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confirmed our hypotheses that emotion regulation strategies are used depending on the leadership style in the interaction. Further, that emotional intelligence is positively associated with deep acting and automatic regulation. Results also revealed that emotional exhaustion is higher in connection with surface acting and deviance and that job satisfaction is higher in connection with automatic regulation. Gender has moderating functions. One practical implication is that relationship orientation has not only positive outcomes for subordinates, but also for leaders. Another implication is that organisations can train their leaders in emotion regulation because two of the strategies are associated with lesser exhaustion and more satisfaction.

Examining gender in formal mentoring relationships

Sarika Bhana University of Witwatersrand, South Africa; **Grace Khunou**

Mentoring is the exchange of information, social capital, and support from mentor to mentee. Mentoring can be distinguished into two distinct categories: Psycho-social support and career development. Research shows that mentoring can aid career development for women, as women tend to face a glass barrier in the workplace. Research on gender and mentoring has been criticized as merely descriptions of learning. Current literature reports varied results as to the role of gender in mentoring effectiveness as some studies have reported that gender is at least a partial moderator in the relationship whilst other research claims no relation at all. The study aimed to explore and understand the experiences of mentors and mentees and the role of gender in these mentoring experiences in a South African auditing firm. A qualitative study was performed with a purposive sample of two male-female mentor-mentee pairs, one male-male mentor-mentee pair and two female-female mentor-mentee pairs. Semi-structured interviews were conducted. Thematic content analysis was used. The themes emphasized the importance of the interactional role of gender in the mentor-mentee relationship as well as critical structural elements of the program itself. This has strong implications for the way in which such programs are structured and for diversity management in South Africa. This research also found more support for the psycho-social aspects as opposed to career development objectives of the program.

The relationship between computer user efficacy, job satisfaction, self-rated tasks and contextual performance

Reyhan Bilgic Middle East Technical University, Turkey; **Onder Ersen**

The aim of the present study was to investigate the relationships between computer user efficacy, job satisfaction, self-rated tasks and contextual performance. There were 143 people with different educational backgrounds participating in the study, and they completed the measures of task and contextual performance, job satisfaction, and computer user-efficacy. Of these, 53 were female (40%), 81 (60%) were male and 7% did not indicate gender. The results showed that the efficacy subscale predicted both job satisfaction and job performance. In addition, job satisfaction totally mediated the relation-

ship between total efficacy score and task performance. However, the contextual performance was not predicted by any of the computer efficacy subscales. The results were discussed in the light of relevant literature.

The influence of proactive personality on employees' organizational citizenship behaviours

Li Bin Central China Normal University, China; **Shu-jun Tang; Bin Li**

The primary goal of the present study was to examine the relationship between proactive personality and employees' organizational citizenship behaviours. The employees sample consisted of 112 male and 73 female, for a total sample of 185 participants whose ages ranged from 23 to 60 years. The proactive personality was measured with the 11-item Chinese Proactive Personality Scale (C-PPS, $\alpha = .82$) by using a 5-point rating scale (1 = strongly disagree to 5 = strongly agree). The organizational citizenship behaviours were measured with the 21-item Chinese Organizational Citizenship Behaviour (C-OCB, $\alpha = .86$), which includes 7 items for each subscale of individual's organizational citizenship behavior (OCBI), organizational citizenship behavior (OCBO) and intro-role behavior (IRB). The results showed that PPS was positively related to OCBI ($r = .38, p < .01$), OCBO ($r = .47, p < .01$), IRB ($r = .43, p < .01$) and OCB ($r = .57, p < .01$). While controlling for demographic factors (such as sexual, age, education, income), the analyses of hierarchical regression showed that PPS was positively related to proactive behaviors ($b = .40, p < .001$). These results show that having a proactive personality was associated with more organizational citizenship behaviours.

The impact of supervisor's safety profile on workers' safety performance

Margherita Brondino University of Verona, Italy; **Margherita Pasini; Maria Milena Citt; Barbara Barbara**

Safety climate (SC) has been one of the most frequently studied antecedents of safety performance since the nineties. Many studies highlight the importance of analysing safety climate at group level, but at group level no studies attempted to compare the impact of the agreement degree about safety climate between supervisor and his group on workers' safety performance. Safety climate and safety outcomes were measured on a sample of 868 blue-collars of 11 Italian manufacturing companies. SC was measured at the organisational (OSC) and the group level. Group level SC consisted of two measures, one related to the supervisor (SSC) and one related to the co-workers in the work-group (CSC). The same measures were gathered also on 40 supervisors of each work-group (SSC in a self-evaluation). A cluster analysis was conducted on supervisors, considering their perceptions about OSC, SSC and CSC, and four profiles were identified: the Judge (low OSC and CSC scores, and high SSC scores); the Easy-going (high scores for all the scales); the Pro-management (higher OSC scores, similar but lower SSC scores and low CSC scores); the Realist (similar medium size OSC, SSC and CSC scores). A significant relation was found between supervisor profile and

safety outcomes, i.e. safety behaviour (compliance and participation). One-way ANOVA, with profile as the independent variable and behaviours as the dependent variable, showed higher values of safety participation for workers with a Realist supervisor. The lowest safety participation values were found for workers with an Easy-going supervisor.

Can organisational culture really be measured? A case study

Daniel Burger Accenture South Africa, South Africa

The measurement of organizational culture has long been a topic of both great interest and contention. Whereas more traditionalist theorists strongly support the quantitative analysis of this construct, others maintain that it is too complex to be quantified, and that alternative forms of assessment such as ethnographic methods are required. This paper proposes that organizational culture can indeed be successfully quantified and demystified, provided that the instrument applied is firmly grounded in both theory and practice. To illustrate this proposition, a case study is provided of a large-scale organizational transformation effort, where the organization's culture was assessed by means of an assessment known as the Organization Value Analysis (OVA). Insight is provided into not only the theoretical foundations and properties of the OVA, but also the role that this diagnostic played in identifying key barriers to the case study organization's objective of entrenching a high performance culture. Moreover, it is shown how the results from the culture assessment were utilized to inform the design and implementation of a comprehensive transformation effort that would ultimately drive the alignment of the organization's culture to its strategy and the achievement of its business objectives. Finally, key features of OVA and culture assessment process which are aimed at supplementing the quantitative approach are highlighted, thus demonstrating one approach to developing comprehensive and thorough culture transformation process.

The role of colour landscape photographs to facilitate employee wellness in a psychiatric health-care environment

Waldemar Bussiahn Tshwane University of Technology, South Africa

The mental and physical working context in which mental health-care providers spend their day is an extremely stressful environment, specifically with regards to mental and physical well-being. This environment is shaped by influences such as job demands, patient related stresses and political and economic pressures. These factors may result in high levels of staff burnout, decreased work efficacy and increased overall stress. The primary objective of this study was to facilitate wellness amongst mental health-care providers in a psychiatric hospital by manipulating the visual lived environment through the introduction of colour landscape photographs with an emphasis on physical positioning and content. The photographic intervention consisted of two installations over a six months period. A qualitative analysis focused on positioning with written participant feedback, indicating that 'the photos add new dimension and depth to the ward' and 'loved the photos in the passage by the entrance