Nathan Podsakoff, University of Arizona

Abstract: From an organizational perspective, employee conscientiousness is probably the most desirable personality trait. Hundreds of empirical studies demonstrate that conscientious employees typically perform at a higher level, are more likely to go above and beyond job requirements, make more effective leaders, and are less likely to perform counterproductive or deviant behaviors. However, these benefits may come at substantial personal (e.g., expenditure of one’s time, effort, and energy) and social (e.g., intragroup conflict and free riding) costs, which are most salient when considered in interpersonal contexts at work. Thus, we take a configural team approach to team personality to better understand the (1) personal costs conscientious employees pay in terms of personal resource depletion, and (2) social costs paid by teams when there is a gap between high group member(s) and average group member conscientiousness. We propose theoretical mechanisms and moderators of these effects, and discuss implications for theory, practice, and future research.

Presenter: Nathan Podsakoff is an Associate Professor in the Eller College of Management at the University of Arizona. He received his Ph.D. from the University of Florida and his A.B. from Princeton University. His research focuses on the effects of work-related stressors, multidimensional models of employee performance with a focus on citizenship behaviors, the dissemination of academic knowledge in the field of management, and issues related to the methods of behavioral research. His research has been published in scholarly journals including the Academy of Management Journal, Annual Review of Psychology, Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, Leadership Quarterly, MIS Quarterly, Organizational Behavior and Human Decision Processes, Personnel Psychology, Strategic Entrepreneurship Journal, and Strategic Management Journal. He currently serves as an Associate Editor for Personnel Psychology and is on the editorial board of the Academy of Management Journal.

Date: Friday 21 February 2014
Time: 12:00-1:00pm followed by Sandwich Reception
Venue: BUSN 142 Sir Rod Eddington Case Study Room
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