EXECUTIVE SUMMARY

Summer Research Grant – 2015

The support provided by a 2015 Summer Research Grant afforded me the opportunity to extend my scholarly agenda in a number of ways. Specifically, some projects were completed while others were revised or initiated.

I remain steadfastly confident all of the projects will be accepted in peer-reviewed publications in the near future. I also had opportunities to collect data that will help me build on the momentum developed in recent years.

Involved Research:

Accepted and published articles

In terms of projects reaching fruition, we published a study in the Journal of Social Psychology that focused on employee’s ability to create reality at work through enactment. Enactment, as the name implies, represents the tasks undertaking to restore or build structure and to set up protective mechanisms when confronted with stress. In this series of studies, we found that enactment could be particularly useful in settings fraught with organizational politics. Scholarly and practical implications of these findings are many.

In a recently accepted article in Leadership Quarterly, my colleagues and I were interested in assessing the coping efficacy of proactivity and resource availability on work outcomes for employees reporting abuse from their immediate supervisor. Results indicated that taking initiative and having a store of resources at one’s disposal could help when faced with a boss considered abusive. Leadership Quarterly is considered the top leadership journal in the world.

Final, my article to be published in the Journal of Management dissected the complex relationship between work initiative and job performance by considering the influence of political skill. In three studies spanning two continents, it was shown that initiative, in the absence of political skill, can lead to undesired outcomes. The Journal of Management is considered a top-tier management publication. In fact, the journal was recently ranked #4 out of 185 management journals, #3 out of 115 business journals, and #1 out of 76 applied psychology journals.

Revisions and initial submissions:

An article resubmitted to the Journal of Business and Psychology found that passion for work is much more valuable when coupled with opportunity-generating resources. The article is currently under its third round review.
We submitted an article to the *Journal of Occupational Health Psychology* which was completed during Summer, 2015. The paper examines the relationship between employee enactment and supervisor instability. Findings confirm that employees who are able to create a certain reality at work in a proactive sense are less harmed by leader mistreatment. The paper is currently under its initial review at the journal and was, concurrently sent to our national conference for presentation in August.

Also, we have a paper currently under third review at the *Journal of Social Psychology*. The paper examines the relationship between work drive politics perceptions. Across multiple samples, work drive was found to neutralize the negative effects of politics on satisfaction, tension, and exhaustion. The revised paper will be returned to the journal by January 15, 2016.

Another paper, which examines the relationship between worker entitlement and the quality of supervisor relations is currently under its initial review at *Group and Organization Management*. The two-sample investigation found that supervisors had a significant effect on the development of entitlement behaviors in the workplace.

Lastly, we have an article under third review at the *Academy of Management Review*. The paper describes a conceptual model of workplace entitlement. The journal ranks as the foremost theoretical journal in the organizational sciences. I am confident that we will have a final decision on the manuscript by February 1, 2016.

*A number of manuscripts are currently at various stages of completion.*

We are currently working on a manuscript that examined the relationship between political will, political skill, and politics perceptions on job performance and company citizenship behaviors. The multiplicative model of job performance argues that employee contributions should be high when motivation and ability match the environment. Thus, in political environments, employees with political will and political skill should thrive. Results indicated that employees with higher levels of political will and political skill reported higher levels of performance and citizenship behaviors, indicating that political environments create opportunities for some. Target Journal: *Journal of Organizational Behavior*. Target Date: March, 2016. The paper has already been accepted for presentation at a national conference.

Finally, we developed a manuscript that examined the relationship between work politics and loyalty. In general, what we found is that politics affects various work outcomes, but the form of the relationship is nonlinear depending on one’s level of loyalty to the organization. Data has been collected and analyzed, and an initial draft has been created. Target Journal: *Journal of Management*. Target Date: April, 2016.

**Data Collections:**

I had the opportunity to collect two data sets. The first was a student-recruited sample of managers while the second was technology employees in Central Florida.
Visibility: (my research was discussed in the outlets presented below):

- **Tony Robbins: Being supportive in stressful times: The surprising benefits of helping your partner when they need it most**  
  (http://humanelevation.tonyrobbins.com/blog/relationships/being-supportive-in-stressful-times)

- **The Bad (and a Little Good) News about Workaholism**  

- **How to Manage a Workaholic (Fox News)**  
  (http://www.foxbusiness.com/personal-finance/2015/04/01/how-to-manage-workaholic/)

  Others are available upon request

I am grateful for the support provided by the College of Business over the past several summers. It’s has been instrumental in helping me develop a body of research that enhances the reputation of the Department of Management and the College of Business through scholarship and external visibility.

The ability to collect data as a result has also allowed me provide opportunities to Ph.D. students and junior colleagues at FSU as well as other domestic and international universities.

I look forward to contributing to the growth and reputation of the College of Business in the years to come. Securing the additional resources needed to maximize my contribution is a foremost objective at this point in my career. I hope the college will keep me in mind when sources of research support become available.

As always, I appreciate the college recognizing and rewarding my contributions. Please let me know what I can do to help the college as it continues to move forward. If any elaboration is needed regarding the contents of this report, please let me know.

Best wishes,

Wayne

Wayne Hochwarter  
Jim Moran Professor of Management
Articles Discussed Above:


Bishoff, J., Hochwarter, W., & Ferris, G. Work environment enactment as a neutralizer of incivility’s relationships with job satisfaction, organizational citizenship behavior, and turnover intent: A two-sample investigation with convergence. (Initial submission at the *Journal of Occupational Health Psychology*).

Hall, A., Franczak, J., Ma, S., Herrera, D., & Hochwarter, W. The moderating role of work drive on politics perceptions-work outcome relationships. (4th Round Revise and Resubmit at *Journal of Social Psychology*).

Hackney, K., Maher, L., Daniels, S., Hochwarter, W., & Ferris, G. Job performance and well-being consequences of perceived entitlement behavior: Relationship quality as moderator in two samples. (Initial submission at the *Group and Organization Management*).


Ellen, B.P. III, Kane-Frieder, R.E., & Hochwarter, W. *A political perspective of the MAC model of performance*. (Manuscript in process, additional data collection completed).

Ellen, B., Halbesleben, J., Hochwarter, W., & Ferris, G. The roles of politics perceptions and employee loyalty in satisfaction, performance, and turnover intent predictions: A restricted nonlinearity perspective. (Manuscript in process, additional data collection undertaken).