Center for Human Resource Management
Research Collaborations
Florida State University

CHRM Board and FSU Faculty Co-Authored Research Articles

Martinez, A. D., Kane, R. E., Ferris, G. R., & Brooks, C. D. (2012). Power in Leader–Follower Work Relationships. *Journal of Leadership & Organizational Studies, 19,* 142-151.

There is perhaps no more important workplace relationship than that between a leader and a follower. Nonetheless, few studies examine the implications of both leader and follower power on important work outcomes. Therefore, this study examined how the interplay of leader and follower power affects important work outcomes, namely, work relationship quality and job tension, through followers' met expectations. The study hypotheses were examined utilizing data obtained from 100 leader–follower pairs working at a large state agency. Our results indicated that leaders with more power were better able to meet their followers' expectations; not surprisingly, followers with met expectations indicated less job stress and better relationship quality with their leaders. In addition, because powerful followers should be able to acquire assistance and resources on their own, they were expected to need less support from their leaders than non-powerful followers. However, our findings did not provide support for this notion. Taken together, powerful leaders are more likely to meet their followers' expectations which in turn reduces followers' job stress and increases the work relationship quality between leaders and followers; these relationships hold true even for followers that are themselves powerful.

Thompson, K.W., Shea, T.H., Sikora, D.M., Perrewé, P.L., & Ferris, G.R. (2012). Rethinking underemployment and overqualification in organizations: The not so ugly truth. *Business Horizons*, *56*, 113-121.

What comes to mind when you hear the term *underemployment*? Does a slight, disapproving frown purse your lips? Does pity flood your heart? Or do forgotten mental notations to study the topic permeate your brain? Although we are intimately familiar with unemployment and its effects, we are much less aware of underemployment and its impact on people and organizations. According to the U.S. Bureau of Labor Statistics, in January 2012, underemployment was estimated to affect more than 10 million people in the American civilian labor force. Its magnitude suggests that underemployment is a significant issue for all involved. By combining practical experiences from an outplacement firm (Right Management, headed by our second author) and what we have learned from academic research, we herein describe five types of underemployment, discuss widely held assumptions about the issue, and offer suggestions regarding ways that organizations might harness the power of this economy-wide phenomenon.

Kacmar, K.M., Andrews, M.C., Van Rooy, D.L., Steilberg, R.C., & Cerrone, S. (2006). Sure everyone can be replaced … but at what cost? Turnover as a predictor of unit-level performance. *Academy of Management Journal*, 49, 133-144.

Most turnover research positions employee turnover as the dependent variable and focuses on identifying its antecedents. In this study, we viewed turnover as a key predictor in determining

unit-level performance. Specifically, a structural model was developed and tested that links managerial and employee turnover with performance through efficiency. We tested the model using a sample of 262 BURGER KING® restaurants. Results demonstrate that efficiency, measured as customer "wait time," explains the relationships of both management and crew turnover to both sales and profit, and efficiency, measured as food waste, does not mediate the relationship of turnover to sales or profit.

Research Publications Generated from CHRM Board Involvement

McAllister, C.P., & Ferris, G.R. (2016). The call of duty: A duty development model of organizational commitment. In M.R. Buckley, A.R. Wheeler, & J.R.B. Halbesleben (Eds.), *Research in Personnel and Human Resources Management*. Bingley, UK: Emerald Group Publishing Ltd.

Employee commitment is growing in importance as today's workforce becomes more mobile and increasingly willing to leave an organization is search of better opportunities. Although the academic literature has considered base levels of commitment, there is little research examining how a sense of duty can be instilled in employees. The model presented in this research suggests that the development of duty is the responsibility of both the organization and the individual. Thus, organizations desiring to inspire commitment need to invest in their employees and, in return, employees will reciprocate that sentiment by investing in their organization. Over time, organizations working towards this end can create dutiful employees who perform better and leave less.

Sikora, D.M., Ferris, G.R., & Van Iddekinge, C.H. (2015). Line manager implementation perceptions as a mediator of relations between high performance work practices and employee outcomes. *Journal of Applied Psychology, 100(6),* 1908-1918.

This study examined the role that line managers play in implementing their firm's HR policies and practices. The study found that as line managers implemented more of their organization's HR practices, their employees had lower job turnover intentions, higher job performance perceptions, and higher perceptions of being involved in workplace decision making. Additionally, the study demonstrated that line manager's HR competencies and their political skill levels were both linked to greater HR practice implementation. When the managers had higher HR skill levels and/or had higher political skill levels, they implemented more of their firm's HR practices. Overall, the paper highlighted the critical role that line managers play in implementing their organization's HR practices and in shaping important employee outcomes.

Brouer, R.L., Badaway, R.L., Gallagher, V.C., & Haber, J. (2015). Political Skill Dimensionality and Impression Management Choice and Effective Use. *Journal of Business and Psychology,* 30(2), 217-233.

The purpose of this study was to test a model examining the individual dimensions of political skill on influence tactic choice and performance ratings. Findings suggest that the dimension of social astuteness best predicts positive impression management over negative impression management. Apparent sincerity interacted with positive impression management tactics to predict higher performance ratings, whereas interpersonal influence did not. The findings support

that socially astute individuals use more positive influence tactics in the workplace. This could impact the broader work environment, making it more pleasant than one with individuals using negative influence tactics. Thus, it might be the interest of organizations to train individuals to enhance their social astuteness. However, confirming prior research, performance evaluations made by managers are impacted by more than objective performance (e.g., political skill). Thus, organizations need to ensure the proper training of managers to lessen these types of biases.

Meurs, J.A., Gallagher, V.C., & Perrewé, P.L. (2010). The role of political skill in the stressor-outcome relationship: Differential predictions for self- and other- reports of political skill. *Journal of Vocational Behavior, 76,* 520-533.

The beneficial role of political skill in stress reactions and performance evaluations has been demonstrated in a substantial amount of empirical research. Most of the research, however, has focused on self-perceptions of political skill. This study examines the differential effects of self- vs. other-rated political skill in the conflict – emotional burnout and performance relationships. Findings suggest that both self and supervisor-rated political skill reduced the negative effects of conflict on burnout. Interestingly, when examining employee performance, only supervisor-rated political skill reduced the negative effects of conflict on performance. Thus, it appears that both types of reporting of political skill can reduce employee stress, but only supervisors' perceptions of employee political skill affect the performance ratings of employees who experience work conflict.

Conference Presentations

Steffensen, D.S., McAllister, C.P., Brooks, C.D., & Perrewé, P.L. (2016). *Not at the table: A diary study analyzing the effects of constant connectivity on work-family conflict*. In P.L. Perrewe & P. Spector (Co-Chairs) Advances in occupational stress research symposium at *Southern Management Association meetings*, Charlotte, NC.

Advancements in communications technology have had many positive effects on business-outcomes. For example, they have increased the flexibility for how, when, and where work gets done. Though positive outcomes exist, we examined potential negative effects in this study. Specifically, we examined the well-being of individuals who feel "constantly connected" to their work via smart-devices. Our findings suggest that being constantly connected affects the tension that employees have regarding their job. Further, employees who were constantly connected also experienced greater conflict in terms of the balance between their work and non-work lives. Given our findings, organizational leaders should set clear guidelines for the use of smartphones, tablets, and other devices that can connect their employees to their work. Employees need time to decompress; reducing their feelings of being constantly connected can help them recover from the stresses of work.

Maher, L., Gallagher, V.C., Rossi, A.M., Ferris, G., & Perrewé, P.L. (2016). Political skill and will as predictors of impression management frequency and style: A three-study configurational investigation. Paper presented at *Southern Management Association meetings*, in Charlotte, NC.

Organizational politics is an inescapable fact of life for most companies, and this involves certain employees gaining undue favor with others though interpersonal exchanges with others. Different impression management tactics are used to influence supervisors, co-workers, and subordinates in order to develop and maintain informal power. However, these tactics are rarely ever used in isolation, and we know very little about what type of people use different combinations of these tactics to create overall impression management strategies. The results of this study confirm previous findings that there are generally three types of people: Aggressives who are constantly and oftentimes excessively trying to manage impressions, passives who generally take a more laissez faire approach, and positives who selectively use tactics that are designed to give people a positive and likeable impression. Study results also demonstrate that employees with high levels of political skill, an emerging measure of social effectiveness at work, generally select the positive impression management strategy. Additionally, employees with political will, an emerging measure of motivation to engage in office politics, is shown to be a good predictor of impression management strategies, such that low levels of political will predicts passives, high levels of political will predicts aggressives, and medium levels of political will predicts positives. In summary, the employees who select impression management strategies that make them appear likable to others are those with the highest political skill, but a moderate amount of political will.

Invited Talks

Ellen, B. P., III (2016, November). *Validating the leader political support construct.* Management and Entrepreneurship Department, Sawyer Business School, Suffolk University.

Ellen, B. P., III (2016, October). *Validating the leader political support construct.* Social/Personality Area Meeting, Department of Psychology, College of Science, Northeastern University.