543 - MEASURING UNCONSCIOUS: OPPORTUNITIES OF IMPLICIT PERSONALITY MEASURES FOR WORK AND ORGANIZATIONAL PSYCHOLOGY

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State of the Art

In the field of work and organizational psychology (W/O psychology), personality is dominantly assessed with questionnaires that ask respondents to describe themselves on a set of items about their typical attitudes, feelings and/or behaviors. The reliance on self-reports has two major limitations: first, personality questionnaires capture only the aspects of personality that are available to respondents' introspection, and second, respondents are able to adjust their self-reports in order to present themselves in a more positive light.

Recent developments in implicit personality theory and measurement have brought new methods that should circumvent the problems of personality questionnaires and, thus, enhance personality assessment in organizational purposes. Recently, Sackett et al (2017) have identified the measures that rely on the Implicit Association Test (IAT) and the conditional reasoning (CR) paradigm as the most prominent among them.

New Perspectives/Contributions

Within this symposium we will present six papers describing studies that explored the usefulness of IAT and/or CR paradigms in W/O psychology realm. The papers range from those extending the two paradigms to new constructs important for understanding and predicting workplace behaviors (i.e., core-self evaluations, self-control and the Dark Triad traits), over psychometric models behind the CR paradigm and importance of congruence between explicit and implicit personality for entrepreneurship, to comparison of the IAT and CR paradigms in predicting organizational leadership criteria.

Research/practical implications

We will try to demonstrate that contemporary implicit personality measures might be both psychometrically valid and practically convenient tools for W/O psychology researchers and practitioners.

Implicit, Explicit Core Self-Evaluations and their Relation with Job Performance and Income

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Purpose
Core self-evaluations (CSE) represents the fundamental appraisals individuals make about their self-worth and capabilities. Although scholars characterize CSE as subconscious evaluations, the implicit aspect of CSE has not yet been examined. Drawing on models of dual

information processing, we investigate how explicit, implicit, and acquaintance-rated CSE relate to task performance, organizational citizenship behaviours (OCB), and income. We argue that implicit CSE incrementally predicts these three outcomes beyond explicit and acquaintance-rated CSE.

Design/Methodology
We developed a CSE Implicit Association Test (IAT) – a reaction time based measure – in a pilot study. In the main study, we collected data from a matched triad of 153 employees, 153 co-workers and 153 personal acquaintances using a multi-source design. Employees assessed their explicit self-reported CSE, implicit CSE (measured via IAT), and income. Personal acquaintances rated target employee CSE; co-workers rated task performance and OCB.

Results
We found that implicit CSE incrementally predicted OCB and income above and beyond explicit CSE. The effects for implicit CSE held even when controlling for acquaintance ratings of CSE. Also, acquaintance ratings revealed some incremental validity for predicting income and OCB beyond explicit CSE.

Limitations
The field study design does not allow conclusions about causality.

Research/Practical Implications
In evaluative situations, such as personnel selection, self-reported CSE is susceptible to impression management. Organizations should measure self-rated, implicit, and other-rated CSE to predict job performance and income more accurately.

Originality/Value
We extend organizational research on implicit measures by focussing on an important, but, so far, overlooked aspect of implicit personality: implicit CSE.

The road to growth: Implicit and explicit motives as predictors of happiness and company performance expectation.

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Purpose

This study investigates the congruency between the entrepreneurs' implicit and explicit motives and their effects on both the entrepreneur's well-being and the expected growth of their ventures.

Design/Methodology/Approach/Intervention.

Data was collected with a sample of 193 Belgian entrepreneurs. Self-reported questions were used to assess explicit motives and the Brief Implicit Association Test to assess implicit motives. Also self-reported measures were used to measure well-being and expectations towards future growth.

Results

Congruency between implicit and explicit motives yields higher levels of well-being, which on its turn results in higher expectations towards company growth. However, we could only confirm the congruency hypothesis for the power motive, but not for affiliation and achievement motives. Polynomial regression analysis further shows that high implicit need for power is imperative to reach high levels of well-being and that well-being further increases when it coincides with a high explicit need for power.

Limitations

The results are based on a limited sample in one small country. We relied on self-reported measures for the assessment of growth expectations.

Research/Practical Implications

Our study shows that the entrepreneurs' personal motives are important determinants of venture growth. We further demonstrate that it is worthwhile to assess both implicit and explicit motives and that a venture's future is (partially) determined by the entrepreneur's well-being.

Originality/Value

The combination of both implicit and explicit motive measures is a novel and promising approach to predict business performance measures.

Using Thurstonian IRT to Model the Response Process in Conditional Reasoning Tests

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Purpose
Conditional reasoning tests (CRTs) measure personality characteristics indirectly from choice behavior in reasoning problems. For each reasoning item, respondents choose one option out of three incorrect answers, one logically correct answer that simultaneously indicates a high,

and one correct answer indicating a low level of the implicit personality characteristic. Although CRTs have become popular, a recent IRT study (DeSimone & James, 2015) has concluded that CRTs have insufficient reliability using standard IRT models. Another problem is that the development of CRT items has proven to be challenging because of the need to avoid a systematic impact of cognitive ability.

Methodology
The model is a Thurstonian choice model (TCM) that (a) jointly models cognitive ability and the personality characteristic, and (b) adopts a dynamic systems perspective (Lang, 2014) to account for the fact that respondents' implicit personality tendency may decline over time. We apply the model to data from a power CRT with 25 items (N = 937 employees who were part-time students).

Results
Results show that the TCM improves the detection of the underlying traits in CRT choices in comparison to traditional IRT analyses using 1PL models and successfully separates cognitive ability and implicit personality in the item responses.

Limitations
Respondents did not fill out the CRT in a high-stakes context.

Implications
The present findings are likely helpful in the future development of CRTs and also allow I-O psychologists to use them to simultaneously measure cognitive ability.

Value
We improve theoretical and practical understanding of the CRT response process.

Initial Evidence for the Conditional Reasoning Test of Workplace Psychopathy

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Purpose
Workplace psychopaths are more likely to engage in unethical decision making or risky behaviors, cause conflict and bully colleagues, and be abusive supervisors (Boddy, 2011; Mathieu & Babiak, 2015; Stevens et al., 2012). It would be beneficial for organizations to avoid hiring or promoting workplace psychopaths. But existing measures either require a clinical assessment (which can be costly or illegal) or rely on easily-fakable self-reports. Our research describes the development and validation or a conditional reasoning test to assess workplace psychopathic tendencies (CRT-WP).

Design/Methods

We initially developed 60 CRT items associated with 6 justification mechanisms derived from existing models of psychopathy. We then conducted four studies, involving a SME-based construct validation process (Study 1), an initial EFA with data from a sample of MTurk respondents (Study 2), CFA, test-retest reliability, and convergent validity testing with another sample or MTurk respondents (Study 3), and examination of relationships with personality and cheating behaviors with a student sample (Study 4).

Results
Taken together, our studies identify a reliable and valid 27-item CRT-WP, with a clear factor structure.

Limitations
All our studies are based on online or student sample, and the CRT-WP needs to be further validated with an employee sample, and in high-stakes contexts (e.g., in selection).

Research/Practical Implications
Our research demonstrates that CRTs can be used to assess dark personalities like workplace psychopathy.

Value

Although still in development, the CRT-WP offers a promising approach for assessing psychopathic tendencies with a short self-report measure that is theoretically less prone to faking.

A comparison of two paradigms for implicit power motive measurement in predicting organizational leadership criteria

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Purpose

The purpose of this study was to compare the validity of the Conditional Reasoning Test for Power motive (CRT-P), and an implicit power motive test based on the Implicit Association Test paradigm (IAT-P) in explaining organizational leadership criteria.

Design/Methodology/Approach/Intervention.

We conducted a study on a sample of Croatian managers of small businesses (N = 66) and their subordinates (N = 194). Managers' implicit power motive was captured with the CRT-P and IAT-P, and their explicit power motive was assessed with a self-report questionnaire. We also collected managers' self-reports and subordinates' reports about the managers'

effectiveness (ME). Also, subordinates self-reported about perceived organizational support (POS), and their task performance (TP) and counterproductive work behaviors (CWBs).

Results

Multi-level analyses showed that CRT-P scores correlated positively with subordinates' ME ratings and POS, and negatively with subordinates' CWBs. At the same time, IAT-P scores were significantly related only to ME self-ratings. All relations held when self-reported power motive was controlled for.

Limitations

Both studies were conducted on a relatively small sample of managers, and the effects were generally small in size.

Research/Practical Implications

Our findings indicate an added value of implicit power motive measures in the organizational leadership field, both for scientific and practical purposes (e.g., leadership selection).

Originality/Value

Our study is among rare that compared the two most prominent methods for implicit personality measurement (Sackett et al., 2017) on the same sample of participants.

Measuring Honesty-Humility Using a Partially Structured Attitude Measure

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Purpose

In recent years, organizational scholars have started to adopt implicit measures of personality and attitudes. One of these implicit instruments is the partially structured attitude measure (PSAM; Vargas, von Hippel, & Petty, 2004). In the current study, we developed a PSAM to measure personality trait Honesty-Humility (H-H), and examined the usefulness of this instrument for predicting behaviour at work.

Methodology

We assessed 12 self-developed PSAM H-H items among a sample of employees (*N* = 230). Participants also completed the HEXACO personality inventory, a self-reported counterproductive work behaviour (CWB) and organizational citizenship behaviour (OCB) scale, and responded to a hypothetical dictator game scenario that measures altruism.

Results

The H-H PSAM (α = .69) correlated significantly with CWB (r = -.32), OCB (r = .21), and altruism (r = .19). Low or nonsignificant correlations were observed between PSAM H-H and the six personality domains. The PSAM H-H explained unique variance in CWB and OCB above and beyond the six dimensions of personality.

Limitations

In this study, we relied on self-report measures. Future research could also further investigate the relation between the PSAM and other implicit measures such as the IAT.

Research/Practical Implications

The PSAM has a significant contribution to predicting behaviour at work.

Originality/Value

The present study integrates insights from social and cognitive psychology for the purpose of personnel selection.