

946 - IMPLICIT MOTIVES IN I/O: NEW FINDINGS AND PRACTICAL APPLICATIONS

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State of the Art

Implicit motives are typically described as stable preferences for classes of affectively charged incentives such as need for achievement, power, or affiliation. They are commonly measured through indirect means because they are not accessible through introspection. Researchers have long been interested to study the effect of implicit motives on people's work life and found that implicit motives predict task and contextual performance (Lang, Zettler, Ewen, & Hülshager, 2012), career success (Spangler, 1992; Winter et al., 1998), entrepreneurial success (Rauch & Frese, 2007; Wainer & Rubin, 1969), and Counterproductive Work Behavior (CWB; James et al. 2005).

New Perspectives/Contributions

All four presentations contribute to the understanding of implicit motives as individual differences that cover central motivational aspects of employees in organizations. The first paper (Galić, Ružojčić, & Restubog) predicts CWB with an interaction effect between the implicit motive to aggress and machiavellism. The second paper (Runge & Lang) shows incremental validity of implicit motives above explicit personality measures in the prediction of CWB. The third paper (Brueckner, Lang, & Bosak) studies gender differences in CEO implicit motives. The fourth paper (Van Cauwenberghe & Velghe) presents the application of an implicit motive measure in a personal selection process including test development, practical implementation of the test procedure, and empirical evaluation of reliability and validity.

Research/Practical Implications

Overall, this symposium presents new findings in implicit motive research in I/O expanding existing literature on employee CWB, CEO motivation, and performance. Additionally to those theoretical contributions, the symposium has a high value for practitioners who are interested in implementing implicit motives in personnel selection.

Integrating implicit and explicit personality: Machiavellianism channels implicit aggressiveness into deviant workplace behavior.

Zvonimir Galic (University of Zagreb), Mitja Ružojčić (University of Zagreb), and Simon Restubog (University of Illinois)

Purpose

Guided by the channeling hypothesis (Winter et al., 1998) which postulates that wishes, desires and goals that stem from implicit personality are directed in behavior through explicit personality traits, we examined the interactive effects of implicit aggressiveness (IA) and Machiavellianism (Mach) on workplace deviance (WD).

Design/Methodology/Approach/Intervention

We conducted two studies on samples of Croatian employees in which IA was captured by the Conditional Reasoning Test for Aggression (CRT-A) whereas Mach was assessed with questionnaires. In Study 1, we asked a sample of employees ($n = 286$) to complete the CRT-A and a Mach scale, and collected ratings of WD from their co-workers. In Study 2, another sample ($n = 187$) completed the CRT-A, another Mach scale, and self-reported about WD. Additionally, in Study 2, we collected self-reports about inclinations toward moral disengagement.

Results

The results from both studies showed a significant interaction between IA and Mach: the effect of IA on WD was stronger for participants higher on Mach. A moderated mediation analysis indicated that employees who are high both on IA and Mach might be especially inclined to WD due to their readiness to morally disengage from undesirable behavior.

Limitations

Both studies were conducted in a specific cultural context.

Research/Practical Implications

Our findings indicate a value of considering both explicit and implicit personality aspects to better understand/predict WD.

Originality/Value

Our study is among the few that explored the interplay between implicit and explicit personality in determining workplace behavior.

Counterproductive Work Behavior: Do Implicit Motives Have Incremental Validity Beyond Explicit Traits?

J. Malte Runge and Jonas W. B. Lang (Ghent University)

Purpose

I/O psychologists have long been interested in understanding the individual difference correlates of employee counterproductive workplace behavior (CWB). Existing research has,