commitment**

16:00 – 17:30

Location: Coimbra Room

Chair & Discussant: **Ana Veloso**, University of Minho, Portugal

The Effects of Job Insecurity on Work Performance and the Intention to Quit the Organization | **Shoshy Horovitz**, Bar-Ilan University, Israel; **Jacob Weisberg**, Bar-Ilan University, Israel

The Relationship of Career Commitment to Satisfaction, Support and Stress | **Kivanc Inelmen**, Bogazici University, Turkey; **Isik Urla Zeytinoglu**, McMaster University, Canada

Employees' Attitudes and Absence Legitimacy: The Moderating Effects of Organizational Absence Policies | **Helena Addae**, University of Wisconsin-Whitewater, USA; **Yongqing Fang**, Nanyang Technological University, Singapore

Employee Commitment – Measurement Equivalence Across Two Points of Time in Different Cultural Contexts | **Dana Mesner Andolsek**, University of Ljubljana, Slovenia; **Janez Stebe**, University of Ljubljana, Slovenia

**M12: Organizational Values I**

16:00 – 17:30

Location: Porto Room

Chair & Discussant: **Luis M. Arciniega**, Instituto Tecnológico Autónomo de México, México

Sensemaking in Re-Organization: The Case of Research Activity at Open University of Israel | **Aviad Bar-Haim**, Open University of Israel, Israel

How Leaders Lead: An Australian University Management by Values Case Study | **Peter McClenaghan**, University of New England, Australia

Work-Values – The Foundation for Different Job Performance Patterns | **Liina Randmann**, Tallinn Technical University, Estonia

Tuning Organizational Values on Job Satisfaction: The Case of International Manufacturing Organization | **Elina Tolmats**, University of Tartu, Estonia; **Pille Mostmees**, University of Tartu, Estonia; **Anne Reino**, University of Tartu, Estonia

**M13: Culture, Entrepreneurship & Innovation**

16:00 – 17:30

Location: Braga Room

Chair & Discussant: **Suzanne Richbell**, University of Sheffield, UK

Culture's Role in Entrepreneurial Activity in South Africa: An Exploration | **Hazel M. Rosin**, York University, Canada; **Luciana Tuchick Hakak**, York University, Canada; **Kevin McKague**, York University, Canada

Managerial Values as Determinants of Human Resource Decision Making: A Comparative Study | **Sudhir Saha**, Memorial University, Canada

Linking Factual and Normative Cultural Values with Entrepreneurial Activities | **Miri Lerner**, Academic College of Tel-Aviv Yaffo, Israel; **Amir Shoham**, College of Management Academic Studies, Israel; **Ilan Alon**, Rollins College, USA

Organizations' Cultural Barriers to Innovate – The Example of Biotechnology Organizations in Selected Countries | **Krista Jaakson**, University of Tartu, Estonia; **Dorel Tamm**, University of Tartu, Estonia; **Gerli Hammal**, University of Tartu, Estonia

**M14: Poster Session**

17:30 – 18:30

Location: Poster Room

Mixing Business with Politics: A Meta-Analysis of the Antecedents and Outcomes of Corporate Political Activities | **Sean Lux**, University of South Florida, USA; **T. Russell Crook**, University of Tennessee, USA; **David Woehr**, University of Tennessee, USA

Big Five Personality Traits and Annual Earnings: The Moderating Effect of Gender Composition of Occupations | **Timothy Keaveny**, Marquette University, USA; **Peter Toumanoff**, Marquette University, USA

The Leader's Role in the Creation of a Learning Organization and Organizational Culture – The Example of Estonian Enterprises | **Made Torokoff**, University of Tartu, Estonia

Differentiates Analysis of Employees' and Customers' Perception of Service Quality in Mexican Alternative Touristic Hotels | **Rosa Maria Sanchez-Hernandez**, Universidad Veracruzana, México; **Araceli Ramos Ortiz**, Universidad Veracruzana, México; **Beatriz Andrea Mendez Mendez**, Universidad Veracruzana, México

Value Congruence as a Determinant of Charisma in CEOs' Relationships with their Top Managers | **Sefa Hayibor**, Carleton University, Canada; **Greg Sears**, Carleton University, Canada; **David Wasieleski**, Duquesne University, USA

Stress and Turnover Intention from Profession and Firm among Accountants | **Cristina Oliveira**, University of Porto, Portugal; **Teresa Proença**, University of Porto, Portugal

Creating Knowledge in Cross-Cultural Teams (Practice of Cross-Cultural Knowledge Creation in HRM Class) | **Julia Aichinger Skobeleva**, Webster University, Austria

ICB from an Evolutionary Perspective: How Gender Affects Motivation to Perform ICBs and How Motivation Influences Choice of Target | **Shani Pindek**, Bar-Ilan University, Israel; **Meni Koslowsky**, Bar-Ilan University, Israel

Meaning of Work and Psychological Health | **Sónia Gonçalves**, CIS/ISCTE-IUL, Portugal; **José Neves**, DPSO/ISCTE-IUL, Portugal; **Estelle Morin**, HEC-Montreal, Canada

Achievement Motivation of Older People | **Fany Tchaicovsky**, Federal University of Rio de Janeiro, Brazil; **Marcos Jardim Freire**, Federal University of Rio de Janeiro, Brazil; **Leyla Nascimento**, ABRH-RJ, Brazil; **Sirley Carvalho**

Value Congruence and its Effect on Work Engagement and Organizational Citizenship Behavior: A Positive Organizational Behavior Perspective | **Yuanjie Bao**, ESADE, Spain; **Simon Dolan**, ESADE, Spain; **Monica Sarabia Grau**, ESADE, Spain

Attempt to Use Organizational Leadership Model for measuring Job Satisfaction: the Case of IT Service Organization in Estonia | **Kurmet Kivipold**, University of Tartu, Estonia; **Maret Ahonen**, University of Tartu, Estonia; **Tuuli Reisberg**, University of Tartu, Estonia

Occupational Stress and Burnout among Police Officers | **Neeti Bawa**, Guru Nanak Dev University, India; **Rajinder Kaur**, Guru Nanak Dev University, India

**M15: Executive Committee Meeting**

17:45 – 18:45

Location: Setúbal Room

**M16: Dinner**

19:00

Location:

Hotel Palácio Estoril

## Session Details – Tuesday – June 29

### **Registration**

08:00 – 09:00

**T1: Symposium: Values at Work: Assimilating Values Through Active Learning (The Role of Practicum in Professional Studies)**

09:00 – 10:30

Location: Setúbal Room

Chair: **Dahlia Moore**, College of Management Academic Studies, Israel

Attitudes Toward Professional Values: Comparing Graduate Students (Before and After Practicum) and Young Professionals | **Anat Guy**, College of Management-Academic Studies, Israel

Applicability of Values Assimilation to Diverse Culture | **Michael Perry**, College of Management-Academic Studies, Israel

Negotiating Values: Changing Values in a Fast Changing World | **David Segal**, College of Management-Academic Studies, Israel

The Mediating Role of Current Occupation in the Internalization Process of Professional Values | **Eldad Rom**, College of Management-Academic Studies, Israel

**T2: Ethics & OCB**

09:00 – 10:30

Location: Coimbra Room

Chair & Discussant: **Sanjay Menon**, Louisiana State University in Shreveport, USA

Fostering Employees' Organizational Citizenship Behaviour: The Role of Corporate Investment in Social Responsibility | **Ana Patrícia Duarte**, ISCTE-IUL, Portugal; **José Neves**, ISCTE-IUL, Portugal

Organizational Citizenship Behaviours: Just How Important is Context? | **Stewart L Arnold**, Nanyang Business School, Singapore

Pressure Felt by Employees to Compromise Ethical and Legal Standards – Some Empirical Evidences from Portuguese Companies | **Olgierd Swiatkiewicz**, Polytechnic Institute of Setúbal, Portugal, Portugal

Is Positive – Does Positive: A Conclusion or a Question? | **Abhishek Goel**, Indian Institute of Management – Calcutta; **Neharika Vohra**, Indian Institute of Management, India

**T3: Values & Ethics**

09:00 – 10:30

Location: Porto Room

Chair & Discussant: **Peter McClenaghan**, University of New England, Australia



Facing the Economic Downturn with Spiritual Values | **Maurice Grzeda**, Laurentian University, Canada

Associations Between Ethics and Cultural Dimensions | **Ruth Alas**, Estonian Business School, Estonia; **Ulle Ubius**, Estonian Business School, Estonia; **Jorge Carneiro**, Pontifical Catholic University of Rio de Janeiro, Brazil; **Junhong Gao**, Estonian Business School, Estonia

A Critical Look at Ourselves: Do Men and Women Respond the Same to Organizational Structure | **Stacey Kessler**, Montclair State University, USA

Predictive Validity of Overt Integrity Tests: Experimental Study Using the Pollimeter Scale | **Shmuel Stashevsky**, Bar-Ilan University, Israel; **Shlomo Lampert**, Hadassah Academic College, Israel

**T4: Leaders' Values**

09:00 – 10:30

Location: Braga Room

Chair & Discussant: **Teresa Ferreira**, University of Minho, Portugal

Competitive Intelligence Practices Development in SMEs: The Influence of Top Decision Makers' Social Capital | **Catherine Sarlandie de la Robertie**, University Rennes, France; **Norbert Lebrument**, University Rennes, France

Power, Responsibility & Wisdom: Exploring the Issues at the Core of Ethical Decision-Making and Leadership | **Bruce Lloyd**, London South Bank University, UK

Leaders' Influence on Organizational Values Congruence | **Philip Harrell**, UNISA, Australia

Family-to-Work Enhancement & Work Outcomes: A Moderated Mediation Model of Work Engagement & Supportive Supervision | **Chris Wai Lung Chu**, Aston University, UK; **Reuben Mondejar**, City University of Hong Kong, Hong Kong

**Break**

10:30 – 11:00

**T5: Symposium: Work-Life Interference: Spillover, Cross-Over and Cross-Cultural Effects**

11:00 – 12:30

Location: Setúbal Room

Chair: **Zeynep Aycan**, Koc University, Turkey

Work-Family-Personal Life Conflict: Development of a Three Dimensional Model | **Halil Erkovan**, Koc University, Turkey; **Zeynep Aycan**, Koc University, Turkey

Crossover of Work-Family Conflict: Antecedents and Consequences of Crossover Process in Dual-Earner Couples | **Selin Derya**, Koc University, Turkey; **Zeynep Aycan**, Koc University, Turkey

Work-Family Conflict: Cross-Cultural Comparison of Negative and Positive Spillover | **Anat Drach-Zahavy**, University of Haifa, Israel; **Zeynep Aycan**, Koc University, Turkey

**T6: Competing Values**

11:00 – 12:30

Location: Coimbra Room

Chair & Discussant: **Thomas Randhofer**, ALFRED TALKE GmbH & Co., Germany

Between Identities: Competing Values and Personal Strategies | **Rekha Karambayya**, York University, Canada

Survival of Public Organizations in the New Era of Planning | **Ana Cristina Caetano**, SGMAI, Portugal

What Factors Predict the Values of an Organization | **Anne Reino**, University of Tartu, Estonia

We Contribute Because We Want To: Building A Positive Workplace in India | **Abhishek Goel**, Indian Institute of Management, Calcutta, India

**T7: Leadership & Trust**

11:00 – 12:30

Location: Porto Room

Chair & Discussant: **Liina Randmann**, Tallinn Technical University, Estonia

Leadership, Trust, and Organizational Social Capital: The Role of Work Values | **Virginia Souza Drummond**, Federal University of Rio de Janeiro, Brazil; **Fany Tchaicovsky**, Federal University of Rio de Janeiro, Brazil; **Jamile Gomes Santos**; Federal University of Rio de Janeiro, Brazil

The Role of Organizational Trust in an Uncertain Environment | **Nico Martins**, University of South Africa, South Africa; **Hartmut von der Ohe**; University of South Africa, South Africa

Leadership Cultural Values and Teacher Involvement in Change: A 10-Country Study of Teacher's Perceptions | **Zeheva Rosenblatt**, University of Haifa, Israel; **Perry den Brok**, Eindhoven University, Netherlands; **Theo Wubbels**, Utrecht University, Netherlands; **Nora Arato**, University of Michigan, USA

Charismatic Leadership and Team Reflexivity as Climate Strength Antecedents: A Longitudinal Study | **Lina Fortes-Ferreira**, Polytechnic Institute of Setúbal, Portugal; **Vicente Gonzalez-Roma**, University of Valencia, Spain; **Jose M. Peiró**, University of Valencia, Spain; **Nuria Gamero**, CIEMAT, Spain

**T8: Knowledge & Learning**

11:00 – 12:30

Location: Braga Room

Chair & Discussant: **Catherine Sarlandie de la Robertie**, University Rennes, France

An Examination of Knowledge Management Practices in France | **Bella Galperin**, University of Tampa, USA; **Leo Paul Dana**, University of Canterbury, New Zealand

Organizational Learning and Extra Effort: The Mediating Effect of Job Satisfaction | **Hanna Kurland**, Oranim – The Academic College of the Kibbutz Movement, Israel; **Hasson-Gilad Dalia R.**, University of Haifa, Israel

Developing a Knowledge Retention Model on Combating Knowledge Loss in an Uncertain Environment | **Ellen Martins**, University of South Africa, South Africa

**Lunch**

12:30 – 14:00

**T9: Symposium: Facets of Organizational Values and Culture, Entrepreneurship, and Self Efficacy**

14:00 – 15:30

Location: Setúbal Room

Organizer: **Dov Elizur**, Bar-Ilan University, Israel

Chair: **Isaac A. Friedman**, Achva Academic College, Israel

The Structural Approach to Studying Sensemaking Dynamic: Facet Theory and Multivariate Analysis of Influential Networks and Values | **Esther Solomon**, Fordham University, USA

Entrepreneurial Orientation of Low Income and Socially Vulnerable Brazilian Women | **Fany Malin Tchaicovsky**, Federal University of Rio de Janeiro, Brazil; **Marcos Jardim Freire**, Federal University of Rio de Janeiro, Brazil; **Dov Elizur**, Bar-Ilan University, Israel

The Entrepreneurial Organization as a Greenhouse of Organizational Culture | **Eyal Yaniv**, Bar-Ilan University, Israel; **Shlomit Levy**, The Hebrew University, Israel

Facets of General Self-Efficacy: A Structural Analysis | **Yafit Raphael**, Machon Lander and Bar-Ilan University, Israel; **Dov Elizur**, Bar-Ilan University, Israel

**T10: Safety & Performance**

14:00 – 15:30

Location: Coimbra Room

Chair & Discussant: **Manuela Anjos**, Polytechnic Institute of Setúbal, Portugal

Organizational Values Associated to Safety Climate: Between Flexibility and Control | **Sílvia Silva**, ISCTE-IUL, Portugal

Examining the Association Between Toyota's Core Value System and Performance in a Broadcasting Organization | **Constantine Kontoghiorghes**, Cyprus University of Technology, Cyprus; **Ana Demetriu**, Cyprus University of Technology, Cyprus

The Safe Mindset of Managers, Shift Bosses and Miners of a South African Platinum Mine | **Nicie Janse van Rensburg**, University of Johannesburg, South Africa; **Karel Stanz**, University of Pretoria, South Africa; **Nicolene Barkhuizen**, University of Pretoria, South Africa

Nurses' Safety Behavior: The Role of Nurses' Explicit as Compared with Implicit Safety Procedures | **Anat Drach-Zahavy**, University of Haifa, Israel; **Anit Somech**, University of Haifa, Israel

**T11: Leadership & Empowerment**

14:00 – 15:30

Location: Porto Room

Chair & Discussant: **Sanjay Menon**, Louisiana State University in Shreveport, USA

Paternalistic Leadership: Cross-Cultural Comparison of the Construct and its Nomological Network | **Zeynep Aycan**, Koc University, Turkey; **James Jianmin Sun**, Renmin University of China, China; **Birgit Schyns**, University of Portsmouth, UK; **Joerg Felfe**, Univeristat Siegen, Germany

Looking the Organization's "Backstage": Contributions to Political Leadership | **Sandra Miranda**, School of Communication and Media Studies, Portugal

Empowerment as an Organizational Value in a High power Distance Culture: Evidence from Venezuela | **Luis M. Arciniega**, Instituto Tecnológico Autónomo de México, México; **Sanjay Menon**, Louisiana State University in Shreveport, USA

The Influence of Empowering Leadership, Empowerment, and Engagement on Affective Commitment and Turnover Intentions in Community Health Service Workers: Test of a Model | **Simon Albrecht**, Monash University, Australia; **Andreeta Manuela**

**T12: Work-Family Conflict**

14:00 – 15:30

Location: Braga Room

Chair & Discussant: **Catherine Sarlandie de la Robertie**, University Rennes, France

Utilizing Work-Life Balance Policies vs. Negotiating I-Deal: How Turkish Employees Manage Work-Family Conflict | **Zeynep Erden Bayazit**, Istanbul Technical University, Turkey; **Mahmut Bayazit**, Sabanci University, Turkey

Work-Family Conflict and Coping: A Qualitative Investigation of Couples from Four Occupational Groups in India | **Parveen Kalliath**, Australian Catholic University, Australia; **Thomas Kalliath**, Australian National University, Australia

Anticipated Work-Family Conflict Amongst South African Commerce Students | **Jeffrey Bagraim**, University of Cape Town, South Africa; **Elizabet Harrison**, University of Cape Town, South Africa

**Break**

15:30 – 16:00

**T13: Symposium: Facet Analysis in Educational Research: Values, Motives, Environments and Ethics**

16:00 – 17:30

Location: Setúbal Room

Chair: **Dov Elizur**, Bar-Ilan University, Israel

Altruism and Narcissism: Latent School Organizational Values | **Isaac A. Friedman**, Achva Academic College, Israel

Facets of Achievement Motive: Samples of Swiss Youth | **Ruth Meyer Schweizer**, University of Bern, Switzerland

Teachers' Professional Values: Explorations in Code of Ethics | **Yael Fisher**, Achva Academic College, Israel

Organizational Characteristics of Educational Environments: The Contribution of Teachers' Assessment | **Mara Westling Allodi**, Stockholm University, Sweden; **Siv Fischbein**, Stockholm University, Sweden

**T14: Measurement**

16:00 – 17:30

Location: Porto Room

Chair & Discussant: **Constantine Kontoghiorghes**, Cyprus University of Technology, Cyprus

Assessing Personality Via Frequency Estimation: Evidence for a New Approach | **David Woehr**, University of Tennessee, USA; **Matthew Fleisher**, University of Tennessee, USA

Assessing the Generalizability of Organization Justice Scales Across Seven Countries | **David Woehr**, University of Tennessee, USA; **Irina Cozma**, University of Tennessee, USA

Mapping the Managerial Domain | **Eyal Yaniv**, Bar-Ilan University, Israel; **Zvi Josman**, Bar-Ilan University, Israel

Attitudes of Host-Country Nationals Towards Expatriates: Development and Validity of a New Measure | **Gamze Arman**, Koc University, Turkey; **Zeynep Aycan**, Koc University, Turkey

**T15: Values and Change**

16:00 – 17:30

Location: Braga Room

Chair & Discussant: **Philip Harrell**, UNISA, Australia

Organizational Values Integrity: A New Concept of Value Congruence | **Stewart L Arnold**, Nanyang Business School, Singapore

Assessing the Impact of Dispositional Resistance to Change on the Organizational Attraction | **Luis Arciniega**, ITAM, México; **Adriana Maldonado**, ITAM, México

Rockin' in the Free World: Value-Based Management and Decision-making in the Independent Music Industry | **Ingo Holzinger**, York University, Canada; **Peter Lee**, York University, Canada

Person-Environment Fit and Readiness for Change: Exploring the Moderating Role of Managerial Support, Organizational Support and Tenure | **Joana Pimentel**, University of Canterbury, New Zealand

**T16: Poster Session**

17:30 – 18:30

Location: Poster Room

Internal Social Responsibility of the Firm and Human Resource Management: an Exploratory Analysis | **Leonor Pires**, Instituto Politécnico de Setúbal, Portugal

The Implementation of the Fixed-Term Work Directive in the Portuguese Labour Law: A River that Never Found the Sea | **Susana Machado**, Instituto Politécnico de Porto, Portugal

Mentorship and Retention of Graduate Interns in a South African Information, Communication and Technology Company | **Carver Pop**, University of Pretoria, South Africa; **Nicolene Barkhuizen**, University of Pretoria, South Africa

To Use It, or Not To Use It...: The Dark Side of Maximum Likelihood as Method of Estimation in Confirmatory Factor Analysis | **Luis Gonzalez**, University of Salamanca, Spain; **Luis Arciniega**, ITAM, México

Community Participation in Health and Social Projects in South India: A Case Study | **Bruce Kieler**, Wharton Community College, USA; **Ganesh Ayllur Kailas**, Y. R. Gaitonde Centre for AIDS Research and Education, India; **Ishak Saporta**, Tel Aviv University, Israel; **Mary Paterson**, Catholic University of America, USA

What do Younger and Older Workers in Singapore Think of Each Other | **Samantha Yue**, Nanyang Business School, Singapore; **Stewart L. Arnold**, Nanyang Business School, Singapore; **Vivian Ng**, Nanyang Business School, Singapore; **Angela Low**, Nanyang Business School, Singapore

Intra and Interpersonal Development Group (Re)thinking Retirement Intervention Possibilities in Social Area on Applied Psychology Service IP / UERJ | **Heloisa Helena Ferraz Ayres**, State University of Rio de Janeiro, Brazil; **Susana Silva Vieira**, State University of Rio de Janeiro, Brazil; **Elaine Cristina Vieira de Magalhães**, State University of Rio de Janeiro, Brazil; **Simone Celestino Monteiro**, State University of Rio de Janeiro, Brazil

Identity map Drawings by Arab and Jewish Israeli Students Reveal Complexity and Potential | **Rachel Hertz-Lazarowitz**, University of Haifa, Israel; **Tamar Zelniker**, Tel Aviv University, Israel; **Abeer Farah**; **Moran Yosef-Meitav**

Leadership Behavior and Work Values in a Changing Environment | **Marcelo Fernandes**, National Institute of Industrial Property, Brazil

Gender Difference in Work: New Horizons | **Hanna Gendel-Guterman**, Ariel University Center of Saria, Israel; **Shmuel Stashevsky**, Bar-Ilan University, Israel

Ethical Dilemmas of Practitioners | **Michal Ferencz**, Bar-Ilan University, Israel; **Meni Koslowsky**, Bar-Ilan University, Israel

**T17: Conference Dinner and Tour of Lisbon**

19:00

Location: Centro Cultural de Belém, Lisbon

## Session Details – Wednesday – June 30

### Registration

08:00 – 09:00

### W1: Organizational Values II

09:00 – 10:30

Location: Setúbal Room

Chair & Discussant: **Shmuel Stashevsky**, Bar-Ilan University, Israel

Impact of Values on Leader-Member Exchange and Upward Influence | **Ruth Alas**, Estonian Business School, Estonia; **Ulle Ubius**, Estonian Business School, Estonia

Embedding the Organizational Culture Profile into the Theory of Universals in Values | **Ingwer Borg**, GESIS, Germany; **Patrick J.F. Groenen**, Erasmus University Rorred, Netherlands; **Karen A. Jehn**, Leiden University, Netherlands; **Wolfgang Bilsky**, University of Munster, Germany; **Shalom H. Schwartz**, Hebrew University of Jerusalem, Israel

Absenteeism in Israel Schools: An Organizational Ethics Perspective | **Zeheva Rosenblatt**, University of Haifa, Israel; **Orly Shapira-Lishchinsky**, Bar-Ilan University, Israel; **Arie Shirom**, University of Tel Aviv, Israel

Differences in the Perceived Effectiveness of Influence Tactics Among Jews and Arabs: The Mediating Role of Cultural Values | **Aharon Tziner**, Netanya Academic College, Israel; **Enas Qadan**, Al-Qasemi Academy, Israel

### W2: CSR

09:00 – 10:30

Location: Coimbra Room

Chair & Discussant: **Sharon O'Sullivan**, University of Ottawa, Canada

Corporate Social Values in Transforming Societies | **Rainhart Lang**, Chemnitz University of Technology, Germany; **Irma Rybnikova**, Chemnitz University of Technology, Germany

Can Organizational Culture Predict the Changes in Corporate Social Responsibility? The Case of an Estonian Printing House | **Krista Jaakson**, University of Tartu, Estonia; **Anne Reino**, University of Tartu, Estonia; **Pille Mostmees**, University of Tartu, Estonia

Capacity-Building vs. Empire-Building in a Context of Funding Uncertainty: A HRM Perspective on "Aid Effectiveness" in Canadian Development INGOs | **Sharon O'Sullivan**, University of Ottawa, Canada

### W3: Values in Education

09:00 – 10:30

Location: Porto Room

Chair & Discussant: **Simon Dolan**, ESADE Business School, Spain

Values in Education: A Comparison of Students' and Teachers' Views | **Atara Sivan**, Hong Kong Baptist University, Hong Kong; **Dennis W. K. Chan**, Hong Kong Baptist University, Hong Kong

Are We Breeding Nihilists? An Analysis of the Perceived Personal Importance of Values Between Undergraduate and Post-Graduate Students | **Scott Moodie**, ESADE Business School, Spain; **Yuanjie Bao**, ESADE Business School, Spain; **Simon Dolan**, ESADE Business School, Spain

Personality Stereotypes Attributed to Secondary School Teachers | **Anne Aidla**, University of Tartu, Estonia

Roles Perceptions and Work Stress Among Special Education School Principals | **Gaziel Haim**, Bar-Ilan University, Israel; **Smadar Sarig**, Bar-Ilan University, Israel

**Break**

10:30 – 11:00

**W4: Keynote Address**

11:00 – 12:30

Location: Lisbon Room

Speakers: **Miguel Pina e Cunha**, New University of Lisbon, Portugal  
**Arménio Rego**, University of Aveiro, Portugal

Virtuous Global Leaders Promoting Worldwide Organization Virtuousness

**Lunch**

12:30 – 13:30

**W5: Editor's Forum**

13:30 – 14:15

Location: Lisbon Room

Panelists: **Rick Hackett**, Editor-in-Chief, Canadian Journal of Administrative Sciences; **Simon Dolan**, Editor, Cross Cultural Management: An International Journal; **Zeynep Aycan**, Editor, International Journal of Cross Cultural Management

**W6: General Assembly and Conference Closure**

14:15 – 15:00

Location: Lisbon Room

**W7: Executive Committee Meeting**

15:00

Location: Setúbal Room



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